



# **SEMI-INDEPENDENT**

*Supported living for 16 to 24-year-olds*

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## Introduction

Diagrama Foundation is a UK charitable organisation that supports vulnerable children, young people and adults who are at risk of social exclusion.

We help transform lives through our residential, adoption, fostering, education and therapeutic services by taking a holistic approach and having a focus on the core values of being non-judgmental, providing care and empathy.

We accept each person as a unique individual and work with them so they can feel safe, secure and inspired to lead fulfilling lives. We believe that in order to offer an outstanding service, the needs of the individual must lie at the heart of everything we do.

Our aim is to prevent people from becoming socially excluded and to reintegrate those that have by undertaking research into best practice and, based on this, developing programmes, services and centres to achieve this.

The foundation was registered as a charity in 2009. Our parent organisation, Fundación Diagrama, is one of the largest charities in Spain and has been established for more than 25 years. Diagrama has additional operations in France, Germany, the US, Senegal and Belgium.

Diagrama follows the same principles and values in every country it operates in. We prioritise the employment of local people and the collaboration with local entities that are committed to their community, which improves relationships, strengthens development and allows us to adapt our work to the specific needs of each location.

### Our principles are based on:

- Quality of care
- Openness and transparency
- Involvement of children and young people in the design and delivery of services
- Participation of children and young people in decisions which affect them individually and collectively
- Networking, multi-agency collaboration and benchmarking best practices
- Raising public awareness, research and international co-operation

If you would like to arrange a visit or find out more about the services we can offer please email [placements@diagrama.org](mailto:placements@diagrama.org) or call us on **020 3137 2378** today.



## Aims and objectives

At Diagrama our objective is always to provide the best possible care and support for those we work with. To enable us to achieve the highest standards possible we will:

- Provide a house which young people can be proud of and feel able to invite family and friends to.
- Work alongside colleagues and other agencies to build strong relationships with young people and their families.
- Provide an environment in which young people can be encouraged to develop physically, psychologically, intellectually and socially.
- When appropriate, offer specialised support and counselling from experienced staff who will encourage and enable young people to achieve and move into independent living. External resources will be made available to young people as deemed necessary by their individual pathway plans.
- Provide a safe environment where young people can reflect on their experiences, stabilise their behaviour, regain control and find coping mechanisms.
- Provide the maximum opportunity for each young person to mature as an individual, to develop their personal identity and accept responsibility for their own actions.
- Promote the independence of young people at all times and encourage them to care for themselves by offering a high level of emotional support and practical help in health and educational/employment issues, cooking, budgeting and household tasks.
- Provide a supportive environment for young people in which, with guidance, they can assess themselves realistically and determine their own options.
- Preserve and support the young person's links with their own community by working in partnership with the young people, their parents, other carers and those with parental responsibility.
- Involve young people in decision making.

- Ensure that all staff receive ongoing training, support and guidance to enable them to support the young people to the best of their ability.

- Ensure non-discriminatory practices in accordance with our Equal Opportunities Policy.

**We will deliver the above aims and objectives in a non-judgmental, non-punitive way engendering an ethos of care and mutual respect, aiming to encourage young people to become well balanced, positive and productive members of our society whilst working towards independence.**

## Our services

### PURPOSE OF THE SERVICE

Our purpose at Diagrama is to provide a high standard of accommodation and supportive environment for residents aged 16 to 24 years, to ensure young people are able to develop and maintain respect, self-reliance and self-care skills and enable them to make informed, age-appropriate decisions, concerning their present and future so they can achieve a successful transition into independence and adulthood.

### SERVICES WE PROVIDE

- Residential (semi-independence)
- Community outreach

Services offered will be based on an assessment of the young person's needs and be part of the pathway plan for the young person.

### WHO WE PROVIDE SERVICES FOR

The young people we accommodate and support have varying needs which may include:

- Autistic spectrum disorder
- Attention deficit disorder
- Mental health issues
- Challenging behaviour
- Moderate learning disabilities
- Drug and alcohol abuse
- Self-harming behaviours
- Gang involvement
- Criminal behaviour
- Low level sexualised behaviour
- Attachment disorders.



## Residential semi-independence

Our semi-independent homes are staffed 24-hours by a member of our highly-trained team.

The level of support provided will be increased or decreased as required and in consultation with the placing authority to meet individual needs, especially for young people with learning difficulties and/or disabilities, as some may require 1:1 support 24 hours per day.

Our staff team assesses and documents every aspect of the young person's daily living to establish their level of independence and what areas require support to develop.

We use the "Getting Ready for Adult Life" programme (Published by Rainer, National Leaving Care Advisory Service and The Fostering Network).

We also encourage and support our residents in accessing employment, education and training.

Key-working sessions will help young people build up skills in areas that require extra provision until a safe level of independence is achieved and young people can then be supported in the transition to their own home.

The transition will also include an introduction to our **Community Outreach service**.

There is no timescale for when a young person should be ready for his or her own home. This is done to ensure the young person is ready and prepared before taking this major step in their lives. Over this time, they will be set up with their own bank accounts, passport, benefits and anything else you would expect someone living independently to possess.

When young people are assessed as ready, staff will begin setting them up in their own homes. This will be a slow transition from semi-independence to a home of their choosing.

### All young people will receive support with:

- Hygiene routines
- Maintaining a clean and safe living environment
- Food preparation and healthy eating
- Food and grocery shopping and budgeting
- Joining and attending leisure and health activities
- Accessing and registering with health services
- Healthy relationships and safe sexual health
- Education, training or employment
- Family contact
- Taking care of their emotional and mental health
- Religious and cultural needs/preferences
- Reducing substance and alcohol abuse
- Safety and self-harm reduction
- Appropriate conduct and behaviours/reduction of offending behaviour
- Managing emergencies
- Socialising and community integration
- Attending appointments
- Independence skills development
- Bill payments, banking, savings and money management
- Obtaining independent accommodation and accessing a tenancy
- Joining the housing register and support with bidding for council properties
- Self-esteem and confidence in order to reach their full potential

## Community Outreach service

Our Community Outreach service aims to provide individually-tailored support for those young people in their own homes when they progress into independent living.

This service is available to those young people who have resided within our semi-independent house and those living in the community.

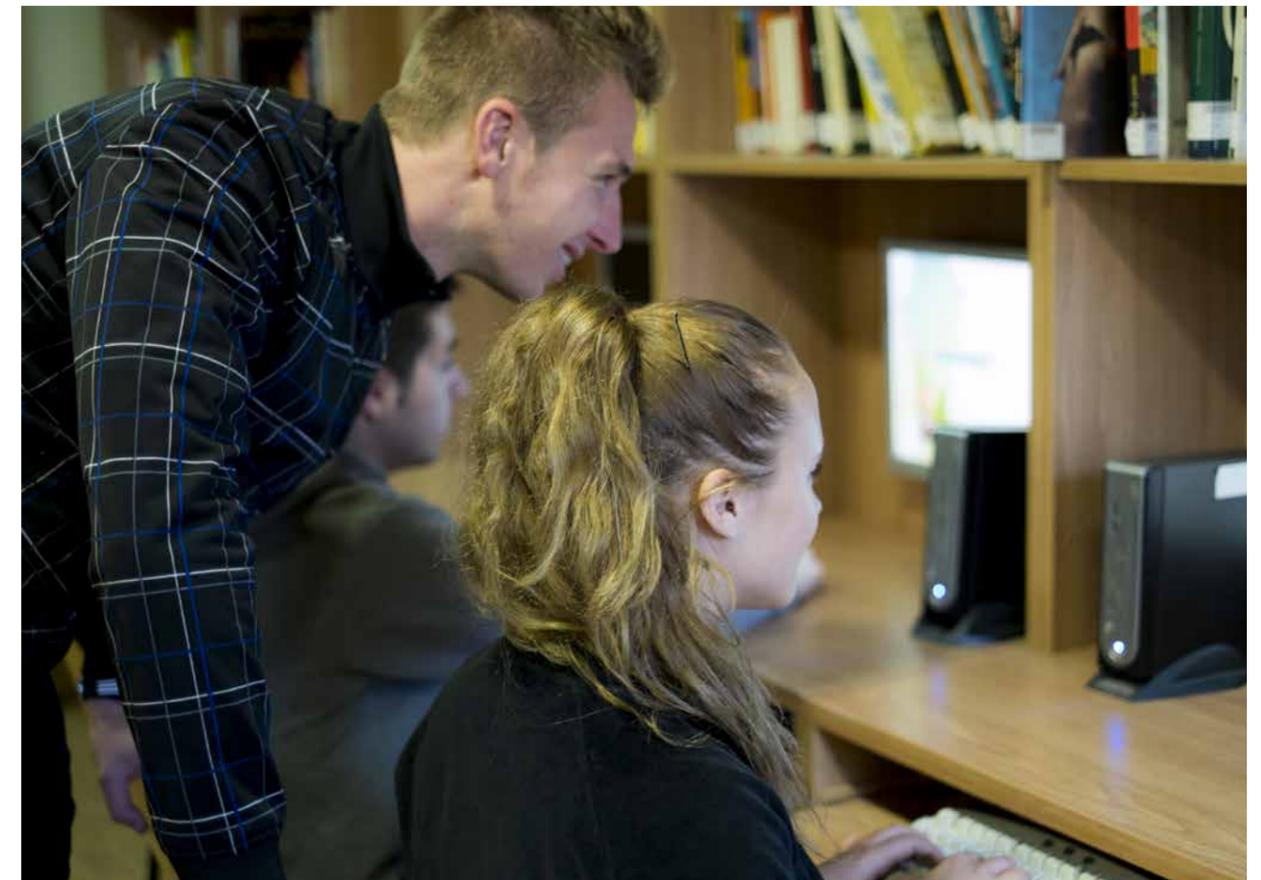
The service will also focus on care prevention by working with, and supporting families in difficulty.

We also offer our services to parents with the aim of educating and training those in need - where there are concerns with parenting and lifestyles - to prevent children being placed at risk.

This can include those residing within foster placements and semi-independent placements.

### Our outreach-tailored support may include:

- Daily living skills
- Careers guidance
- Finance and benefits management
- Cooking and healthy eating
- Health and welfare
- Drugs and alcohol counselling
- Citizenship training
- Emotional support
- Anger management
- Support with attending appointments
- Parenting skills



## Models of intervention

It is our belief that a variety of different models of intervention should be available and be reflected in the collective skills of the team as different types of intervention work with different young people.

We would characterise this approach as integrative and this would include but not necessarily be limited to the following approaches:

- Cognitive behavioural models
- Task-centred models
- Crisis intervention models.

We are aware that, upon admission, some young people may be receiving therapeutic inputs and that others, following assessment, may be identified as requiring therapeutic involvement.

In both instances the house will facilitate that involvement and work closely and in conjunction with any individual providing or co-ordinating a specific treatment or package of therapeutic care.

We would proactively facilitate a young person's access to the range of therapeutic resources.

In addition to the services outlined above, we have established positive working relationships with a variety of other agencies and individuals.

These can be accessed in consultation with the placing authority to address the young person's needs for such issues as sexual or physical abuse, drug and solvent abuse, bereavement and loss.

## Admission process

Moving can be a daunting experience.

Diagrama hopes to make this process as smooth as possible for all involved, ensuring young people are placed in the correct service and receive the appropriate level of care to meet their individual needs.

When considering referrals, Diagrama will always prioritise meeting both the needs of the young person referred and of those already in placement. We aim to respond to all referrals within a 24-hour period.

We will make every effort to appropriately match any young person to the most suitable placement. All referrals received by Diagrama's semi-independent service will be managed in such a way as to ensure minimal disruption to the young person referred, the young people already in placement, staff and the general running of the home.

In order for us to make an informed decision, we ask that local authorities send a comprehensive referral to our placements team, highlighting the young person's behaviours, needs and background history.

Our placements team will review the information and liaise with the home manager as to whether a placement can be offered.

We will always be mindful of a young person's cultural, religious, communication, and dietary requirements.

### PLACEMENTS TEAM CONTACT DETAILS:

Email: [placements@diagrama.org](mailto:placements@diagrama.org)

Tel: 020 3137 2378

### SETTLING IN

All young people should have a positive and welcoming experience on admission.

Staff at Diagrama will plan the most appropriate way of helping a new resident settle and feel comfortable in the home.

Staff will take time to consider ways in which a young person can be received into the home that would make them feel settled and

comfortable amongst the group. Staff will also ensure current residents are involved in the welcoming process.

Risk assessments will be completed prior to the start date, and reviewed regularly thereafter. Staff, in consultation with the home manager, must ensure the young person is a suitable match with other residents in the home.

Any risk to the new young person and other young people in the house must be adequately assessed, and the placement must meet the needs of the new young person.

Prior to arrival, Diagrama will provide the young person with an information pack which will include a brief introduction to the home, our staff, other residents and the local area.

An initial pathway plan will be completed with the young person within their first week in placement and the information gathered will be used to determine the areas where allocated 1:1 hours will be best utilised.

Pathway plans are the tools used to identify areas of independence which the young person needs support with, and agreed time-sensitive targets are set to promote the development of these areas.

Pathway plans cover all aspects of a young person's growth into independence, from current education or employment status to general hygiene and budgeting skills.

These plans are always created and updated with the young person's 100% involvement and a new plan is produced each month to track progress and monitor care needs.

The pathway plan will be reassessed monthly to track the young person's development and ensure support is being allocated effectively.

The pathway plan will also contain information regarding the GP, dentist and optician and any issues identified will be addressed and resolved within three weeks of the placement start date.

### UPON ARRIVAL

Diagrama will ensure that the young person's primary care needs are catered for at the point of admission.



This will include a welcome pack of toiletries, towels and bedding, if required.

- The young person should be properly welcomed on arrival. Refreshments should be provided for the young person, social worker, family members, or other escorts who are in attendance.
- The young person and guests will be made aware of the evacuation procedures in the event of a fire, familiarising them with exit routes and the fire assembly point.
- The young person will be introduced to all the other residents and staff in the home at the time.
- The young person will be offered help to unpack and arrange their room.
- At some point during admission, a formal admission procedure will need to be undertaken. The young person should agree with when this is to be carried out. They may wish to interact with other residents or unpack first.

The formal admission procedure includes the following:

- The young person will be given a copy of the complaints procedure, and this should be explained to them.
- The young person will be given a copy of the "House Rules", and this should be explained to them.
- The young person will be given two copies of the house agreement which they must sign. One copy will be placed in their file.
- The young person will be shown around the local area and made aware of local amenities i.e. shops, transport links, educational facilities and other places of interest.

#### PLANNED PLACEMENTS

One of the main factors that will affect whether or not we can offer a placement are the matching considerations.

A newly referred young person with particular behaviours and a high level of care could have a

considerable impact on residents in the home.

Residents should be informed of any new admissions in advance to help them prepare for the upcoming change, keeping in mind confidentiality at all times.

The placing authority and young person will visit the proposed home, meet the staff team and discuss the expectations of Diagrama and the young person.

The level of support (allocated 1:1 hours) and start date of placement will then be agreed.

Once specifics of the placement have been agreed, we will ask the social worker to sign two copies of the Placement Agreement Form which will state the cost of placement and any additional costs relating to 1:1 support.

One copy will remain with Diagrama and the other will be sent to the local authority's placement team for final authorisation on costs.

Once the final costs have been authorised, the placement will commence on the agreed date.

#### EMERGENCY PLACEMENTS

Whilst it is recognised that admissions are beneficial to all concerned if they are undertaken in a planned way as they can reduce stress for young people, we realise this is not always possible and there will be occasions where an emergency placement is needed.

In these instances, Diagrama and the placing authority must take all steps to provide as much information as possible on the relevant risks and needs of the young person.

Placing authorities seeking an emergency placement should send a comprehensive referral to Diagrama's placements team.

The referral details will then be shared with the home manager.

If Diagrama confirms that a placement can be offered, then the placement will begin immediately where possible and once all the final costs have been agreed in writing by the placing authority.

As an emergency placement would not have

allowed for a pre-admission visit to the home, the young person will be taken on a tour of the home upon arrival and will be introduced to members of staff on shift at that particular time and other young people resident in the home.

During the tour, staff will make the young person aware of the evacuation procedures in the event of a fire, familiarising them with exit routes and the fire assembly point.

The young person's information should be

retrieved at the earliest opportunity and risk assessments completed no more than one week after the referral.

The placement agreement will be completed on the same day wherever it is possible to do so and certainly the agreement will be completed within 48 hours.

A visit from the placing authority should take place within one week of the placement start date.

#### PLACEMENT BREAKDOWN

Diagrama strongly believes in making a firm commitment to the young people we support - we recognise that there may be challenging times and will do everything we can to support young people in our care during those most challenging times.

We will only ever initiate the termination of a placement on safeguarding grounds - whether that be the individual, the other residents or our staff.

In the event that an assessment determines the young person's needs can no longer be met and the recommendation is for the young person to be moved to another service, we will support the young person in making the transition, through positively promoting the move and trying to understand the young person's feelings.

In the event of emergency termination of accommodation, staff should remain aware of the needs of the young person and of the group. The transition can be traumatic and it is important the young person understands the reasons for termination of care.

The following procedure should be followed:

- Immediate contact to be made with the social worker/placing authority to discuss the next step.
- The young person will be helped to pack their belongings in preparation for the move.
- Following an agreed period of settling at the new placement, the young person should be given the option of continuing contact with the house and individuals in it (staff should avoid giving out personal information, such as mobile numbers, or social media acceptance).

## Fire safety

At Diagrama we ensure that adequate arrangements are in place to deal with fire safety at our premises.

Employees are aware of the fire and evacuation arrangements and other emergency procedures. Emergency equipment is provided, tested and maintained appropriately and adequate fire risk assessments are completed.

- An alarm test is carried out weekly.
- Alarm points are to be tested alternatively.
- All tests are to be recorded in the house fire log.
- Emergency lighting tests are carried out at the same time and recorded in the fire log.
- Our policy is for fire evacuation drills to be carried out monthly.
- Employees/residents will be made aware of fire procedures and of the location of fire fighting equipment and escape routes from the premises as part of their induction/admission.
- Employees will ensure that there are no obstructions to any such equipment or escape route.
- Employees must report any deficiency of the fire fighting/safety equipment to the home manager immediately.
- Employees are trained in the actions to be taken in the event of a fire emergency, and to know what actions they will be expected to take.
- Any person discovering a fire will immediately operate/activate the alarm via the nearest fire point.
- In the event of a fire or sounding of the alarms the building must be evacuated as quickly as possible via any appropriate exit.
- The designated person/staff member will ensure their individual responsibilities are undertaken which include:

1. Assisting and ensuring residents and any visitors vacate the building.

2. The log book and visitors' book are taken out in order to check that all residents, visitors and personnel can be accounted for and provide the fire service with accurate information.

3. Telephone 999 requesting the services of the fire service.

- Staff may attempt to tackle the fire provided they have received appropriate training with the equipment available until the fire brigade arrives but at no time should they put their own life or wellbeing at risk.
- Details of any activation of the fire alarm must be recorded in the fire log as must details of any evacuation including drills.
- The house will conduct weekly visual electrical checks e.g. Cracks to the casing of electrical appliances, cracks or cuts to wiring, damaged electrical sockets, plugs etc. in line with health and safety requirements. Any defects found must be addressed immediately.
- A current electrical installation certificate is held by each house. An annual portable appliance test (PAT) is conducted by qualified electricians and a current landlord's gas certificate is held by each house.

## Consultation with young people

At Diagrama the views of residents are considered extremely important and very much valued. This approach is important in creating the sense of ownership and responsibility we encourage in the young person's life.

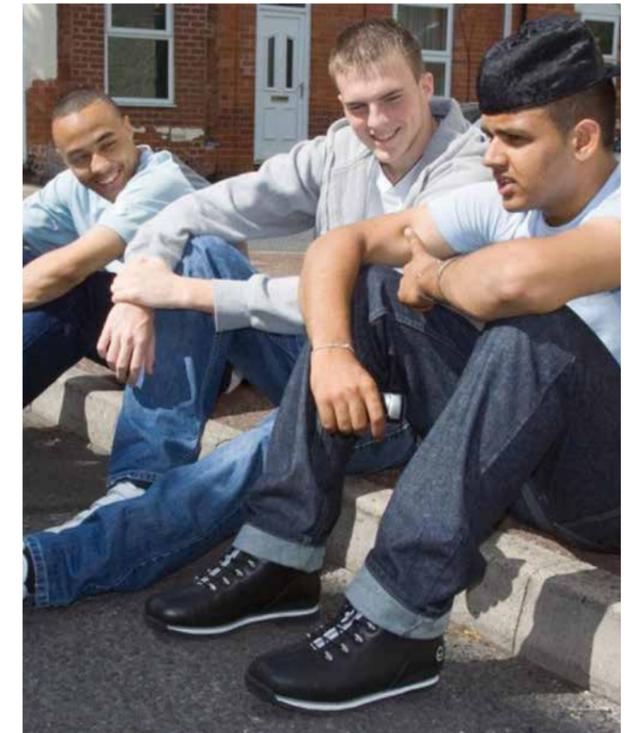
We embrace the principle of partnership in accordance with the Children Act 1989. The principle of partnership in practice involves communication and consultation and is implemented in practice via the following forums:

Consulting young people via key-working sessions about matters such as:

- Decor and furnishings of the home, including their bedrooms
- Recreational, sporting and cultural activities
- Birthday and Christmas presents
- Educational and careers matters e.g. choice of subjects/exams, and choice of college/training provider
- Involvement, when applicable, in staff selection processes
- Where appropriate, choice of key worker
- All health matters.

These are only examples and not an exhaustive list. Other means of consultation include:

- Regular house meetings
- Six-monthly anonymous feedback questionnaires
- Consulting parents (if age appropriate) and social workers
- Upon referral, the young person's views, preferences and beliefs with regard to their religious and cultural persuasion.



## Consequences

### EXAMPLES OF CONSEQUENCES:

- Young people who stay up late meaning they miss appointments, or do not go to college or work will find the communal areas are locked the following evening to ensure they go to bed at appropriate times.

- Young people who deliberately damage or neglect property at the home will be given a financial penalty to cover the cost of the damaged item.

Staff are always thinking of ways to illustrate to young people how their actions will impact on their lives once living independently and any planned sanctions are reported to the manager beforehand and recorded in the resident's personal file.

The main aim of Diagrama's semi-independent service is to prepare young people for independence and support them during this transition.

Therefore, young people should be made aware of 'real world consequences' for their actions.

'Real world consequences' are consequences that would happen to anyone in society who carried out the same or similar action as the young person.

By working in this way young people will learn what independence means and how their actions have consequences to their daily living in a real and direct way.

There may, however, be times when sanctions are imposed to further illustrate the 'real world consequences' young people will face, or used as a way of encouraging the young person to take responsibility and acknowledge that they are becoming adults and independent living is something they need to accept.

### APPROPRIATE CONSEQUENCES

Consequences are limited and should not have negative effects on a young person's progress e.g. withholding monies meaning they are unable to get to work. Staff should use consequences as a way of encouraging independence and acknowledging responsibilities rather than seeing it as a 'punishment' for 'naughty' behaviour.

## Physical interventions

As part of the assessment and planning process for all young people, consideration must be given to whether the young person is likely to behave in ways which may place him/herself or others at risk of significant harm/injury or may cause damage to property. If such risks exist, consideration must be given to the strategies that will be adopted to prevent or reduce the risk.

It is Diagrama's policy to use behaviour management, de-escalation or avoidance techniques rather than using physical intervention. Different methods work for different young people, therefore it is vital that staff are familiar with appropriate techniques for individual residents, as well as potential triggers to violent or harmful behaviour.

Diagrama does not permit the use of restraint methods as we try to teach young people 'real world consequences' to help prepare them for independence i.e. if they physically assault someone or damage property in the 'real world', the police are called and they may face prosecution. Young people are made aware of this as part of the admission process, and should be reminded of this if displaying any aggressive or violent behaviour.

If staff are in a situation where they feel additional support is necessary, they should immediately call a manager or director for assistance, and call the police.

If staff feel that they or other residents are at risk of harm, they should ensure that any other residents who may be at risk lock themselves in a room e.g. bathroom, staff room, and the staff member should then do the same.

The staff member will then alert the police and report the incident.

### PERMITTED PHYSICAL INTERVENTIONS

**TOUCHING:** This includes minimum contact in order to lead, guide, usher or block a resident; applied in a manner which permits the resident quite a lot of freedom and mobility.

**PRESENCE:** A form of control using no contact, such as standing in front of a resident or obstructing a doorway to negotiate with a resident or prevent them entry e.g. if they are trying to enter the office if another resident is in there and afraid; but allowing the resident the freedom to leave if they wish.

## Safeguarding

Diagrama fully recognises and takes seriously its responsibilities on safeguarding, therefore all staff receive safeguarding training which raises awareness to this and their responsibility and duty in protecting the young people in our care. Our priority is to ensure the young person is safe from the alleged perpetrator of abuse.

Staff have a key role in identifying abuse if it occurs and bringing it to the attention of responsible authorities. We will follow the guidelines set out by the Local Safeguarding Children's Board and we will take account of guidance issued by the Department for Education to:

- Ensure the designated safeguarding officer responsible for safeguarding has received appropriate training and support for this role.
- Ensure every member of staff knows the name of the designated safeguarding officer and understands their role.
- Ensure all staff understand their responsibilities in being alert to the signs of abuse and responsibility for referring any concerns to the designated safeguarding officer
- Develop effective links with relevant agencies and co-operate as required with their enquiries regarding safeguarding matters.
- Consult with local safeguarding professionals in the development and maintenance of our safeguarding policy and procedures.
- Keep written records of concerns about young people even where there is no need to refer the matter immediately.
- Ensure all records are kept securely and in locked locations.
- Implement the use of secure online storage systems for backing up files.
- Develop and then follow internal procedures where an allegation is made against a member of staff. Utilise Diagrama's disciplinary and grievance procedures where appropriate and relevant.
- Ensure safe recruitment practices are always followed in accordance with the Diagrama's recruitment policy and UK legislation,

specifically in respect of the Disclosure and Barring Service (DBS).

- Ensure all staff are subjected to enhanced DBS disclosures, renew every three years and maintain an up-to-date central list of records.
- Ensure Diagrama's ICT policy is understood and followed by staff and residents alike.
- Provide systems of security such as visitor and staff ID checking arrangements and signing in processes, and security cameras, door access and vision panels (where possible).
- Providing educational opportunities for staff to develop and refresh safeguarding knowledge.
- Establish and maintain an environment where young people feel secure, are encouraged to talk, and are listened to.
- Ensure young people know that there are adults in the organisation whom they can approach if they are worried and want to talk.
- Ensure young people know who to contact outside of our organisation if they feel unable to disclose information to someone within.

At Diagrama we want residents to see the house as their home and they should feel safe and secure in it. The staff will not tolerate bullying and will always challenge it. Staff will always be prepared to listen and do everything possible to ensure appropriate action is taken, such action may include involving police or initiating child/adult protection procedures.

The house works proactively in undertaking risk assessments to identify the potential for young people who may be bullied or those who may bully. An ongoing risk assessment is also made in regard of how both the young person's immediate and extended environment can contribute to bullying.

Staff will ensure they work as a collective, cohesive team to ensure bullying is challenged at all times within the house and that the values and ethos of the house depend upon the principles of respect, consideration and co-operation. Any young person being bullied will be treated with empathy and understanding and given support and protection.

## Religion and culture

We will encourage young people to attend religious services, or receive religious instruction on the premises, in response to their needs and wishes, given their age and understanding.

Information on the religious and cultural needs of each young person will be gathered as part of the pre-admission planning, and will be incorporated into their written pathway plan.

At all times consideration will be given to religious and cultural issues, including any specific dietary or dress requirements.

Staff are encouraged to show creativity in widening residents' awareness to differing religious and cultural beliefs e.g. Chinese New Year, holding themed events, special meals, recording programmes etc, which educate and widen the young person's outlook and attitudes, thereby promoting tolerance and respect for difference and diversity.



### EQUALITY, DIVERSITY & RIGHTS

Diagrama aims to create a culture that respects and values each others' differences, that promotes dignity, equality and diversity, and we ensure that all staff members are suitably trained in all aspects of equality and diversity including legislation and their responsibilities. The staff will challenge attitudes, behaviour and language that are non-inclusive and discriminatory, in a positive way.

We encourage young people to develop respect for themselves and for others and deliver services that recognise and build on the strengths of young people from all cultures, religions, gender, age, sexual orientation, ability and backgrounds; in ways that meet their needs and help them to achieve their full potential.

Young people are offered opportunities to try out new experiences, which are not restricted by traditional gender options. They are also encouraged and supported to understand their rights and be well-informed about ways of challenging discrimination.

Staff recognise the importance of young people needing to know their rights as this empowers them and assists in protecting them. Staff respect these rights and will advocate for those rights on behalf of young people and their families.

We actively encourage young people to explore that in exercising their rights they also have responsibilities and to respect the fact that other people also have rights.

## Absent or missing residents

Staff should be aware of the reasons why young people may 'run away', such as being worried about an event, unhappy in the house, or fear of returning late and facing the consequences. Young people do not always run away, they may be running to a person, place or event.

Some young people may be frequently absent without permission due to the attractions of their friendships and former lifestyle.

The risks of this absence may include sexual exploitation, drugs, alcohol, violence, crime, self-harm or neglect of health.

Young people are less likely to abscond, become missing or absent without consent where they feel secure and safe, able to express their feelings and wishes, make appropriate choices and develop positive relationships with the staff and their peers, which are free from bullying.

Young people should feel that their plans are being progressed, that they have a positive future and that staff are working enthusiastically to advise, support and listen to them.

Young people should also have a clear understanding of expectations upon them, the routines of the house and house rules. They should know whether it's acceptable, or not, to leave the home without permission or consent and they should be informed of the risks that are posed to them if they become missing, abscond or absent themselves, and of the consequences.

If the home is experiencing high levels of absence, absconding or incidences of young people being missing, managers will undertake a formal review of the culture and strategies being used in the house and take steps to reduce the incidents.

All young people must have a risk assessment and placement plan which takes account of any likely risk of the young person absconding, becoming missing or absent without consent.

If there are known/likely risks, the risk assessment and placement plan should incorporate measures to reduce or prevent the young person becoming absent, and

### DEFINITIONS

- **MISSING** is a young person who is absent from his/her placement and whose whereabouts are unknown;
- **ABSENT WITHOUT CONSENT** is a young person absent from his/her placement without the consent of the staff but whose whereabouts are known or suspected;
- **ABSCONDED** is used to describe a young person absent without consent or missing whilst on remand or otherwise lawfully detained.

information that would help identify the location of the young person should they go missing.

At the request of the young person or where there are concerns about a young person who frequently becomes absent or missing, the home manager should consider raising concerns with the resident's social worker or arranging a meeting between the young person and the placing authority to discuss the reasons for the young person going missing and agree strategies to reduce the risk.

A 'Compact Report', containing personal and contact details and identifiable physical features, will be completed for all young people, at the point of admission.

The young person's placement plan should be reviewed regularly and after any absence.

It is crucial that staff always show care and concern, even if they are sure that a young person is going to run away.

It is important to make a point of showing care and concern both for the young person's benefit and for other young people in the home.

However, staff are responsible for taking all reasonable steps to prevent young people from leaving, especially if it will result in the young person or others being placed at risk. If absconding is in a young person's history prior to placement, strategies for preventing periods of absence should be agreed with the social



worker or person with parental responsibility. Residents in the care of Diagrama will have an individualised strategy in place to deal with absence.

Where there is no agreed strategy the following must apply if it is apparent or suspected that a young person is absent, absconded or missing:

1. Staff will make repeated attempts to contact the young person via their mobile phone. Staff should undertake enquiries with the other young people in residence, or known associates, as to the whereabouts of the young person to establish that s/he is absent. If the young person has become absent during an activity away from the house, staff should conduct a search of the vicinity, if it is safe to do so. They should also call hospitals and local police stations.
2. When all attempts of contact have been unsuccessful, and staff are satisfied that the young person is absent, absconded or missing, they will:
  - Notify the manager
  - Contact the Police and report the young person as missing (giving details of the young person from the Compact Report)
  - Contact Social Services/out of hours Social Services
  - Notify any other relevant persons as set out in the placement plan.

Reporting young people will be done and completed by 23:00 (00:00 at weekends). This gives the young person enough time to return home if they are running late unless the young person is deemed very high risk, in which case they will be reported immediately.

Upon returning staff should ensure that:

- The Police, social worker, manager and others notified of the absence are informed when the young person returns
- The young person must be welcomed back and have the opportunity to explain his or her point of view and tell their version of what happened
- Staff and the young person may have experienced strong feelings during such an episode, and these will need to be discussed in a calm manner.

Concerns may need to be followed up later when the young person is more receptive, so it is advisable to allow a 'cooling off' period. Both staff and the young person should have the opportunity to explain their point of view, and each should be encouraged to listen to the other.

The Police may wish to carry out a 'Safe and Well' check, to check for any indications that the young person has suffered harm; where and with whom they have been; and to give them an opportunity to disclose any offending by, or against, them.

## Contact

Diagrama appreciates and promotes the importance of contact for young people with their families, friends and any significant others.

We recognise our responsibility to promote contact in partnership with the placing authority in accordance with the Children Act 1989.

We also appreciate there are certain circumstances where contact for a young person with certain persons is inappropriate and may even place the young person in a position of significant risk.

Consequently, we seek to confirm contact arrangements and restrictions as soon as possible with the placing authority.

- We offer a congenial and welcoming setting for visitors.
- Transportation and staffing can be made available to facilitate meetings off site with prior arrangement, to be agreed by the placing authority.

- Staff can facilitate supervised contact meetings with family depending on the assessed requirements of the client and prior agreement by the placing authority.
- We encourage contact between a young person and their relatives and friends unless it is detrimental to their welfare.
- Any specific contact arrangements should be detailed in the young person's written pathway plan.
- We will endeavour to be as flexible as possible in facilitating visits from parents who live some distance away, or who have irregular working hours.

Overnight contacts can also begin to be arranged, giving the young person a chance to re-establish themselves within the family home, but with the choice of returning if they need to.

All visits will be assessed beforehand to ensure the safety of all involved.

### MAKING A COMPLAINT

Diagrama believes that if a resident or other person wishes to make a complaint or register a concern they should find it easy to do so.

It is our policy to welcome complaints and look upon them as an opportunity to learn, adapt, improve and provide better services.

Our policy is not designed to apportion blame, to consider the possibility of negligence or to provide compensation. It is not part of Diagrama's disciplinary policy.

Our policy is intended to ensure complaints are dealt with properly and that all complaints or comments by young people, their relatives and carers, other professionals or external organisations are taken seriously.

Where a complaint involves a safeguarding issue, the Safeguarding Policy will be followed.

It is Diagrama's aim to ensure that the complaints procedure is properly and effectively implemented, and that residents and other complainants feel confident their complaints and worries are listened to and acted upon promptly and fairly.

Diagrama will ensure the Complaints Policy is made available to all staff and young people, and to other persons as requested.

Young people with learning/communication difficulties will be provided with appropriate communication aids and afforded the same opportunity as their peers to services such as advocacy, etc.

## Care and pathway plan review

Diagrama has spent much time and resources developing a method of support that not only identifies potential barriers to achieving independence, but also ways and means to support the individual to overcome these barriers.

Person-centred planning is key to this approach. With this in mind, we always strive to involve the young person and other identified individuals in every aspect of their care.

Regular reviews of the systems used, both on an individual and company-wide basis, ensure we evolve and change to meet the wide variety of needs presented by our residents.

Regular reviews of a young person's care is

an essential part of meeting a young person's needs.

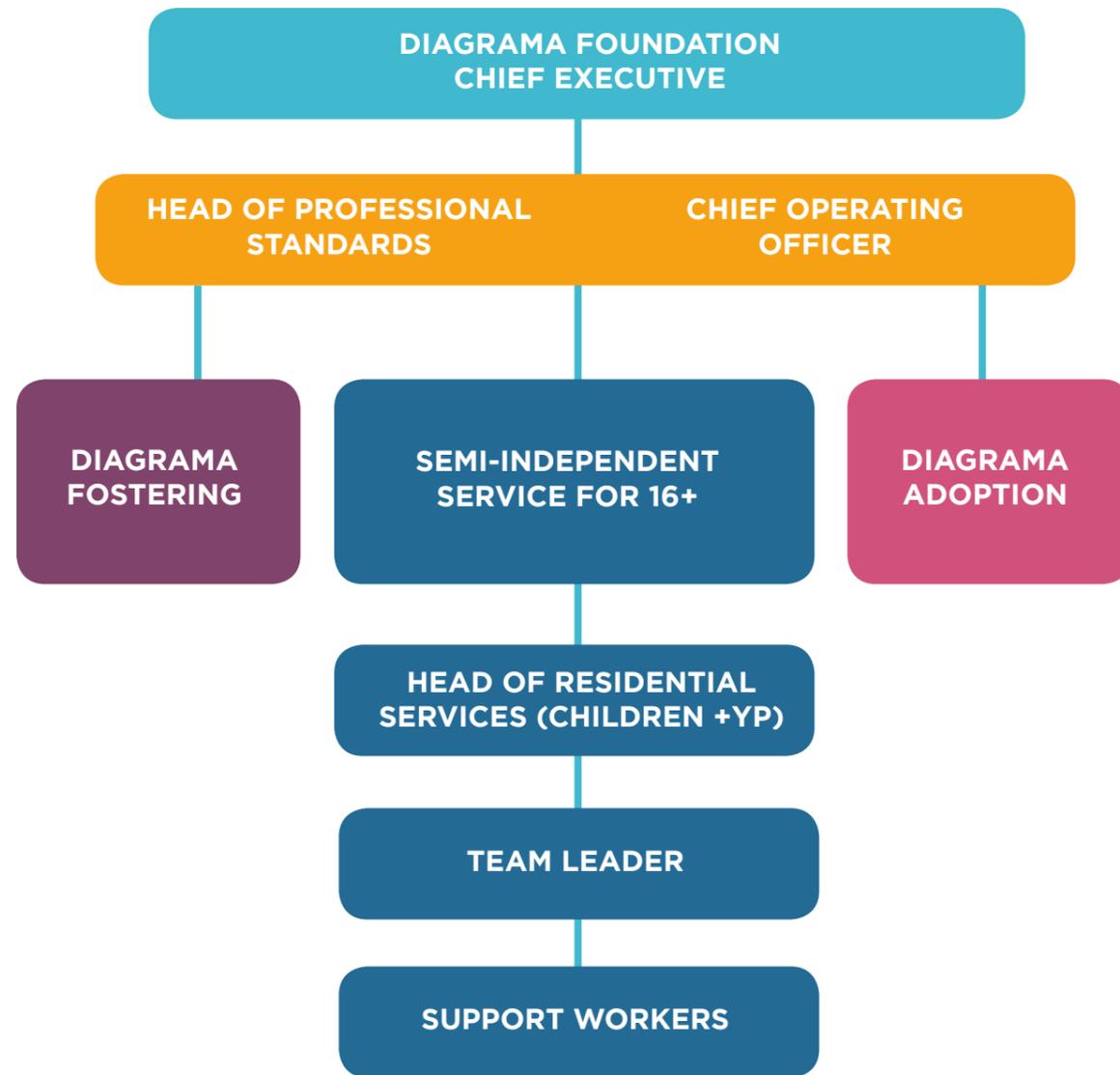
Alongside the use of pathway plans to review this, there will also be frequent care review meetings (the first should be after the first week of the placement start date) with the involvement of social services, health care individual and family.

The young person will always be made aware of who is attending and given the opportunity to invite people that he/she would like to attend.

Young people will also be given the chance to 'chair' these reviews, giving them a sense of control over the care they receive.



# Organisation



# Management

## RESPONSIBLE AUTHORITY

The organisation responsible:

Diagrama Foundation Psychosocial Intervention (Diagrama Foundation)  
 5th Floor, Anchorage House,  
 47-67 High St,  
 Chatham, Kent  
 ME4 4EE

01634 545000

## EXPERIENCE & QUALIFICATIONS

### Diagrama Chief Executive, David McGuire

David has worked for more than 15 years with those who are in need. For 11 years, David was the director of a company dedicated to providing health and safety services. In 1998 David graduated as a teacher, then obtained a social educator degree, before specialising in social and juvenile justice mediation.

In 2002 he joined Fundación Diagrama Intervención Psicosocial (Spain), in charge of different functions at a secure/custodial centre for young people who have offended. In 2006, David directed an integration programme that helped more than 1,600 young people with judicial measures, in which he achieved the integration of 80% of these. In 2008 he moved to England and began his work for Diagrama Foundation (UK) and became chief executive officer in 2009.

### Head of Professional Standards, Nathan Ward

Nathan's is an ordained priest in the Church of England who started working as a chaplain at a secure training centre in 2001, responsible for spiritual development and pastoral care. His role developed to encompass the oversight of the Duke of Edinburgh Award, the "Every Child Matters" agenda, health and safety, security, staff training and development.

In 2012 he became head of children's services at an immigration removal centre where he oversaw enrichment activities for children. He was later appointed as deputy director.

Nathan joined Diagrama in 2014, and now has responsibility for overseeing the professional standards of all our UK operations.

## Chief Operating Officer, Derek Miliken

Derek brings to Diagrama over 26 years' experience in a variety of sectors. His main career focus has been in the custodial sector, where he project managed the mobilisation of a large new centre, going on to successfully run this establishment. Derek has overseen robust statutory inspection requirements and achieved external accreditation from Investors in People and the British Safety Council 5 Star Award, International Award, Sword of Honour. Derek has significant experience of building and maintaining stakeholder relationships and also brings extensive insight, knowledge and experience of cultural, social and health issues and challenges in complex environments. Derek is responsible for the day-to-day management of Diagrama's UK operations.

## Head of Residential Services (Children + Young People), Tobie Heather

Tobie has more than 14 years' experience in the care field working everywhere from large institutions, to individuals in their own homes, to colleges and schools. This experience includes managing semi-independent homes for young people aged 16 and over.

During Tobie's time running a successful semi-independent service with Liberty Homes he has supported young people in their development, seen them through college into gainful employment and helped them live independently in their own homes. Within his first year of managing the service he was nominated for Service Provider of the Year by one of the leading London boroughs, largely due to his deep-seated belief that anyone, with the right support, can achieve their personal life goals.

## Team leader

Please refer to each home profile for further information.

## Staffing policy

- Emergency first aid at work
  - Fire awareness
  - Safeguarding
  - Child Sexual Exploitation awareness
  - Diploma level 3 in Health and Social Care/ Children and Young People Workforce
  - Food hygiene /Safer food
  - Safe administration of medication
- Bullying
- Runaways
  - Team Teach
  - PACE. Self-harm awareness.

Whenever there are any young people in the home, there is a minimum of one staff on duty during the day and a minimum of one sleeping staff on duty by night.

In exceptional circumstances due to the needs of a young person there may be a waking night staff, but only if a full risk assessment has been carried out and has been agreed with management and the placing authority at the earliest opportunity.

The staff numbers in the home will reflect the number of young people in the home and the needs of the young people.

It is Diagrama's policy not to use agency workers in the services provided. Diagrama has a pool of bank staff to cover holiday and sickness. This allows for continuity of standard of care provided as all bank staff receive the same training as full/part time staff.

### HOME

The home is led by a team leader.

The home operates a core three-shift pattern of: 08:00-16:00, 15:30-22:00, and 22:00-8:00 (sleeping in staff) on week days. On Friday and Saturday, the evening shift will finish at 23:00.

On Saturday & Sunday, the morning shift will start at 09:00.

### CALCULATION OF HOME'S STAFF NUMBERS

The standard contracted hours for our base fee is one member of staff on duty within the home during the waking day, this allows for adequate supervision and appropriate record keeping etc.

If there are residents assessed as requiring additional input, then additional members of staff will be deployed as necessary to meet the needs of the residents.

### ON CALL ARRANGEMENTS

Problems within the home will generally be fielded by the team leader of the house who may then consult with the line manager.

The on-call person will ensure that they are within reach of their phone for the entire period they are on call.

### WORKING ALONE WITH RESIDENTS

A full risk assessment for lone working will have been carried out on each young person and appropriate support will be available if necessary.

### RESPONSIBILITY FOR CARE STAFFING/ RECRUITMENT

It will be the responsibility of Diagrama's HR department to carry out an initial screening and subsequent list of candidates that meet the criteria for interview.

It is then the responsibility of those with management responsibility for the home to interview and decide upon any offers of employment.

The final decision on an offer of employment can only be made after consultation and agreement of the home manager and HR manager.

The decision to release staff for other duties, secondment to another house or service,

training etc. rests with the home manager, however it is expected that all reasonable measures are taken to co-operate and where required, evidence what has informed their decision

### STAFF TRAINING

Diagrama is committed to maintaining a competent, motivated and skilled staff group. We recognise the importance of training in achieving this aim. Diagrama has its own training centre which provides core skills training to all its employees.

These, in line with regular staff supervision, enable the home manager to identify the training needs of its staff.

Diagrama is fully committed to all care staff completing their Diploma Level 3 in Children and Young People Workforce and to supporting our qualified staff to maintain, develop and extend their professional knowledge.

## Contact us

For more information about our semi-independent home and other services from Diagrama Foundation please contact our placements officer on 0203 137 2378 or email [placements@diagrama.org](mailto:placements@diagrama.org) and we will be happy to discuss your requirements.

### OUT OF HOURS

For all out of hours placement enquiries please call the home manager on 07484 929348.





[www.diagramafoundation.org.uk](http://www.diagramafoundation.org.uk)