

# MANAGING BEHAVIOUR

## 5.1<sub>1</sub> BEHAVIOUR MANAGEMENT

Out of Hours Kids' Club offers a quality childcare service for parents/carers and children, and we recognise the need to set reasonable and appropriate limits to help manage the behaviour of children in our care.

To this end we have often secured the services of a behaviour consultant to assist us with developing our Behaviour management policy and procedures. The information gained from this consultation has been used to develop our current behaviour management procedures.

At each of our settings the Site Manager will be the person with overall responsibility for behaviour management, however the Site Manager should be supported by staff to ensure consistency.

The Site Manager will be expected to attend training when appropriate to ensure they have the necessary skills to advise other staff of behavioural issues. Training may be delivered via focus meetings, in-house training or external courses.

In cases where a child's behaviour causes a great deal of concern, support should be sought from the parent and/or the member of staff in school responsible for behaviour management. This will help to ensure a co-ordinated approach to the management of a child's behaviour at the setting and at the school

## **5.1<sub>1</sub>**

### **BEHAVIOUR MANAGEMENT**

When applying this policy to our settings, Out of Hours Kids' Club will always strive to:

- Work in partnership with the child's family to ensure a co-ordinated approach.
- Recognise individuality in children and always ensure that we use positive language and positive body language when dealing with children.
- Be pro-active in enabling children to build their self-esteem and confidence, by ensuring that we listen to the child and respond to what they are saying.
- Enable staff (through training and discussion) to work confidently with all children in our settings.
- Share any relevant information with the *General Manager*, School staff and Parent/Carer.
- Develop an individual Behaviour Management plan, tailored to the child in question.

## **5.1<sub>1</sub>**      **BEHAVIOUR MANAGEMENT**

There are things that we need to remember when we are dealing with unacceptable behaviour.

For example, we need to be aware that the non-verbal cues or body language that we use can alter a situation dramatically.

For instance, when we get frustrated or become involved in a confrontational situation we often:

Fold our arms	It is far better to speak to a child using open palms.
Point	Pointing can single a child out so it is not advisable to point.
Lean in or step forward	It's best to stand to the side of the child.
Expect the child to make eye contact with us while we are speaking to them	Do not demand eye contact, if the child is cross, it can make the situation worse. It is far better to talk towards the child's ear but allow the child some personal space.
Speak to children about their behaviour when we do not have the correct information.	This can cause the child to become upset as they feel they are being blamed for something that they have not done.

## **5.1<sub>1</sub>**

### **BEHAVIOUR MANAGEMENT**

In developing our Behaviour Management policy and procedure we need to:

- Ensure playworkers accept and can carry out their responsibility for implementing this policy in practice.
- Ensure this through continued staff training and development, through focused staff meetings and the sharing of knowledge.
- Ensure that we share information where appropriate.
- Ensure this policy recognises and will implement the Department for Education Needs: Code of Practice where appropriate.
- Review the policy regularly to implement new knowledge and cater for any new circumstances.

## **5.1<sub>1</sub>** BEHAVIOUR MANAGEMENT

### **Kids' Club Rules**

- Children and adults must listen to each other
- Children must listen to the staff and follow instructions and staff must listen to the children
- We will be kind, caring and respectful to each other
- No one will strike another in anger
- Verbal abuse/swearing and name-calling is not acceptable
- We will respect our own, other peoples and Kids' Club property
- Adults acting as role models to children will pay particular attention to these rules.

### **Examples of Unacceptable Behaviour**

- Refusing to adhere to basic rules of the club
- Kicking/hitting/scratching
- Swearing or using inappropriate language
- Damaging property, resources or equipment
- Spitting
- Taunting/name calling
- Racist/sexist comments
- Bullying

Staff should always encourage and acknowledge positive behaviour during their interactions with the children to reinforce the ethos of a fun, safe and caring environment in our clubs.

## **5.1<sub>1</sub>** BEHAVIOUR MANAGEMENT

If dealing with unacceptable behaviour, staff will endeavour to maintain a calm and controlled manner, using the following guidelines:

All staff are encouraged to try to defuse unacceptable behaviour (but not necessarily at the same time) as soon as possible with consideration to the child's needs.

- Staff should encourage all involved to resolve the problem themselves through group discussion whenever possible.
- Staff should always stay calm and show no favouritism.
- Where possible staff and the child/children involved should discuss together what has occurred.
- Staff should listen to all parties offering each child the opportunity to talk.
- To prevent a situation escalating we may need to take the child involved away from the other children
- When the child has calmed, we need to talk to the child about the situation and explain to them why their behaviour was not acceptable.
- Parents may be informed of any unacceptable behaviour that has occurred at the setting.

In a more serious situation, it may be necessary to call on the Site Manager to assist.

All serious incidents will be logged on a Behaviour Management report and parents and the General Manager will be informed.

On rare occasions the child's behaviour may escalate to such a level that it is quite impossible to calm them down. These incidents are rare but when they happen it is important that we safeguard both the child, other children and staff who may inadvertently be harmed during the behaviour outburst. We would do this by moving the child/children involved to a quieter area within the setting.

## **5.1<sub>1</sub>** BEHAVIOUR MANAGEMENT

### **Possible Sanctions**

Ideally, we should not have to use sanctions against a child but in cases where a child's behaviour is having a negative impact on other children using the setting, the following sanctions may be made.

- Giving the child a verbal warning that their behaviour is giving cause for concern
- Removing the child from the area that he/she is playing in. This is usually done to give the child time to reflect on their behaviour and its impact on others in the setting
- Staff talking to the child to try to make them aware of how their behaviour is affecting the club
- Parents may be informed of their child's unacceptable behaviour
- In cases where parents have been informed verbally on several occasions and the child's behaviour continues to cause concern, we may implement our Behaviour Management Procedures (see page 19)

If a child in our care was harming themselves, another child, a member of staff or another adult, and will not stop when asked, it may be necessary for us to implement our positive handling procedures, for the safety of all concerned.

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## **5.1<sub>2</sub>** POSITIVE HANDLING

Positive Handling may be used only after we have tried all other means to diffuse the situation and there is an obvious risk to the safety of the child, other children, staff or property.

Positive Handling may be used for three specific purposes

1. When preventing physically aggressive behaviour or a threat of violence to themselves and others.
2. When preventing a child from running away.
3. When preventing damage to property that could present a risk to the child or others.

It is always our aim to have used all available behaviour Management de-escalation strategies before implementing any Positive Handling.

Where a member of staff has had to intervene and implement our Positive Handling procedures in response to a child's behaviour or to prevent the behaviour escalating, the manager will be notified and the incident recorded on a Behaviour Management report at the earliest opportunity, by the Site Manager.

The incident will be discussed with the parent/carer at the earliest opportunity which will either be by phone contact during the session or on collection of the child. We will follow our Positive Handling procedures and inform the General Manager at the earliest opportunity and keep them up to date of any developments.

## **5.1<sub>2</sub>** POSITIVE HANDLING

Positive Handling involves the use of reasonable force to prevent a risk of harm to the child, other children or staff.

At Out of Hours Kids' Club the decision on whether, or not, to use Positive Handling will be down to the professional judgement of staff and will always depend on the individual circumstances.

When dealing with unacceptable behaviour in the first instance we will try to defuse the situation by standing in front of the child to prevent them from striking anyone else or harming themselves.

We should always strive to allow the child their personal space which will also prevent contact if he or she is lashing out. During this time, it is important that we talk to the child and explain that we are trying to stop them from injuring themselves or others.

Positive Handling strategies that we may use are:

1. We may put our arms out to shepherd/guide the child away from the situation.
2. We may put our arm around the child's shoulder to shepherd/guide the child away with little or no force.
3. If the behaviour escalates it may be necessary (To prevent a child from lashing out at another child or a member of staff) to implement our Positive Handling procedures and use reasonable force which may involve holding the child firmly usually by the wrists or upper arms whilst guiding them away from the situation. This would only be implemented after we had attempted all other strategies.
4. If a child is at risk of harm by leaving our premises, we may have to use reasonable force to prevent them from leaving our setting, for example if the child was attempting to run away.

## **5.1<sub>2</sub>** POSITIVE HANDLING

In a situation where positive handling has been used the child should be taken to a quiet safe place to allow them to calm down. It is important that two members of staff support the child during this period.

Whenever positive handling is used staff will keep talking to the child in a calm and gentle manner and explain to them that we are doing this to keep them safe. Following any incidents and once the child is calm, we might encourage the child to reflect on their actions.

All necessary steps will be taken to re-establish a positive relationship between the child and any members of staff involved in the incident at the earliest opportunity.

Members of staff involved in the incident should also be allowed a period of reflection afterwards to ensure their well-being.

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## **5.1<sub>3</sub> POSITIVE HANDLING POLICY**

It is essential that the safety of other children must not be put at risk. Therefore, staff will use positive handling only as a last resort 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.

Before reaching this stage, staff will have used all possible non-contact actions, such as dialogue and diversion, to deal with the behaviour. The child or children involved will be warned verbally that positive handling will be used if they do not stop. The staff will talk to the child and explain that they are going to hold the child, this will usually be by the child's wrists and that this action is being taken to prevent them from hurting themselves or other children. The staff will encourage the child to walk with them to a quieter area so that they have a safe place to calm down in.

A dialogue will be maintained with the child or children during this time, 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 positive handling if they are alone with the child or children.

To prevent injury or damage, only the minimum contact necessary should be applied. For example, intervening by diverting a child or children by leading them away by a hand or by an arm around their shoulders.

Staff will only ever use positive handling in exceptional circumstances as an act of care and control. Positive handling will never be used purely to make a child do what they have been told or when there is no immediate risk to people or property.

## **5.1<sub>3</sub>** POSITIVE HANDLING POLICY

As soon as it is safe, the Positive Handling should be gradually relaxed to allow the child or children to regain self-control.

A record must be kept of the use of Positive Handling and parents/carers must be informed on the same day or as soon as reasonably practicable.

The General Manager must also be informed as soon as possible after the use of Positive Handling.

## **5.14** DISCUSSING UNACCEPTABLE BEHAVIOUR WITH PARENTS

Serious cases of unacceptable behaviour will be discussed with the parent and the *General Manager* and any relevant sanctions may be applied.

The *General Manager* will review all the information presented and will apply any sanctions in line with our *Behaviour Management* policy.

- In the first instance the *General Manager* will contact the parent/carer and discuss the details of the incident. The *General Manager* will then write to the parents of the child to provide a record of the behaviour incident via email or post.
- This letter/email will contain an action plan aimed at supporting the child and developing strategies to prevent any further escalation in the child's behaviour.
- If the unacceptable behaviour continues despite an action plan being in place, then a second letter/email will be sent explaining that if the unacceptable behaviour continues sanctions will be implemented
- Sanctions may include temporary suspension or permanent exclusion from the club.
- If the strategies implemented do not assist in resolving the unacceptable behaviour, then *Out of Hours Kids' Club* reserves the right to suspend or exclude the child from using the service.

## **5.14** DISCUSSING UNACCEPTABLE BEHAVIOUR WITH PARENTS

If unacceptable behaviour persists, the Site Manager and Staff will:

Discuss the problem with parents in private to ascertain whether the behaviour pattern has changed and whether there may be a reason why.

1. Discussion will take place without the child present
2. Discussion will take place with the child present

The staff will then work with the parent/carer and the child to devise ways of dealing with any problem behaviour, such as

- Designing and setting goals and boundaries that are relevant to the child's particular needs.
- Observing the child in the setting to see if there is a trigger for the behaviour.
- By providing stimulating activities to prevent boredom or frustration, or which gives them stress relief.
- By rewarding and promoting positive behaviour.

Any strategies identified to achieve acceptable behaviour will be discussed:

1. Without the child present
2. With the child present

Out of Hours Kids' Club will strive to work in partnership with parent/carers and children when experiencing unacceptable behaviour. However, if this behaviour continues, to the detriment of others in the play setting, the parent/carer will be advised that sanctions may be applied in relation to their child's place at the club.

## **5.14** DISCUSSING UNACCEPTABLE BEHAVIOUR WITH PARENTS

This outcome will only arise after all avenues of compromise have been exhausted.

Out of Hours Kids' Club reserves the right to go straight to suspension or exclusion in the first instance if the unacceptable behaviour displayed by the child warrants this action.

### Examples of Unacceptable Behaviour

Unacceptable behaviour is:

- Any behaviour that puts the child, other children, staff and others at risk of being hurt by the actions of the child.
- Physically aggressive or verbally aggressive behaviour that cannot be managed with a range of behaviour management strategies.

Whilst we will endeavour to take appropriate measures to enable the child to remain with us if the behaviour displayed is at such a level that there is the potential for it to harm other children, or it has harmed the children or staff, we may suspend temporarily or exclude the child from the setting on a permanent basis. This is to ensure that we meet our safeguarding requirements for the other children who attend and to protect the welfare of our staff.

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## **5.15** BEHAVIOUR MANAGEMENT PROCEDURES

The following procedure will be followed on such occasions:

Discussion/s will be held with parents/carers regarding problems with the child's behaviour.

A first written warning will be given that states that the child's behaviour is not acceptable. The parents will be informed that their child's behaviour needs to improve.

This warning will remain valid for a period of six weeks, if no further incidents occur the warning will be considered 'Spent.'

If the unacceptable behaviour continues, then a second written warning will be given (within the six-week timescale) that states, the child's behaviour has not improved and any further incidents will result in exclusion.

The second written warning will remain valid for three months. If no further incidents occur the warning will be considered 'Spent.'

If any further incidents occur during the three months the parents will be sent a letter of exclusion stating that the child cannot attend Out of Hours Kids' Club (Breakfast Club or After School Club.)

Physically aggressive or verbally aggressive behaviour that cannot be de-escalated may result in an immediate suspension of one week being put in place. During the suspension period a meeting will be arranged with the child's parents so that we can develop an action plan and identify strategies for supporting the child on his/her return to the setting.

## **5.15**

### **BEHAVIOUR MANAGEMENT PROCEDURES**

After a child has been suspended an action plan will be in place on their return. If any unacceptable behaviour occurs after their return, we will revert to our initial Behaviour Management Procedures.

If any unacceptable behaviour occurs again a child may be suspended for a second time.

After a second suspension where unacceptable behaviour occurs the child may be permanently excluded.

On the rare occasions that unacceptable behaviour displayed by a child is so verbally and physically aggressive we may have no alternative but to the exclude the child immediately and permanently so that we can safeguard the other children and staff at the setting.

## **5.16** SUPSPENSION AND EXCLUSION POLICY

Out of Hours Kids' Club is committed to dealing with unacceptable behaviour wherever possible in a constructive manner. Disruptive or challenging behaviour will be addressed collectively between staff, children and parent/carers in the setting.

There are occasions when such strategies will not alter or prevent unacceptable behaviour. In such cases, further action may be necessary and may involve sanctions. In cases of persistent unacceptable behaviour, it may be necessary to consider temporary suspension or permanent exclusion.

Staff will explain to the child why their behaviour is unacceptable and the consequences of any further such incidents. Children will be encouraged to discuss their behaviour, to explain their actions, and helped to develop strategies to avoid repeat incidents.

Details of all discussions, action plans and information reports will be kept on record on an appropriate form. Each incident will be discussed with the child concerned and with their parent/carer. All staff will be made aware of any action plan or needs of the child, in order for the plan to be actioned in a co-ordinated way.

In the event of a serious or dangerous incident the child's parent/carer will be contacted immediately and asked to collect their child as soon as possible.

Suspensions and exclusions should be consistent, fair and proportionate to the behaviour concerned. In setting such a sanction, consideration should be given to the child's particular circumstances.

Children will only be suspended or excluded as a last resort, when there is no alternative action that could be taken, or when it is felt that other children and/or staff are potentially at risk.

## **5.16** **SUPSPENSION AND EXCLUSION POLICY**

The Site Manager will consult the *General Manager* as early as possible if they believe that a child's behaviour is in danger of warranting suspension or exclusion.

### **RIGHT TO APPEAL**

Parents/Carers have the right to appeal if a suspension or exclusion is implemented. If any parent would like to appeal about any suspensions or exclusions, they should record their concerns and give them to the site manager who will then pass them onto the *General Manager Lauren McBride*.

Out of Hours Kids' Club will strive to deal with any appeals as quickly as possible.