



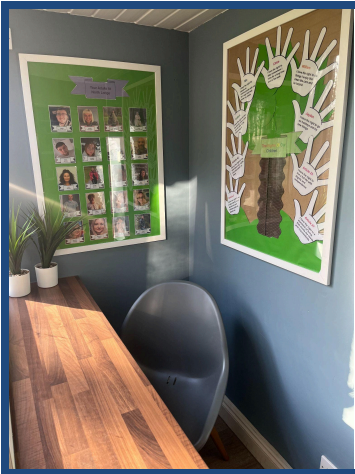
Statement of Purpose

North Lodge



Registered Manager
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Adamton Estate
Monkton, Prestwick
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North Lodge - Care Inspection Report - 05/04/2023

How well do we support children and young people's rights and wellbeing?	5 - Very Good
7.1 Children and young people are safe, feel loved and get the most out of life	5 - Very Good

North Lodge - Care Inspection Report - 04/03/2022

How well do we support children and young people's wellbeing?	5 - Very Good
1.1 Children and young people experience compassion, dignity and respect	5 - Very Good
1.2 Children and young people get the most out of life	5 - Very Good
1.3 Children and young people's health benefits from their care and support they experience	5 - Very Good

How good is our leadership?	5 - Very Good
2.2 Quality assurance and improvement are led well	5 - Very Good

How good is our staff team?	5 - Very Good
3.3 Staffing levels are right and meet children and young people's needs, with staff working well together	5 - Very Good

How good is our setting?	5 - Very Good
4.3 Children and young people can be connected with and involved in the wider community	5 - Very Good

How well is our care planned?	5 - Very Good
5.1 Assessment and care planning reflects children and young people's needs and wishes	5 - Very Good

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Contact Details Registered Home Details

North Lodge

Adamton Estate

Monkton

Ayrshire

KA9 2SQ

Registered Manager:

Louise Campbell

North Lodge

Adamton Estate

Monkton, Ayrshire

KA9 2SQ

Email: louise.campbell@sparkofgenius.com

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Responsible Individual:

Stephen McGhee

Spark of Genius

Trojan House

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Paisley

PA1 2BH

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Tel No 0141 5872710

Registered Provider

Spark of Genius

Trojan House

Pegasus Avenue Business Park

Paisley

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Caring for Children

Spark of Genius ~ Aims and Objectives

We aim to function as one coherent residential child care system; with consistent policies, practices, procedures and management across all of our homes. As part of this system, we will deliver care to the standards set out in the National Care Standards.

We can provide care for a group of up to five young people, on a medium or long term basis.

In all cases, our overall **Aim** is to provide care which:

- ★ Helps a young person to make sense of past experiences and to develop coping strategies to deal with these.
- ★ Provides young people with positive, stimulating and enjoyable experiences.
- ★ Helps young people (and wherever possible their families/networks) to plan towards and achieve a positive and successful future.

Our **Objectives** are:

- ★ To provide each individual young person with the highest quality of care and support achievable.
- ★ To promote young people's self-confidence and self-esteem within a framework of equal opportunities and anti-discriminatory practice, recognising their individual potential and needs.
- ★ To safeguard young people and promote their welfare, including positive health care and health education.
- ★ To promote educational opportunities and achievement.
- ★ To promote young people's contact with their families, unless this is clearly and explicitly determined not to be in their best interests.
- ★ To promote young people's integration with the wider community/supportive networks.
- ★ To assist with the preparation for all young people for an independent and fulfilling adult life.
- ★ To work effectively as part of a multi-disciplinary helping team to ensure that the best interests of the young people and their families are met.
- ★ To advocate on behalf of young people to assist them in achieving their potential

We are able to offer a truly integrated and holistic approach to service delivery and we are fully committed to:

- ★ Adapting new and emerging practice models and assessment frameworks.
- ★ The implementation of best practice and learning from research, theory and developments in the field of residential child care and education.
- ★ Safer recruitment practices.
- ★ Specialist training and continual professional development of staff teams.

Spark of Genius offers fundamental core services:

- ★ Residential Care
- ★ Education / 24 hour curriculum
- ★ Blended learning
- ★ Crisis Intervention
- ★ Alternative Therapeutic Interventions
- ★ Adult Support Services and Community Support

Each core service is fully integrated so that a young person is able to transition smoothly between services at different points and developmental stages in their lives. Our model of child care offers a unique opportunity in our ability to completely personalise a package of care and education to meet the unique needs of each child being looked after at North Lodge. Where possible, we endeavour to prepare the young person for integration back to their family environment and community. Over the last ten years, as an organisation, we have developed a comprehensive range of services for children who require specialist care and expertise which is unavailable within their local authority provision.

We aim to provide an optimal care setting for children in a group living environment and recognise that a key element of working with a diverse age range is to ensure robust safeguarding and in the meeting of different developmental needs.

We ensure this through:

- ★ Expert assessment of need.
- ★ Ensuring that all care plans and placements are appropriate for the care environment through careful placement matching on admission.
- ★ Creating a culture of support within the peer group environment
- ★ Ensuring that all practitioners are aware and respond appropriately to the needs of the different age groups and developmental stages (training is specific to the age ranges and range of needs within the house at any time).

We have developed a staffing structure which consists of three teams of three staff on shift at any time on a rotational basis and two awakened night staff to meet the child's needs when at occupancy. We will increase staffing wherever required according to the needs and demands of the group.

Spark of Genius ~ Ethos and Philosophy

The National Health and Social Care Standards identify five core values which contribute to quality care practice in all residential settings, these are:

1. Dignity and Respect
2. Compassion
3. Be Included
4. Responsive Care and Support
5. Wellbeing

Spark of Genius seeks to promote all of these values at all times, by way of the following examples of good practice:

Dignity & Respect

- ★ Spark of Genius supports, promotes and complies with the European Convention on the Rights of the Child.
- ★ Staff have an active awareness of each young person's child's racial, cultural, religious and dietary needs, enabling the celebration of difference for all.
- ★ Spark of Genius uses techniques for managing young people's behaviour based principally on positive reinforcement and reward, avoiding punitive measures in reaction to negative behaviour(s), so that young people can learn from their mistakes and from the pro social modelling of staff and the adults around them.
- ★ Information about all young people will remain confidential; information about one young person will not therefore be disclosed to another, or to any inappropriate source without permission.

Compassion

- ★ All young people will receive sensitivity in practice, especially when dealing with personal issues.
- ★ Spark of Genius provides a living environment and operational culture which places the needs of the young people as paramount, above all others.
- ★ Care is taken to ensure that a homely environment is maintained, and the home does not develop an overtly institutional feel

- ★ Spark of Genius actively promotes family contact, as appropriate and as agreed in the Care Plan for each young person.

Be Included

- ★ Each young person is encouraged to personalise their own bedroom within reason.
- ★ New young people (following initial settling-in) will each be encouraged to personalise their own room.
- ★ Young people are actively encouraged to share and influence (age appropriately) the day-to-day routines and practices within the house through a variety of means, including attending residents meetings.
- ★ Young people are encouraged to exercise their own religious and cultural preferences.
- ★ Young people are actively encouraged to partake in a wide variety of leisure activities.
- ★ Each young person is given the opportunity to actively engage in, and influence the planning and delivery of services for them.

Responsive Care and Support

- ★ Spark of Genius provides a living environment and operational culture which encourages the development of self-confidence and allows young people appropriate opportunities to take some calculated risks within their learning journey.
- ★ At Spark of Genius, each young person is able to access and record in their own personal file.
- ★ Spark of Genius has developed an independent living skills programme, for young people to use in their learning journey towards independent living.
- ★ The provision of clear information about how to complain or to resolve minor issues is available, to all young people, at all times.
- ★ All young people have access to an independent advocacy service including the provision of a free-phone telephone service and text helpline to senior managers.

Wellbeing

- ★ Spark of Genius provides a safe physical environment.
- ★ Spark of Genius actively promotes social learning, so that all young people can learn to understand their rights and responsibilities within the home, within the community and towards others.
- ★ All young people are made aware of how they should expect staff to behave, and what they should do if this is not their experience.
- ★ All young people are provided with guidance and support, which informs them about how to influence decisions about their future.
- ★ All young people are provided with information about the independent advocacy service and of how they can pursue a complaint (both formal and informal).
- ★ A system of care planning and reviews (LAC system) is used throughout to ensure that service provision most appropriately meets health, education and social needs in order to maximise the future life chances for each young person.

Further consideration is also given to the following:

Realising Potential

- ★ Spark of Genius provides a living environment and operational culture which encourages the development of self-confidence and allows young people appropriate opportunities to take some calculated risks within their learning journey.
- ★ At Spark of Genius, each young person is able to access and record in their own personal file.
- ★ Spark of Genius has developed an independent living skills programme, for young people to use in their learning journey towards independent living.
- ★ The provision of clear information about how to complain or to resolve minor issues is available, to all young people, at all times.
- ★ All young people have access to an independent advocacy service with advocacy and participation worker Amy Godwin from Who cares?

Choice

- ★ Each young person is encouraged to personalise their own bedroom within reason.
- ★ Young people are actively encouraged to share and influence (age appropriately) the day-to-day routines and practices within the house
- ★ Young people are encouraged to exercise their own religious and cultural preferences.
- ★ Young people are actively encouraged to partake in a wide variety of leisure activities.

Rights

- ★ Spark of Genius supports, promotes and complies with the European Convention on the Rights of the Child.
- ★ Spark of Genius provides a safe physical environment.
- ★ Spark of Genius actively promotes social learning, so that all young people can learn to understand their rights and responsibilities within the home, within the community and towards others.
- ★ All young people are made aware of how they should expect staff to behave, and what they should do if this is not their experience.
- ★ All young people are provided with guidance and support, which informs them about how to influence decisions about their future.
- ★ All young people are provided with information about the independent advocacy service and of how they can pursue a complaint (both formal and informal).
- ★ A system of placement planning and reviews (LAC system) is used throughout to ensure that service provision most appropriately meets health, education and social needs in order to maximise the future life chances for each young person.
- ★ Spark of Genius actively promotes family contact, as appropriate and as agreed in the placement plan for each young person.
- ★ Each young person is given the opportunity to actively engage in, and influence the planning and delivery of services for them.

Aims, Objectives and Ethos of North Lodge

North Lodge is a residential children's home and is managed by Spark of Genius; this is one of many residential houses throughout England and Scotland. Spark of Genius offers residential care for no more than five young people, within small homes in semi-rural areas. Our houses are selected on the basis that we ourselves would be happy to live in them and they are of a very high quality and specification. We firmly believe that residential care should be viewed as a positive choice for those young people who have to live away from home.

North Lodge is a residential service for children and young people with learning disabilities who need medium to long term specialist care. Education is provided at one of our learning centres located nearby and our young people travel to school and back every day; we also support our young people in attending mainstream or alternative specialised education, training or work placements wherever possible.

We are able to provide an innovative range of services to meet the individual needs of children and young people and we strive to:

Create a warm, family environment without the emotional intensity of the original family home. To achieve this each young person's opinions are central to the home's operation and we endeavour to democratically agree to any changes. Young people are regularly consulted during daily discussions, advocacy, relax kids and one to one time as well as during service managers themed visits, Quality Assurance and external partners visits.

Our Health and Wellbeing Activity Coordinator will together with the team and management maintain close links with sporting and leisure clubs, community projects and encourage each child to participate.

Support each young person in maintaining cultural and religious affiliations through the many links we have created in the local community. Our diverse group of staff will encourage each young person to observe, celebrate and share their beliefs and heritage through educational projects, group discussions and creative arts.

Offer a fair gender balance within the staff team in order to promote appropriate pro social modelling and good role models of both sex.

Support each young person in the development of adaptive coping strategies and selfcare.

Ensure that there is always a team of adults available who work in line with the philosophy and beliefs of Spark of Genius in order to achieve consistency of approach, supporting the development of resilience and internal focus of control.

- ★ Consistently training for all our staff in knowledge and skills to improve and support the development of resilience in young people.
- ★ Ensure that North Lodge provides an experience which is caring, structured, holds high expectations for children's behaviour and encourages participation and empowerment

throughout the home.

- ★ Adhere to robust pre admission planning, initial assessment processes and observations.
- ★ Provide intensive, bespoke packages of support – this can be enhanced if a placement appears to be at risk.
- ★ 24 hour supervision with wakened night staff
- ★ Oncall system to ensure 24 hour safeguarding support for staff and young people.

We do this by:

- ★ Empowering children to participate in the operational management of the home (house meetings and feedback during key work sessions).
- ★ Spending time playing and sharing fun activities.
- ★ Seeking opportunities to show children we care and they matter by being affectionate in as many appropriate ways as possible.
- ★ Being consistent in our behaviour and our expectations.
- ★ Providing comfort and nurture during difficult times.
- ★ Modelling and promoting appropriate physical contact. This will be ‘prescribed contact’ which will entail hugs, handshakes and tactile gestures to convey warmth and sincerity; staff are trained to recognise what appropriate contact is and when to give it.
- ★ Encouraging relatives and friends to visit the home to promote the development of external relationships.
- ★ Endeavouring to create relationships with children’s families (care plan permitting) so that we can facilitate, support, monitor, report and assess family contact.
- ★ The home has a dedicated lounge for the purpose of family visits and reviews which allows for privacy without impinging on other residents.

We place great value on collaborative working and we have strong links with Social Work, Psychological Services, CAMHS, Health professionals and many other external agencies. Working with the parents and carers of young people in our care can positively affect outcomes for the young people therefore we are committed to the promotion of home contact if this is appropriate. We agree contact arrangements with the case holding Social Worker and the arrangements for managing contact are clearly set out in the child’s care plan. Our aim is to support the child, significant others and the placing authority with contact arrangements; and this can be done by providing transport, making space available within the home or by supervising contact if deemed necessary. Our staff team will write up and provide feedback of any observations noted during periods of contact and we will raise any issues which may have arisen, as well as offering advice on adapting and supporting contact arrangements which leads to enhanced and positive experiences for the young person.

Using a nationally acclaimed parenting programme adapted to include the core aspects of our ‘Every Second Counts’ approach; our psychology team can deliver a programme to parents which reduces the impact of previous negative family dynamics. This greatly improves relations

on home contact and helps to prepare the family and young person for the possible reintegration into the family home if this is possible.

North Lodge will not tolerate any form of discrimination, injustice or inequality. Staff are committed to the elimination of all forms of discrimination and to creating equality of opportunity for everyone, regardless of their gender, race, disadvantage, disability, culture, religious beliefs, age, sexuality or social class. Staff will receive training and support to raise awareness of discriminatory practice and the home has a robust 'Anti-Discrimination' policy which all staff will be familiar and confident with. Staff will attempt to build an in-depth understanding and knowledge of each young person so that their insights can be employed in subtle and thoughtful ways to ensure that the child is getting feedback which ensures that they feel valued.

North Lodge Service Outcomes

The outcomes we aim to achieve for our young people are:

- ★ To feel safe and valued within a warm and nurturing environment.
- ★ To be looked after by an appropriately skilled and caring staff team.
- ★ To have continuity of care
- ★ To actively learn according to their age and stage of development.
- ★ To be encouraged to develop their own identity, enjoy new experiences and to develop a wider social network.
- ★ To participate in local and wider community based leisure activities.
- ★ To participate in a wide range of activities which promote self-esteem and confidence.
- ★ To develop independent daily living skills such as cooking, personal care and safety.
- ★ To sustain and develop new skills to improve their quality of life.
- ★ To engage and develop new friendships.
- ★ To embrace a healthy lifestyle and enjoy a wide range of activities which promote well being, such as movement, a balanced diet, and meditation
- ★ To have the opportunity to influence decisions which affect them.
- ★ To participate in an active role in the planning and delivery of the service.
- ★ To participate in educational sessions which support the 24 hour curriculum.
- ★ To be given the opportunity to play and feel the benefits.
- ★ To be heard and included in decisions through use of specific resources despite the challenges of communication impairments that present themselves within vulnerable children.
- ★ To promote blended learning to a high standard within North Lodge environment

How the Service Meets these Outcomes

At all times, we aim to provide a safe and stimulating environment for all of the children and young people placed in our care. The service will focus on delivering realistic and achievable outcomes for children and young people and will follow the National Minimum Standards. The Registered Manager and staff team will ensure that safeguarding activities are embedded in the service and health & safety legislation are adhered to.

The service is regularly inspected and monitored by:

- ★ Regular Quarterly reports completed by the registered manager
- ★ Regular Quality Improvement inspections completed by SMT
- ★ Quarterly independent inspections
- ★ Regular Care Inspectorate inspections
- ★ Health and Safety inspections
- ★ Food Hygiene inspections
- ★ Regular, statutory service of equipment inspections

About North Lodge, Facilities and Recreational Activities

North Lodge is a five bedroom detached house, in the outskirts of the village of Monkton. We are situated in a semi rural location, five minutes by car from the Town of Ayr and a few minutes from Prestwick.

The house is maintained to a high standard and is very clean and comfortable with all of the rooms fitted and decorated with top quality furnishings. North Lodge has its own enclosed garden, with mature trees all around.

On the ground floor of the house

- ★ Large activity room
- ★ Lounge
- ★ Well equipped kitchen with breakfast bar
- ★ Utility room with laundry facilities
- ★ 3 bedrooms
- ★ 2 bathrooms
- ★ Staff office
- ★ Managers office

Upstairs:

- ★ 2 bedrooms
- ★ Relax seating area

Garden:

- ★ Wooden multiple swing set, slide and monkey bars
- ★ Outdoor education area
- ★ Trampoline
- ★ Patio area
- ★ Fence around front and back garden

There are many opportunities for participation in a wide range of recreational and leisure activities in the geographical area surrounding North Lodge. There are numerous amenities close by including access to shopping, local parks, cafes/restaurants, swimming, bowling cinema, libraries, horse riding and go karting; these activities are all within a short travelling distance and staff will support young people in their chosen recreational activities. We will also encourage our young people to visit places of interest, to go for nature walks in the local countryside, and to join clubs and groups according to their personal preferences and interests.

The North Lodge staff team will encourage all of our young people to try out new things and to experience new challenges, learning across a 24 hour curriculum, broadening their own expectations and to successfully achieve.

Further we have a Health and Wellbeing Activities Coordinator who works closely with both the young people and the staff team to promote participation and community engagement for our young people.

About the Children who live at North Lodge

Admission Criteria:

Age Range

5 - 21 years

Gender

Mixed Gender

Numbers

Up to five young people

Range of Needs Able to Accommodate

Learning Disabilities
Diagnosis
Social, Emotional and Behavioural Difficulties

Admission Procedures and Transition Planning

We accept placements for children and young people aged between 5 years who will benefit from living within a residential group living environment. The risks and needs of these children are not at a level where an individual placement is required, and there are no critical issues which would illustrate unmanageable risks to other children/young people already in placement.

All admissions are undertaken following an in-depth assessment of needs and risks. Where any risks are identified, these are not seen as inhibitors for placement, but are considered on the basis of the ability to safely manage risk and to put appropriate support plans in place. However, of paramount importance is the safeguarding of children and young people in our care, and therefore we would not accept a child into placement who may pose an unmanageable risk to themselves or others (e.g. active, ongoing suicidal ideation and behaviours where the child requires to access tier 4 CAMHS).

Spark of Genius believes in developing child-centred, bespoke packages of care and education and therefore we ensure that we can meet the needs of the child being placed with us and also the needs of the young people already in placement.

We accept same day placements if it is felt appropriate and that a 'quick' transition will benefit the child; providing the objectives of the placement are aligned with the house's purpose, and where appropriate planning can take place. We will also ensure that this does not impact the current group of young people.

Once a placement has been agreed the process of 'joining' the house is carefully managed in line with attachment informed practice as we fully recognise the importance of pre-placement planning to minimise any possible anxiety and trauma. The young person is very much involved in the planning of his/her transition alongside the local authority and this is carried out at their own pace, in line with their own individual needs.

This process will routinely involve visits to the house, having lunches/dinner, seeing their room, receiving child friendly welcome packs, making choices about their own furnishings and décor and spending time with other children/young people and the staff team. This 'positive claiming' process helps the young person to feel that they 'belong' to the house and that their choices and views are firmly valued.

Whenever possible; a house visit will be arranged by the Registered Manager and/or key worker to visit the child/young person in their family home or previous placement, to prepare them for the transition. In addition, a 'Young People's Guide' will be forwarded to the young person; and contact will be established with the current carers; this will enable any questions that the young person may have to be answered, to provide reassurance and for any concerns which they may have to be resolved.

We will work very closely with the referring Social Worker to gain all of the information required to enable a comprehensive, formal assessment of risk to be completed and to devise an initial 'Care Plan' which will clearly outline the purpose and aims of the placement beforehand. A

designated key worker will be carefully matched with the child; they will meet with professionals, previous carers and any other significant adults to obtain as much information as possible about the child in order to create an accurate assessment of current levels of understanding and functioning. A young person profile will be written which details daily routines, strategies for behaviour management, likes and dislikes and any potential risks and this will ensure consistency of approach by the staff team following admission.

A pre-admission planning meeting will always take place prior to admission, in exceptional circumstances, this will take place at the time of admission, or will be arranged to be held within the following three working days.

Emergency Admissions

We understand that it is not always possible to plan placements when a crisis situation develops. The need to act quickly in order to meet the young person's need is paramount and therefore we are able to accommodate situations like this as quickly and as smoothly as possible if necessary. Emergency placements are available within Spark of Genius, however we would always like to be notified at the earliest opportunity so that we can manage the transition as effectively as possible whilst minimising any stress for the young person.

In addition to the aims, philosophy and remit of the home and focus of practitioners, transition and exit planning is discussed from the onset of the placement. Our role is to support all children and young people where possible to attain a positive transition to:

Prepare for Independence: All staff are aware of the requirements of pathway planning and this is an integrated part of staff training at North Lodge. Staff will ensure good multi-agency working and attainment of a young person's goals in this area and this is integrated throughout our work in respect of vocational training, social and life skills work.

Return Home: Staff will work closely and sensitively in supporting children to return to their family and community and to provide outreach support services where required.

Care Planning and Outcomes Measurement

Each young person will have their own individual residential care plan, which addresses their particular needs with regards to health, education, emotional and behavioural development, identity, religious and cultural beliefs, family and social relationships, social presentation, communication profile and self-care.

Identifying and improving the outcomes for each young person is a priority area and primary task within North Lodge.

We maintain this focus by utilising:

- ★ Group discussion, case studies and consultation.
- ★ The young person's views, wishes and aspirations.
- ★ Individual placement aims, key tasks, objectives and timescales. These are updated as the child develops and their progress is evaluated.

- ★ Educational attainment.
- ★ Health checks and specialist assessments.
- ★ Structured assessments to chart progress and highlight areas for development.

This data will be analysed on a regular basis by the house's management team and this will then inform updates to the care plan, statutory reviews and practice. The child's progress within their care plan will be informally reviewed through internal auditing and also discussed formally at regularly arranged reviews and professionals meetings. This is an opportunity to look at the existing plans in place for a young person and the service which they are receiving. Following these reviews, the care plan can be amended to take into account any changes in circumstances, concerns or issues.

Access to Records

Except for information/material held in the confidential section of their files, children will be actively encouraged to take an interest in records held on them; to be involved in the personalisation and writing of their files and to read and comment on them. Any information held on a child's file which has been written by a third party or does not have the permission of the author to share will not be shared with the child, and will be held confidentially. Before records or files are shown to children, consideration will be given to the likely effect of sharing the information. However, all information contained outside the confidential section is normally accessible. If in doubt or if there are concerns about the likely effect on the child, the supervisor or manager will be consulted.

Should staff need to share information provided by previous carers or third parties they will:

- ★ Read the records/reports beforehand;
- ★ Speak to the authors if possible;
- ★ Collate the records in chronological order;
- ★ Give thought to what questions the young person may ask;
- ★ And/or what other information may be required;
- ★ A note should be placed on the Daily Records each time a child has access to records or his/her file.

Safeguarding Children and Young People

All staff will endeavour to build warm relationships to create emotional security in the belief that children are more inclined to seek understanding of past experiences from a secure position.

We will we do this by:

- ★ Spending time playing and sharing in fun activities.
- ★ Seeking opportunities to show children that we care and that they matter by being affectionate in as many appropriate ways as possible.
- ★ Promote and educate the importance of compassion.
- ★ Being consistent in our behaviour and our expectations.
- ★ Providing comfort during difficult times.

- ★ Modelling and promoting appropriate physical contact; this will be 'prescribed contact' which will entail hugs, handshakes and tactile gestures to convey warmth and sincerity.

The key worker will ensure that:

- ★ The child is registered with local health services and attends all appointments.
- ★ The child is supported in attending any prescribed therapeutic services.
- ★ The social worker maintains regular contact and ensures statutory reviews are upheld.
- ★ The care plan and individual risk assessment is kept up to date and adhered to.
- ★ That an individual health plan is maintained which will chart medical history, monitor personal care and raise awareness of physical, emotional and sexual health issues.
- ★ Act as an advocate in all areas of that young person's life.

All staff are trained in the dispensing of medication and dealing with issues of substance misuse. We maintain close links with the Local Pharmacy which provides and supports staff and the home has comprehensive policies and which all staff will be familiar with. The reporting protocol is displayed in offices with clear guidance on the reporting of incidents being given to every child within the 'Welcome Handbook'.

This is reinforced during group discussions, 1:1 key time and on notice boards. This encourages secure attachments and helps to build warm and nurturing relationships with staff. At North Lodge a register is maintained of all visitors; anyone who is unknown to the staff team is required to provide official identification.

We will ensure that we protect each young person from teasing or bullying by assessing the potential risks and by challenging **all** occurrences. Every incident and complaint will be recorded, investigated and reported to the placing authority. Support will be given to both the victim and the young person who may have caused the distress. The home has comprehensive 'Safeguarding', 'Suggestions and Complaints' and 'Anti-Bullying' Policies which all staff are familiar with. Additionally, 'child friendly' versions are available.

All staff receive training to cover these areas.

- ★ Safeguarding
- ★ How to deal with a Child Protection disclosure
- ★ Multi-agency commitment
- ★ Internet Safety Policy – monitoring and support and awareness raising
- ★ Promoting awareness of personal safety via discussion, learning resources, role modelling, guidance and encouragement
- ★ Aim to reduce absences/missing young people
- ★ Risk assessment compilation
- ★ Safer recruitment checks
- ★ Adequate staffing levels
- ★ Staff training and development
- ★ Monitoring of visitors and home contact supervision

Staff always listen to children and young people and take seriously any concern or allegation which is made. They are careful to avoid leading questions or promises of confidentiality. The

manager will maintain regular contact with the relevant Social Workers and will discuss any relative issues regarding the young people with them. Any significant event will be reported to the Care Inspectorate. The manager will maintain contact with the internal Child Protection Officer (CPO) in relation to any issues or allegations related to staff.

Managing Allegations

The Registered Manager is responsible for coordinating any Child Protection referrals, concerns and allegations. Spark of Genius has a comprehensive policy which is referred to by all staff and which contains the necessary guidance and instruction. Once a concern or allegation has been made or raised – the Registered Manager will inform the organisation's Child Protection Officer (CPO) and then will notify and co-operate with the Local Authority in the area where the allegation/concern is suspected.

The Local Authority will advise on the actions/measures that must be taken including notifications to the following:

- ★ The Child(ren)'s Social Worker, and come to a decision about notifying parents and any actions that need to be taken to protect the child(ren) e.g. whether it is necessary to change placements;
- ★ The Police, if a Child Protection Enquiry is initiated;
- ★ Referring the member of Staff to the SSSC.

In consultation with all of the agencies, decisions will need to be taken about the ongoing safety/placement arrangements of the Child(ren) and the alleged perpetrators e.g. it may be necessary to move/ or suspend staff or move/transfer children to another house or placement. If such a decision is made, the Local Authority will be notified as will the police if it is deemed necessary.

Staff are trained within mandatory safeguarding and child protection training on how to respond to allegations made by children in their care and this includes how to respond verbally, how to record and the reporting structures they need to operate within. The placing authority of each child placed will be made aware of the need for such procedures and enter into an agreement with the Registered Manager as to how these will be used when the child is placed. This agreement will be recorded in the placement plan.

North Lodge is formally inspected by the Care Inspectorate on a regular basis through the means of an unannounced inspection. North Lodge is also subject to robust internal scrutiny by being audited quarterly in the form of a Quality Improvement visit which occurs quarterly. The Registered Manager will also complete a monthly monitoring report in respect of the operation of the home. As part of these processes, young people, families and other professionals will be consulted regarding the quality of care being received by the children and young people who live there.

Sexual Exploitation of Young People

With regards to sexual exploitation, we are very proactive and will focus on early identification and intervention strategies in working with young people who may be deemed to be at risk. We are aware that all vulnerable young people, both male and female, are at risk of sexual exploitation, therefore we will raise awareness and protection of all of our young people will be our main aim. Any young person thought to be at risk of sexual exploitation will be assessed using the Spark of Genius in-house risk management tool.

We will ensure that all staff are up to date with legislation and guidance, and ensure that they are trained to recognise the warning signs and risk factors involved in the sexual exploitation of young people by engaging with relevant professionals to deliver training. We will ensure that our Policies and Procedures are in line with up to date legislation. Spark of Genius will work with, and ensure information is shared as a matter of good practice, with other agencies including Local Authorities, Police, Education, Health and Specialist Services working with sexual exploitation, to ensure a Multi-Agency approach/response.

Threat of Online Sexual Exploitation of Young People

Spark of Genius are aware that there is a serious threat of the young people being exploited online and as such we are committed to implementing the framework set out by The Child Exploitation and Online Protection Command (CEOP). We do this by ensuring staff are armed with the knowledge to identify the young people who may be vulnerable to exploitation, and know what to do when they are identified. There is an organisational commitment to implementing the following: Working in partnership, staff training, IT policies, increasing the young people's knowledge, increasing the young people's resilience and maintaining a commitment to the principles set out by CEOP. North Lodge has an in-house CEOP Ambassador who is able to deliver training, advice and programmes to staff, young people and parents.

North Lodge works closely with our CEOP Ambassador to ensure in-house training is specific to the needs of our young people, which ensures the training is of value and can support staff to deliver educational workshops with young people when appropriate.

Threat of Radicalisation of Young People

Spark of Genius are aware of the serious threat of young people becoming radicalised and as such we are committed to implementing the Prevent Strategy set out by HM Government. We do this by ensuring staff are armed with the knowledge to identify the young people who may be vulnerable to radicalisation, and know what to do when they are identified. There is an organisational commitment to implementing the following: Working in partnership, staff training, IT policies, increasing the young people's knowledge, increasing the young people's resilience and maintaining a commitment to the principles set out within the Prevent Strategy.

Gang Activity

Spark of Genius is aware that when a young person goes missing they may become involved or associate with 'gangs'; and we will work with the young person to raise their awareness of the dangers of becoming involved in 'gang cultures'. We will support all young people who are already associated or a member of a gang, to protect them from the associated risks of gang activity. Spark of Genius recognises that friendships within groups are a normal part of growing up, and these groups must be distinguished from 'street gangs'.

We will:

- ★ Make a return home a positive experience for the young person
- ★ Take time to listen to young people
- ★ Raise awareness of 'risky' behaviours
- ★ Educate young people about 'healthy relationships'
- ★ Find ways to work with the 'push-pull factor' for going missing by listening and talking to young people when they have been missing from placement.
- ★ Support young people in making positive attachments and in building relationships within the house using our 'authentic warmth model' of working with young people
- ★ Support building self-esteem in young people
- ★ Address any issues of bullying of young people (being creative and educational in our approach, taking into consideration the young person's stage and development)
- ★ We will with a restorative justice approach
- ★ Give young people a voice and to support them in feeling safe, to enable them to speak out, and to disclose if they are being sexually exploited (through use of specific resources in place to explore feelings / emotions)
- ★ Ensure that all the young person's medical needs are attended to
- ★ Be aware of the difference between young people gathering together to socialise and gang membership.

Consultation with Young People, Families and External Agencies

Each young person will have a designated key worker who will be carefully selected due to their similar interests and proven ability in establishing a positive and strong relationship with their keychild. They will use attachment informed practice to make connections and create bonds of attachment with the young person.

They will be supportive, work closely with the social worker and family, familiarise themselves with the child's likes and dislikes, organise their medical and health appointments, be responsible for the upkeep of case files and schedule weekly one to one keytime sessions to ensure that the young person is progressing, content, making progress and achieving the goals within their care plan.

We carry out annual stakeholder surveys annually which includes electronic employee surveys, young people views and surveys sent to all parents/carers, external agencies and professionals.

An anonymous template is also in place for the team within the service to feedback any potential concerns and equally identify solutions when appropriate.

There is a formal complaints and suggestions system that the young people and their families may use if they wish to address a particular concern or make a suggestion for improvement.

This is usually addressed by the manager but can be referred to an external complaints person if the young person is not satisfied with the outcome. The external complaint officer for Spark of Genius is The Managing Director, Stephen McGhee and the children can also have independent access to this person.

Total Communication

At North Lodge we have daily informal opportunities to meet as a group over meal times to enable everyone to talk about their day, resolve any issues which may be “around” and to discuss plans and events. North Lodge prides itself on providing up to date and effective therapeutic interventions and communication tools to ensure that each young person's views, opinions and suggestions are heard through the use of Talking Mats, visual aids, Makaton and Advocacy. Talking mats allows for the opportunity to discuss a number of topics such as, changes in life, views on the house, staff, family, transitions, appointments or delivering new information. North Lodge offers a person centered approach. Therefore recognise that communication is a challenging area for all young people. Our aim is to continually support and educate our young people to understand and develop social skills, language and emotional recognition.

Anti Bullying Procedures

Bullying at Davidshill Farm will not be tolerated; and within the home we have a clear ‘Anti-Bullying’ Policy. A copy of this is available for young people to access at any time and the ethos of the house is such that an open and honest culture is promoted. If bullying does occur, our focus is upon educating young people on what bullying behaviour is; how their behaviour was; or could be perceived as being bullying; and giving the young people different strategies to try and to address their presenting behaviour and responses to others. At times bullying behaviour can be resolved as a group through house meetings or restorative meetings may need to be arranged between the young people involved. At times consequences are given and, or, reparation work can be undertaken, bullying is also addressed in key work sessions in collaborative working with education colleagues.

Promoting Cultural, Linguistic and Religious Needs

As part of the implementation of our ‘Equality and Diversity’ policy, young people resident at the house are encouraged and supported to pursue any religious practice of their choice. Information about local centres of worship including Mosques, Temples and Churches of different denominations will be provided by staff, and young people wishing to participate in their respective religious practice will be fully supported by staff to a place of worship.

Within the house, young people are given privacy and space to follow their religious beliefs e.g. private time to pray is made available as well as the provision of relevant literature about

different faiths. The quiet room in the house can be used as an area for meditation and prayer as well used for recreation and other necessary meetings. Staff will ensure that food and cooking arrangements are sensitive to different cultures and belief

Anti-Discriminatory Practice

Staff will provide assurance to all young people in our care about our commitment to challenge and to remove any forms of individual, institutional or structured discrimination, whilst promoting an awareness of anti-discriminatory practice through ongoing training and support. Set out below are principles which we aim to adopt, communicate and implement in the house:

Principles:

- ★ Within Spark of Genius, young people should not be discriminated against for any reason.
- ★ Racist behaviour will not be tolerated and any such behaviour will be challenged and dealt with appropriately.
- ★ Sexist attitudes will be challenged and discussed.
- ★ No pornographic material will be allowed within the house, and no books or pictures deemed offensive to women or men will be displayed.
- ★ No young person will be excluded from a house because they are disabled, unless the layout of the building precludes them from physical access.
- ★ Staff will not discriminate in their treatment of young people on the grounds of their disability or any other reasons.
- ★ Staff will promote an awareness and understanding of disability in young people in their care and therefore work towards ensuring the best positive outcomes for individuals and others.
- ★ Stigmatisation of any young person and for any reason is totally unacceptable.

Children Missing from the Home

We work very closely with the local police to utilise protocols and policies. Our procedures clearly interface with children's individual care plans to set clear expectations for each and every child in care. Spark of Genius is aware that when a young person goes missing or runs away regularly from the home or school; this could be an indicator that the young person may be becoming involved in sexual exploitation or gang activities. Spark of Genius will work with the Local Authority and Police to address this immediately, sharing information to ensure that we find a way to encourage the young person to make alternative decisions.

Above all, we will:

- ★ Maintain contact with the young person, where possible, via phone or text (using Spark of Genius devices).
- ★ Actively search for the young people where appropriate alongside the Police.
- ★ Engage in a one-to-one discussion with the young person about their whereabouts, and let them know that we are concerned about them.

- ★ Support the young person in building trust and making positive 'attachments'.
- ★ Make time to listen and understand each young person's self-perception and seek to empower them in their lives (internal focus of control).
- ★ Encourage young people to make safe choices and to minimise any potential risks.
- ★ Promote the experience of success by setting attainable targets and celebrating achievements.
- ★ Ensure each young person has a clear understanding of the need to maintain behavioural boundaries.
- ★ Regularly review risk assessments and Care Plans.

Robust risk assessments are in place for all young people to minimise risk and good staffing ratios are observed. There is a clear procedure which is to be followed in the event of a child going missing. Staff are familiar with this procedure and a copy may be made available to parents/carers if they wish. When the child returns to the house, staff will notify the Police, the social worker, team manager, on-call manager and any other significant adults.

Suggestions and Complaints

North Lodge has a clear and detailed policy regarding suggestions and compliments, and all staff and young people are familiar with these processes. There are child friendly suggestions and complaints leaflets. We have an 'open door' policy in which young people are given the opportunity to air grievances with management and staff, in group discussions, during 1:1 key time and through their social worker, advocates, regulators and child protection agencies. Young people also have access to a telephone at all times (independent advocates and helpline numbers are prominently displayed). There is also a free text helpline for young people to use if they wish to make contact with external management.

North Lodge will be visited quarterly by SMT for a Quality Improvement visit and Care Inspectorate inspectors. Parents may also contact the Care Inspectorate directly if they wish to make a complaint.

Emergency Procedures

Health and Safety issues are given the highest priority. Whilst all care is taken with regard to health and safety, unforeseen emergencies can occur. If this should happen, staff will remain calm and follow procedure. Staff are clear about how to contact emergency services and how to contact senior and emergency support staff out of hours. Any emergency situation will be notified to the Care Inspectorate.

The building is equipped with a fire alarm system, there are clearly identified escape routes and all fire fighting equipment is checked in accordance with regulatory requirements.

In addition

- ★ Fire instruction is given to all regular staff regularly.

- ★ Any sessional or agency staff are given fire instruction at the commencement of any shift.
- ★ All children are given fire instruction regularly.
- ★ Any new child admitted is given fire instruction at admission
- ★ Visitors to the house are given fire instruction as appropriate to the length of the visit
- ★ Fire drills are held quarterly at varying times of the day, across all shifts.

A fire drill is conducted within the first week whenever a new child has been admitted to test and assess their understanding of instruction, and response to an emergency evacuation. There will be illuminated, clearly signed fire exits and the signage within the house indicates the route to be followed. There is emergency lighting which is inspected and tested in accordance with regulatory guidelines. There is a designated fire officer and person who is responsible for fire procedures identified on each shift.

If for any reason the building has to be evacuated, the young people will be moved immediately to the Caledonian Campus (Spark of Genius) and staff will have a set of keys and access to the code in the event of this being necessary.

3. Promoting Positive Behaviour

All of our work is underpinned by best practice and available guidance and as an organisation we feel it is imperative to maintain a progressive knowledge of informed behavioural management practice models; we have therefore adopted Therapeutic Crisis Intervention (BILD approved) as our behaviour management model. To support each young person in developing adaptive coping and self-management skills all staff are trained in this accredited and advanced training programme. The core of this training is to provide care workers with the skills and knowledge to support and teach young people positive responses to any difficult situations and environments.

This training teaches staff to:

- ★ Prevent and/or de-escalate a potential crisis situation involving a young person
- ★ Safely and therapeutically manage a crisis situation
- ★ Be able to help children and young people improve their coping strategies
- ★ Initial training over four days and then refresher training in line with policy
- ★ Competency checks will be carried out and assessed through practice observation and in debriefing/post crisis sessions following any incidents.

The main focus of this training is on teaching staff to de-escalate potentially volatile and violent situations using their relationship with the young person and the behaviour support techniques taught on the training. The framework highlights to staff the most important tool they have when working with young people is themselves and treating young people sensitively, consistently and in a caring way is the single most important contribution we make.

The framework puts huge emphasis on de-escalating situations in the early stages of crisis however in cases of extreme behaviour which may result in physical harm or serious damage to property, and when all efforts to exert control have been exhausted, adults are taught in the

training to 'safely hold' a young person as a last resort to keep them safe. Physical restraint will only be used if it forms part of the care plan and has been agreed by the placing authority and has been discussed with the young person on admission.

The Risk Management Plan will detail the best intervention strategies to employ in order to avoid physical intervention and to defuse any challenging behaviour; this is updated every three months as a minimum and always following any serious incident or change in circumstances. The Risk Management Plan will indicate whether a young person would need to be prevented from leaving the home, this would be based on clear risk assessment that they or others would be placed at significant risk. This will be agreed with the placing authority as part of the care plan for the child. This may include the local authority, placing authority, family members, transport and local police. If a young person leaves the house without permission then an individual reporting protocol is in place which reflects their individual risk assessment and care plan goals.

Our positive behaviour reinforcement reward systems are key in managing and promoting positive behaviour and are based on the sound understanding of the needs of our children, this is continually reinforced and good behaviour is always highlighted and praised. Every child has a bespoke plan developed based on their own areas of difficulties and strengths which we wish to continue to develop; any consequences and rewards are reviewed by the Registered Manager to ensure that they are age and stage appropriate.

Child Centred Practice

Experience in the residential child care sector has shown that simply containing vulnerable young people is relatively easy. The challenge is to provide a healing therapeutic environment which introduces a different belief system for these young people. These beliefs about themselves, others and the world can transform the inner thinking of the young people and consequently impact positively on their behaviours.

This long term transformational change is effected through staff expertise in the use of the Every Second Counts (ESC). Staff teams are trained in ESC which incorporates theories including Rogerian counselling, NLP, Change Theory and Positive Attribution Theory. Put more simply, everyday interactions at the park, in the car or in the supermarket become opportunities for dynamic change in possibilities for a young person. The creation of a therapeutic environment where young people can learn to trust themselves and others effectively promotes long term change in the lives of these disrupted and vulnerable young people.

The Every Second Counts approach was developed in response to an awareness that for some young people traditional one to one 'talk therapies' are not the only answer. Many of our young people do not engage with adults they don't know, nor do they have much experience of using emotional language to reflect on their difficulties. However, Spark of Genius, in partnership with a number of different partner agencies, principally local authorities/county councils, social work, education, and health professionals have used and will continue to use talk based therapies for individual young people and all young people on admission are made aware that we have a psychology team and that they can at any time request individual support from the team. For those that want to explore thoughts and feelings more directly, Spark of Genius will either

directly deliver or facilitate a range of direct and online approaches including CBT, counselling, solution oriented approaches, NLP, play, group and equine therapy.

4. Education

Education, in all of its forms, is one of the cornerstones of personal growth and development therefore all young people are actively encouraged to participate in educational opportunities appropriate to their need(s). Each accommodated young person will have a Personal Plan which outlines all plans for the young person's care and education. Where appropriate, this will also include a copy of any Coordinated Support Plan (CSP).

Spark of Genius recognises that each young person is an individual, is unique and will respond differently to various stimuli. It is imperative that any learning issues are addressed, with plans agreed for resolution prior to the admission of any young person. Spark of Genius can offer an appropriate education package designed to meet the needs of each young person living in Spark of Genius within their independent learning centres. Spark of Genius houses have a dedicated 'study' area for use by all young people, complete with appropriate learning equipment, a computer with Internet facilities and books. In addition, each young person has the facility for further private study in their own bedroom.

Young people will always be supported during any educational transition at both school and college and we will also work with local authorities to secure an appropriate educational placement for the young person based on recommendations of any statements and risk assessments.

We aim to equip each young person with the ability to manage life events so that they can deal with adversities, recognise opportunities and ultimately shape their own future for the better. To achieve this we feel educational attainment is a key factor.

Therefore we will:

- ★ Ensure stability and continuity of care through supportive corporate parenting and the development of secure attachment patterns in order to raise self-esteem.
- ★ Recruit specific 1:1 staff alongside education in order to establish the appropriate skill set required to support young people effectively in both residential and education settings and advocate on their behalf.
- ★ Provide 1:1 professional teaching support (with the support of our Caledonian School) to fill gaps in learning, and to coordinate integration into any other educational placements or mainstream schooling.
- ★ There is no time limit on this process and it is accepted that for some young people a return to mainstream may not happen; we will work with the LA to ascertain if these young people would be better suited to our Caledonian School. In these cases our specialist teaching staff from the school will provide a broad and balanced curriculum to ensure each young person reaches their full potential.

- ★ Liaise daily with school to promote best practice in collaborative working, continuity, and provide support by encouraging regular attendance, assisting with homework and promoting after school activities through a 24 hour curriculum.
- ★ Ensure each young person has access to a computer and a quiet space in which to study. All bedrooms are equipped with desks and chairs, and the education centre is also available to learners out of school hours.
- ★ Promote a blended learning approach and environment for individual young people who will benefit most from a non classroom based education, yet still achieve awards under the curriculum.

5. Health

At North Lodge, we understand the value of good health and wellbeing and support our young people intensively within this focus area. Key Workers will ensure that all young people are registered with local medical services such as a GP, Dentist and Optician within 48 hours of arriving at the home and that check-up appointments are made as part of the admission process. We promote healthy lifestyle choices on a day to day basis through a well-balanced diet and ample opportunities for physical activity. We support young people to attend health appointments and record the outcomes of appointments, acting upon any which require a follow up. We access local external services when required including sexual health clinics, drug support services, CAMHS and hospitals.

Medical consent forms are completed upon a young person's admission to the home. Young people are educated through key working sessions, residents meetings and informal discussion regarding the importance of maintaining a healthy lifestyle.

All medication at North Lodge is securely stored within the staff office in a secure medical cabinet, in line with Royal Pharmaceutical Society guidelines. All young people have their own individual health files. The young people also have individual storage boxes for the storage of their medication, again one is for prescribed and one is for non-prescribed medication; these are maintained by staff and are checked against written records for accuracy. Weekly balance checks ensure that all medication is accounted for.

6. Staffing Matters

Staff Team Structure

Registered Manager

Assistant Manager

2 senior RCCW

1 Health & Wellbeing Coordinator

8 staff for Day shifts

4 Wakened Night staff

2 Ancillary staff member for cooking and cleaning

Staff Team Supervision, Training and Development

All North Lodge personnel are subject to a vigorous screening process prior to commencing employment in line with Safer Recruitment and Safeguarding processes. This includes verification from the PVG Scheme, an interview, and a minimum of 3 references are required, however, we request references from all workplaces where an individual has worked in child care. We also require confirmation that they are not disqualified from working with children.

Training

Staff must complete a comprehensive induction and a six month probation period. They are supervised on a 6-8 week basis.

We have a robust annual training programme to prepare staff to work with children and young people which is always evolving and can be tailored to suit staff and young people needs but generally includes:

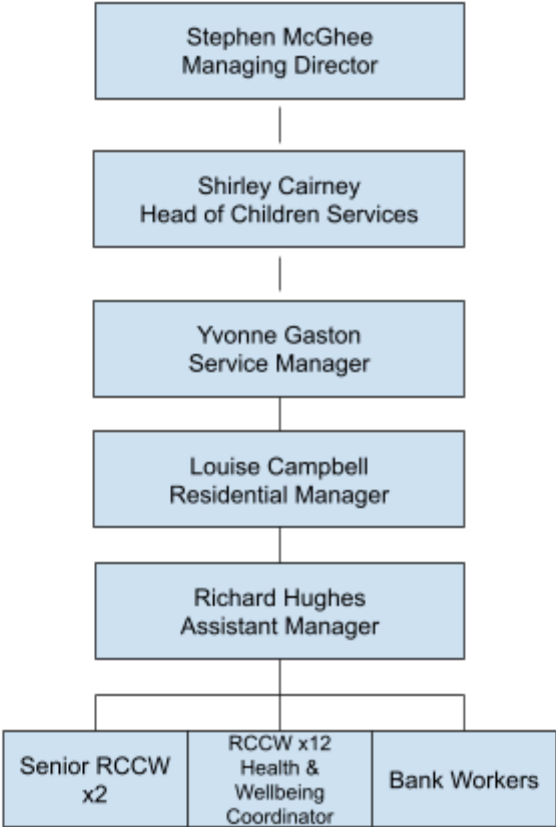
- Child Protection Basic training on the first day of employment and advanced training thereafter including Child Sexual Exploitation and Child Criminal exploitation.
- Health & Safety inc DSE, manual handling, Allergen awareness, Infection control and Lone working
- Makaton & Total Communication
- Fire Safety and Fire Warden
- First Aid with attempted suicide recovery techniques
- Food Safety Level 2
- Data Protection
- Equality and Diversity
- Therapeutic Crisis Intervention
- Relax Kids programme
- Attachment and Trauma
- Attachment and Trauma with Autism
- Managing Challenging Behaviours
- Safe Administration of Medicines
- Autism Awareness
- Risk Assessment and Risk Management Plan In house
- Policies and Procedures e.g. Whistleblowing
- Self Harm and Suicide theory
- Sexually harmful behaviours
- Mental Health First Aid Coaching

Staff also attend regular supervision and support with their line manager which covers any practice issues and identification of any necessary training required for personal development.

Each member of staff is required to register with the SSSC on commencement of employment.

Appendix 1 Organizational Structure of North Lodge
Appendix 2 Qualifications and Experience of Management Team

North Lodge Staffing Structure



Appendix 2 Qualifications and Experience of Management Team

Managing Director **Stephen McGhee**

Stephen has been with Spark of Genius since 2004 after gaining an Honours degree in Business and Management and his NEBOSH qualification for Health and Safety.

Stephen has 18 years of experience working with vulnerable children and young people in a variety of roles within Spark from Education Assistant to Managing Director.

Stephen has been central to building Spark's reputation and quality from a small, 10 young person school with 8 staff members to a large organisation with nearly 100 children and young people in our care, a further 200 in education and over 500 staff across multiple sites. Throughout this time Stephen has led key functions such as Quality, Referrals, Health and Safety, Fire Safety, Residential Care and Education Management.

Head of Services

Shirley Cairney

Shirley Cairney has vast experience in the field of Residential and Education Management. She started her career in 1983 and became a qualified Social Worker in 2001. She also has her PDA in leadership and management. Shirley joined Spark of Genius in September 2018, after 38 years with Children & Families in local authorities.

Service Manager

Yvonne Gaston

Yvonne Gaston has a background in Autism services, providing support to young people within education and a residential setting. Yvonne began her career as a residential worker in 2005, having gained previous experience in childcare services. Yvonne gained promotion to Senior Practitioner in order to be involved in the preparation for a new satellite service specific for young people with Autism in the community. Yvonne moved to Spark of Genius to gain an understanding of residential care for young people with behavioural difficulties for the first year, followed by a move to Davidshill Farm to transfer her skills and understanding to a specific client group.

Yvonne progressed into the role of Residential Manager and has achieved her SVQ Level 4 and Leadership and Management Award throughout her time at Davidshill Farm. Yvonne continues to expand her knowledge in the field of learning disabilities and shares her knowledge throughout her other Cluster homes linked to the role of Service Manager.

Residential Manager

Louise Campbell

Louise has over sixteen years practise and academically experience working with children and young people with social, emotional and behavioural difficulties as well as children and young people on the autistic spectrum and learning disabilities. After successfully completing an HNC in Social Care, Louise started a full time position in a residential school for children and young people with adverse childhood experiences.

In 2008 she began her career with Spark of Genius in the educational establishment at Glengarnock Campus in Beith primarily in the primary department providing a nurturing environment for children and young people to achieve successful outcomes.

To further enhance her career, Louise achieved a Bachelor of Arts in Education and Social Services in 2018 using her skills and expertise for continuing development within management at Davidshill Farm for two years before moving to North Lodge in September 2020 embracing a similar set up for Children and young people with additional needs.

Louise completed her SVQ Level 4 in April 2020 and progressed into the role of Residential Manager at North Lodge in July 2021.

Assistant Manager

Richard Hughes

Richard has over 15 years working in the care sector originally with adults with autism and associated needs. Richard moved into Residential Childcare in January 2010 joining Spark of Genius initially at Millholm then moving to Davidshill Farm where he spent 9 years. In those years Richard saw the service moving toward being specific to young people with additional support needs and diagnosis and progressed into a senior role supporting the management team in role modelling practice and developing the staff team's skill set in the area of working with diagnosis and additional needs.

Richard progressed into the role of Assistant Manager at North Lodge in October 2021 and completed his SVQ 4 in October 2022.