

Behaviour Management Policy

Approved: 22 May 2019

Reviewed: 2 Sept 2019

Review due: 2 Sept 2020

Purpose

YMCA East Surrey ensures, so far as reasonably practicable, to adopt a consistent and positive approach to the management of children's behaviour. This policy outlines how Children's Services staff will take responsibility to support children to manage their behaviours, manage any behaviour which may challenge fairly, implementing behaviour management strategies where appropriate and managing persistent behaviour which challenges.

Responsibilities and monitoring

Monitor:	Head of Children's Services
Approve:	Board of Management
Endorse:	Children's Services Committee
Propose:	CEO
Draft and review:	Children's Services Development Manager

Policy and procedure

YMCA responsibilities

Overall and final responsibility for behaviour management within YMCA East Surrey is that of the Chairman of the Board.

However, during delivery of YMCA Children's Services, staff must be aware of their individual responsibilities in managing behaviour which may challenge. Furthermore, staff must recognise their own professional limits when dealing with challenging behaviour, and acknowledge when an alternative professional response (e.g. police) is required.

How teams manage behaviour which challenges will vary across the different settings (Y-Kids, Short Breaks and Pre-Schools), but all settings will understand their responsibilities of dealing children who have emotionally charged behaviour. Furthermore, while it is important to be fair and consistent, we recognise that some children face additional challenges which can impact their behaviour, for example those with Special Educational Needs and Disabilities (SEND). In this case the YMCA will decide what reasonable adjustments are needed as to how the behaviour management policy is applied.

YMCA East Surrey recognises that children are learning to deal with a range of emotions and feelings. Staff acknowledge this and work with the children to find a positive solution for behaviour management. Therefore, when dealing with behaviour which challenges, staff use consistent:

- ▶ Language
- ▶ Positive reinforcement
- ▶ Consequences
- ▶ Rules
- ▶ Agreements

► Expectations

Every child has the right to be treated fairly in all circumstances, therefore, where appropriate, staff consult with the children about rules, which helps children understand the effects of their behaviour on themselves and others, challenges bullying, encourages responsibility and turn taking.

Staff support children to develop a sense of caring and respect for one another, and support them to build caring and cooperative relationships with other children and adults by:

- Ensuring that they promote acceptable behaviour and respect for others
- Ensuring that unacceptable behaviour, such as bullying or name calling will be dealt with consistently
- Reinforcing and praising good behaviour
- Ensuring that activities are varied, well planned and structured, so that children are not easily bored or distracted

Children will always be given the opportunity to make amends for their behaviour and, unless it is judged inappropriate, be able to re-join the activity. No child should be publicly disciplined but should be removed from the group and talked to on a one-to-one basis.

Training

All Children's Services staff receive annual behaviour management training, ensuring they have the full understanding and acknowledgement of their role in managing behaviour which challenges, along with behaviour management and support tools and techniques.

Types of behaviour which may challenge

There are varying levels of incidents of behaviour which challenges that may be seen within YMCA Children's Services settings:

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

Severity levels of incidents of behaviour which challenge

- Level One - Minor incidents: e.g. name calling, disrespecting equipment, incorporation, etc.
- Level Two - Minor incidents: e.g. reoccurrences of above behaviours which have been dealt with, but child not responded to, etc.
- Level Three - Serious incidents: e.g. physical abuse of another child/adult, using discriminatory language or behaviour, compromising safety of others, etc.

Behaviour management and support strategies

Each Children's Services setting will apply appropriate behaviour management and support strategies in order to ensure the safety and well-being of the child, other children and members of staff, depending on the severity of the incident and/or behaviour.

Behaviour management at YMCA East Surrey is structured around the following principles:

- ▶ Positive behaviour will be reinforced with praise and encouragement
- ▶ Negative behaviour will be challenged in a calm, but assertive manner

In the first instances of behaviour which challenges, staff will:

- ▶ Not ignore the behaviour
- ▶ Not confront poor behaviour with anger
- ▶ Re-direct children's energies by offering them alternative and positive options
- ▶ Withdraw other children or adults from the situation
- ▶ Remove any equipment/ furniture that may cause injury to themselves or others
- ▶ State the behaviour that was observed and it was unacceptable
- ▶ Explain to the child what the consequences of their actions is

When a child attending a setting displays reoccurring behaviour which challenges, the staff teams refer to the Behaviour Plan Flow Chart (Appendix 1) which highlights the steps to be taken; from speaking on a one-to-one basis with the child about the behaviour, through to time outs and "red cards" to arranging meetings with the parent/carers.

After reoccurring incidents of behaviour which challenges, the Children's Services teams complete individual Behaviour Management Plans and associated risk assessments for the child (Appendix 2). Within this document detailed person centred scenarios and behaviour management strategies are listed, with descriptions of the behaviour and associated risks – all of which are discussed at both team and parent/carer meetings.

Parent/carers will be informed of any incidents and subsequent action plans formulated by the team in response to their child's behaviour.

Serious incidents and/or persistent behaviour which challenges

In the event that an incident of behaviour which challenges is deemed serious (Level 3), and/or behaviour which challenges persists, the following actions may have to be taken:

1. Meetings with parent/carers, and if appropriate the child
2. Cautions
3. Cooling off periods (i.e. temporary exclusion)
4. Full permanent exclusion

A record of all conversations and actions taken will be saved on the child's file.

1. Meetings with parent/carers

Staff will aim to discuss incidents and concerns with parents/carers privately at the earliest possible opportunity in an attempt to help identify the causes of behaviour which challenges, and share strategies for dealing with it. If appropriate, the child will be invited to attend.

2. Cautions

The child will be given a caution about their behaviour, which is a formal warning that aims to carry a deterrent effect and reduce the likelihood of behaviour which challenges continuing.

The caution will either be:

- ▶ Simple caution – the child is warned that their behaviour is unacceptable, and if it continues, more serious steps will have to be taken
- ▶ Conditional caution – with specific conditions attached to the caution, which will have finite duration of time

3. Cooling off periods

A cooling off period is a finite duration of time where a child will not attend a Children's Services setting. This provides YMCA East Surrey with the opportunity to plan with the parent/carers and other professionals for re-integration into the setting. At this stage any risk assessments and Behaviour Management Plans which are in place will be reviewed.

4. Full exclusion

YMCA East Surrey is a fully inclusive setting, however there are times when full exclusion is the right course of action, once all other options have been exhausted. YMCA East Surrey will work with the parent/carers, and relevant professional bodies (such as health, social care and education) in order to put in place support for the child outside of the YMCA's settings.

The use of physical intervention

YMCA Children's Services believe that under no circumstances must physical punishment be used.

Before reaching the stage where the use of physical intervention to manage behaviour which may challenge arises, staff will have used all possible non-physical actions, such as dialogue and diversion, to deal with the behaviour.

If physical intervention may be required, then the child will be verbally warned that physical intervention will be used if they do not cease their unacceptable behaviour.

Staff will use restrictive physical interventions only as a last resort and only then if they have reasonable grounds for believing that immediate action is necessary to prevent a child from significantly injuring themselves or others or to prevent serious damage to property (see Appendix 4).

Recording behaviour management

After any intervention and management of behaviour which challenges, the actions taken by staff, and details of the incident itself, must be accurately recorded on YMCA East Surrey's Incident Report form (see Accident and Incident Reporting policy).

Training

Staff are made aware during their behaviour management training that only the minimum force necessary to prevent injury or damage should be applied. For example, diverting a child by leading them away by a hand or by an arm around their shoulders, never grabbing a child by the wrist. Staff should aim for side to side contact with the child and ensure there is no restriction to the child's ability to breathe.

In addition to this YMCA East Surrey offers Management of Actual or Potential Aggression (MAPA) training for staff who require additional training to manage behaviours which may challenge (see Appendix 3).

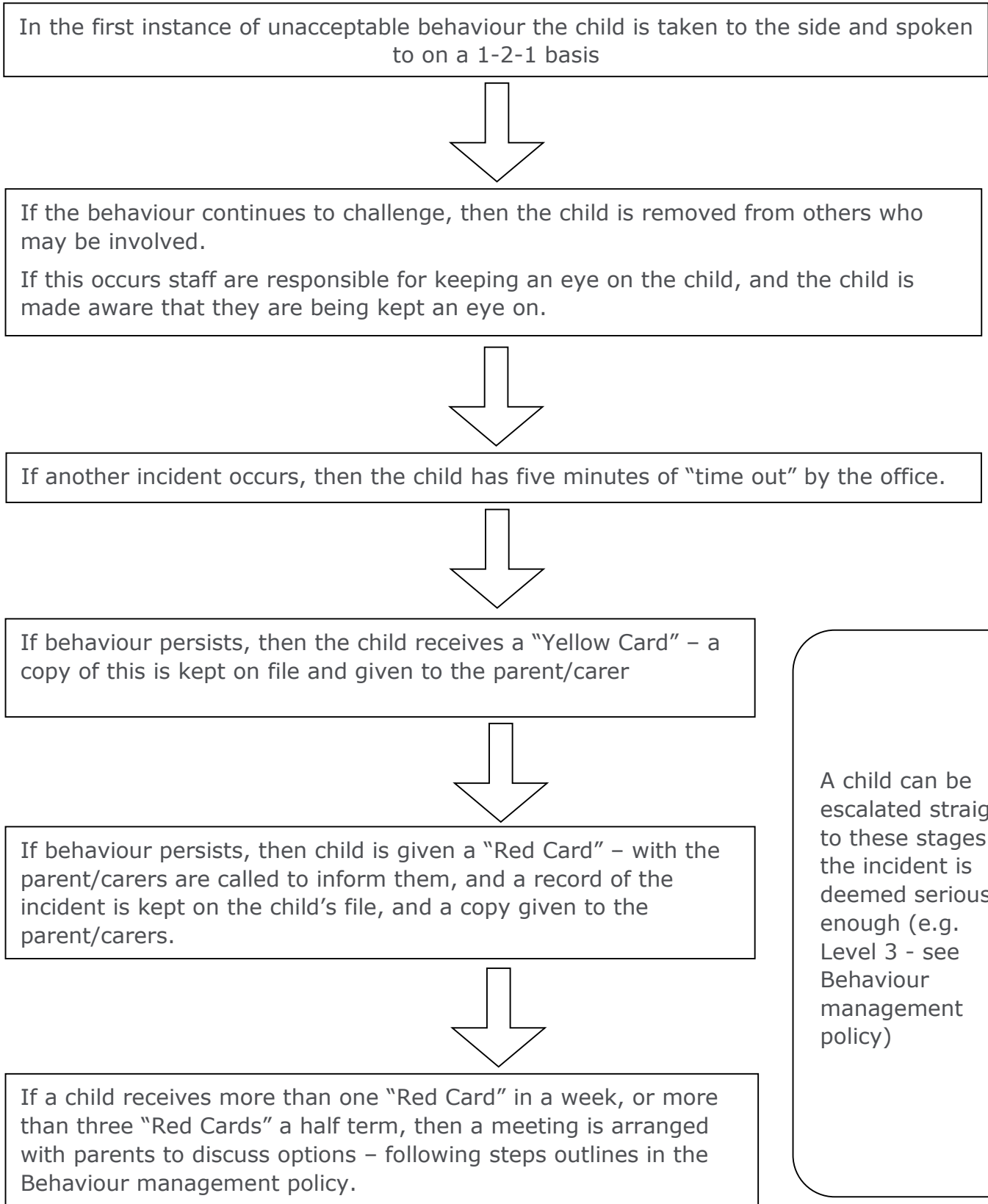
YMCA East Surrey's Behaviour Management Officer is:

Short Breaks Manager

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**Appendix 1
Behaviour Plan Flow Chart**



A child can be escalated straight to these stages if the incident is deemed serious enough (e.g. Level 3 - see Behaviour management policy)



**Appendix 2
Behaviour Management Plans**

Child's name:

D.O.B:

Review date:

Scenario	Strategy

Risk assessment

Description of behaviour	Situation in which behaviour occurs	Injuries or potential harm	Who is at risk	Staff intervention

Signed YMCA Coordinator:

Printed name:

Date:

Appendix 3

Use of MAPA (Management of Actual or Potential Aggression)

If physical intervention is required to manage behaviour, staff will ensure that the use of any restrictive physical intervention is used as an act of care and control, and never punishment. Restrictive physical interventions will not be used purely to force a child to do what they have been told and when there is no immediate risk to people or property.

Throughout the use of physical intervention, a dialogue will be maintained with the child at all times, so that the member of staff can explain what they are doing and why they are doing it. Staff will make every effort to avoid the use of physical interventions if they are alone with the child.

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

If a member of staff is not confident about their ability to contain a particular situation or type of behaviour, consideration will be given to calling the Manager or, in extreme cases, the police.

When physical intervention has been used

Where a member of staff has had to intervene with any use of restrictive physical intervention to restrain a child, the Manager will be notified and the incident recorded on a Physical Intervention form within 24 hours and on the Physical Intervention log. The incident should also be noted on an incident form. Then a countersignature will be required by a member of staff who was present when the intervention took place. The incident will be discussed with the parent/guardian at the earliest possible opportunity and a copy of all relevant forms given to the parent/guardian.

Staff should be encouraged to complete a reflective log in their personal profiles and should be given support when required.

Information recorded should be used to review the child's Behaviour Management Plan and associated risk assessment, so the risk of needing to use restrictive physical intervention is reduced.

This appendix must be read in conjunction with Surrey County Council Guidelines on Behaviour Management and Touch, and the use of restrictive physical interventions, section 550A of the Education Act 1996 and YMCA East Surrey's Safeguarding children policy.

Appendix 4 Understanding the risks of physical restraints

Risks of Restraint: Warning signs and correction actions

	Warning Signs	Corrective Actions
A	<ul style="list-style-type: none"> • Shouts and swears at staff to 'Let go.' • Attempts to struggle free and/or injure self or others. • Is hostile and aggressive to self or others. 	<p>Treat as IMPORTANT.</p> <p>Manage the prevailing risk and follow the <i>Opt-Out Sequence</i>SM. Consider letting go as soon as possible, or reduce the level of restriction and/or change the position of the person.</p>
B	<ul style="list-style-type: none"> • Complains of difficulty breathing. • Complains of feeling sick and/or vomits. • Voids bladder and/or bowels. • Complains of pain or discomfort. • Limbs positioned awkwardly; not moving within normal range of motion; and/or sounds of crepitus. • Becomes distressed and/or cries. • Continually struggles; becomes increasingly hot/flushed/sweaty. 	<p>Treat as URGENT.</p> <p>Immediately assess level of restriction and check to ensure you are not impeding or restricting breathing.</p> <p>Check movement of limbs and signs of fracture/dislocation.</p> <p>Follow the <i>Opt-Out Sequence</i>SM and consider letting go as soon as possible; reduce the level of restriction; and/or change the position of the person so they are seated upright, reclined (recumbent), or in a position that is not impeding or restricting breathing.</p> <p>Encourage person to relax and to take sips of a cold drink—assess hydration needs.</p> <p>Call for help—an independent person not involved in the physical restraint is often best to assess what is happening and what action needs to be taken.</p> <p>Refer person to medical practitioner as soon as possible for further assessment.</p>
C	<ul style="list-style-type: none"> • Unresponsive to requests or instructions. • Loss of or reduced consciousness. • Abruptly/unexpectedly stops struggling or suddenly calms down. • Sudden change in breathing pattern. • Has a seizure of epileptic or non-epileptic origin. • Blueness of lips/fingernails/ear lobes (cyanosis). • Tiny pinpoint red dots/bruises (called petechia) on the skin, particularly on the upper chest, neck, face, and around the eyes. 	<p>Treat as a MEDICAL EMERGENCY.</p> <p>The term Medical Emergency¹ should be used as a verbal prompt for staff to stop the restraint immediately and:</p> <ul style="list-style-type: none"> • Call for emergency medical assistance. • Follow the basic life support (BLS) algorithm as outlined in national and international resuscitation guidelines.

¹At any time, if any staff member is concerned about the individual's welfare and safety, they should clearly state 'medical emergency'. The term 'medical emergency' is an instruction for everyone involved in the restraint to immediately let go of the individual and begin the necessary emergency aid.