

1] Introduction

Dartford Young Living Ltd is legally responsible for the service and ensuring there is a system of rules, practices and processes to manage behaviour and meet regulation 22, the protection and support standards.

This policy promotes the involvement of individuals and others when it comes to managing risks associated with the behaviour of individuals in our care. Dartford Young Living Ltd will ensure active participation when addressing such risk to minimise restrictions, promote choice and freedom of young people.

We encourage self-discipline, consideration for each other, surroundings and property. The policy also requires all members of staff to be role models and challenge any poor behaviour. We recognise the importance of positive and effective behaviour management strategies in promoting young people's welfare, learning and enjoyment.

2] Scope of the policy

The aim of this policy is to help young people to:

- Develop a sense of caring and respect for one another.
- Build caring and co-operative relationships with other young people and adults.
- Develop a range of social skills, resilience and help learn with recognising what constitutes acceptable behaviour.
- Develop confidence, self-discipline and self-esteem in an atmosphere of mutual respect and encouragement.
- Become good citizens who can contribute to the richness of the community.

We aim to encourage appropriate behaviour through:

- Praise for specific behaviour
- Talking to young people with the courtesy and respect that we expect from them.

- Negotiating rules between young people and members of staff
- encouraging young people to take responsibility for their own behaviour.
- discuss ideas and problems.
- Members of staff are expected to provide a caring, co-operative and safe environment, respecting the young people and other members of staff.
- Access to resources and activities.
- Adopting a non-confrontational approach.
- Accepting the uniqueness of each young person as a unique individual.
- Young people are expected to respect and co-operate with members of staff and other young people.

2] Location and Communication of the policy and procedures

Dartford Young Living Ltd has a duty of care to ensure all individuals using our services are supported including managing behaviour safely and effectively. While in the course of managing behaviour no rights of individuals or discrimination should take place. We value the need to work in partnership focusing on supporting positive behaviour and areas of development.

A summary of this policy and rights is also highlighted on our online portal, Service and Staff Handbooks.

It is important that all individuals using our services, families, staff, professionals, regulators and commissioners are fully aware of the contents of this policy and procedures.

3] Behaviour Management Coordinator

Dartford Young Living Ltd has a nominated coordinator who will monitor and manage all behaviour of young people in our care. This person is currently our registered manager.

They will:

- Advise and support members of staff on behaviour issues including risk assessment identified for each young person in our care.
- Support young people and staff welfare in particular when promoting partnership working and managing behaviour.
- Keep up to date with legislation and research relating to behaviour.
- Support changes to policies and procedures
- Maintain a calm disposition when dealing with a situation and handle potentially difficult situations with care and sensitivity regarding all parties involved.
- Access relevant sources of expertise where required and act as a central information source for all involved.
- Attend regular external training events, and ensure all staff attend relevant in-house or external training for behaviour management.
- Attend and contribute to meetings regarding individual behaviour plans, strategies, setting policy and supporting best practice.
- Work in partnership with families, members of staff, professionals and others where necessary.
- Ensure that informed consent is gained where referrals may be necessary.

4] Behaviour Management Strategies

Dartford Young Living Ltd will manage behaviour according to clear, consistent and positive strategies. All individuals supporting the young people in our care are encouraged to contribute to these strategies, raising any concerns or suggestions.

Our Behaviour Management will be structured around the following principles:

- Staff and young people will work together to establish a clear set of 'ground rules' governing all behaviour. These will be periodically reviewed so that new

young people have a say in how the rules operate. Parents are welcome to discuss with members of staff the organisational ground rules to encourage unity and consistency.

- Organisational boundaries will apply equally to all young people, staff and parents.
- Positive behaviour will be reinforced with praise and encouragement.
- Challenging behaviour will be addressed in a calm but assertive manner. In the first instance, members of staff will try to redirect young people's energies by offering them alternative and positive options. Members of staff will be open in stating and explaining non-negotiable issues.
- When dealing with challenging behaviour, Members of staff will always communicate in a clear, calm and positive manner.
- Where a young person needs support in order to behave in an appropriate manner, Dartford Young Living Ltd will use agreed strategies that will form part of their care plan.
- Members of staff and parents (where appropriate) should be role models by making every effort to set a positive example by behaving in a friendly tolerant manner, promoting an atmosphere where young people and adults respect and value one another.
- Members of staff will work as a team and be involved in meetings, communications, addressing incidents and behaviour. This approach is important to Dartford Young Living Ltd in order to work collectively and consistently.
- Managers will endeavour to discuss concerns confidentially with parents (if appropriate) at the earliest possible opportunity to help identify the causes of inappropriate behaviour and share strategies for dealing with it.
- Young people who experience bullying, racism or other unacceptable behaviour will be actively encouraged to speak to a member of staff. Dartford Young Living Ltd will allocate a key worker for each young person. Members of staff are required to be diligent and watch out for such instances.

- Members of staff will encourage and facilitate mediation between young people to try to resolve conflicts by discussion and negotiation.

5] Dealing with Inappropriate Behaviour

When confronted with negative behaviour, staff will be clear to distinguish between 'disengaged', 'disruptive' and 'unacceptable' behaviour.

- 'Disengaged' behaviour may indicate that a young person is bored, unsettled or unhappy. With sensitive interventions, staff will often be able to re-engage a young person in purposeful activity.
- 'Disruptive' behaviour describes behaviour which prevents other young people from enjoying themselves. Staff will collectively discuss incidents and agree on the best way to deal with them.
- 'Unacceptable' behaviour refers to non-negotiable actions and may include discriminatory remarks, violence, bullying or destruction of equipment. Staff will be clear that consequences will follow from such behaviour, including in the first instance, temporarily removing a young person from the scene.

When an incident of inappropriate behaviour occurs, staff will listen to the young person or young people concerned and hear their reasons for their actions. Staff will then explain to the young person or young people what was unacceptable about their behaviour and that such actions have consequences for both them and for other people.

Staff will make every attempt to ensure that young people understand what is being said to them. Young people will always be given the opportunity to make amends for

their behaviour and, if appropriate, be able to re-join the activity. Consideration will be given to the young person or young person's individual needs. Every effort will be made to communicate in the most appropriate manner in order to assist with improving behaviour.

- Young people who need help in order to behave in an appropriate manner will be given support and consistent strategies to address the matter. Staff will seek appropriate training in order to reflect upon the triggers and effects for some young people who find some aspects of the placement environment stressful.
- We do not single out young people or humiliate them in any way. Where young people use unacceptable behaviour, they will, wherever possible, be re-directed to alternative activities. Discussions with young people will take place as to why their behaviour was not acceptable, respecting their level of understanding and maturity.
- Staff will not raise their voices (other than to keep young people safe)
- In any case of misbehaviour, we always make it clear to the young person or young people in question, that it is the behaviour and not the young person that is unwelcome.
- We decide how to handle a particular type of behaviour depending on the young person's age, level of development and the circumstances surrounding the behaviour. This may involve asking the young person to talk and think about what he/she has done. All staff support young people in developing empathy and young people will only be asked to apologise if they have developed strong empathy skills and have a good understanding of why saying sorry is appropriate.

6] Positive Behaviour Plan

We support all young people to develop positive behaviour and will make every effort to meet individual needs.

Through partnership with professionals, families, others and our own formal observations, we make every effort to identify any behavioural concerns and the causes of that behaviour. From these observations and discussions, we will implement an individual behaviour modification plan where a young person's behaviour involves aggressive actions towards other young people and staff, for example hitting, spitting and kicking.

The registered manager will complete risk assessments identifying any potential triggers or warning signs always ensuring other young people's and staff's safety. Following on from these detailed observations the young person's behaviour will be analysed, and an Individual Behaviour Plan put into place. Where causes of incidents suggest possible abuse, we will instigate our safeguarding procedures.

This is a plan which sets out any known or predicted difficult behaviours of the young person, known factors likely to trigger the behaviour, agreed strategies to manage the behaviour, arrangements for recording the behaviour and strategies taken to manage it. Strategies should be agreed with young people where possible and appropriate (taking in to account developmental age and ability and comprehension).

Parents (if appropriate) will be asked to meet with members of staff to discuss their young person's behaviour, so that we can work together to ensure consistency between their home and the placement setting. This is important especially when the young person still has access to their family home. In some cases, we may request additional advice and support from other professionals, such as SENCO and psychologists to devise strategies of managing behaviour.

Should a young person be found to consistently misbehave seriously, causing excessive violence, continuous bullying or negative discrimination, despite trying various strategies including advice from multi-agencies, more serious actions may have to be taken, such as referral back to the placement authority. In this case our procedures when a placement breaks down will be instigated. We will support the young person to move to another placement which might be more suitable to their needs.

The Positive Behaviour Support Plan, Safeguarding Risk Profile, and Daily Management and Routines Plan will be regularly reviewed and amended as required. In addition, all young people's plans must be regularly checked for congruence (compatibility) of information they contain; if one plan or record is update then all plans and records for that young person that contain the same or similar information must be updated.

7] The Use of Physical Interventions

Physical intervention may be recognised as part of an individuals' 'Care Plan' and training will be sought. We only use physical intervention for the purpose of averting immediate danger or personal injury to any person (including the young person) or to manage a young person's behaviour if absolutely necessary. We keep a record of any occasions where physical intervention is used and inform parents (if appropriate) on the same day, or as reasonably practicable.

We recognise that there may be times where young people may have regular occasions where they lose control and may need individual techniques to restrain them. This will only be carried out by staff who have been appropriately trained to do so. Any restraints will only be done following recommended guidance and training and only with

a signed agreement from parents on when to use it. We will complete an incident form following any restraints used and notify the parents.

Staff will use physical interventions only as a last resort and only then if they have reasonable grounds for believing that immediate action is necessary to prevent a young person from significantly injuring themselves or others or to prevent serious damage to property.

Before reaching this stage, staff will have used all possible non-physical actions, such as dialogue and diversion, to deal with the behaviour. The young person or young people concerned will be warned verbally that physical intervention will be used if they do not stop.

A dialogue will be always maintained with the young person or young people, so that the member of staff can explain what they are doing and why they are doing it. Staff will avoid the use of physical interventions if they are alone with the young person or young people. Only the minimum force necessary to prevent injury or damage should be applied. For example, diverting a young person by leading them away by a hand or an arm around their shoulders.

Staff will use physical intervention as an act of care and control of behaviour at that time and never as punishment. Physical interventions will not be used purely to force a young person to do what they have been told and when there is no immediate risk to the young person, others or property.

As soon as it is safe, the physical intervention should be gradually relaxed to allow the young person or young people to regain self-control. The force of the physical intervention will be always appropriate to the age, size and strength of the young person or young people involved.

If staff are not confident about their ability to contain a particular situation or type of behaviour, consideration will be given to calling their supervisor first, and then the registered manager or, in extreme cases, the police.

Where a member of staff has had to intervene physically to restrain a young person, the registered manager will be notified, and the incident logged. The incident will be discussed with the parents at the earliest possible opportunity.

If a staff member commits any act of violence or abuse towards a young person, other member of staff, professionals and others such as families, Dartford Young Living Ltd disciplinary procedures will be implemented.

8] Anti-bullying

Dartford Young Living Ltd is committed to protecting young people in our care from any instance of bullying. We recognise that bullying takes many forms. It can be physical, verbal, homophobic, racist or emotional, but it is always a repeated behaviour that makes other people feel uncomfortable or threatened. We acknowledge that any form of bullying is unacceptable and will be dealt with immediately.

We recognise that young people need their own time and space and that it is not always appropriate to expect a young person to share their experiences.

Dartford Young Living Ltd encourages young people to recognise that bullying, fighting, hurting and discriminatory comments are not acceptable behaviour. We want young people to recognise that certain actions are right and that others are wrong.

A young person may indicate by signs or behaviour that they are being bullied.

Members of staff should be aware of these possible signs and should take positive actions to monitor the possibility that a young person may be being bullied:

- Changes their usual routine.

- Starts stammering.
- Becomes withdrawn, anxious or lacking in confidence.
- Asks for money or starts stealing money (to pay bully)
- Cries themselves to sleep at night or has nightmares.
- Have possessions go "missing".
- Has unexplained cuts or bruises?
- Attempt or threatens suicide or runs away.
- Becomes aggressive, disruptive or unreasonable.
- Is bullying other young people.
- Stops eating.
- Is frightened to say what is wrong.
- Gives improbable excuses for any of the above

These signs and behaviours could indicate other problems, but bullying should be considered a possibility and should be investigated.

9] Procedure

Procedure of addressing allegations of bullying:

- Young people should be encouraged to report bullying incidents to members of staff.
- The incidents will be recorded by members of staff.
- The social worker should be informed and in serious cases, will be asked to come in to discuss the problem.
- If agreed to be necessary and appropriate, police will be consulted.
- The bullying behaviour or threats of bullying must be investigated, and bullying stopped quickly.
- An attempt will be made to help the bully(bullies) change their behaviour.

- As a last resort a disruptions meeting will be held for the young person who is bullying others.

10] Confidentiality

It is recognised that an incident of unacceptable behaviour is a stressful situation for staff and young people alike. However, staff will be aware that there is also a need to be mindful of confidentiality and will only discuss such incidents on a 'need to know' basis. All communications will be addressed in line with our information governance policy and procedures.

11] Staff Training in Behaviour Management

Dartford Young Living Ltd will provide opportunities for staff to attend training on Behaviour Management are offered, wherever possible, designed to meet the specific needs of the staff and the young people.

Ongoing training will be made available to members of staff. Where a specific training need is identified within supervision, team discussion, meetings and performance reviews, this will be addressed and facilitated for the member of staff.

12] Records

Dartford Young Living Ltd keeps confidential records on any inappropriate behaviour and incidents that have taken place. These will also include any interventions that have taken place including communications with others such as professionals and families.

13] Good Governance

Dartford Young Living Ltd will conduct regular auditing of behaviour management records. This includes:

- making sure all individual's records are accurate, complete, legible, up-to-date, securely stored and available to relevant staff so that they support young people to stay safe.
- being proactive and manage all operational risks which primarily focus on day-to-day aspects of the business.
- managing risks by regular planning, reviews, audits, benchmarking, governance, staffing, resources and office systems.
- addressing Strategic risks that are more to do with the nature and purposes of the organisation focusing on its ability to achieve its mission, the environment it works in, its competitors, the stakeholders' needs it seeks to satisfy, its response to opportunities and threats, its vulnerability to political shifts, the solidity of its reputation and standing.
- to assess, monitor and mitigate risks to the health, safety and welfare of individuals and others involved, which includes risks to staff.
- to keep securely accurate records of the care and treatment provided to each individual and of decisions taken about their care and treatment.
- to keep securely members of staff records and those required for the management of the service.
- to seek and act on feedback from individuals and others in order to be assessing and improving the services.
- to ensure that the care service's methods of governance and management remain effective.

14] Quality Assurance of the operation of the policy in practice

Dartford Young Living Ltd will also assess and evaluate all the systems and procedures used to monitor services to ensure they remain fit for purpose, effective to run a well-led

service and provide a high standard of care. Where development areas are identified they will be addressed promptly.

15] Review

The Registered Manager will incept, monitor and be in charge of reviewing this policy annually to ensure its aim and objectives remain relevant. Review of the policy will take place earlier to take note of any changes in regulations and legislation. The policy will also be informed by Stakeholder feedback and changes in practice.