

# Fair Ways Education

## Behavioural Management Policy

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## Fair Ways Vision, Mission and Values

### Our vision

To build an institution that makes a difference to society and leaves a legacy greater than ourselves and our contributions.

### Our mission

To make a difference through passionate care, support and education.

### Our values

As a charity we measure our wealth by the difference we make, rather than any profit.

We believe that by embodying a culture in which every individual is valued for their own contribution, we can develop them and harness their potential, so that they may achieve great things.

Our values form the heart of the work we do, defined by Fair Ways people, for Fair Ways people. These are the values by which we operate, by which we are governed, and to which we are held accountable.

We therefore expect every individual within the organisation to *play their part*:

P ROFESSIONAL	A CCEPTING	R EFLECTIVE	T RANSSPARENT
<ul style="list-style-type: none"> <li>We do what we say we will</li> <li>We approach challenges with optimism and enthusiasm</li> <li>We don't judge, we notice</li> <li>We put the needs of the service before our own personal gains</li> </ul>	<ul style="list-style-type: none"> <li>We don't give up on people</li> <li>We value all individuals and are willing to challenge them</li> <li>We embrace each other's differences as much as our similarities</li> <li>We accept responsibility for our actions</li> </ul>	<ul style="list-style-type: none"> <li>We give feedback, we invite feedback, we listen to feedback</li> <li>We look inward before we look outward</li> <li>We learn as much from our mistakes as from our successes</li> <li>We listen to each other, learn from each other and grow together</li> </ul>	<ul style="list-style-type: none"> <li>We are always willing to explain why</li> <li>We have the courage to be open and honest</li> <li>We earn trust through our transparency</li> <li>We live by our values even when no-one is watching</li> </ul>

## **1 Approach to behaviour**

- 1.1 The behaviour of our young people is a large part of the reason they are with us in Fair Ways Education. Therefore, staff have regular consultation around behaviour management strategies relevant to the young people placed in our school which guides policy and procedures used within the school.
- 1.2 The management of behaviour within our school has to reflect the behaviours on display and indeed, those which are likely to be displayed in the future. The key is not to be caught up in personal conflict with individuals, but rather see the behaviours as exactly that. The young person displaying the behaviour is not entirely at fault, neither are they entirely blameless. Our task through this policy is to educate them in the ways of controlling those behaviours and in fact displaying clearly where the 'boundaries' are, and how they should contain themselves within them.

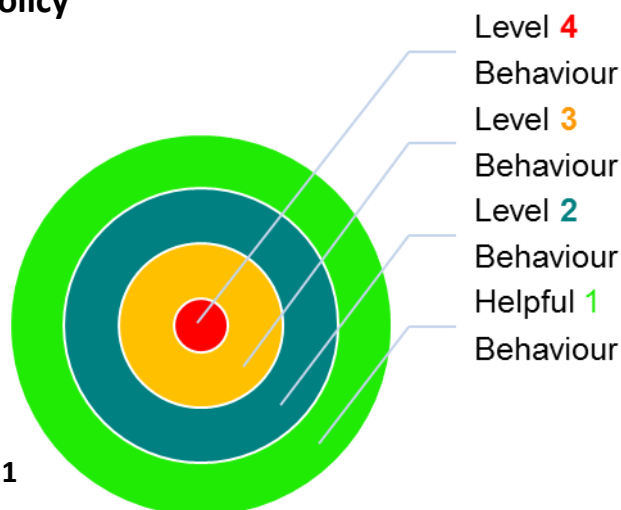
***'It is the behaviour and not the child which is at fault'***

- 1.3 All staff working within the school must be aware of what our young people have been through on their relatively short but eventful journeys through life to date. We will compound those problems, and indeed 'set them up to fail' in their future lives, if we were not to tackle the behaviours which are in fact the manifestation of those experiences.
- 1.4 This policy has been designed to be as simplistic as possible for both ease of enforcement, and more importantly, to make it as easy to understand for our young people as possible. Therefore a clearly defined three tier system has been built, which is detailed in this policy.
- 1.5 Fair Ways Education have clear expectations of each young person's behaviour, however due to the nature of our school we work hard to build positive relationships and understand the needs of each individual young person and ensure our approach is individualized to their needs.
- 1.6 Fair Ways Education expectations:
- Treat others how we would like to be treated; be kind, polite and accept others.
  - Keep our school damage free.
  - Attend our lessons, stay in our lessons, don't disturb other lessons and earn our learning points.
  - Communicate without physically or verbally hurting others.

- Follow our behaviour scales and make positive choices.
- 1.7 Young People in Fair Ways Education have complex special educational needs including social, emotional and mental health difficulties (SEMH) and Autism Difficulties (ASD) and have often faced or are facing Adverse Childhood Experiences. “The impact of these circumstances can have wide ranging impacts on children’s own behaviour, their interpersonal behaviour and emotional state”. (Department of Education, 2018)
  - 1.8 Fair Ways Education ensures that all young people are viewed as individuals and staff consistently work with the young people on understanding their individual needs, and how and what we need to do or have in place to meet those needs. This knowledge, understanding and relationship is key to our approach to behaviour and how it is managed.
  - 1.9 Each young person has an individual behaviour management plan which is initially created through advice from parents/carers, professional networks, previous reports and educational advice and the young people themselves. The behaviour management plans are reviewed at least termly and on any occasion that a new or different behaviour or way of managing this is identified.
  - 1.10 Each young person has an individual risk assessment which works alongside the behaviour management plan. Risk assessments are also in place for all offsite activities to ensure the behaviour is managed in a way which is specific to the young person and specific to the activity they are engaged in.
  - 1.11 In Fair Ways Education, young people are encouraged to complete a Five Point Behaviour Scale (Buron and Curtis 2003) during their transition period. The five-point scale asks young people to think about themselves, their feelings and behaviours and express to staff how they wish to be treated and what they feel will help and support them when they display different behaviours. This can be difficult for young people to recognise and the process is re-visited regularly. The information is also embedded into the student’s behaviour management plan.
  - 1.12 Once young people are on a full timetable, the pastoral team will support them to recognize their Zones of Regulations. The Zones is a systematic, cognitive-behavioural approach used to teach the young people how to regulate their feelings, energy and sensory needs in order to meet the demands of the situation around them. It is essential for young people and staff to work together that the Zones are integrated into all young people school day.

- 1.13 During a young person's preadmission assessments, transition phases and ongoing throughout their time with Fair Ways, a key aspect of developing individual behaviour management plans is identifying triggers and high risk situations which can escalate student's behaviour.
- 1.14 Effective communication is also paramount to Fair Ways Education approach to behaviour. All behaviour is a way of communicating and we work hard to try to understand the meaning behind behaviours we are faced with. Often our young people have difficulties communicating in times of distress or when anxious or may not be able to let us know something which to others may seem simple. Staff work hard to get to know young people and learn the different ways they may communicate. This is also a vital part of our de-escalation strategies in order to support young people to communicate more appropriately or effectively.
- 1.15 There are times when young people in Fair Ways Education display extremely challenging behaviour. Due to this, all staff are trained in RiiSE. The RiiSE approach is **not** restraint training. The approach emphasises that the use of a range of gradual and graded verbal and non-verbal responses which are planned will result in only **5%** of aggressive incidents leading to the use of physical intervention.

## 2 The Policy



**Figure 1**

- 2.1 Figure 1: This diagram shows the overriding view of the policy. The behaviours are grouped into three main levels which have consistent responses attached to them. There are clear transitions through each level of behaviour which are mirrored in the responses to each.

### 3 Behaviour grouping

- 3.1 The behaviour groupings have been selected, not only for their hierarchical nature, but also as a response to known and experienced behaviour traits exhibited by our young people. The groupings are also designed to be robust enough for staff to be able to react appropriately to novel behaviours. This will breed confidence in sometimes difficult situations and lead to correct decisions about responses with the haste that incidents require. This will reduce escalation by the young person in question, or indeed the addition of other young people to the situation. The behaviour groupings are as follows:

**Table 1.**

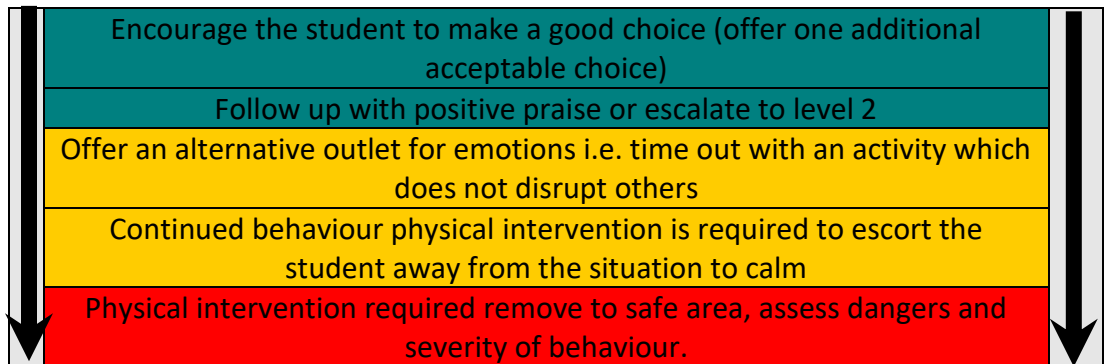
Group 1 Helpful	Group 2 Unacceptable	Group 3 Disruptive	Group 4 Violent/Abusive
Using correct verbal manners	Rough play fighting	Arriving at school with a negative attitude	Challenging behaviour towards strangers
Offering help when someone is struggling with something	Inappropriate language	Refusing to go into lessons	Intentionally damaging themselves, others or property
Helping someone to calm down when it can be seen they are angry	Dropping litter	Encouraging others to leave lessons	Using sexualised language
Picking up litter and generally looking after the site	Spitting	Pacing corridor/ Disturbing lessons	Using sexualised actions
Not swearing and helping others to stop	Lack of manners	Climbing out of windows	*Making slanderous comments
Taking responsibility for own actions	Playful physical contact	Unwanted physical contact	Violent physical contact
Following requests	Defiance	Defiance	Defiance

\*This in no way affects disclosures.

### 4 Responses

- 4.1 The responses to these actions are clear and hierarchical. The starting point for all situations (if at all possible), is with the initial reminders and the giving of choices.

However, the responses increase with the level of offence. The responses are as follows:



- 4.2 The behaviours at any point may negate the opportunity to start with step one. For example, a violent assault would *probably* require immediate intervention. Therefore, this set of responses is an aid to common sense not a replacement for it. The regulations set out by 'RiiSE' must be adhered to at all times.
- 4.3 Due to the high number of 'RiiSE' qualified staff within the school, physical intervention is not to be considered by anyone unqualified. This in turn does not detract from your right to self-defence or your responsibility in the absence of a qualified person to prevent harm to the student.

## 5 Restrictive Physical Intervention Policy

- 5.1 The RiiSE approach is adopted by all within Fair Ways, this is not restraint training. RiiSE aspires to ensure that any physical intervention should only be implemented for the minimum amount of time, minimum amount of force but with the maximum knowledge, thoughtfulness and therapeutic intent behind it.
- 5.2 RiiSE theory modules explore the root causes for the behaviours of concern or challenging behaviour that staff may be presented with from the young people that are supporting. Focusing on the root causes of behaviour mean that staff members understand how to address the real cause of the emotionally distress of the young person and therefore effectiveness of de-escalation is increased. The theory elements sit mainly in discovering the impact of disrupted attachment experiences, developmental trauma and how parts of the brain communicate when threat is detected, if adverse experiences have been experienced during a person's earliest years. This includes looking at how a young person maybe affected in the following 7



areas of development: attachment, dissociation, biology, affect regulation, behaviour regulation, self-identity and esteem and cognition.

- 5.3 In addition, the RiiSE course offers a range of physical techniques: breakaways, disengagement techniques, guiding and escorting, one and two person techniques, transitions, enhanced techniques that have all been risk assessed by external consultants. All techniques are taught “as a last resort”, with the expectation that positive management, then de-escalation is tried in the first instance wherever practicable.
- 5.4 All children and young people that attend Fair Ways Education must have Behavioural Management Plans (BMP) – see above. All staff should be aware of the individual plans and be *proactive* in their relationships with children and young people through the use of the plans. They should reflect the emphasis on *gradual and graded responses to behaviour*.
- 5.5 Fair Ways Education believe that being *proactive* and spending time with the young people and building positive relationships along with RiiSE training will reduce the number of incidents involving the use of physical intervention. However, staff should be aware of what a physical intervention or restraint is, namely “*Restraint means to hold back physically or to bring a pupil under control. It is typically used in more extreme circumstances, for example when two pupils are fighting and refuse to separate without physical intervention*” (Use of reasonable force, DFE 2013)
- 5.6 RiiSE principles ensure that any positive handling shall only employ force that is reasonable, proportionate and necessary. Please see Fair Ways RPI Policy.
- 5.7 Decisions about what is significant or serious should be made as a team, and based on previous incidents if possible, and reflect the RPI policy.
- 5.8 All incidents where children need to be held using RiiSE are recorded in school and parents / carers and social workers are informed as a matter of course.
- 5.9 Physical interventions are never used as a punishment and under no circumstances will intentionally cause pain. Staff perform dynamic risk assessments in which they assess the risk to those involved when a physical intervention may be required. At all times the best interests of the student are valued and taken into consideration.
- 5.10 As part of a withdrawal strategy young people may be taken to a safe place or to a quiet room to allow them time to calm until they are safe to continue with their school day. All young people are supervised 1:1 and observed by staff and never left alone. Fair Ways Education **do not use seclusion** as a strategy, whereby a young

person is forced to spend time in a room on their own. If necessary, staff may block doors to prevent students from leaving if this would cause harm to themselves or others. The student would never be kept in a room alone, staff would always be present and work on de-escalation and working towards the safety of all involved.

- 5.11 Offering a quiet room is a safe space for the young person to calm providing a valuable therapeutic tool and a necessary health and safety measure in order to help safeguard both staff and young people.
- 5.12 Once young people are calm and ready, a plan is immediately implemented by staff to integrate them back in to lessons or education. As a behaviour management strategy all young peoples are encouraged to take responsibility of their own behaviour and take themselves to a safe space when they are upset / angry or anxious to allow them to calm before integrating back into lessons.
- 5.13 A Restrictive Physical Intervention form on Clearcare should be completed within 24 hours following every incident involving the use of positive holding, or any behavioural incident. The form should be countersigned by the manager within 48 hours. The forms should be used when updating behaviour management plans, and to monitor the effectiveness of the RiISE approaches.
- 5.14 Behaviour management plans should contain a list of verbal and non-verbal responses to an individual child or young person's behaviour as level one or level two strategies. Staff should also develop their own responses.
- 5.15 A Process of Repair and Reflection for both the Child or Young Person and Staff

Following every incident involving the use of positive holding there must be a *Re-Attunement Interview* as soon as is practicable. The goals of the *Re-Attunement Process* are to:

1. Continue the calming process with the child or young person so that they can return to the level at which they can function appropriately.
2. Explore with them their responsibility for what has happened.
3. Identify alternative behaviours for them to use.
4. Develop a plan to re-enter them back into the classroom/learning environment.

The *Re-Attunement* is paramount in re-establishing relationships with the child or young person.

The reflective nature of re-attunement is essential in working together with staff and students to better understand triggers and more appropriate ways of

expressing or communicating feelings. Useful information will be incorporated into student's behaviour management plans in order for both staff and students to learn from incidents and reduce the likelihood of incidents recurring again.

- 5.16 Staff should also have an opportunity to discuss the incident as soon as is practicable. They should use this for support but also to look at underlying causes, how the techniques were used (and their effectiveness) and to develop a strategy for future incidents.

## **6 Approaches to Restorative Practice**

- 6.1 Fair Ways Education adopts a therapeutic restorative approach response to conflicts amongst its students, staff and anyone else who may be involved in a conflict. Such a whole school approach incorporates a wide array of conflict management techniques that incorporate restorative practices. Restorative practice and other forms of mediation play a key role in our ethos for building positive relationships, and a therapeutic environment aiding social development.
- 6.2 Individual members of staff should have the opportunity to talk directly to the manager within 48 hours of an incident. This de-briefing should give the staff member an opportunity to discuss their feelings about the incident, the techniques used, and plans for future intervention.
- 6.3 Fair Ways Education aim is for all its tutors and support staff to complete the RiISE course and undertake regular refresher training.

## **7 Specialised incidents**

- 7.1 Absconding
- Absconding it was felt, required particular attention. The reason for the student leaving the school site (which will be defined by a fence) has to be assessed, along with the risk being off site poses to the individual. Due to the special circumstances of the school and its vicinity to private residential dwellings, leaving the school site without permission must always be considered serious.
  - As previously mentioned, the response must be determined by the circumstances involved, therefore this policy can only give a guideline of responses rather than a straight forward answer.
  - The three obvious categories to this problem are:

- leaving site creating a disturbance
  - leaving site not creating a disturbance
  - individual risk assessment
- These definitions inform immediate response; and take into consideration the safety and security of the young person. This can be greatly varied due to factors such as age and maturity and in fact emotional state.
  - A student leaving the site creating a disturbance must be dealt with in accordance with behaviour response level 3. This minimises the effect on surrounding dwellings and reduces disruption to other young people who will undoubtedly wish to observe, if not participate.
  - However, a student leaving the site without creating a disturbance must without question be observed by a member of staff. This will go some way to ensuring the individuals safety. This will fall more in line with a response to level 1 behaviour. However, be aware that this could possibly escalate.
  - Multiple absconders require a greater response. This will require a number of staff in order to be able to deal with the situation. The anticipation is that this will be an extremely rare occurrence, and the only one to require additional manpower. This course of action is only required when all other approaches have failed.
  - Each young person has an individual absconding guide which is a one page document for staff to follow.

## 7.2 Confiscation

- The Education and Inspectors Act 2006 provides authority when the confiscation is a lawful disciplinary penalty. It is for the staff member confiscating to show legality of the confiscation since he or she has made the decision to interfere with the property. If the authority can be shown, the staff member has a defence to all proceedings against him or her and is not liable for any damage or loss arising.
- Within Fair Ways Education, the Head of School has delegated to all teaching staff the authority to confiscate items from young peoples as a lawful disciplinary penalty. The use of the confiscation should be accompanied by clear indication of when and where the item will be returned, and by whom. The school shall keep records of items they confiscate and grounds for action, so that they may justify them later if challenged. All confiscated items will be secured safely and locked away in the Head of School's office. There may be times when the school may choose not to return an item to the student:

- Items of value which the young people should not bring to school, or has misused in some way, might, if the school judges this appropriate and reasonable, be stored safely at the school until a parent or carer can come and retrieve them.
- Other items which students should not have had in their possession, particularly of an unlawful or hazardous nature, may be given by the school to an external agency for disposal or further action as necessary.
- There may be some items of no value, such as an inappropriate message scrawled on a piece of paper, may simply be disposed of.

Reasons for confiscation may include:

- An item that poses threat to others: for example, a laser pen is being used to distract and possibly harm other students.
- An item that poses threat to good order for learning: for example, young people using a personal music player in lessons.
- An item which is illegal for a young person to have: racist or pornographic material.

### 7.3 Mobile Phones

- Mobile phones will be confiscated if used inappropriately: this includes use in examinations, phones being switched on and used in lessons and the use of the camera function on the phone. The word 'use' in this context includes receiving text messages, phone calls as well as functions on the phone like music software. It is unacceptable for young people to use phones or other technology equipment to humiliate or bully other members of the school community, the police may be informed. Schools are finding that bullies are making full use of phones to intimidate and harass their victims 24/7. Where mobile phones are confiscated staff will give the phone to the Head of School and this will be locked away for 1 week (7 days). All confiscated phones will need to be collected by parents or carers and will not be given back to the student. The school strongly encourages parents and carers to not allow their young person to bring mobile phones in to school. The school accepts no responsibility for any damage or lost mobile phones during the school day.
- The policy of zero tolerance regarding the mistreatment of mobile phones also applies to school trips and offsite activities. Under no circumstances will the use of mobile phones be tolerated when the young people are offsite.

## **8 Sanctions / Rewards**

- 8.1 As part of Fair Ways Education behaviour management strategies, our ethos is to promote, encourage and reward positive behaviour. Throughout the school day students have the opportunity to gain learning points, lesson by lesson and for break and lunchtimes. Each lesson students can earn 3 points, for punctuality, engagement in the lesson or activity provided and for their attitude and behaviour. Students can also gain a bonus point for going above and beyond. On Fridays, all students are able to use their points to choose an activity of their choice, grouped into bronze, silver and gold categories dependent on how many points are achieved. This has been carefully designed to ensure all students are able to have something positive to work towards each week and will still achieve something even if they have had difficult weeks behaviorally. Each term the weekly totals are also added together to earn an end of term trip for example: Thorpe park or Longleat Safari park.
- 8.2 Each day, staff choose a student of the day and at the end of the week a star and student of the week:
- Student of the day: a young person who has had a positive day which requires recognition.
  - Student of the week: recognition for a moment during the week which relates to academic achievements.
  - Star of the week: recognition for a moment during the week which relates to social and emotional development.
- 8.3 Learning points are never taken away however they may not be gained. This is also our sanction system for not arriving at lessons on time, refusing their lessons or refusing to engage with their work or for negative or unacceptable behaviour.
- 8.4 Given the fact that the young people that attend Fair Ways Education are from diverse backgrounds with a variety of social and emotional needs presenting challenging behaviour, the methods of reward and measures of control are diverse with the attempt to engage them at every opportunity.
- 8.5 When behavioural incidents are particularly extreme, a further sanction or consequence may be appropriate. The staff team discuss incidents and agree on a consequence which is appropriate to the behaviour or incident which has occurred. Our aims with sanctions and consequences are to provide some form of learning from actions. For example if a young person is unsafe or dangerous in a car/around a car then a car ban may be put in place.

- 8.6 In some instances an exclusion may be a necessary consequence for extreme behaviour. Please refer to Fair Ways Education Exclusion Policy [DOC REF SC17]
- 8.7 Any substance misuse or drug related incident will result in exclusion in line with the Drug Incident Management Policy [DOC REF SC12]

## **9 Associated Documentation & Legislation**

- Drug Incident Management Policy [DOC REF SC12]
- Exclusion Policy [DOC REF SC17]
- Department of Education, 2018)
- Education and Inspectors Act 2006