Behaviour Management, Permissible Rewards, and Consequences Policy

Approved by: Wayne Grey, Responsible Individual & Head of Safeguarding
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Introduction

Cameron and Cooper Limited has developed this Behaviour Management, Permissible Rewards, and Consequences Policy in accordance with the Positive Relationships Standard set out in the Guide to the Children's Homes Regulations, including the Quality Standards (2015). The policy also aligns with the Equality Act 2010, the Children Acts 1989 and 2004, and relevant statutory and non-statutory guidance issued by the Department for Education and Department of Health.

This policy reflects the Department for Education's updated guidance *Restrictive Interventions, including the Use of Reasonable Force in Schools (April 2026)*. This guidance strengthens expectations around the safe, lawful, and proportionate use of restrictive interventions, alongside clearer requirements for recording, reporting, and leadership oversight. Cameron and Cooper Limited ensures that all approaches to behaviour support and any use of physical intervention remain fully aligned with these expectations.

This policy should be read alongside the Cameron and Cooper Limited Safeguarding Policy to ensure a consistent and joined-up approach to safety, protection, and care.

At Cameron and Cooper Limited, we prioritise fostering a positive culture and ethos within our homes and school. Our approach centres on Love, Care, and Consistency, ensuring that young people feel valued, respected, and supported in developing their social, emotional, and behavioural skills. Adults play a key role in modelling appropriate behaviours, encouraging responsibility, and supporting young people to resolve conflict safely and constructively.

We recognise that behaviour is a form of communication. Many young people we care for have experienced trauma, adversity, or disrupted relationships. Our approach is rooted in understanding, guidance, and relational support rather than control or punishment. Strong, trusting relationships between adults and young people are the foundation for safety, growth, and emotional well-being.

We believe that positive reinforcement and rewards should be used more often than consequences. This creates a supportive environment where young people are encouraged to self-regulate, build confidence, and develop internal motivation. As young people grow in confidence and meet expectations, the way encouragement and reinforcement are used may evolve to reflect their developmental stage and increasing independence.

We also value reflection and learning. Following any incident, adults take part in Post-Incident Reflection and Learning Reviews to understand what has happened, why it has happened, and what could be done differently. This applies not only to incidents involving physical intervention, but to any situation where behaviour has escalated or safety has been impacted. Alongside clear recording and meaningful debriefs with young people, this ensures that all voices are heard and that learning is embedded into future practice.

The Positive Relationships Standard (Regulation 11.1) states that:

> "Children are helped to develop and benefit from relationships based on:
> a. Mutual trust and respect
> b. An understanding of acceptable behaviour
> c. Positive responses to other children and adults"

Regulation 11.2 outlines the responsibilities of adults in supporting the social, emotional, and behavioural development of young people. This policy ensures that adults:

- Help young people develop socially aware behaviour and positive interactions
- Encourage young people to take responsibility for their behaviour in ways that are appropriate to their age and understanding
- Support young people in learning how to manage conflict safely
- Communicate behaviour expectations clearly and consistently, with an awareness of individual needs
- Understand that behaviour is a form of communication, particularly for young people with trauma histories
- Receive supervision and training to support their own emotional responses and professional development
- Are trained to de-escalate situations using proactive, trauma-informed strategies, including Team Teach approaches
- Build and maintain safe, respectful relationships with young people, fostering a strong sense of trust and belonging

All behaviour support is tailored to each young person's individual needs, ensuring it is proportionate, fair, and focused on long-term positive outcomes.

Policy Purpose

This policy sets out Cameron and Cooper Limited's approach to behaviour support, positive reinforcement, and the use of permissible consequences. It provides clear guidance to adults on how to promote safe, respectful, and nurturing environments where young people feel understood, supported, and empowered to grow.

The policy establishes a consistent, relationship-based approach to behaviour, grounded in Love, Care, and Consistency. It ensures that responses to behaviour are therapeutic, proportionate, and focused on understanding underlying need, rather than control or punishment.

This policy also outlines the expectations for the safe and lawful use of restrictive interventions, including the use of reasonable force. Any such intervention will only ever be used as a last resort, where there is an immediate risk of harm, and must always be necessary, proportionate, and applied for the shortest time possible, with the young person's dignity and welfare at the centre of decision-making.

In line with current Department for Education guidance, this policy provides clear expectations for:

- Preventative practice, including early identification of triggers and the use of de-escalation strategies
- Consistent, trauma-informed responses to behaviour across the organisation
- Clear decision-making when responding to risk, ensuring actions are necessary, proportionate, and in the young person's best interests
- The recording of all significant incidents, including any use of physical intervention, as soon as practicable and, wherever possible, on the same day
- Timely and appropriate communication with parents, carers, and relevant professionals following incidents
- Post-incident reflection, learning, and review to strengthen future practice

- Leadership oversight and monitoring of incidents to identify patterns, reduce risk, and improve outcomes for young people

The policy also reinforces expectations around restorative practice, recordkeeping, and reducing the risk of unnecessary criminalisation. It ensures that all adults understand their responsibilities in supporting young people to develop safer behaviours, stronger relationships, and increased emotional resilience.

Through this policy, Cameron and Cooper Limited aims to create safe, therapeutic, and structured environments where young people feel respected, heard, and supported to make positive choices and achieve meaningful progress.

Underpinning Values and Principles

Our approach to behaviour is guided by a simple principle: young people do better when they feel safe, understood, and supported.

At Cameron and Cooper Limited, we recognise that behaviour is often a response to stress, uncertainty, or past experiences. Adults are expected to look beyond the behaviour itself and consider what the young person may be communicating.

Responses to behaviour must always be thoughtful and proportionate. When situations become challenging, adults are expected to:

- Stay calm and focus on reducing risk
- Use the least restrictive approach available
- Act only when necessary and for the shortest time possible
- Keep the young person's dignity and wellbeing at the centre of their response

We are clear that restrictive interventions are not part of routine behaviour management. They are only used in response to immediate risk and must never be used as punishment or to gain compliance.

Young people have the right to:

- Feel safe in their home and school
- Be treated with respect, even when things go wrong
- Be supported to understand and reflect on their behaviour
- Have their views heard and taken seriously

Adults are responsible for creating environments where these rights are upheld in practice, not just in principle.

Where incidents do occur, they are used as opportunities to understand what happened, support the young person, and improve how we respond in the future. This includes listening to the young person's experience, reflecting on adult decision-making, and making any necessary changes to support plans.

This approach ensures that behaviour is managed in a way that is consistent, respectful, and focused on helping young people move forward.

Relationship to Other Company Policies and Documents

This policy forms part of a wider framework that supports safe, consistent, and well-coordinated care across Cameron and Cooper Limited. It should be read alongside other key policies and documents to ensure that behaviour is understood and responded to within a broader safeguarding and organisational context.

Behaviour does not sit in isolation. How adults respond is closely linked to safeguarding, health and safety, professional conduct, and the rights of young people. These policies work together to provide clear expectations, reduce risk, and ensure a consistent approach across all homes and the school.

The following documents should be read in conjunction with this policy:

Policies Supporting Safe and Nurturing Environments

- Safeguarding and Child Protection Policy
- Countering Bullying Policy
- Children Missing from Care Policy
- Room Searches and the Removal of Unsafe Items Policy

Policies on Professional Conduct and Responsibilities

- Adult Code of Conduct
- Adult Disciplinary and Grievance Policy
- Whistleblowing and Low Level Concerns Policy

Health, Safety, and Well-being Policies

- Health and Safety Policy
- Medication and First Aid Policy

Policies on Organisational Standards and Young People's Rights

- Statement of Purpose
- School Prospectus
- Equality, Diversity, and Inclusion Policy
- Complaints Policy and Procedure

These policies collectively ensure that behaviour support is delivered in a way that is safe, consistent, and aligned with the organisation's values. Adults are expected to understand how these documents link together and apply them in practice to support young people effectively.

Objectives

The Behaviour Management and Positive Relationships Policy sets out how Cameron and Cooper Limited promotes positive behaviour and supports young people to develop self-regulation, resilience, and emotional wellbeing.

We recognise that behaviour is a form of communication. Our approach focuses on understanding, guidance, and consistent support, rather than control or punishment.

Through this policy, we aim to:

- Promote positive behaviour through strong relationships, clear boundaries, and consistent adult responses
- Support young people to understand their emotions, reflect on their behaviour, and develop safer ways of expressing themselves
- Ensure all responses to behaviour are fair, proportionate, and based on the individual needs and understanding of the young person
- Reduce the likelihood of incidents escalating through early intervention and effective de-escalation strategies
- Ensure that any use of physical intervention is a last resort, used only where there is an immediate risk of harm, and always in line with legal and ethical expectations
- Provide clear guidance on decision-making during incidents, ensuring actions are necessary, proportionate, and in the young person's best interests
- Maintain clear and accurate recording of incidents, including timely documentation and appropriate sharing of information with relevant people
- Promote reflection and learning following incidents, including debriefs with young people and structured reviews with adults
- Ensure consistent oversight of behaviour and incidents, allowing patterns to be identified and support to be adapted where needed
- Reduce the risk of unnecessary criminalisation by using restorative and relational approaches wherever possible

This policy supports the creation of safe, structured, and supportive environments where young people feel respected, understood, and able to make positive progress.

Minimising the Need for Physical Intervention

At Cameron and Cooper Limited, our approach is built on the understanding that the need for physical intervention is reduced when young people feel safe, understood, and supported. Creating predictable, calm, and relational environments is the most effective way to reduce risk and prevent situations from escalating.

Adults are expected to recognise early signs of distress and respond in a way that supports regulation, rather than escalation. This includes using clear communication, offering space where appropriate, and adapting the environment to meet the needs of the young person.

All adults are trained in trauma-informed practice and Team Teach approaches. This supports them to:

- Understand how past experiences and unmet needs may influence behaviour
- Respond with curiosity and empathy rather than control
- Use de-escalation strategies to reduce risk at the earliest opportunity
- Maintain consistency in how boundaries are communicated and upheld

Physical intervention is not part of routine behaviour management. It is only considered when there is an immediate risk of harm and no safer alternative is available. Where intervention is required, adults must use the least restrictive option, for the shortest time possible, and remain focused on reducing risk as quickly as possible.

Each young person has an Individual Positive Behaviour Support Plan and Risk Assessment that:

- Identifies known triggers and early indicators of distress
- Sets out preferred strategies to support regulation and reduce escalation

- Highlights approaches that should be avoided
- Supports the young person to develop their own coping strategies over time

These plans are reviewed regularly and adapted as the young person's needs change.

Where physical intervention does take place, it is followed by a debrief with the young person and a structured review with adults. This ensures that the focus remains on understanding what led to the situation, supporting the young person to recover, and identifying what can be done differently in the future.

By maintaining a consistent, reflective, and relationship-based approach, Cameron and Cooper Limited continues to reduce the need for restrictive interventions and support safer outcomes for young people.

Implications of the Policy

At Cameron and Cooper Limited, every adult shares responsibility for promoting positive behaviour, maintaining safety, and supporting the emotional wellbeing of young people. Our approach is grounded in Love, Care, and Consistency, with a clear focus on early intervention, de-escalation, and relational support to prevent situations from escalating.

Adults must use proactive and relationship-based approaches, provide calm and consistent support during incidents, and help young people to understand and manage their behaviour safely.

Physical intervention must only ever be considered where there is an immediate risk of harm and no safer alternative is available. Where used, it must be necessary, proportionate, and applied for the shortest time possible.

All responses to behaviour must be guided by clear professional judgement, with a focus on reducing risk, maintaining safety, and supporting the young person's wellbeing.

Key Responsibilities of Adults at Cameron and Cooper Limited

- Use proactive and relationship-based approaches to reduce the likelihood of challenging behaviour
- Provide calm, consistent support during incidents, ensuring young people are supported safely
- Help young people to understand their behaviour and develop safer ways of coping
- Only consider physical intervention where there is an immediate risk of harm and no safer alternative is available
- Ensure any intervention is necessary, proportionate, and used for the shortest time possible
- Maintain clear professional judgement and accountability in all decision-making

Incident Recording and Oversight

- All incidents must be recorded on ClearCare as soon as practicable and, wherever possible, on the same day
- Parents, carers, significant others, and relevant professionals must be informed promptly and, wherever possible, on the same day
- Managers will review all incident records to ensure interventions were necessary, proportionate, and consistent with policy

Post-Incident Support and Reflection

- Young people will be offered a debrief following any incident to help them process what has happened, express how they feel, and receive support
- Young people must always be informed of their right to make a complaint, with clear guidance on how to do so (see Complaints Policy)
- Adults involved in incidents will be supported through a structured debrief, providing space to reflect and ensure appropriate oversight
- Managers will carry out a Post-Incident Review following any significant incident. These reviews support reflection on decision-making, identify learning, and inform future practice

Team Teach Training

- All adults complete Team Teach training, which includes de-escalation strategies and the safe use of physical intervention where absolutely necessary
- Annual refresher training is required to maintain competence and ensure practice remains safe and consistent
- If an adult acts outside of Team Teach strategies to prevent serious harm, a clear rationale must be recorded and reviewed by management

Trauma-Informed Practice Training

- All adults receive training to understand how trauma and past experiences can influence behaviour
- This supports adults to respond with empathy, consistency, and approaches that reduce distress and risk
- Training is embedded into practice to support safe and appropriate responses during incidents

Ongoing Learning and Reflection

- Adults take part in regular reflective learning through supervision, team discussions, and practice reviews
- These sessions support confidence, consistency, and safe decision-making
- Learning is used to strengthen practice and maintain a consistent approach across the organisation

By embedding trauma-informed practice, Team Teach, and reflective learning into all training, we ensure that adults at Cameron and Cooper Limited are equipped to support behaviour confidently and compassionately, while always prioritising young people's well-being.

Individual Positive Behaviour Support Plans and Individual Risk Assessments

Every young person at Cameron and Cooper Limited has an Individual Positive Behaviour Support Plan and Risk Assessment. These are written directly to the young person and are designed to support emotional safety, self-awareness, and active involvement in their care.

These plans are developed with the young person wherever possible. Adults take time to understand their views, preferences, and experiences in a way that feels safe and respectful. Where this is not immediately possible, the young person's voice is built over time through ongoing conversations and relationships.

Plans focus on:

- What matters to the young person, including their strengths, interests, and worries
- How they express themselves and what helps them feel calm and understood
- What support they want from adults during difficult moments, including what helps and what should be avoided
- How adults can recognise early signs of distress and respond in a way that reduces escalation
- What support is needed as the young person begins to regulate and recover
- How the young person would like to be supported following incidents

These plans also set out how risk will be managed, including the use of physical intervention where there is an immediate and serious risk of harm. Any such intervention is always a last resort and must be used in line with agreed approaches.

Plans are reviewed regularly with the young person and those involved in their care, including social workers, families, and other professionals. Updates are recorded on ClearCare to ensure consistency in how support is provided.

This approach helps ensure that support remains consistent, proportionate, and responsive to the young person's needs.

Health and Safety
Ensuring the health, safety, and wellbeing of young people and adults at Cameron and Cooper Limited is a core priority. Adults must uphold their duty of care at all times, particularly during or following incidents. Responses must remain calm, proportionate, and focused on reducing risk while maintaining the young person's dignity.

Following any serious incident, including where physical intervention has been used, adults must carry out appropriate health and wellbeing checks on the young person. This includes observing breathing, physical presentation, and overall condition. Any concerns must be escalated immediately and medical advice sought where required.

Health and wellbeing checks must be completed at the following intervals:

- 5 minutes after the incident
- 30 minutes after the incident
- 60 minutes after the incident

Where the young person is no longer in the care of Cameron and Cooper Limited during these times, responsibility for ongoing checks must be clearly handed over.

Adults must also take responsibility for their own health and safety. Any injury, illness, or factor that may impact their ability to respond safely must be reported to the Registered Manager so that appropriate support or adjustments can be made.

All incidents must be followed by a Post-Incident Review to ensure that actions taken were appropriate, proportionate, and in line with this policy. Learning from these reviews must be used to inform future practice.

Trips and Visits
Ensuring the safety and wellbeing of young people during trips and off-site visits is a core

responsibility at Cameron and Cooper Limited. All visits must be planned and risk assessed so that young people can take part in safe and meaningful experiences.

Before any trip, adults must complete an individual risk assessment for each young person. This must consider their ability to manage the physical, emotional, and social aspects of the activity, as well as any known risks, health needs, or previous experiences. Planning must also take into account supervision levels, the suitability of transport arrangements, and how young people are likely to present on the day.

Transport must be planned and carried out in line with the Transporting Young People Policy. Adults must ensure that journeys are safe, appropriate, and based on the young person's needs and level of risk. Transport must not be used as a behaviour management tool or as a response to non-compliance.

Where a young person is unsettled, distressed, or unwilling to travel, adults must pause and reassess the safest way to proceed, seeking support where needed rather than continuing in a way that may increase risk.

During trips, adults must:

- Maintain appropriate supervision at all times
- Remain aware of the young person's presentation and respond to changes in behaviour
- Ensure clear communication and support throughout the activity
- Be prepared to adapt plans where risk increases

If an incident occurs during a trip or while travelling, adults must prioritise safety and respond in line with this policy. All incidents must be recorded, and young people must be supported to reflect on what has happened.

A Post-Incident Review must take place following any significant incident to ensure that learning is captured and future planning is informed.

By combining careful planning, safe transport arrangements, and reflective practice, Cameron and Cooper Limited ensures that trips and visits remain safe, consistent, and supportive for all young people.

Understanding and Responding to Behaviour

At Cameron and Cooper Limited, we understand that behaviour is a form of communication. When young people display behaviour that may be seen as challenging, it is often a response to unmet needs, difficult emotions, or past experiences. Our approach is based on understanding, curiosity, and consistent support.

Key Principles of Understanding Behaviour

- Behaviour communicates need
  Adults must look beyond the behaviour itself and consider what the young person may be expressing

- Relationships are central
  Consistent, trusting relationships support young people to feel safe and better able to manage their emotions

- Past experiences matter
  Adults must recognise how trauma and previous experiences can influence behaviour and responses

- Support builds regulation
  Young people need guidance and structure to develop safer ways of coping and expressing themselves

Core Components of Our Approach

Our approach is based on:

Safety
Environments are structured to support both physical and emotional safety.

Trust and consistency
Clear communication and predictable routines support stability.

Positive peer relationships
Young people are supported to develop respectful and safe relationships.

Collaboration
Young people, families, and professionals are involved in planning and decision-making.

Voice and choice
Young people are supported to express their views and influence their care.

Individual understanding
Care is shaped around each young person's experiences, identity, and needs.

PACE Approach

Adults use a PACE-informed approach to support relationships and emotional regulation:

Playfulness
Using appropriate humour and lightness to reduce anxiety and build connection.

Acceptance
Acknowledging the young person's feelings and experiences without judgement.

Curiosity
Seeking to understand the meaning behind behaviour rather than making assumptions.

Empathy
Responding with understanding and emotional attunement.

This approach supports young people to feel safe, understood, and better able to regulate.

Benefits of a Trauma-Informed Approach

When trauma-informed practice is embedded in everyday interactions, young people feel safer, more understood, and better supported. This supports them to:

- Develop healthier ways to cope with distress and overwhelming emotions
- Build trusting relationships where they feel seen, heard, and valued

- Strengthen their sense of self-worth, resilience, and emotional regulation
- Feel part of a consistent, caring environment that supports growth and stability

At Cameron and Cooper Limited, trauma-informed care is central to how we create safe, stable, and nurturing environments where young people are supported to make progress.

Physical Interventions

At Cameron and Cooper Limited, physical intervention is only ever used as a last resort in situations where there is an immediate and serious risk of harm. This includes risk to the young person themselves, to others, or to adults, or where there is a significant threat of serious damage to property that could compromise safety.

Under no circumstances should physical intervention be used as punishment, retaliation, to force compliance or to assert authority. Its use must be reasonable, proportionate, and necessary to the level of risk presented, and must comply fully with the Children's Homes (England) Regulations 2015, Regulation 20, Team Teach guidance, and the Department for Education guidance *Restrictive Interventions, including the Use of Reasonable Force in Schools (April 2026)*.

Adults must apply the least restrictive strategy possible for the shortest time necessary, ensuring that the intervention protects the young person's dignity and is sensitive to their trauma history, physical health, and emotional state. At all times, adults must remain alert to signs of distress and actively avoid escalating risk or emotional harm.

Every physical intervention must be:

- Recorded on ClearCare as soon as practicable and, wherever possible, on the same day
- Reviewed by management to ensure it was justified, proportionate, and in line with this policy and relevant regulations
- Debriefed with the young person, giving them space to process what happened, ask questions, and feel supported
- Reviewed with the adults involved through a Post-Incident Review, to identify strengths, reflect on decision-making, and explore any changes needed to practice

Where appropriate, updates will be made to the young person's Individual Positive Behaviour Support Plan and Risk Assessment to ensure future support remains responsive, relational, and informed by learning. Serious incidents involving physical intervention are also recorded on the organisation's risk register and reviewed weekly by the Head of Safeguarding and home managers to ensure wider oversight and ongoing improvement.

Our approach to physical intervention is built on the belief that safety and connection are not mutually exclusive. Even in moments of high risk, adults must act with compassion, consistency, and emotional intelligence, upholding the ethos of Love, Care, and Consistency.

Appropriate Relationships and Boundaries in Play

At Cameron and Cooper Limited, our ethos of Love, Care, and Consistency shapes every interaction with young people. Creating a safe, nurturing, and therapeutic environment requires clear boundaries, particularly in physical interactions, so that play remains positive, respectful, and emotionally safe.

Maintaining Appropriate Boundaries in Play

At Cameron and Cooper Limited, physical play such as playfighting, roughhousing, wrestling, or similar physical interaction is not permitted in any of our homes or school. While some young people may seek this kind of interaction, adults must maintain professional boundaries at all times and respond with clarity, consistency, and care.

Why This Matters

- Physical play that mimics aggression can feel confusing, unpredictable, or frightening, particularly for young people with a history of trauma
- It can blur professional boundaries and may unintentionally escalate into harm, especially where regulation is already a challenge
- Adults are trusted role models, and every interaction must reinforce emotional safety, predictability, and respect

Adult Responsibilities

- Avoid any physical play that could be misinterpreted, trigger distress, or undermine professional boundaries
- Encourage structured, safe, and inclusive play that builds trust and connection
- Redirect any rough or unsafe play immediately, explaining clearly why it is not safe or appropriate

Professional Standards and Accountability

All adults are expected to uphold the highest standards of professional conduct. Any adult who engages in rough play or otherwise breaches these expectations will be managed in line with the Staff Disciplinary and Grievance Policy. This may include formal warning, suspension pending investigation, or termination of employment in serious cases.

These expectations are in place to protect young people and maintain a culture of Love, Care, and Consistency where safety and emotional wellbeing come first.

Communicating After an Incident

Clear, timely, and professional communication following any incident is essential for safeguarding, accountability, and maintaining trust with those involved in a young person's care.

Immediate Responsibilities

The adult responsible for documenting the incident must:

- Inform all relevant people as soon as practicable and, wherever possible, on the same day, including parents, carers, social workers, significant others, or the Emergency Duty Team where appropriate
- Ensure that information is accurate, proportionate, and shared in a respectful and trauma-sensitive manner
- Seek input from other adults involved so that the account is full, factual, and balanced

Serious Incidents and Emergency Responses

If an incident requires medical assistance, police involvement, or urgent out-of-hours support, the Emergency Duty Team must be contacted without delay. This ensures that immediate risks

are escalated appropriately, safeguarding concerns are addressed promptly, and multi-agency support is engaged at the earliest opportunity.

Understanding Legal Responsibilities

Communication following an incident must take account of the young person's legal status.

- For young people accommodated under Section 20 (voluntary accommodation), parents retain full parental responsibility and must be informed directly following an incident
- For young people subject to an Interim Care Order or Full Care Order (Section 31), the local authority holds parental responsibility, although parents should usually be informed unless there is a clear safeguarding reason not to

Where there is any uncertainty, adults must seek guidance from the Registered Manager, On-Call Manager, or Responsible Individual to ensure that communication is appropriate and lawful.

Maintaining Professional Standards

All communication with parents, carers, and professionals must:

- Protect the young person's dignity and confidentiality at all times
- Be clear, factual, and non-judgemental
- Avoid speculation or personal opinion unless this is clearly identified
- Be calm, transparent, and proportionate, even in high-pressure situations

Linking Communication to Reflective Practice

Communication following incidents is not only a safeguarding requirement, but also an important part of reflective practice. Information shared contributes to:

- The Post-Incident Review
- Updates to the young person's Individual Positive Behaviour Support Plan and Risk Assessment
- Ongoing learning and improvement in how adults understand, respond to, and support young people

Conducting Searches Safely and Respectfully

At Cameron and Cooper Limited, we are committed to maintaining a safe, respectful, and trauma-informed environment. Searching a young person's room or belongings is a serious intervention and must only take place where there is a clear safeguarding need. Any search must be necessary, proportionate, and carried out with dignity, fairness, and transparency.

Room searches are never routine and must not be used as a form of punishment, control, or in response to non-compliance. They are only undertaken where there is a reasonable belief that a young person may be in possession of an item that presents a risk to themselves or others.

Before considering a search, adults must use relational and de-escalation approaches wherever possible. Where a search is required, it must be planned and carried out in a way that minimises distress and maintains trust.

Where it is safe and appropriate to do so, the young person should be informed of the intention to search and supported to be involved in the process. Searches must be conducted calmly, respectfully, and with appropriate adult presence to ensure transparency and accountability.

Adults must not carry out personal searches of young people under any circumstances. Where there is concern that a young person may be concealing a dangerous or illegal item on their person, the police must be contacted.

All searches must be clearly authorised, recorded, and reviewed in line with organisational expectations. The rationale for the search, how it was carried out, and any outcomes must be documented on ClearCare.

Any items found must be managed in line with safeguarding procedures, with appropriate notification to managers and relevant professionals where required. Young people must be supported to understand what has happened and offered an opportunity to reflect following the search.

Further detail on practical guidance and expectations for room searches is available in the Room Searches and the Removal of Unsafe Items Policy, which must be read alongside this document to ensure consistency of practice.

Complaints

Cameron and Cooper Limited is committed to ensuring that all young people, parents, carers, significant others, and professionals understand and feel confident in their right to raise concerns or complaints. A transparent and accessible complaints process is essential to maintaining trust, accountability, and continuous improvement.

At the point of moving in, young people and their networks are provided with key documents, including the Complaints Policy. Young people also receive a child-friendly version of this policy, along with accessible formats of the Safeguarding Policy and the Behaviour Management and Positive Relationships Policy. Information about how to raise concerns is revisited regularly to ensure young people remain confident in using the process.

Young people must always feel safe and supported when raising concerns. They may do this independently or with the support of a trusted adult. Adults are expected to respond with openness and curiosity, ensuring that concerns are taken seriously and addressed promptly. Wherever possible, concerns should be resolved at the earliest stage through discussion, while recognising that some matters will require a formal complaints process.

Adults must actively promote access to independent advocacy, ensuring that young people understand their right to seek support from an advocate or external professional. Young people must also be supported to contact professionals outside the organisation, including their social worker, Independent Reviewing Officer, Ofsted, and the Children's Commissioner, where they wish to do so.

All complaints must be recorded clearly and managed in line with the organisation's Complaints Policy. This includes following the staged process of local resolution, formal investigation, and review where required, ensuring that complaints are handled fairly, transparently, and within agreed timescales.

Where a complaint involves physical intervention, safeguarding concerns, or the conduct of adults, the matter must be managed in line with safeguarding procedures. This may include oversight by the Responsible Individual, referral to external agencies, or the use of the Staff Disciplinary, Grievance, and Whistleblowing Policy and Procedure where appropriate.

All complaints are taken seriously, investigated thoroughly, and responded to with fairness, professionalism, and a clear focus on learning. Outcomes from complaints are used to inform reflective practice, strengthen decision-making, and improve the quality of care provided to young people.

Monitoring Incidents

Monitoring incidents is essential to ensuring that responses remain consistent with the ethos of Love, Care, and Consistency. Oversight of incident data allows Cameron and Cooper Limited to assess how effectively trauma-informed, proportionate, and relationship-based practices are being applied. It also supports the identification of patterns, emerging risks, and areas where support may need to be adapted.

The Registered Manager or Deputy Manager is responsible for reviewing all incidents as they occur, and as soon as practicable. Where possible, this review should take place within 24 hours. Where an incident takes place in the school setting, oversight is provided by the Assistant Head.

Serious incidents, particularly those involving physical intervention or safeguarding concerns, must also be recorded on the organisation's risk register.

The Head of Safeguarding and home managers review the risk register weekly to monitor patterns, assess risk, and ensure that learning is identified and acted upon. This process may result in updates to Individual Risk Assessments or Individual Positive Behaviour Support Plans, or trigger a wider multi-agency review.

To ensure transparency and joined-up safeguarding, relevant incident information and outcomes are shared with the young person's social worker and other professionals as appropriate, supporting collaborative planning and accountability.

Positive Reinforcement and Rewards

At Cameron and Cooper Limited, positive reinforcement is central to how we support behaviour. We recognise that meaningful change is developed through consistent relationships, encouragement, and clear expectations, rather than through punishment.

Adults are expected to notice, acknowledge, and reinforce positive behaviours consistently. This includes recognising effort, progress, and small achievements, particularly where young people may find change difficult.

All rewards must be appropriate, proportionate, and linked to the young person's Individual Positive Behaviour Support Plan where relevant. Approaches should be consistent across the team to ensure fairness and clarity.

Positive reinforcement must never be used in a way that creates comparison, exclusion, or disadvantage for other young people. The focus should remain on individual progress, building confidence, and supporting young people to develop internal motivation.

Our Approach to Positive Reinforcement

Relational Focus
Strong, trusting relationships between adults and young people are the foundation for meaningful change. When young people feel safe and connected, they are more likely to engage, reflect, and make positive choices.

Individualised Rewards
What motivates one young person may not work for another. Rewards should be tailored to each young person's interests, goals, and what feels meaningful to them. Personal relevance is more effective than fixed or standardised systems.

Encouraging Internal Motivation
While external rewards, such as treats or planned activities, can support engagement, the longer-term aim is to build internal motivation. Young people should be supported to feel proud of their progress, value their relationships, and recognise the benefits of positive behaviour.

Clarity and Consistency
Young people need to understand what is expected, what success looks like, and how it will be recognised. Expectations must be clear, achievable, and appropriate to the young person's stage of development. Responses from adults must remain consistent.

Gradual Progression
Progress should be built over time. Recognising early success supports confidence and helps maintain engagement. Adults should focus on achievable steps that allow young people to experience success regularly.

Participation and Ownership
Young people should be involved in shaping their own behaviour support strategies wherever possible. This supports ownership, increases engagement, and ensures that approaches remain relevant and meaningful.

Examples of Positive Reinforcement

Verbal praise — specific, genuine feedback that recognises effort, progress, or positive choices
Privileges — increased independence, additional choice, or access to agreed responsibilities
Shared activities — planned time together or preferred activities linked to engagement
Tangible items — occasional, meaningful items that are appropriate to the young person

By embedding these approaches into everyday practice, Cameron and Cooper Limited supports young people to feel valued, understood, and motivated. Positive behaviour is recognised, relationships are strengthened, and young people are supported to build confidence and self-belief over time.

Permissible Consequences

At Cameron and Cooper Limited, consequences form part of a balanced and respectful approach to behaviour support. They are never used as punishment. Instead, they provide an opportunity for young people to reflect, learn, and develop. Any consequence must be fair,

proportionate, and grounded in our ethos of Love, Care, and Consistency. The aim is to support young people to understand the impact of their behaviour and develop safer ways of coping.

Principles That Guide the Use of Consequences

Fair and Proportionate
Consequences must take into account the context, needs, and level of understanding of the young person. They must never be automatic or delivered in anger.

Rooted in Learning
The purpose of any consequence is to promote understanding and emotional development. This supports young people to recognise the impact of their actions and consider alternative choices.

Relational and Supportive
Conversations must be calm, clear, and respectful. Adults should explain why the behaviour was unsafe or harmful and support the young person to identify more positive ways forward.

Participation and Voice
Young people should be supported to share their views as part of the discussion and within the incident record. Where they choose not to comment, this must be clearly recorded.

Consistent and Transparent
All consequences must be recorded on ClearCare as soon as practicable and, wherever possible, on the same day. Managers are responsible for reviewing practice to ensure consistency, fairness, and accountability.

Restorative Emphasis
Every consequence must be followed by a restorative discussion. These conversations support the repair of relationships, reinforce expectations, and help young people feel safe and understood.

Information and Clarity for Young People and Families

All young people receive the children's guide when they move in. This explains expectations, the purpose of consequences, and how their voice will be heard. These conversations are revisited regularly through key adult sessions and group discussions. Parents, carers, and professionals are also provided with this information as part of the placement process.

Examples of Permissible Consequences

Verbal discussion
A calm conversation to explore what happened and support reflection

Reparation or restitution
Taking action to make amends, such as apologising or repairing damage

Loss of privileges
A short-term and proportionate restriction of a preferred activity

Reduction of pocket money
Used only where behaviour directly relates to financial loss or damage, and never impacting basic needs

Time away to regulate
Allowing space to calm and regain control

Additional responsibilities
Appropriate tasks that support accountability and responsibility

Consequences must not be used in isolation. They should sit alongside positive reinforcement, relationship-building, and reflective discussion.

Unacceptable Consequences

Certain practices are not permitted under any circumstances. These are harmful, unlawful, and contrary to the Children's Homes Regulations.

The following are prohibited at Cameron and Cooper Limited:

- **Physical punishment or any act intended to cause pain or discomfort**
- **Withholding food, drink, or basic necessities**
- **Refusing medical or dental care**
- **Deliberately interrupting or preventing sleep**
- **Forcing a young person to wear clothing that is humiliating or distinctive**
- **Fines or financial penalties, except where part of agreed reparation**
- **Isolation or confinement, unless under approved secure accommodation arrangements**
- **Using physical intervention as punishment**
- **Verbal intimidation, threats, or demeaning language**
- **Group punishments where individuals are held responsible for others**
- **Cancelling or restricting contact with family or professionals as a sanction**
- **Strip searches or intimate searches, which may only be carried out by the police if required**

These approaches are not permitted and must never be used. All adults are expected to uphold a consistent, respectful, and safe approach to behaviour support that protects the dignity and wellbeing of young people.

Recordkeeping

Accurate and transparent recordkeeping is essential at Cameron and Cooper Limited to ensure accountability, consistency, and the wellbeing of young people. All reports and records are maintained on ClearCare, which serves as the central system for secure and accessible documentation. High-quality recording supports effective decision-making, evidences safe practice, and ensures compliance with legal and regulatory standards.

Documentation of Consequences

All significant consequences must be recorded on ClearCare as soon as practicable and, wherever possible, on the same day. Each entry must include:

- Incident details: the date, time, and location of the incident leading to the consequence
- Young person's details: the full name of the young person involved
- Adult's details: the name of the adult who imposed or supported the consequence
- Description of consequence: the type of consequence applied, the duration, and the

rationale
- Follow-up actions: details of any restorative or supportive work undertaken
- Young person's feedback: their comments, reflections, or refusal to comment
- Outcome evaluation: whether the consequence was proportionate and effective

Records must be factual, clear, and written in a way the young person can understand. Where appropriate, entries should be written directly to the young person rather than about them. This supports inclusion, respect, and meaningful reflection.

Documentation of Debriefs and Post-Incident Reviews

All debriefs with young people and adults must be recorded clearly on ClearCare. Each entry should include the adult leading the debrief, a summary of reflections, any themes identified, and any agreed next steps or support strategies.

These records support the identification of patterns over time and ensure that young people feel heard and supported following incidents.

The Registered Manager or Assistant Head will review all debriefs and Post-Incident Reflection and Learning Reviews. This ensures that decision-making is scrutinised, learning is captured, and any emerging concerns are addressed. Where required, updates will be made to Individual Positive Behaviour Support Plans or Individual Risk Assessments to ensure consistency in practice.

Monitoring and Oversight

The Registered Manager or Deputy Manager monitors all use of consequences, debriefs, and post-incident reviews to ensure that responses remain fair, proportionate, and consistent with this policy.

These reviews form part of wider quality assurance processes, supporting consistent practice and ensuring that young people receive care that is responsive to their needs.

As part of external oversight, the Regulation 44 Independent Visitor reviews these records during monthly visits. Their reports provide additional scrutiny and contribute to ongoing safeguarding, accountability, and service improvement.

Prohibition of Physical Intervention as Punishment

Physical intervention must never be used as a punishment or consequence. Any use of force for this purpose is strictly prohibited under the Children's Homes (England) Regulations 2015 and is incompatible with the organisation's values of Love, Care, and Consistency.

All adults are responsible for upholding this standard and for challenging any practice that does not align with this expectation.

Contacting the Police

At Cameron and Cooper Limited, we are committed to maintaining a safe and supportive environment for every young person. We work in partnership with local police services where necessary, while remaining mindful of the risk of unnecessary criminalisation. Contacting the police should only take place where it is essential to protect safety or respond to a serious incident. Police involvement must never be used as a behavioural deterrent or as a substitute for therapeutic care.

Working in Partnership with the Police

We value constructive relationships with local police services. Where appropriate, we seek advice and support in relation to safeguarding, crime prevention, or incidents involving significant risk. While some behaviours may have a criminal element, the focus remains on understanding underlying need and responding in a way that prioritises support rather than punishment.

Decision-Making and Oversight

Police involvement must always be a last resort and follow a clear, proportionate decision-making process. The following thresholds apply:

- Immediate and significant risk to the safety of the young person, others, or the wider community
- Emergency incidents requiring urgent police response to prevent serious harm or criminal activity

All other concerns should be managed through existing behaviour support strategies and multi-agency planning.

Before contacting the police:

- Adults must consult with the Registered Manager or on-call manager wherever possible
- For persistent or complex behaviours, the young person's social worker should be consulted to agree a proportionate response
- Decisions must be informed by the young person's Risk Assessment and Individual Positive Behaviour Support Plan and recorded clearly on ClearCare

Preventing Criminalisation

The aim is to protect young people from unnecessary involvement in the criminal justice system. Restorative and relational approaches should be used in place of formal sanctions wherever appropriate. This may include:

- Reparation work
- Restorative conversations
- Mediation and relationship repair

These approaches support young people to take responsibility, repair harm, and learn from their experiences without unnecessary escalation to police involvement.

Responding to Serious Disruption

If a young person presents with serious or escalating behaviour that cannot be safely managed by adults, police involvement may be required. This includes:

- Violence that presents an immediate risk of serious harm
- Damage to property where safety is threatened
- Incidents where a young person goes missing and there is an active risk to life

Where possible, the Registered Manager, on-call manager, and social worker or Emergency Duty Team must be consulted before any police involvement. Where this is not possible due to the urgency of the situation, they must be informed as soon as practicable afterwards.

Following any serious disruption:

- A full Post-Incident Review must take place
- Individual Positive Behaviour Support Plans and Risk Assessments must be reviewed and updated where required

Theft or Damage to Property

Adults are expected to prioritise reparation and learning when responding to theft or damage. This may include:

- Replacing or repairing items
- Participating in restorative or reflective work

Police should only be involved where the damage is serious, sustained, or part of a concerning pattern of behaviour. Unless there is an immediate safeguarding concern, adults must first consult with the Registered Manager, on-call manager, and the young person's social worker.

Violence and Assault

Violent incidents are often linked to distress or trauma. Each young person's Risk Assessment and Individual Positive Behaviour Support Plan should guide responses and support de-escalation.

Police involvement must only be considered when:

- There is an immediate and serious threat to life or safety
- The violence is severe or repeated despite intervention
- A victim requests to pursue a complaint and understands the implications

Where a young person or adult wishes to make a formal complaint, they must be supported by the Registered Manager or Responsible Individual to understand their rights and options.

Notifications and Recording

If the police attend the home or school in response to an incident, adults must:

- Inform the young person's social worker or Emergency Duty Team, and the Registered Manager or on-call manager
- Record a clear and factual account of the incident on ClearCare as soon as practicable and, wherever possible, on the same day
- Notify Ofsted and the placing authority without delay where the incident meets the threshold set out in the Notifiable Events Policy

All police-related incidents must be reviewed to capture learning, inform practice, and ensure that responses remain child-centred, legally compliant, and trauma-informed.

Oversight and Review

Patterns of police involvement are reviewed regularly by the Registered Manager and Responsible Individual. This oversight ensures:

- Police are only contacted when absolutely necessary
- Incidents are recorded, reviewed, and followed up with learning
- Risk Assessments and Individual Positive Behaviour Support Plans reflect current needs
- Trends are identified and addressed through Regulation 45 reviews and internal monitoring

Monitoring of this Policy

This policy is reviewed by the Responsible Individual at least annually and may be updated sooner in response to changes in legislation, guidance, or practice. Each review ensures that the policy remains accurate, effective, and aligned with the ethos of Love, Care, and Consistency.

Oversight of the policy also sits within the organisation's wider governance processes, including Regulation 44 visits and Regulation 45 reviews, to ensure that practice remains consistent with the principles set out in this document.

Following any update, all adults at Cameron and Cooper Limited are required to read and confirm their understanding of the policy through the organisation's systems. Managers are responsible for ensuring compliance and following up where required.