



Updated: 24/01/2017

Behaviour Management

Introduction & Philosophy

The essential premise which this policy will be founded upon is based on regulation 17 of the children's home national minimum standards. This states that:

"no measure of control, restraint or discipline which is excessive, unreasonable or contrary to paragraph (5) shall be used at any time on children accommodated in a children's home."

Underpinning this premise is a viewpoint that emphasises the fact that the major motivation in any action taken by the staff in this area will be the well-being and safety of the young people in our Care.

ABC Care believe the negative behaviours displayed by young people is their way of alerting us to the fact that their individual needs are not being met and they are upset and craving appropriate attention.

Having said that we fundamentally believe that young people respond better when set very visible and fair boundaries, which are easily understandable. Many of the young people could have witnessed or been a victim of examples of unacceptable behaviour. When this has not resulted in a positive and consistent response the young person may be left confused about what is acceptable behaviour and the boundaries they must adhere to.

Our young people are often labelled with **EBD**. This is **E**motional & **B**ehavioural **D**ifficulties. People often judge young people on their external behaviour, such as shouting, swearing, acting aggressive etc. As professionals we prefer to think of EBD as both their internal behaviour & external behaviour.

As caring professionals working with these young people we know this external behaviour is mostly led by internal factors. The young person does not have the tools to fully articulate feelings of isolation, anxiety, withdrawal etc. Sometimes our young people have not developed the 'correct' coping mechanisms for what has happened in their short lives. They do not have the luxury of hindsight that many adults possess.

Sometimes the 'negative behaviour' is actually a healthy reaction to an unhealthy situation. Our young person may be trying to process & understand previous abuse, dysfunction & family stress during the 'wrong time'. This negative behaviour is their best efforts at articulating & understanding these feelings.

Staff at ABC Care will be made fully aware of the importance of consistency of response across all strands of behaviour and of course individuals. We also believe that all the young people come to us on a level playing field at which time we assume that they essentially decent individuals who have the ability to fulfill their true potential. We will follow the philosophy that to achieve this we must ensure that they engage in positive experiences, increasingly so during their time in our care.

We undertake to ensure that any measure of control, restraint or discipline used on young people in our care will be recorded in an appropriate log. The information in the log shall include;

- The name of the young person
- Details of the young persons behaviour, which led to the method of control being employed.
- A description of the measure of control employed
- The date, time, location and when necessary duration of the measure of control.
- The name of the person using the measure and the name (s) of any other parties present.
- A record of the effectiveness of the use of the measure.
- A signature of the authorised person making the record.
- the young person's views will be sought.
- The Registered manager will also make appropriate comments as part of their review process.

Ensure that within 24 hours of the use of any measure of control, restraint or discipline that a written record is made.

It is important that this written record follows through the paperwork in a clear and concise manner. All paperwork must cross reference with each other.

The existence or absence of a Placement Plan or other behaviour management plan does not prevent staff from acting as they see fit in the management of highly confrontational or potentially harmful behaviour. However, staff may only deviate from agreed plans where they are able to demonstrate that that the plan would not be sufficient to prevent injury or damage to property and the alternative actions they take are consistent with the principles contained in this Chapter.

Any deviation from an agreed plan or from the principles contained in this Chapter must be reported to the Home Manager and child's social worker as soon as practicable thereafter.

Expectations of behaviour

If children are to behave as we expect it is essential that they are in an environment where this form of behaviour is seen as the norm particularly from individuals perceived as role models. Therefore the behaviour of the adults who educate and care for them is fundamental to their own growth and development. Staff must in all aspects of their behaviour be seen as exemplary, if and when mistakes are made staff must be prepared to admit to them and where necessary apologise and rectify a situation.

All staff and young people will be made fully aware of the standards of behaviour expected and the

sanctions which will be implemented should behaviour be deemed to be unacceptable. Examples of what we consider to be such behaviour include;

- Any form of physical abuse and/or violent behaviour will not be accepted.
- Sexual assault or sexual harassment or indeed sexual contact is not acceptable. Sexual harassment would include inappropriate touching, threats in this context, and the use of inappropriate language. Should a consensual sexual relationship develop between any of the young people we would look to place one or the other of those involved into another placement. Any contact in this context between staff and young people would be viewed as totally unacceptable and ABC Care would look to involve the appropriate authorities should any suggestion of this arise.
- Using or possessing any illegal substances is deemed to be unacceptable at all times. Similarly taking or possessing any legal drugs for purposes other than they were prescribed for or by people other than those they were prescribed for will also not be deemed acceptable. If any person is found in possession of illegal substances ABC Care will contact the appropriate authorities.
- Any other substances used for inappropriate purposes such as solvents and some specific aerosols will also be barred from use outside of their designated purpose. Any such products which the head of care feels must be used due to the lack of completely safe alternatives must be stored in a secure space and only be used by the staff or young people when closely supervised.
- For the young people in our care the use of alcohol will be deemed to be unacceptable. The same rule will apply to ABC Care staff while on shift whether on company premises or offsite. Similarly staff will not be allowed on duty should in the opinion of the duty manager or head of care may be affected by the presence of alcohol in their systems. At no times will alcohol be permitted on any property owned by ABC Care. We do accept that many young people at the ages of those in our care will come into contact with alcohol nevertheless we will put in place through both the education and care programmes information which highlights the dangers of abusing this substance.
- The use of racist language and any other form of racial discrimination is deemed to be totally unacceptable.
- Swearing may appear to be a part of life for many adults and young people though we at ABC Care feel that children should be educated away from its persistent use. Certainly staff should not encourage communications, which involve such language, and should themselves refrain from its use when working for or on behalf of ABC Care.
- Any deliberate damage or attempt to damage property is deemed to be unacceptable behaviour. The term property in this instance shall be judged to be property of ABC Care, young people or indeed any third party. Careless or reckless actions, which result in damage, will also be deemed to be unacceptable.
- Any attempt to set fires outside of direct and appropriate instructions from a member of staff is deemed to be unacceptable behaviour. Examples of accepted circumstances allowable under staff supervision may be in science lessons or in an outdoor education experience. The degree of significance that should be attached to any instance of inappropriate behaviour in this area should depend on the balance between objective and result of the action.
- Any instance of taking other peoples belongings without their permission regardless of intent to keep or return is deemed as unacceptable behaviour.
- Young people must receive permission before leaving a home or in some instances an activity. At that stage they should inform staff of their destination, mode of transport and time of return. Permission will only be secured when staff have taken into consideration their age, level of maturity and examples of previous behaviour. Staff will use their own judgement and examples of assessments made on the young person upon entry to the home and in subsequent

assessments.

- Young people should be aware that certain areas are off-limits and should not be accessed unless a member of staff is present and in agreement. Areas in question may include the company office when based in the home, the staff areas such as bedrooms and bathrooms.
- Young people should not be allowed to hold or take charge of any keys relating to the property or equipment of ABC Care. All vehicles whether the property of ABC Care, staff employed by ABC Care or visitors/contractors should be secured at all times to ensure young people cannot gain access to them without supervision. Any employee found to be negligent in this area will be likely to be subject to disciplinary measures.

Due to the risks that Alcohol & Smoking pose, ABC Care and Education have separate policies covering these issues. Please see:

[Alcohol Policy](#)

[Smoking Policy](#)

Appropriate measures of control

In each situation highlighted below the measure utilised must be scrutinised and signed for by the registered manager, who must overrule any measure he/she deems unacceptable.

It should be recognised that it is very rare that one individual control measure will result in permanently enhanced behaviour. Usually a combination of measures over time combined with a healthy respect for the person or persons implementing the measures is required to elicit a positive response, which will last.

Ideally the young person should be educated to take the responsibility for their own behaviour and as such they should be engaged in the process to decide the appropriate measure of control. It is also vitally important to the success of the procedure that any actions occur very quickly after the inappropriate behaviour to ensure an obvious action and reaction model is established.

Verbal measures

- The vast majority of examples of unacceptable behaviour by Young people can be handled by staff using only verbal recourse. When following this course of action best practice suggests that when possible it should be the behaviour which is singled out for criticism as opposed to the young person.
- The tone and structure of the reprimand should refer to any positives such as earlier examples of good behaviour and express regret that this behaviour has not been maintained.
- To maximise the effect on the young person it is important that the reprimand takes place in isolation, which may allow him/her to reflect on their behaviour without concern for "loss of face" with their peers.

Other measures

- When a young person has deliberately damaged property or equipment, they should be asked

to make good its repair through reparation or contribute financially to it being restored or replaced. The amount the young person pays should be such that it does **NOT** in any one week constitute more than 30% of their disposable income. For example If a young person gets £10.00 for pocket money no more than £3.00 should be deducted.

- If a young person is found to be under the influence of alcohol or they return to the property under the influence of alcohol, staff must record these significant times. The young person should be given the opportunity to go to hospital or visit with a Doctor. Whether it is during the night or day it may be necessary to implement regular welfare checks until staff are comfortable the young person is not liable to choke on their own vomit or cause themselves injury. The young person should be offered the opportunity to speak with our counsellor, be advised on the consequences of alcohol consumption through Key-Working Sessions or formal organisations.
- If the young person is to receive a monetary fine, staff do not necessarily have to deduct a 3rd of the young person's pocket money. The young person should be offered the opportunity to make good the damage by doing chores around the home or completing reparation tasks to make good their debt.
- Should there be examples of young people spending their pocket money on inappropriate items (such as alcohol) staff can insist that this money is spent only under supervision for a reasonable period of time. A timeline must be put in place if the young person is on supervised spending in order for them to know and understand they can re-establish trust. This must be agreed with the social worker or legal guardian.
- Should it be deemed necessary staff could ask the young people to undertake extra duties in the house. This should not involve any activity, which would hinder their educational progress or could put them in danger such as cleaning the outside of upstairs windows. Furthermore it should not involve excess physical exertion.
- Under no circumstances can a young person's reward scheme be used to to pay for any monetary fines
- In certain cases it may be appropriate to preclude the young persons from some special activities such as group outings. This should only happen when the purpose of the activity is essentially pleasure and as such will have little if any negative educational impact.
- Young people may also be sent to their room or be prevented from going out with their peers for a reasonable period of time. The key to each of these sanctions is the term reasonable. Groundings should last days and not weeks and when sending a young person to their room it should not be for longer than a couple of hours and if at the end of the day that should not mean the young person is sent to bed more than two hours before their normal time. (please refer to the information in section below titled [Restraint of freedom](#))
- As stated above all the sanctions shown should be monitored by the registered manager, recorded in the young person's file and the sanctions log. The daily logbook should also contain a reference to the sanction.

Prohibited measures of control

ABC Care have detailed the measures of control that are appropriate in certain situations, for the purposes of clarity the measures detailed below will never be sanctioned for us in this organisation

- Any form of physical abuse howsoever it may be labelled. This is deemed to include any excessive use of force in otherwise legitimate forms of restraint.
- Any form of examination of the young person, which is intimate in nature.

- The forcible administering of any form of medication prescribed or otherwise as a punishment or method of control. In the same way medical treatment or any prescribed medication may not be denied or withheld as a sanction.
- Rationing or withdrawal of usual and acceptable nourishment or interruption to conventional sleeping patterns.
- Withdrawal of the young person's reasonable accessibility to communicating with appropriate persons such as family or social services personnel.
- Any requirement for the young person to wear distinctive or inappropriate clothing.
- Withdrawing or withholding legitimate pocket money to pay financial penalties outside of those imposed by a court of law or what is deemed to be a reasonable sum by way of reparation for a wilful or negligent act.
- Any act of punishment which involves punitive measures being taken against a group of people as a result of the behaviour of an individual.
- Physical intervention

Physical restraint should never be used as a form of punishment.

Before staff in this context takes any action they must be completely satisfied that the following conditions are present or have been taken into account. They must also be sure that there is no other alternative available which could be used to prevent or curtail the Incident.

1. Before any physical restraint is put into place the young person should be given a warning and the opportunity to change their behaviour or attitude to remove the necessity of the restraint being applied.
2. The restraint should be removed at the earliest safe opportunity;
3. The restraint is such that it can be described as the use of a reasonable and minimum amount of force to safely overpower the young person, taking into account their age, physical and mental conditions.
4. That the young person subject to the restraint is in immediate danger of causing themselves or others physical injury.
5. The young person is in the process of or about to cause serious damage to property.
6. If at all possible a young person should only be physically restrained when more than one member of staff is present.
7. Similarly only in the most severe of cases should a male or female member of staff attempt to physically restrain a young person of a different gender.
8. At no time should a member of staff attempt to implement a physical restraint on more than one young person at a specific time.
9. When a member of staff has had to implement a physical restraint they must inform the young person of their right to see a registered nurse or doctor. The result of this interaction and any subsequent injury found by the examination must be recorded and conveyed to the registered manager.
10. Subsequent to any form of physical intervention occurring the young person involved should be allocated a neutral person to talk through the incident with. The content of this conversation should be recorded.
11. If the young person involved in the physical intervention makes a complaint a neutral person should be appointed to help them through the process of complaint.
12. Any act of physical intervention must be recorded in the log book and the young person's file as well as the physical intervention book.
13. The registered manager must audit the physical interventions log on a regular basis, and no less frequently than monthly. Where appropriate they should record their views on the actions

of the staff.

14. Any staff who are party to the physical restraint of a young person must undergo a discussion with their line manager at which point the appropriateness of their actions, alternative strategies and any need for outside help or counseling can be discussed.
-

Restraint of freedom

The restraint of freedom is not in normal conditions an acceptable measure of control, however in certain conditions of crises it may be appropriate;

- When preventing a young person leaving the home, as the member of staff believes they are likely to put themselves or others in serious physical danger the methods of physical restraint highlighted above may be appropriate. When applying such actions the ages and vulnerability of the young person will be taken into account. This action will only be used when all other methods of control have been exhausted.
- Should the behaviour of a young person develop a pattern so that a restraint is required on a regular basis then we will liaise with the relevant placement officer to consider the future of the young person at the home in question.
- In a normal day to day environment a young person can for short periods of time be confined to the home or only allowed to leave when accompanied by a member of staff. However unless a crises situation such as the one highlighted in the paragraph above occurs this should not be implemented by the use of a lock and key or physical restraint.
- When any of the above methods of control are implemented ABC Care staff will clearly explain to the young person the rationale behind the actions.

Locking or Bolting of Doors

It is acceptable to use electronic mechanisms or other modifications which are necessary for security, for example on external exits or windows, so long as this does not restrict children's mobility or ability to leave the premises if they wish to do so.

It is also acceptable to lock doors to physically restrict the normal movement within or from the home to reduce the risk of Significant Injury or Serious Damage to Property and so long as the criteria set out are met i.e. where the injury or damage to property is likely in the predictable future, that the locking of the door is immediately necessary, used as a last resort and for the minimum amount of time necessary to de-escalate the situation*.

If such methods are used in the home, the following must apply:

1. The home's Statement of Purpose must clearly state the policy and strategies for using such methods;
2. Placing Authorities must have their attention drawn to the use of such methods and the individual Placement Plans for Children should refer to them and describe the circumstances where such strategies may be used;
3. Such restrictions for one child do not impose similar restrictions on other children.

*If such strategies are used upon a child on a frequent or extended basis, it may be a form of restriction of liberty, which is not acceptable; therefore, the social worker must be notified and should give consideration to an application being made for a Secure Accommodation Order.

Using police intervention

The police should not be involved in the vast majority of incidents which are likely to occur in the home. They need not be called for every incident of a criminal act, in certain situations the director must make a judgement call on the need not to withhold relevant information from the police and the likelihood of criminalising the young person.

- Unless in an emergency the police should not be contacted without the express permission of the registered manager or equivalent out of hours. This will be given when a criminal act has occurred or is deemed likely to do so which would be likely to have an impact on the personal safety of the public. Certain criminal acts, which happen within the home, may also result in the police being informed should they be deemed to be sufficiently important and they cannot be accommodated within the code of conduct of the care home.
- Should an emergency result from any criminal act any member of staff witnessing this must contact the police and/or relevant emergency services via a 999 call.

Restorative Justice should be used in the first instance.

Care planning

To ensure positive behaviour is maintained or a workable system for change is in place when behaviour is unacceptable young people must be supported through a planned programme. Every young person must be aware of appropriate and personalised strategies designed to help them manage their own behaviour.

The above programme should be implemented as soon as possible after the young person has been accepted into the care home and should be re evaluated on a regular basis.

The rationale behind each programme should include plans to allow young people access counselling services and any appropriate therapies, which are recommended from these sessions.

Education

All the young people in the care of ABC Care & Education will be integrated into a comprehensive personalised education programme. When a young person attends a mainstream school they will still be given opportunities to take part in certain educational activities many off which will lead to formal qualifications.

In any situation when being educated by ABC Care or its appointed educational professionals young

people will be expected to act in such a manner as in does not reduce the education value they or their classmates experience. Should this occur they would be removed from the main classroom until they are in a frame of mind, which allows them to return. Any work they have missed will be completed out of 'school hours' though not necessarily on that day.

Should the situation arise again when they return to the lesson the young person will be removed from that particular lesson for the rest of the day and be educated individually.

If in extreme circumstances the behaviour of the young person is such that is deemed to continually affect the educational experience of their classmates, ABC Care will enter into discussions with the relevant authorities with regard to finding a different and more appropriate placement for the young person.

Training/supervision

To ensure the smooth and efficient operation of the above policy it is essential that all staff employed by us undergo a comprehensive induction programme and are afforded every opportunity to enhance their skills and abilities through an integrated and dynamic programme of staff development.

All staff recruited by ABC Care are trained and supervised as required by the national minimum standards regulations. All staff will receive an in-depth induction to ensure they are clear of the policies and procedures of ABC Care.

It is important to note that when staff receive increased and appropriate support and training opportunities they are more confident and competent in their specific roles within the home. This can only have a positive effect on the opportunities for the young people to access, leaving them feeling confident and assured with each individual staff member.

All staff will have an individual development portfolio; this will be used in ongoing training analysis throughout their employment with ABC Care.

On rota, time will be allocated for staff to further their knowledge and broaden their skill through effective training.

Examples of training course(s) staff will be expected to attend and complete competently include:

- Diploma Level 3
- Team teach intervention training
- Health and safety first aid
- Food hygiene
- Child protection
- Risk assessments
- Fire safety
- First aid

We are fully committed to staff development and training and we aim to have our staff on training courses throughout the year. This will include professional fire prevention, dealing with violence and aggression in the workplace, the children's act and other relevant legislation.

The manager or deputy manager will regularly supervise all staff. Wherever possible the supervisee will stay with their allocated supervisor to ensure that a positive professional relationship is constructed in which over time the supervisee will feel more and more confident and comfortable discussing in confidence. Staff will be expected to submit an agenda to supervision meetings and likewise the manager to ensure there is no short fall and both the supervisee and manager are confident that they have covered the whole spectrum of requirements. Staff with less experience will receive more frequent supervision to help support them.

Staff are supported through regular supervision, team meetings, de-briefs and annual appraisals. Emphasis is given to support through the probationary period. Each staff member will be allocated a designated supervisor.

Team Teach intervention (TT)

ABC Care LTD train staff with a Two Days Basic (Closed Course - 12 Hour Certificate). This course cover personal safety, risk reductions strategies, a range of positive handling and interventions, together with a focus on policy, documentation and legal guidance.

ABC Care LTD do not condone 'floor holds'. If a young person falls to the floor (*i.e becomes a "deadweight"*) then any hold must be stopped, risk assessed and if necessary the hold may only be resumed once the young person has stood back up.

At ABC Care the adopted approach to working with the young people is set within the [Team Teach Framework](#).

By applying team teach, staff can implement a wide range of skills to try and avert a possible crisis outburst by identifying the changes in a child's behaviour during the escalation phase. By employing intervention approaches such as caring gesture, prompting, planned ignoring, positive attention, hurdle help and time away staff can proactively and effectively try to de-escalate a young person from a crisis situation.

Team teach uses an '**I Assist**' model illustrated below which if utilised can provide effective and structured support to a young person experiencing a difficult time. The better the relationship an adult has with a young person the more chance of success in de-escalating a given situation.

- Isolate the young person
- **A**ctively listen
- **S**peak calmly, assertively, respectfully
- **S**tatements of understanding precede requests
- **I**nvide the young person to consider positive outcomes and Behaviours
- **S**pace reduces pressure
- **T**ime help young people respond to requests

At times a young person's crisis situation is so severe that even with structured de-escalation input a young person will still reach an outburst phase of the crisis cycle. If a young person is likely to put themselves, others in physical danger or likely to cause criminal damage then as a very last resort staff will physically intervene to ensure the safety of the young person and others. Team teach physical intervention places the safety of the child and adults paramount.

By effectively using team teach it help reduce the risk of injury to any party. Physical intervention will only used as a final option when all other de-escalation input has been deployed.

Often young people have crisis situations when worried or stressed about an aspect in their life that means a lot to them such as family contact, reviews etc. It is important to note that all staff at abc care ltd are to understand and show empathy towards a young person at all times. They should not take it personally when a young person reaches crisis and sometimes says or does things that differs from their conventional baseline behaviour.

After a young person has reached crisis point they can become very withdrawn. It is important to provide support especially at this time. Redl and wineman developed a therapeutic model (life space interview) in which young people could better understand how their feelings connect with their behaviour. It is a positive interaction between adult and child in which over time serves as a vehicle to help a child have a clearer insight to their own feelings and behaviour and to adapt better coping mechanisms.

The life space interview is structured using an **"I Escaped"** model:

- **I** Isolate the conversation
- **E** Explore the young person's point of view
- **S** share staffs view and summarise feelings and content
- **C** Connect feelings to behaviour
- **A** Alternative behaviours discussed
- **P** Plan to develop and implement new behaviour
- **E** Enter young person sensitively back into routine
- **D** Discuss when appropriate plans with staff team

Over a period of time the above approach can change the way a young person reacts to certain situations and their feelings in a positive way.

A young person may not want to talk soon after a crisis situation, this should be respected by staff. Very often a young person will share feelings etc at a later time such as a direct 1-1 key working session once they have had time to reflect.

After any crisis incident relevant paperwork will be completed by staff and counter signed by each member of the team involved. The manager will then sign off paperwork and forward to the appropriate social worker. Sometimes it's appropriate to inform parents/carers of the situation.

All staff will sign a copy of this policy which will be filed in respective personal files to satisfy standard 3 of the children's homes, national minimum standards

Key Workers

It is important for the keyworker to take the role as an advocate for their young people.

Keyworkers are expected to read through all sanctions / measures of control & restraints for their young people at least fortnightly.

The paperwork must accurately reflect the events and measures of control given.

Keyworkers must read through any measures of control to ensure they are clear, concise and fair. It is also important these are accurately cross referenced in any relevant paperwork.

Relevant feedback must be given to the staff team where appropriate. I.e errors in recorded paperwork / feedback sheets on sanction effectiveness.

This document was printed via ABC Care Inspire. Inspire is our innovative document management system designed to capture the views & ideas from all of ABC Care Staff. This is a constantly evolving document in order to best meet the needs of our young people.

Updated: 24/01/2017

Contributing authors:

- Chris Kennedy Jnr
 - Chris Kennedy Snr
 - Chris Kennedy Snr
 - Eve Elliott
-

From:

<http://abccare.co.uk/inspire/> - **Inspire**

Permanent link:

http://abccare.co.uk/inspire/doku.php?id=pnp:behaviour_management

Last update: **24/01/2017**