

Managing Challenging Behaviour

Introduction

The Worcester Warriors Community Foundation expects all participants to show respect for others, act in a polite and mature way and comply with all site rules and regulations. We feel this is important so everyone taking part in our activities can do so without fear of:

- disruption or interference with their learning or enjoyment of an activity
- actual or threatened violence from others
- bullying
- harassment, including sexual or racial harassment, or harassment on the grounds of religion, belief or disability
- illegal substances or alcohol being made available,
- criminal behaviour (e.g. theft and the carrying of offensive weapons)
- deliberate damage to property.

Unfortunately, on occasion staff and volunteers may be required to deal with a participant's challenging behaviour.

Purpose

The purpose of this policy is to ensure the enjoyment, safety and well-being of participants and staff by promoting good practice and providing guidance on the immediate and consequential actions to take under certain incidents affecting participants at Worcester Warriors Community Foundation. The policy is based on the principle of 'acceptable behaviour', with rules to ensure safety and a spirit of co-operation within a large community.

Scope

This policy covers all participants who attend Worcester Warriors Community Foundation programmes and applies at both the Foundation site and when using external facilities as part of their programme.

Where the Foundation is delivering a programme at a school or other community organisation, the Foundation will be guided by their policy and procedures for the reporting and monitoring of unacceptable behaviour.

Related policies and procedures

This policy should be read alongside the following organisational policies and procedures:

- Participant Code of Conduct
- Attendance
- Positive Handling
- Adult to Participant Supervision Ratios

Policy review

We are committed to reviewing our policy and good practice annually. The responsibility of reviewing and maintaining this policy is the Delivery Lead.

Policy Review Date: August 2021

Next Review Date: August 2022

1. Our principles when managing challenging behaviour

Whenever staff/volunteers are managing challenging behaviour it will be based on the following principles:

- the welfare of the participant is the paramount consideration
- participants must never be subject to any form of treatment which is harmful, abusive, humiliating or degrading
- the specific needs a participant may have (e.g. communication, behaviour management, comprehension etc.) will be discussed with their parent/carer and where appropriate the participant, before activities start. Any relevant details, or agreed plan or approach, may be recorded
- every participant will be supported to participate. Consideration to exclude a participant from activities will apply only as a last resort and after all efforts to address any challenges have been exhausted or in exceptional circumstances where the safety of the participant or others cannot be maintained.

2. Supporting positive behaviour

Planning activities

When planning activities, we will support and encourage positive behaviour by ensuring we take into consideration any additional support or supervision the participant may need to be able to participate safely in the activity. This planning will include:

- an assessment of additional risk associated with the participant's behaviour
- appropriate supervision ratios and whether numbers of adults should be increased
- information sharing for all staff/volunteers on managing challenging behaviour to ensure a consistent approach

- specialist expertise or support which may be needed from carers or outside agencies (e.g. where it is identified a participant may need a level of physical intervention to participate safely).

Agreeing acceptable and unacceptable behaviours

We will develop a Participant Code of Conduct with the input of both staff and participants. It will be reviewed each academic year and will include what constitutes acceptable and unacceptable behaviour and the range of sanctions which may be applied in response to unacceptable behaviour.

Individual/specific agreements may be developed where challenges are anticipated (e.g. where a participant has an impairment or other medical condition, residential trips etc.). A clear plan or agreement may be established with the input of staff, participants and their parent/carer or other relevant professionals.

The Participant Code of Conduct and any individual plans or agreements will be shared with parents/carers to ensure they understand the expectations of their child and assist in reinforcing these expectations ahead of any trip or activity.

Programme rules, policies and values will be displayed in teaching and delivery spaces and discussed with participants during the enrolment process and/or at the start of their course or programme. On entering our programmes participants are expected to commit to and abide by these rules, policies and values throughout their time with the Foundation and accept disciplinary procedures if they are breached.

3. Types of misconduct and unacceptable behaviour

Unacceptable behaviour is divided into the following four categories:

Minor misconduct

This includes:

- unexcused occasional lateness
- disruptive behaviour and language
- using 'mobile phones' inappropriately
- failure to observe reasonable instructions by staff
- below 90% attendance at HITZ

Repeated misconduct

This includes:

- all examples of minor misconduct where a participant has not responded appropriately after earlier requests to do so
- regular absence without notification
- below 70% attendance at HITZ

Serious or persistent misconduct

This includes:

- failure to respond to initial verbal warnings given for earlier misconduct
- failure to adhere to health and safety regulations and instructions issued by staff
- serious disruptive behaviour towards staff and other participants
- minor damage to property
- excessive contact with another participant or staff member (physical, sexual, emotional, cyber)
- possessing, supplying or being under the influence of drugs or alcohol
- bullying, harassment or the making of threats against staff or other participants
- accessing or making available to others pornographic or other offensive material
- serious misuse of, or interference with, electronic systems or data
- minor theft or fraud
- below 50% attendance at HITZ

Gross misconduct

This includes:

- all examples of serious or persistent misconduct, where a participant has not responded appropriately, after earlier verbal and written warnings to do so
- committing any criminal offence during a Foundation activity
- serious damage or misuse of Foundation property
- assault on, or serious abuse towards other participants or staff (includes sexual, racial, emotional abuse)
- dangerous behaviour, including the possession of offensive weapons
- major theft or fraud
- bringing others on to the Foundation site which compromises the safety and security of staff and other participants.

The categorisations above are intended to be illustrative and are designed to set a framework within which staff can make a judgement as to the severity of a disciplinary issue. It should be acknowledged that all situations are unique and that a range of circumstances will be taken into consideration before making a final judgement.

4. Responding to challenging behaviour

We will always aim to manage a participant's behaviour in a manner which enables them to continue to positively participate or re-engage in the activity. We utilise a variety of approaches and will ensure the approach selected is always:

- proportionate to the actions we are managing
- imposed as soon as is practicable
- fully explained to the participant and, where relevant, their parent/carer.

The following actions will never be permitted as a means of managing a participant's behaviour:

- physical punishment (or threat of)
- refusal to speak to or interact with the participant
- being deprived of food, water, access to changing facilities, toilets or other essential facilities
- verbal intimidation, ridicule or humiliation.

Where it is necessary to consider disciplinary action we will:

- review all incidents or behaviours on a case-by-case basis
- use a collaborative and holistic approach with input from the participant and other staff members
- encourage our participants to be accountable and take responsibility for their actions by giving them the opportunity to suggest solutions to rectify the situation
- provide a suitable solution where the participant has been unable to suggest one
- consult with the Foundation Safeguarding Team, where appropriate.

Minor and repeated misconduct

For incidents and behaviours of minor or repeated misconduct our staff and volunteers may use the following approaches:

- time out – from the activity, group or individual work
- reparation – the act or process of making amends
- restitution – the act of giving something back

- behavioural reinforcement – rewards for good behaviour, consequences for negative behaviour
- de-escalation of the situation – talking with the participant and distracting them from the challenging behaviour
- increased supervision by staff/volunteers
- use of individual contracts or agreements for the participants future or continued participation
- sanctions or consequences e.g. missing an outing
- seeking additional/specialist support through working in partnership with other agencies
- temporary exclusion.

Serious or persistent misconduct

Where an incident or behaviour is more serious or persistent we will:

- ask the participant to remove themselves from the site to await further instruction
- call the police and notify a member of the safeguarding or senior management team if the participant will not comply
- issue a first and final written warning and inform the parent/guardian
- hold a disciplinary meeting with the participant on site
- record the incident or behaviour and disciplinary action taken

The participant may choose to have a responsible adult present at the disciplinary meeting.

Gross Misconduct

Where an incident or behaviour of gross misconduct occurs we will:

- immediately remove the participant from the Foundation programme and ask them to remove themselves from the site
- call the police and notify a member of the safeguarding or senior management team if the participant will not comply
- issue a written correspondence from the lead staff member to the participants home address and, where applicable, follow with a phone call to their parent/guardian
- hold a disciplinary meeting to provide an opportunity to appeal and provide rationale and additional information
- record the incident or behaviour and disciplinary action taken.

When off boarding a participant, the Foundation will uphold their professional and morale duty of care and endeavour to refer or support the participant onto a new service, pathway or professional.

In incidents where criminal investigations may need to be undertaken, Foundation staff will be expected to comply fully and provide a detailed account of all actions and behaviours witnessed. Gross misconduct will then be reviewed by the Safeguarding Team, where additional training, resource, or operational change may be required before resuming delivery.

Physical intervention

Physical intervention will only be used if absolutely necessary by considering the risks associated with employing physical intervention compared with the risks of not employing physical intervention. It will always be the result of conscious decision-making and not a reaction to an adult's frustration.

For further details please see our Positive Handling policy.