

Behaviour Management Policy Hillside Secure Children's Home



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Neath Port Talbot Council

DRAFT

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1. PURPOSE

Neath Port Talbot Council ('the Council') is committed to safeguarding the wellbeing of children, young people and adults in its care, within a culture that gives safeguarding the highest priority. Our employees are required to share this commitment and support the Hillside Secure Children's Home ('Hillside', or 'unit') Statement of Purpose, namely:

Hillside actively promotes wellbeing, good health and recognises the importance of enabling children and young people to achieve and enjoy life in a safe way. Children and young people are provided with a platform where they can begin their recovery and have access to support to help understand the causes of their behaviour. Hillside helps children and young people to take responsibility for their own behaviours and to set appropriate boundaries by agreeing general behavioural expectations applicable to both staff and children/young people, based on mutual respect.

The purpose of this policy is to set out the process that will ensure the safety and effectiveness of the behaviour management techniques used in Hillside and to reaffirm within the home staff responsibility in responding positively to young people and reinforcing positive behaviour. The young people that are admitted to Hillside will be some of the most vulnerable in society with a multitude of complex needs.

This document does not comment on the National Federation of Personal Safety (NFPS) – Physical Restraint and Breakaway syllabus itself or the physical restraint techniques used.

This policy is designed to provide a framework to support staff in managing young people and applies to all Hillside employees. Any employee found in breach of this policy would be considered by the Council as an act of misconduct. The Council has a Whistleblowing Policy and staff are encouraged to report poor practice where they see it.

2. LEGISLATION AND STATUTORY GUIDANCE

This policy relates to the following legislation, standards, legally binding agreements and statutory guidance:

- Social Services and Wellbeing (Wales) Act 2014
- The Children's Homes (Wales) Regulations 2002 as amended by the Children's Homes (Wales Amendments) Regulations 2017
- National Minimum Standards for Children's Homes (Wales) 2002
- Regulation and Inspection of Social Care (Wales) Act 2016

- The Regulated Services (Service Providers and Responsible Individual (Wales) Regulations 2017 and statutory guidance issued thereunder
- United Nations Convention on the Rights of the Child (UNCRC)
- Use of restraint policy framework for the under 18 secure estate 2012

3. ROLES AND RESPONSIBILITIES

The Responsible Individual (RI) will ensure that:

- There is a suitably accredited behaviour management syllabus i.e. techniques of restraint to be used, in place
- An appropriate manager is appointed and the management of Hillside is supervised in line with the supervision policy of the Council
- There is effective management of the service, with a suitable level of staff resources to react to incidents and ensure adequate supervision of children and young people
- They visit the home a minimum of once every 3 months to monitor the performance of Hillside, which will include talking to children and young people at the home with their consent in addition to inspecting the premises, complaints and a selection of records
- There is a policy in place for the appropriate use of control and restraint which is reviewed a minimum of annually giving regard to Hillside's Statement of Purpose; YCS will be informed in advance of any proposed changes and the agreed policy will be shared with all staff making clear the date of implementation and the Care Inspectorate Wales (CIW) following any amendments within 28 days of these taking place
- A positive approach to behaviour management is used within Hillside that is consistent with meeting the care and support needs of the child/young person and the wellbeing of others for whom care and support is provided
- Suitable arrangements are in place to assess, monitor and improve the quality and safety of the service via quarterly reports to the Hillside Registered Manager and the Social Care, Health and Wellbeing Cabinet Board and YCS and six monthly and annual reports to Care Inspectorate Wales
- All staff receive annual behaviour management training as a minimum and must sign following the training to indicate that they have read, understood and have continued access to the policy, a record of which will be kept on file
- Suitable systems are in place to record incidents, complaints and the keeping of records
- All staff are aware of and encouraged to use the Whistleblowing Policy, the Authority's stance is zero tolerance for poor care or lack of concern for the

wellbeing of individuals and that concerns from staff are encouraged, sought out in a confidential manner and addressed accordingly

- That there are appropriate quality assurance, audit systems and processes in place for monitoring the service which are continually reviewed
- That information on control, restraint and discipline is analysed and that recommendations are made to the service of how and where the quality and safety of the service can be improved
- A culture of candour is promoted in Hillside that advocates all staff to be open, honest and transparent in line with Social Care Wales guidance

The Registered Manager (RM) will ensure that:

- There is a policy in place for the appropriate use of control and restraint which is reviewed a minimum of annually giving regard to Hillside's Statement of Purpose, the policy will be shared with YCS in advance and the Care Inspectorate Wales following any amendments within 28 days of these taking place
- A positive approach to behaviour management is used within Hillside that is consistent with meeting the care and support needs of the child/young person and the wellbeing of others for whom care and support is provided
- Any changes to the Behaviour Management Policy will reflect current legislation and national guidance, staff will be kept updated of any changes made to the Policy
- All new staff will receive behaviour management training during their induction period prior to commencing work with any children and young people in Hillside
- All staff receive behaviour management training annually as a minimum and must sign following the training to indicate that they have read, understood and have continued access to the policy, a record of which will be kept on file
- Deployment of staff is adequate to react to incidents and ensure safe supervision of children and young people
- Management/Senior Staff will ensure that all records of control, restraint and discipline are fully completed, updated and will be kept in the appropriate separate file within 24 hours of occurring
- All records of control, restraint and discipline are monitored for compliance
- All physical restraints are both necessary and proportionate
- All sanctions are neither excessive nor unreasonable, and in accordance with the legislation and statutory guidance
- All measures of control, restraint and discipline are made clear to the placing authority, child, parent(s), carers, before, or in the case of an emergency placement, at the time the child is to move into Hillside Secure Children's Home
- Children are encouraged to develop a proper awareness of their rights and responsibilities (UN Convention on the Rights of the Child)

- Staff will have an awareness of the rights and responsibilities of children and young people through training received on the Qualification and Credit Framework (QCF) in line with the UN Convention of the Rights of the Child
- All children are encouraged to discuss incidents and express their views, either verbally, in writing, or through an independent professional advocate
- All staff supervision and meetings address issues of behaviour management and agree practicable and acceptable means of responding to inappropriate behaviour
- A culture of candour is promoted in Hillside that advocates all staff to be open, honest and transparent in line with Social Care Wales guidance

All staff will ensure that:

- All records of control, restraint or discipline are completed within 24 hours of the incident occurring
- They respond positively to acceptable behaviour and where unacceptable it is responded to in a constructive and positive way in line with this policy and the physical restraint syllabus
- Restraint and any use of force is applied only when necessary and proportionate
- Positive relationships with children and young people are formed and any behaviour management measures are consistently applied and fair
- Reparation and restoration is followed where appropriate
- Poor and positive consequences are clear to children and young people, with any sanctions applied being relevant and reasonable
- All incidents are recorded and reported in the relevant documentation in line with the service policy and procedures
- All staff will enact pro-social modelling in line with the Psychologically Informed Planned Environment (PIE)/Trauma Recovery Model. This will include acceptable social behaviour, use of social media and adopting a professional dress code
- **They have signed to indicate that they have read, understood and have continued access to the policy**

4. GUIDING PRINCIPLES IN THE MANAGEMENT OF BEHAVIOUR

Behaviour will be managed by establishing positive relationships with children and young people, with responses that are consistent and fair. The principles in managing behaviour in Hillside are:

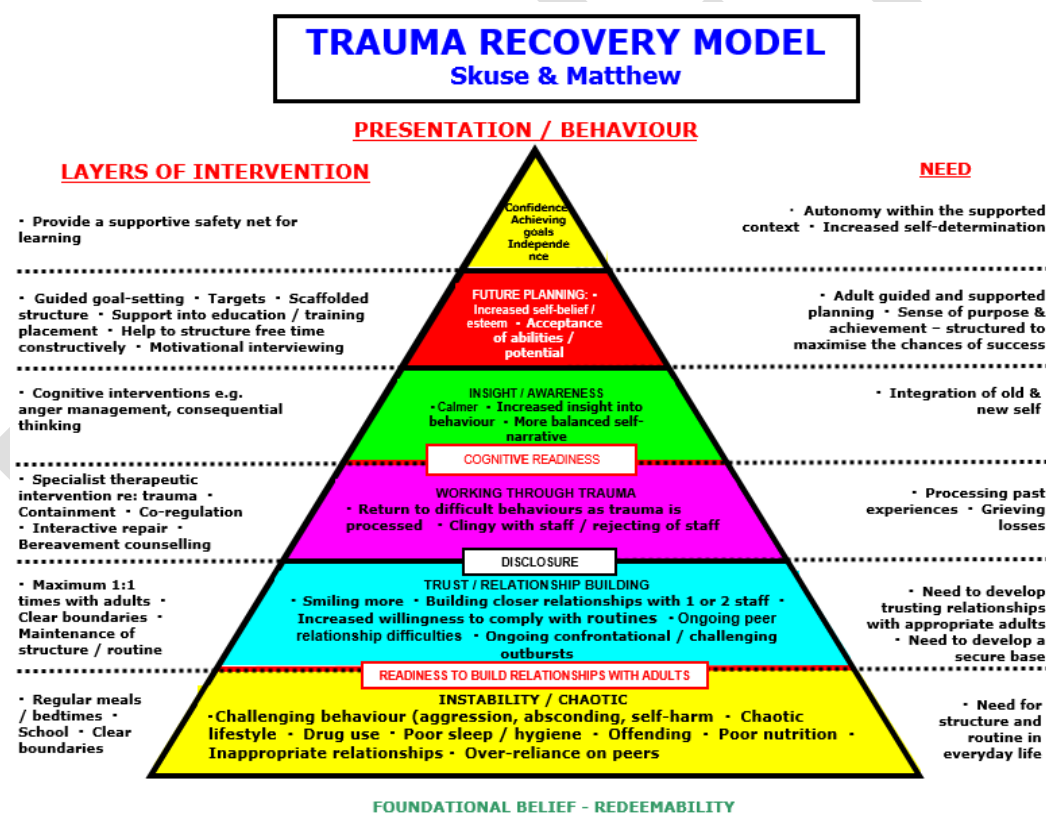
- The child/young person's welfare is paramount
- Everyone must be kept safe
- Clear routines and consistent boundaries
- Reinforce positive behaviour
- Incentive scheme
- Staff having a clear understanding on the needs of the young person
- Early intervention and prevention through talk times
- Key-working through behaviour support programmes
- Diffusion skills and techniques
- Sanctions are not excessive or unreasonable
- Restrictive physical intervention will only be used if necessary and proportionate to the level of risk of harm to self or others
- All staff will demonstrate pro-social modelling in line with the PIE/Trauma Recovery Model. This will include acceptable social behaviour, use of social media and adopting a professional dress code

5. TRAUMA RECOVERY MODEL, PSYCHOLOGICALLY INFORMED PLANNED ENVIRONMENT AND TRAUMA INFORMED CARE

In Hillside, the Trauma Recovery Model (TRM) is the approach used which is based on providing structure and routine in daily life and enabling the development of trusting relationships and a secure base before any in-depth work is undertaken.

The TRM requires the stabilising of behaviour and intervention work and is carried out in accordance to the young person's cognitive development and how well they respond to the work. The model has four aspects:

1. Presenting Behaviour
2. Underlying Need
3. Types of Intervention
4. Sequences of Intervention



The children that live at Hillside Secure Children's Home have experienced extreme trauma. In response to this, the children have problematic, persistent and pervasive difficulties. For example, they may have extreme difficulty in regulating their emotions; maintaining attachments and relationships; and have difficulties managing their behaviours, mental health and substance use.

The PIE is a therapeutic framework through which children are enabled to make positive differences in their lives. Hillside can monitor such changes quantitatively using the Hillside Outcome Measure that is based on the Trauma Recovery Model. PIE's help staff understand why children behave in the way that they do; where the behaviours come from; and ways to help them work more creatively and constructively with the children's challenging behaviours

The aim of Trauma Informed Care is to create an environment that helps workers understand:

- The impact of trauma and how people recover.
- The signs and symptoms of trauma in the children at Hillside.
- Respond to the children's presentations by using the knowledge of trauma to improve and change practice.
- Actively avoid and prevent re-traumatisation

Through these approaches, Hillside aims to:

- Help young people and staff understand why the behaviours have been displayed with help from Support Services and using the Trauma Recovery Model
- Put a Behaviour Management Support Programme in place with the young person to facilitate them in identifying triggers to their negative behaviour and coping strategies that can be used to promote the wellbeing of the young person
- Ensure all staff receive the appropriate training to support the Behaviour Management Policy and Behaviour Management Support Programme

In Hillside positive behaviour is encouraged and promoted through the incentive scheme. Staff in Hillside play a key role in modelling appropriate behaviour through their interactions with one another and with the young people. Staff are expected to demonstrate a high standard of behaviour based on respect, cooperation, willingness to help and positive communication.

6. BEHAVIOUR MANAGEMENT SUPPORT PROGRAMME

The behaviour management support programme is a series of documents and interventions that are used for all children and young people to promote positive behaviour in Hillside. The main principle of the programme is to ensure the children and young people are involved in the formulation of their individual behaviour support programme which will assist the young person in recognising their own triggers, behaviours and techniques they can use to reduce them. Post incident documentation will also be completed with children and young people to help them understand their behaviours. The documents included in the programme are:

- **Initial Needs Assessment** completed by Safeguarding Team prior to admission to Hillside
- **Risk Management and Behaviour Support Programme** completed within 5 days of admission to Hillside by the psychology team and reviewed weekly at Multi-disciplinary Team Meeting. However, emergency changes can be made by the Senior Manager at any time necessary
- **Prolonged Behaviour Support Programme** – this is completed by the psychology team only if there is high end challenging behaviour evident or emerging
- **My Behaviour Booklet** – Completed by the young person with their keyworker once settled in to Hillside. Completion will typically start within 4 weeks but will vary according to the individual child's circumstances; this informs and updates the Risk Management and Behaviour Support Programme
- **Post Incident Key-working Form** – Completed with the young person following any incident occurring, this will inform Multi-disciplinary Team decision making and update the Risk Management and Behaviour Support Programme. Where possible this will be with the assistance of a member of staff not involved in the incident.

Information gained through the programme informs staff on how best to support a young person in managing their behaviour and is used in a multidisciplinary approach to assist any professional working with the young person. Information gained within the behaviour management support programme on a child/young person is included in the Risk Management and Behaviour Support Programme which provides staff with up to date information on how to manage and respond to each young person.

7. DISCOURAGING INAPPROPRIATE BEHAVIOUR USING REMINDERS, REPRIMANDS AND DIFFUSION TECHNIQUES

If a young person's behaviour is inappropriate and not following direction, staff will remind them of how they should be behaving and what they should be doing.

To support a young person in managing their behaviour, staff will remind the young person of the unit rules, how they should be behaving and by leading as example. If negative behaviour continues a talk time would be utilised to allow the young person to express their feelings, this would be a two way conversation to remind the young person of the expected behaviours on the unit.

The diffusion techniques training that all staff receive aids them to communicate with the child/young person understanding how to best deal with the child/young person's behaviours in line with their Behaviour Management Support Programme. The training provides information on how both verbal and non-verbal communication can be used to diffuse incidents safely.

If a talk time with the young person does not work and the risk is deemed too high for the child/young person to remain in the communal areas of the unit then the child/young person will be encouraged to remove themselves to their bedroom from the situation for a period of time. This is defined as a voluntary separation and is dealt with under the Separation Policy.

If the child/young person refuses to voluntarily go to their bedroom and the risk is deemed as too high, then the child/young person may be instructed that they have to go to their bedroom for a period of time, this is defined as a single separation.

During the processes outlined above the situation will continually be assessed by Hillside staff with any periods of separation (voluntary or single) recorded on the appropriate documentation and submitted to centre briefing for review as outlined in the Separation Policy

Should any child/young person refuse to go to their bedroom following staff instruction restrictive intervention will only be used if there is a clear risk of harm, and will be no more than that necessary and proportionate to the level of risk of harm.

All staff should follow the Separation Policy which provides information on voluntary and single separations.

8. THE RESTORATIVE APPROACH

Following any incidents that take place a debrief session is held as soon as practicable with the staff involved which is led by a duty manager who had not been involved in the incident.

Post incident, a key working session will be held with the young person. The key working session will involve the young person and members of staff who were involved in the incident, in a discussion around the incident and as appropriate the young person's behaviour. It would provide the opportunity for the young person to share their account of the incident and for the staff members to talk through it from their observations. It will also be an opportunity for the young person to talk through their behaviour during the incident, identifying triggers and coping strategies that can be used if their inappropriate behaviour returns.

Following this discussion, a shared understanding will be reached with the young person and the staff in order to bring the incident to an end.

9. THE APPROPRIATE USE OF CONTROL AND RESTRAINT

As defined in Regulation 29 (1) of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017, care and support must not be provided in a way which includes acts intended to control or restrain an individual unless those acts:

- (a) Are necessary to prevent a risk of harm posed to the individual or another individual, and
- (b) Are a proportionate response to such a risk

In consideration of the above and the requirements set out in the National Minimum Standards for Children's Homes (Wales) 2002, as amended, physical restraint in Hillside is only used to prevent a risk of harm to the child concerned or to others, and then only to the minimum extent necessary to avoid the harm. Restraint is not used as a punishment, as a means to enforce compliance with instructions, or in response to challenging behaviour which does not give rise to a clear and justified expectation of harm.

If a child/young person is causing damage to property then a physical restraint is only permitted where there is a clear risk to the young person or others resulting from the damage to property, such as a risk of self-harm, the risk of the young person using the damaged property as a weapon, or the property itself in its damaged state presenting a risk to the young person or others, for example live electrical equipment with exposed live parts,

or sharp edges presenting a serious laceration hazard. Physical restraint will only be used as a last resort, with the least restrictive option, proportionate to the risk and at all times maintaining respect for and sensitivity towards the young person.

The following measures shall not be used against children/young people accommodated in a Children's Home:

- Any form of corporal punishment;
- Any punishment relating to the consumption or deprivation of food or drink;
- Any restriction on contact between the child/young person, their family or friends
- Any distinction that a child/young person wear distinctive or inappropriate clothes;
- The use or withholding of medication or medical or dental treatment as a disciplinary measure;
- The intentional deprivation of sleep
- The imposition of any financial penalty, other than a reasonable sum by way of reparation;
- Any intimate physical examination of a child/young person;
- The withholding of any aids or equipment needed by a disabled child/young person;
- Another child/young person in the imposition of any measure against any other child/young person; or
- The punishment of a group of children/young people for the behaviour of an individual child/young person

As highlighted in Section 7, staff where possible will encourage the child/young person to voluntarily go to their room if the risk is too high to remain in the communal areas during an incident. If the child/young person declines to do this then staff will consider instructing the child/young person to go to their room which will be recorded as a single separation. Restraint or force may not be used in the absence of a clear risk of harm

Any use of force must be necessary and proportionate whilst also ensuring the health, safety, welfare, wellbeing and dignity of the child/young person involved. Staff will follow their training in responding to the incident in line with the National Federation of Personal Safety (NFPS) – Physical Restraint and Breakaway model. This policy and resultant training syllabus has been developed in conjunction with expert medical professionals and personal safety trainers. All restrictive holds within the syllabus have been medically risk assessed and training provided to staff.

Following any physical restraint all children and young people will automatically be placed under constant observations by staff to ensure their health and safety following a restrictive intervention. The duty manager will ascertain the length of time the child/young person will be subject to constant observations and this will be documented on the incident form.

All restrictive interventions will be reviewed at Centre Briefing/MDT with the Care Planner, Care Staff and the Clinical Team where the young person's behaviour support programme will be devised/amended accordingly and an agreed timescale will be recorded along with who is responsible for monitoring the changes and a date the plan will cease/be reviewed depending on the young person's behavioural presentation.

All staff are advised by the duty manager to complete a Self-Evaluation Debrief form that will aid staff to reflect on the incident, their own practice and the practice of others.

All children/young people have access to GP/Nurse following an incident of physical restraint within 24 hrs unless it is a weekend or bank holiday, if then it would be the next working day, or if the Senior Manager deemed appropriate emergency treatment would be pursued. In the event there was a serious injury then emergency medical attention would be sought immediately.

All children/young people are able to make a complaint following any incident to the Resolve clinic, this is a confidential complaints process that operates twice weekly by the Hillside Safeguarding Officers. Any complaint received will be taken seriously and investigated fully.

A pre-emptive approach is used if a young person has a history of climbing on furniture within the unit, to prevent this from happening a physical intervention may be necessary to avoid a greater risk from occurring. This could mean stopping them climbing further.

If a young person is already elevated, the duty manager will advise on the appropriate action to take. This could be removal from the area, diffusing the situation or waiting for the situation to end. In any event the immediate area would be cleared with safety mats being used. If it has been decided that removal is the only option, this will need to be planned and coordinated. The incident will be approached with caution, with verbal contact being maintained with the child/young person to continually encourage them to climb down. If the child/young person needs to be brought down from a height, then this must only be where necessary and proportionate whilst also ensuring their health, safety and dignity of the child/young person is maintained at all times. The child/young person will be brought down from the height in a controlled manner using mats, following which the child/young person will be escorted to their bedroom.

10. TRAINING

An induction programme lasting six weeks is delivered to all new starters in Hillside. Satisfactorily completion of this induction is required before they can commence work on the unit. All new staff in the authority are subject to a probationary period as set out in the probationary policy. The following induction programme is delivered to all new starters:

First day information: Tour of Building; All about Hillside; Induction Portfolios	<ul style="list-style-type: none"> • Social & Wellbeing Act • Codes of Practice
Admin Procedures	<ul style="list-style-type: none"> • Pay, timesheets & TNA system • Sickness Reporting • Annual Leave & Toil • Vaccinations • Driving Licence Checks • Staff Profile Forms • Health & Safety Booklet
Premises Officer	<ul style="list-style-type: none"> • Keys & Alarms • Fire Procedures • Pool Cars & Parking • Building Defects & Repairs
First Aid	<ul style="list-style-type: none"> • Emergency First Aid • Medication Awareness • Seizures • De-Fib
Manual Handling 1 Day	
Diffusion Training 1 Day of the Psychologically Informed Environment	
Behaviour Management 3 Days 1 additional day at the end of the induction period to test knowledge attained.	<ul style="list-style-type: none"> • Theory & Legislation • Physical Interventions • Policy • Pat Searches • Room Searches
Safeguarding	<ul style="list-style-type: none"> • In line with AWSCIF & Western Bay • Hillside Process and Policy • Child Protection Paperwork • Complaints (Resolve) • Referrals • Compliance Checks

All existing staff will be monitored through observations and through supervisions sessions, they will receive the following training with the frequency stated during their employment:

Course

Frequency

Behaviour Management Refresher Training (NFPS model) Including Policy, Practice and Techniques	Minimum of yearly
Diffusion Theory	Yearly
Emergency First Aid	Every 2 years
Understanding Trauma	Yearly
Communication with Teenagers	Yearly
Trauma Recovery Model and the Formulation Process	Yearly
Speech, Language and Communication Training	Yearly
Child Development	Yearly
Safeguarding	Yearly

Practice sessions and refresher training will occur with staff when the need arises, for example a difficult new admission, reoccurring issues or on staff requests

In addition to the training highlighted above, all behaviour management tutors in Hillside will receive the following training with the frequency stated during their employment:

Course	Frequency
Behaviour Management Tutor Training (NFPS model)	Yearly
First Aid Qualification Refresher Training	Every 3 years

Further information on the training provided to staff is detailed in the Training Strategy and Plan.

11. REVIEW, SCRUTINY AND QUALITY ASSURANCE

There are a number of review processes in place for the monitoring and scrutiny of incidents:

- Records of all incidents requiring control, restraint or discipline are completed within 24 hours of occurring and are reviewed daily by a senior manager in centre briefing which will scrutinise all sanctions, discipline and restraints
- Weekly scrutiny by the multidisciplinary team to ensure that each child/young person's risk assessment is reviewed and is reflective of their needs and details staff response to presenting behaviours
- The quality assurance and review of every restraint by a manager and a senior manger
- A review by local authority designated officers where an incident is submitted to them as part of a child protection referral
- Quarterly visits and reports by the Lead Officer for Safeguarding in Neath Port Talbot to focus on sanctions, incidents and restrictive interventions

- Quarterly quality assurance audits on incidents and restraints undertaken by the Quality and Audit Coordinator
- Focused audits where necessary to provide greater detail and understanding of incidents
- Make incident paperwork available to the Youth Custody Service (YCS) for those children/young people placed in a YCS bed
- A review of incidents and restraints by the Care Inspectorate Wales for any child/young person accommodated in Hillside as deemed appropriate by them
- The Independent Visitor, as the representative of the RI, analysing data and interacting with the children/young people on a monthly basis
- The Responsible Individual visits and completion of a quarterly report, annual report and statement of compliance where behaviour management will be considered

Where an incident occurs the following individuals will be notified:

- Assistant Unit Leader
- Unit Leader
- Senior Managers
- Social Worker of placing authority

In the case of reportable incidents, Senior Managers will notify the following individuals/bodies:

- Registered Manager
- Responsible Individual
- Placing Authority
- Neath Port Talbot Children and Young People Services
- Regulators e.g. Youth Custody Service and/or Care Inspectorate Wales
- Police
- Swansea Bay University Health Board

12. GOVERNANCE

- The Responsible Individual (RI) will be notified immediately by the service of any serious injuries or warning signs that occur such as serious incident requiring immediate medical attention by the child/young person or employee, or where any instances where practice undertaken by employees is not consistent with the training they have received
- Quarterly reports on physical restraints will be presented to the West Glamorgan Safeguarding Board for scrutiny/oversight

- Monthly performance report will inform/challenge practice and identify trends on restraints and separations, this report will be scrutinised monthly by the Senior Management Team and acted upon where necessary. An overview of the report will be provided to the Hillside Development Board
- Any incidents that it is believed may meet the criteria for a Multiagency Professional Forum (MAPF) or Child Practice Review (CPR) will also be referred to the Safeguarding Lead and the West Glamorgan Safeguarding Board for consideration
- Quarterly reports to the Social Care, Health and Wellbeing Scrutiny committee from the Registered Manager
- The Responsible Individual (RI) will complete a quarterly report on the quality of care at the home as part of their duties in relation to Regulation 73 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017, these reports will include the independent visitor reports and will be shared with the service, reviewed by the Social Care, Health and Wellbeing Scrutiny committee and will be made available to Care Inspectorate Wales and Youth Custody Service