



Northumberland
County Council

NAS Supported Tenancies Behaviour Management Policy

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Authorised:	
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Projected Review Date:	August 2027

1.0 Behaviour Management Policy

1.1 This policy is written to provide guidance to staff and the wider care team as to how the service supports the behaviour of young people within the service. The Policy is written in line with Regulation 22 of the Supported Accommodation Regulations.

1.2 The policy is an overarching one that considers both positive and negative behaviours and should be read in conjunction with the Non-Physical Intervention Policy

1.3 The service believes that the positive behaviour of young people will be best achieved through a system of positive and personal relationships set within a framework of clear (and where appropriate) negotiated boundaries and that sanctions and warnings only a small part to play.

1.4 Where they are felt to be necessary they are required to be relevant, proportionate and just, in partnership with the young person and used at the same time as the misdemeanour has occurred wherever possible.

1.5 it is recognised that there is positive value to be derived from the involvement of young people in the running of services they receive wherever possible, eg through regular support meetings, 8 weekly house meetings and the supported accommodation participation groups hopefully resulting in jointly owned approaches to positive behaviour and rewarding positive achievements in their placement.

1.6 In order to adopt this approach, but the management and staff need to be confident in supporting young people to have a voice, allowing for the opportunity to make mistakes in a safe way that they can learn from.

2.0 The Wishes and Feelings of Children & Young People

2.1 Good practice demands that the wishes and feelings of young people are considered in all aspects of their support, and this means that they should be involved in discussions concerning the setting of boundaries and limits to behaviour and deciding any consequences that may follow from the breaking of such boundaries or limits.

2.2 Boundaries are not to be seen as 'cliff-edges' over which young people can fall with resultant disastrous consequences, but as part of the 'containing environment' which ensures that young people feel safe and secure against which they can test out their own developing senses of responsibility, consideration for others and fairness

2.3 Boundaries must be clear, achievable and understandable to all staff and children in the home. They must be communicated to all appropriate people and should not change frequently, nor without notice or discussion.

3.0 Prior to Placement

3.1 Prior to placement an appropriate safety plan should be drawn up between the young person, their allocated worker and a member of the accommodation service. This is required to understand the needs of the young person and to ensure appropriate support is put in place.

3.2 For those young people transferring via the National Transfer Scheme for unaccompanied asylum-seeking young people, information should be sourced wherever possible from the holding authority to ensure we have considered the basic needs of the young person prior to their arrival.

4.0 Once in Placement

4.1 Once a young person is placed within the service, the safety plan should be reviewed and updated whenever there has been an incident or information received regarding risk taking behaviour and discussions held with the young person and the wider care team to understand how we can support young people.

4.2 At the start of any placement, a young person will be supplied with a young person's handbook that outlines the service and expectations. Staff should ensure that this is discussed with young people, so they fully understand their rights and responsibilities with the placement.

4.3 However, there should also be discussions with the young person about what they can expect from the service and how we will celebrate their achievements rather than focussing on the potential for negative behaviours or outcomes. Their time with the service is an opportunity to learn and grow as they develop towards

independence and our focus should be on developing trusting relationships with young people that promote positive outcomes.

6.0 Rewards and Recognition

6.1 All young people should have their successes celebrated and recognised by those who matter to them, on all occasions regardless of how significant

6.2 Rewards

6.3 Rewards are usually something which you can touch, feel, and experience. Rewards help motivate and inspire. They provide positive reinforcement for positive behaviour whilst helping encourage young people to complete difficult tasks.

6.4 Rewards are recognition for a job well done. These could be a chosen treat, trip to the cinema, on occasions a financial incentive. A reward needs to be something the young person would like to receive and does not have to have great monetary value i.e. their favourite magazine or a trip to the park.

6.5 Where it is deemed that a young person should be recognised for their hard work, discussions should take place with the young person and their allocated social worker to understand what this reward should look like, and arrangements made for this to progressed in a timely manner. Where there is a monetary cost involved this should be discussed with the service manager and a CH5 completed to seek the necessary funds.

6.6 Recognition

6.7 Recognition the other hand, is invisible in nature and it is priceless in terms of value. This could be a positive comment from staff or others, or a certificate which helps the young person feel valued. Descriptive praise and attention are an effective form of reward a good parent/carer can offer a young person.

6.8 When young people feel valued, their satisfaction and self-worth rise, and they are motivated to achieve. Praise and recognition are essential to a young person, so they feel respected and valued by staff, peers and others for their contribution.

7.0 Sanctions and Warnings

7.1 Where issues arise in relation to a young person's behaviour in placement which is considered to be negative, as a service we will not undertake any physical interventions with young people and work on the basis of behaviour modification through the use of discussions and de-escalation techniques where appropriate with the young person in the first instance (see the Non Physical Intervention Policy) and where this is not effective, the use of a warning system, through the use of verbal and written warnings; may be implemented.

7.2 The process of issuing warnings will be in line with NCC's Equality and Diversity policy to ensure all young people are treated fairly when accessing our services. As stated at the point of placement there will be discussions with young people about their rights and responsibilities as well as the rights and responsibilities of the service. This will be further outlined in the young person's licence agreement.

7.3 It is the ethos of the service that young people are given the opportunity to address any behaviour which warrants the need for a warning to be issued and it is the responsibility of accommodation support workers to ensure that the required support is made available to young people to help bring about change.

7.4 When breaches of the Licence agreement occur, the allocated case worker and the wider accommodation service staff should be made aware of the situation and the details of the breach recorded on ICS/EHM case notes and where appropriate the safety plan amended, and a meeting held with the young person to discuss the breach.

7.5 In the first instance, a range of sanctions may be used before formally progressing into the use of the warning notices. Sanctions can include:

- curtailment of paid leisure activities
- taking care of the living environment linked to any damage they have caused
- increased supervision/support visits as part of an agreed risk plan
- reparation plans in agreement with the young person
- restitution in agreement with the young person

7.6 Staff working in the service should understand restorative justice and apply the principles. Staff should focus on mediation and finding an agreed solutions to address the behaviours, and may use other practitioners such as youth service, social workers, participation service to engage the young person, should service staff be unable to fully engage with the young person. This measure should always be considered as a priority to resolve any issues, before the implementation of formal warnings.

7.7 In the event that the formal warning processes need to be implemented the following steps need to be adhered to:

- First warning
- Second Warning
- Third Warning
- Written warning
- Notice terminating occupancy
- Right to appeal
- Eviction

7.8 Depending on the seriousness of the breach of Licence, the procedure can be escalated at the discretion of Accommodation Team Manager/Service Lead but would need to be discussed further with the team manager and social worker for the young person.

7.9 Warnings cannot be issued by other members of staff within the service and can only be implemented by the accommodation team manager or service lead in the first instance and any warning issues recorded on ICS and recorded on the Warnings Form.

7.10 Warnings should be discussed and completed together with the young person so that the young person is made aware of and given the opportunity to address their behaviour.

7.11 Young people should be made aware that they will be offered support for a period to improve their behaviour and that there is an expectation for them to demonstrate a change in behaviour.

7.12 As a result, accommodation support workers may wish to link any warnings into the support planning process in relation to the tenancy outcome star and define SMART actions into the young person's individual plan.

7.13 Warning Meetings should take place within 48 hours of an incident. Review meetings should be arranged within a set timeframe with the young person to review their progress in addressing their behaviour. If a young person is not willing to engage in the Warnings process, a Warning will be issued with evidence to this effect.

7.14 First, Second & Third Warnings

7.15 All young people can potential progress all 3 warning levels (however, persistent adverse behaviour or serious breaches may result in a Final Warning being issued).

7.16 Warnings are valid for 3 months therefore if a warning is still valid, then the next stage will be triggered.

7.17 If a Warning has expired, then the young person will return to the first stage again. Our ethos during these warnings stages is to ensure that the required support is made available to young people, and they are given the opportunity to address their behaviour.

7.18 Final Warning

7.19 If a young person acts in breach of their Licence within 3 months of the third Warning, then they will be issued with a Final Warning. A Final Warning can only be issued with authorisation from the Accommodation Team Manager and a meeting should be arranged with the young person and their allocated worker to discuss the reason for the warning being issued.

7.20 A final warning is valid for 3 months. If the Final Warning has expired, then the young person would return to the 1st Warning stage. However, if the young person repeats the same behaviour that a warning was issued for after the expiry of the final warning, then the final warning will be reinstated. At this point we may consider extending the period the warning remains in place beyond the initial 3 months.

7.21 Notice Terminating Occupancy

7.22 Notices to terminate a young person's placement with the service should always be viewed as the last resort and only issues when all other avenues of support have been exhausted.

7.23 Notices to terminate the licence agreement and placement may arise where the young person:

- Repeatedly breaches their licence agreement and there is no sustained change in behaviour. This is only taken as a last resort and the young person should be offered every opportunity to make change and support provided to assist with making change
- An incident is so serious that it places staff or other young people at serious risk of harm
- A young person is found to be in possession of an offensive weapon that presents a risk to staff and other young people
- A young person who may be who is knowingly involved in the supply of drugs from the property. Where a young person is being exploited by adults and coerced into supply of drugs, consideration of the facts needs to be considered

8.0 Young Person’s Right to Appeal

8.1 The young person has the right to appeal notices issued and all appeal requests must be submitted in writing by the young person within 5 working days of the date of the decision to the Accommodation Team Manager.

8.2 During the appeal process, the young person has the right to seek advice and assistance from their allocated worker or an allocated advocate working with the young person

8.3 The young person may be invited to an appeal hearing, for which they will be given at least 3 days’ notice of the date of the appeal hearing. In most cases, the appeal will be heard by the Service Manager.

8.4 The outcome of the appeal will be communicated to the young person or his/her representative within 10 days of the date of the hearing. The outcome of the appeal is final and there is no further right to appeal.

Warning Record

Residents Name:		Residents Address:	
Staff Name:		Role of Staff Member:	
Date of Warning:		Date of Expiry:	
1st / 2nd / 3rd / Final Warning (Delete as appropriate) Description of Act including date and time			
Which sections of the licence agreement have been breached:			

I agree to do the following to change my behaviour (Link in with keywork sessions, support plans and safety plan assessments)			
1. 2. 3.			
Appropriate support (staff and young person (Link in with keywork sessions, support plans and risk assessments)			
1. 2. 3.			
Date of meeting to review my behaviour			
Possible consequences of not adhering to the above			
Signature of Young Person		Date:	
Signature of Staff		Date@	

Permitted Sanctions

In recognition of this the County Council has decided that the following sanctions will be permitted for use with children in its care (*subject to the guidance issued*):

- a) curtailment of paid leisure activities
- b) taking care of the living environment linked to any damage
- c) increased supervision as part of an agreed risk plan
- d) reparation plans in agreement with the child
- e) restitution in agreement with the child

Staff working in the Home have an understanding of restorative justice and apply the principles. Staff focus on mediation and finding agreed solutions to address the behaviours, and may use other practitioners such as youth service, social workers, participation service to engage the child, should they be unable to engage with the Home staff.. This measure should always be considered as a priority to resolve any issues.