



Document Title	Anti-Bullying Framework		
Published	August 2018	Version	4
Date Approved by Board	August 2021/Jan 2024 GG		
Effective From	August 2018		
Author	VB CEO 2018		
Member Consultation	March 2024		
Next Review Date	January 2027		
Change History	Formatting Changes, removal of outdated statistics, update of contacts list, changes in red.		

SCOTTISH ARCHERY ANTI-BULLYING FRAMEWORK

INTRODUCTION

“Framework” dictionary definition- “A structural plan”

This framework has been produced by Scottish Archery to give a strong and clear message that there should be a zero tolerance approach to any form of bullying behaviour that harms children, young people and adults within the sport of archery in Scotland. This document focusses on keeping people safe, supporting those harmed, challenging any form of bullying behaviour and if necessary using appropriate measures and policies to tackle bullying behaviour.

Scottish Archery want everyone involved in the sport of archery in Scotland - children, young people and adults - to participate in the sport of archery in Scotland free from all forms of bullying, harassment and any form of discrimination, and to build the skills and resilience to prevent and respond to bullying. It is a fundamental right under Human Rights Legislation to live free from the effects of any form of unfair treatment.

Scottish Archery expects **everyone**, members and affiliated clubs, **staff and volunteers** to use this framework as a good practice guide.

This framework will continue to evolve and develop and assist in identifying where there needs to be improvements to training, better support to Scottish Archery staff, volunteers, members and affiliated clubs with the key aim of reducing any potential harm to individuals participating in the sport of archery in Scotland.

This framework will be published on the Scottish Archery website and distributed to Scottish Archery affiliated clubs.

Principles

The Scottish Government Document “A National Approach to Anti-Bullying for Scotland's Children and Young People” outlines certain principles. They form the basis for this framework and have been amended to be specific to Scottish Archery.

- We respect the rights of every person as paramount
- We value the voice and wellbeing of our membership
- We will work together to develop a culture of mutual respect and responsibility amongst all children and young people and adults involved in archery in Scotland
- We will seek to prevent and tackle bullying, through the development and implementation of effective anti-bullying policies and practices
- We will highlight bullying based on prejudice and perceived differences, and ensure our policies and practices are effective in dealing with these issues
- We will highlight different aspects of prejudice in order to make sure all types of prejudice-based bullying are treated with the same importance
- We will address the needs of children, young people and adults who are bullied as well as those who bully within a framework of respect, responsibility, resolution and support

Definition

This definition is taken from “respectme 2015”

In Scotland, bullying is defined as:

Bullying is both behaviour and impact; the impact is on a person's capacity to feel in control of themselves. This is what we term as their sense of 'agency'. Bullying takes place in the context of relationships; it is behaviour that can make people feel hurt, threatened, frightened and left out. This behaviour happens face to face and online. (respectme, 2015)

Bullying includes harassment and the reasons people bully can be related to differences between themselves and another. Bullying behaviours may include:

- **Verbal** (name calling, teasing, putting down or threatening)
- **Emotional** (ignoring, leaving out or spreading rumours)
- **Physical** (hitting, tripping, kicking)
- **Criminal** (stealing and damaging belongings)
- **Cyber Bullying** (sending abusive text, email or instant messages)
- **Intimidation** (making people feel like they are being bullied or fearful of being bullied)
- **Discrimination** (targeting someone because of who they are or are perceived to be

Bullying is about power and control. Challenging anyone - child, young person or adult - who harms others in this way, is a central theme of this document. Changing bullying behaviour is complex and requires a variety of approaches from carefully supporting **someone** to respect others and change their behaviour, to making a formal allegation to the police in respect of **a person's** aggressive and threatening behaviour.

All the information available nationally indicates that some groups of people who are in a minority or who are perceived as being different in some way are more likely to be targeted by those who would bully and harass others. Scottish Archery has a duty of care to all staff, volunteers, members and stakeholders, but it is arguable that there is an additional duty to be aware of people who may be potentially more at risk of being bullied. **People may be bullied for many reasons; particular care should be noted to those coming under the protected characteristics within the Equality Act 2010 and for those that live in SIMD areas 1 and 2.**

It is important to focus on supporting people to speak out against bullying including those being harmed, those witnessing bullying and those who may be bullying others. The first step in this process is to create supportive environments where children, young people and adults can speak about bullying. Everyone within the sport of archery in Scotland needs to have the confidence to support people to talk about it and to develop the ability to speak up and speak out and seek help.

Why should we stop bullying

Bullying is a form of emotional, **physical** and psychological abuse that harms children, young people and adults. In its extreme form it affects people's mental well-being and can lead to a lack of self-esteem, self-harm and suicide. People leave jobs and communities, have poor physical and mental health and children and young people may fail to achieve their full potential.

Why should everyone talk about being bullied and bullying behaviour

Not talking about bullying creates an environment where it can thrive. The following points demonstrate the importance of speaking out against bullying:

- It should not be ignored because that might make it seem acceptable for those involved;

- Speaking about it can make it more bearable for anyone affected - for those witnessing bullying behaviour, the person who is harmed and may also help the person who is causing the harm;
 - It will share the burden. It should not be one person's burden alone to deal with;
 - Talking about bullying can help find ways to resolve it. Two heads are better than one and sometimes when people are in the middle of something they cannot always see an obvious solution;
 - Communicating about being bullied is most often the first step in the process to tackling the problem so it is important to remember that this step is needed in order to start the process of stopping bullying;
 - Speaking out can help other people who are also affected by this behaviour, but may be too afraid to say. Children, young people and adults may feel alone and isolated, but in speaking out it becomes apparent that these may not be isolated incidents and a number of people can be affected by the same bullying behaviour;
 - The person causing the behaviour may not understand the impact of their behaviour on others. They may feel like they are only blowing off steam or copying behaviour that other people do to them and do not realise that there are other ways to relate to people.
 - The person causing harm to others may need help. They may feel that this behaviour is the only way for them to keep their problems and anxieties under control;
- Speaking up about bullying is the right thing to do. It will help create a better community for everyone to enjoy.

CHILDREN AND YOUNG PEOPLE

Scottish Archery is fully supportive of the UN Convention on The Rights Of The Child (UNCRC). We recognise that bullying violates Children's Rights and that the UNCRC is embedded within Scottish legislation with the Children and Young People (Scotland) Act 2014.

Scottish Archery believes that while it is of vital importance to have an anti-bullying policy to address bullying once it has happened, it is better to develop positive relationships amongst children, young people and adults which are mutually respectful, responsible and trusting. Promoting emotional health and wellbeing for all **young people**. This includes behaviour online and when using social media.

Scottish Government Guidance states that “the policy should be reviewed on a regular basis; provide a framework for all the strategies, procedures and practices related to anti-bullying work through partnerships, consultation; and include an equality and diversity impact assessment. The most robust and successful policies are developed in consultation with all stakeholders and are often led by young people themselves”.

Approaches to preventing and dealing with bullying

Adult members of Scottish Archery should establish open, positive and supportive relationships where children and young people feel safe, listened to, and secure in their ability to discuss sensitive issues. It is essential that adults model behaviour which promotes health and wellbeing; and understand anti-discriminatory, anti-bullying, and child protection policies. Approaches that can help prevent and deal with bullying are:

- education and awareness of rights
- development of an inclusive and positive ethos and climate of respect, responsibility and positive relationships; and a culture where bullying and discrimination is unacceptable
- developing a culture where differences are celebrated and supported

- children and young people involved and engaged
- peer mediation, buddies, mentoring,
- strategies provided by young volunteers who support others in the archery club
- proactive information strategies that include advice and support about online behaviour
- mental, emotional and social health and wellbeing programmes and activities
- restorative approaches (please see appendices)
- nurturing approaches and principles
- personal support and additional support
- supporting and enabling parents
- acting on patterns of bullying incidents through monitoring
- using peer led approaches.

Expectations and communication

Scottish Archery's anti-bullying policy and procedures are published and shared with members and affiliated clubs so that every child and young person, their parents and carers, know who they can talk to and what they can expect if bullying occurs. All staff, volunteers, parents and carers, and children and young people, should be aware of their responsibilities and of the expectations of Scottish Archery.

Recording and monitoring

Recording and monitoring bullying incidents are essential for a number of reasons. Accurately recording incidents of bullying will allow Scottish Archery to ensure that appropriate response and follow up has been issued. It helps Scottish Archery to monitor the effectiveness of its policy and practice and can also help identify a need for training.

Implementation - Responsibility for all

Scottish Archery believes that it is the responsibility of all members, volunteers, staff and affiliated clubs to understand anti-discriminatory, anti-bullying and child protection policies and to ensure that they are adhered to within their club environment.

Children and Young People with Additional Support Needs

It is recognised that individuals with additional support needs can potentially be more vulnerable to being bullied. However it is also important to note that children and young people with additional support needs may display difficult behaviour that has the potential to cause unintentional harm to others. To label such behaviour as "bullying" would be inappropriate and unhelpful. Ways of minimising harm to others and supporting children and young people with additional support needs to learn and change is important in such situations.

Adults

This section relates to adults or employed staff and volunteers of Scottish Archery

Adults in the workplace

Workplace bullying is a source of considerable individual suffering and weakens the performance of organisations. Workplace bullying is not solely a matter for employers. It is everyone's responsibility to look out for colleagues at work and make it clear that any behaviour that causes harm is unacceptable.

The Advisory, Conciliation and Arbitration Service (ACAS) have published information about the economic impact of workplace bullying.

ACAS gives a definition of workplace bullying as follows

'offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient' (Acas 2014:1).

ACAS has also outlined what would be good practice in establishing effective anti-bullying policies in workplaces.

- Bullying and ill-treatment should be viewed as an organisational problem requiring an organisational response, rather than being seen as *ad hoc* conflicts between individuals
 - An organisation-wide commitment is required to align behaviours with values centred on respect and wellbeing
 - Behavioural standards should be developed in collaboration with employees, and role modelled by senior managers. These should address what is and is not acceptable, with reference to individuals, teams and the workplace as a whole
 - Agreed behavioural standards should be regularly promoted, reviewed and updated. In some organisations, behavioural standards can become more embedded where they are tied to performance objectives, or reward or progression outcomes
 - Practical measures for the early identification of bullying behaviours are critical. Collating information from informal and formal complaints, diagnostic surveys, and confidential 'consequence free' exit interviews can help identify patterns and enable targeted action on contributory factors – such as management practices, workloads or change
 - People should feel empowered to talk more openly with each other about the line between acceptable and unacceptable behaviour. Employees at all levels should feel able to 'challenge' unwanted behaviours that they receive or witness. Introducing informal terminology, such as 'yellow card/red card behaviour' (analogous to football), can make it easier for employees and managers to flag potential bullying in its earliest stages
 - Well-resourced and informed support structures should be in place to provide assistance to those experiencing bullying, and to managers responding to bullying. These might include HR or occupational health staff, bullying or fair treatment officers, or union representatives. People should be aware of this support as an informal channel for reporting bullying, and support should also be offered as part of any formal procedure.
 - Informal resolution should be encouraged wherever appropriate. This includes encouraging open conversations in teams and between individuals, and ensuring that line managers are equipped to be proactive and responsive. In some circumstances, mediation can help in finding agreement on acceptable future behaviours.
 - Formal procedures still need to be in place for situations where early resolution doesn't work. These need to be clear, accessible and inclusive, and their use not discouraged by restrictive definitions of when they are appropriate.
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- Managers at all levels must have strong people management skills and emotional intelligence. This may require training to give managers the confidence and skills to recognise the causes and signs of ill-treatment, to engage

effectively in early, informal and formal resolution, and to sensitively manage change. These capabilities should be incorporated within managerial recruitment and performance processes

- Managers should be aware of how easily management action can cross over into, or be perceived as, bullying. It should be ensured that performance management and sickness absence policies and practices are consistent, clear and fairly applied.

Reporting concerns at work - whistleblowing

Scottish Archery has policies and procedures in place to support people to report concerns about the behaviour of work colleagues and managers including a robust whistleblowing policy.

Final actions

People who cause harm to others need to understand there are consequences to their behaviour especially if they are unable or unwilling to change. Final actions may involve disciplinary action at work, exclusion from Scottish Archery (and Archery GB), civil or criminal proceedings.

For those who have had to deal with incidents of bullying it is important to consider what can be put in place to prevent future problems. Exclusion of a bully from a particular setting may only be temporary and so how to re-integrate them and support them and the person they have harmed is essential. Using a restorative approach to support both the person causing harm and the person harmed may be very helpful.

Advice for any adults in Scottish Archery who are affected by bullying

1. Make contact.

2. Deciding to ask for help and making first contact can be the hardest part. Remember that you should start to feel a bit better after sharing your problem. If the person you trust is able to help you make first contact with someone that can help then that makes this step easier and it is always good to have a second person there in case there is something you misunderstood or could not remember afterwards. Refer to step 2 if you feel they are not listening to you. It maybe they are not the best person to help deal with your situation but they may know who is. Make sure you are taken seriously.

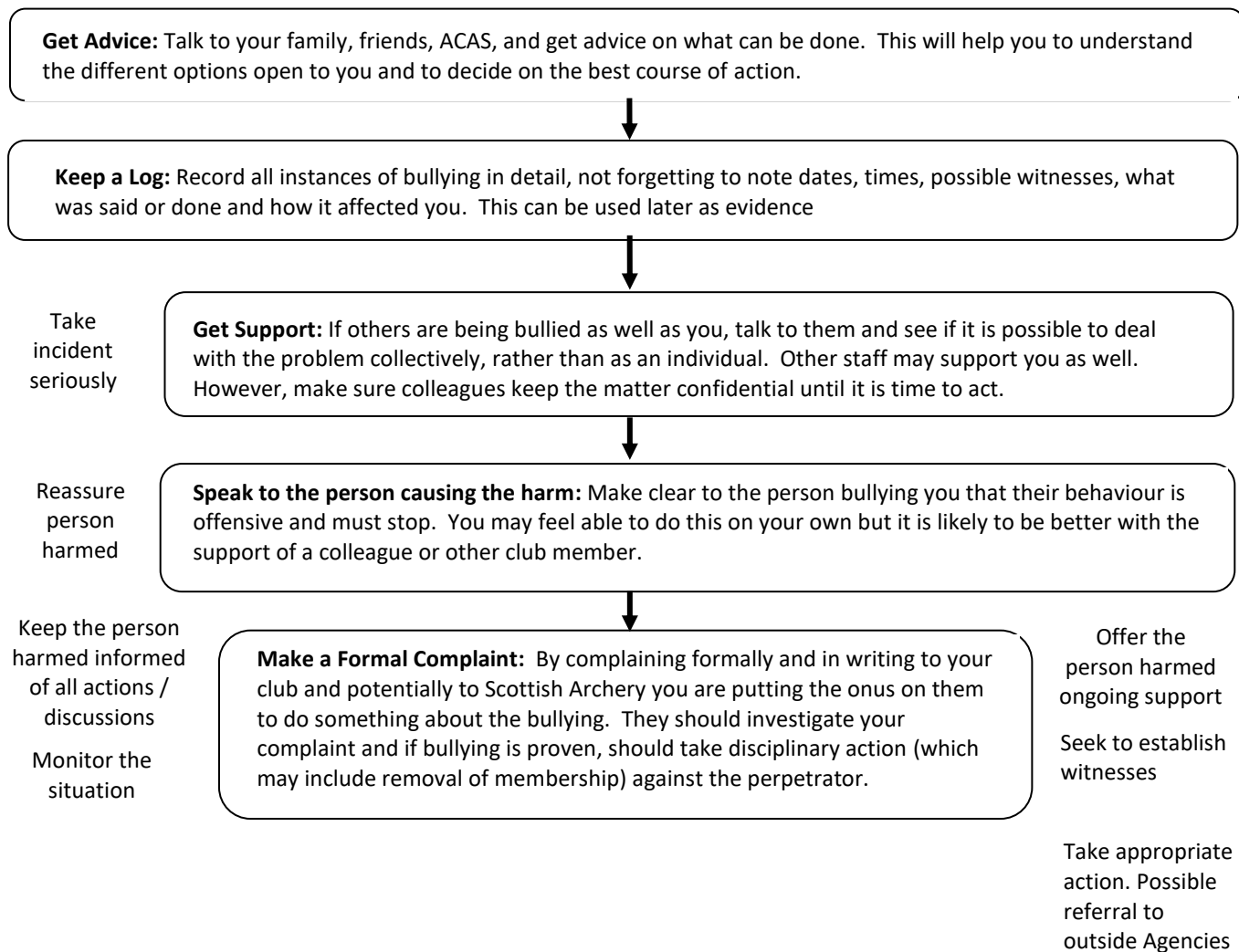
- Agree what you should do if the situation happens again.
- Arrange for another meeting in an appropriate timescale so that you can see how things are working out.
- Agree what will be done in the mean time.
- Agree what might help to smooth things over with those involved it may not happen immediately but maybe this is something that could happen in the future.

3. Remember to keep talking to the person who is helping you.

- If you feel this is not working be clear with the person who is helping you and seek further advice.
- Agree how you can get back in touch. Agree when you will next get in contact to review the situation.

The following flow chart may also help:

For adults who are being affected by bullying



MONITORING AND FEEDBACK

Scottish Archery is committed to identifying and addressing any instances of bullying. In order to do this it is important to collect data about bullying to be able to identify any emerging themes or issues that may need to be addressed by training or amending policy and procedures.

Submitting monitoring information

Affiliated Clubs and members should record any information about incidents of bullying and, using the flowchart above, appropriate submission of complaints should be made to admin@scottisharchery.org.uk

When noting information about incidents of bullying the following should be considered and recorded wherever possible

- aspects of prejudice or discrimination underlying bullying
- where and when bullying has taken place
- action taken or resolution at an individual or organisational level
- consideration of personal or additional support needs

Appendices

1. Template for children and young people

Policy statement
<p>“Bullying is unwanted conduct which leaves people feeling helpless, frightened, anxious, depressed or humiliated. Incidents of bullying can be persistent or happen in isolation. The fear of it can limit people’s choices about where to go, what they do and whom they associate with.”</p> <p>Scottish Archery is committed to protecting all children and young people who are members of our organisation from bullying or harassment. Our approach to bullying will be based on</p> <ul style="list-style-type: none">• Promote – Working positively to support a culture of fairness, respect and equality and inclusion between all children and young people who are members of Scottish Archery and involving parent and carers wherever possible in this.• Prevent- any unwanted bullying behaviour by being clear with children and young people about what behaviour is expected from them. Responding as early as possible to support children and act to protect children from bullying in as fair a way as possible. Recognise that children who bully others may need additional support to change their behaviour. Recognise that children who are harmed by bullying may experience a significant impact on their mental and emotional wellbeing. Recognise that children and young people who have witnessed bullying behaviour may also be affected. Recognise that children and young people can also be bullied through social media• Protect- respond by listening carefully, taking concerns seriously and supporting children and young people harmed by bullying behaviour. Consider how to approach and help the child who is bullying and look at ways of changing this behaviour. They may not realise that what they are doing is unacceptable.

Scottish Archery will
<ol style="list-style-type: none">1 Have easily accessible information available to staff, parents, children and young people about our approach to bullying and who any concerns can be discussed with2 Take all concerns about bullying seriously and be alert to and respond to any incidents.3 Investigate incidents carefully by speaking to children and young people who have harmed others by bullying and children who have been harmed4 Formulate a plan to ensure children who cause harm can be supported to change their behaviour5 Formulate a plan to protect children who have been harmed by bullying behaviour6 Agree a review period to support both parties7 Inform parent and carers in discussions and let them know what action Scottish Archery have taken and ask they are part of the review period8 Record the incident9 Note any patterns of behaviour and if bullying is linked to any form of discrimination or particular use of social media as that may indicate that children and young people may need some further advice and guidance10 Support and train staff to manage bullying with care and sensitivity

2. Template for adult members and affiliated Clubs

For affiliated clubs whose membership are predominantly adults please use this good practice template. If your club is primarily for adults, but you have some young people under 18 in membership please use this template. If

your club has a junior section or separately affiliated Junior Club for under 18s please ensure that you use “1. Template for children and young people” for that part of your club setup.

Bullying & Harassment in Archery Clubs

What is Bullying?

Bullying and harassment means any unwanted behaviour that makes someone feel intimidated, degraded, humiliated or offended. It can include “ill-treatment, interpersonal conflict, or unacceptable and unwanted behaviours.” It is not necessarily always obvious or apparent to others, without people in the group being aware of it.

Bullying or harassment can be between two individuals or it may involve groups of people. It might be obvious or it might be insidious. It may be persistent or an isolated incident. It can also occur in written communications, by phone or through email, not just face-to-face.

Examples of bullying / harassing behaviour could include:

- spreading malicious rumours, or insulting someone (this can include inappropriate use of social media)
- exclusion or victimisation
- unfair treatment
 - deliberately undermining someone and affecting their self-confidence.

Under the Equality Act 2010, harassment is unwanted conduct which is related to one of the following: age, disability, gender reassignment, race, religion or belief, sex and sexual orientation and is therefore unlawful.

What can clubs affiliated to Scottish Archery do?

Affiliated Clubs and members should seek to

- **Promote** – a culture of enjoyable, respectful relationships between people participating in the club
- **Prevent**- any unwanted unacceptable bullying behaviour by having codes of conduct and also being clear about what members can do if they are concerned about bullying- either as someone who has witnessed (and may have been distressed by) bullying behaviour or someone who has been bullied. Letting people who use the club know who they can speak to in the event of any worries - this could be the same person who takes responsibility for adult and child protection
- **Protect**- respond by listening carefully, taking concerns seriously and supporting people harmed by bullying behaviour. Consider how to approach and speak to the person who is bullying and look at ways of changing this behaviour. They may not realise that what they are doing is unacceptable. Ultimately if someone continues to behave in unacceptable ways the club may need to decide if they can still be a member or join in with the activities of the club.

Where can affiliated clubs get more help?

Respect me, Scotland’s Anti-Bullying Service

Add. Brunswick House, 51 Wilson Street, Glasgow G1 1UZ

Tel. 0844 800 8600

Email. enquire@respectme.org.uk

Web. <http://respectme.org.uk/about/>

If the club believes that the bullying breaks the Scottish Archery Code of Conduct or should be the subject of Scottish Archery’s Disciplinary procedures the matter should be referred to: admin@scottisharchery.org.uk

Template Bullying & Harassment policy for clubs affiliated to Scottish Archery

We are committed to supporting the Scottish Archery Anti-Bullying Framework and protecting anyone who attends (*add name of affiliated archery club*) from bullying or harassment. All reasonable steps will be taken to promote a healthy environment that protects everyone from any form of bullying or harassment.

We will aim to promote a culture of respect, prevent bullying behaviour and protect anyone affected by bullying.

This policy sits under the Scottish Archery Anti-Bullying Framework

We will

1. Treat bullying behaviour seriously and not as ad hoc conflicts between individuals.
2. Have in place a code of conduct that emphasises respect and ensure members are aware of this.
3. Take practical measures for the early identification of bullying behaviours.
4. Empower people to talk more openly with each other about the line between acceptable and unacceptable behaviour.
5. Ensure all members know who to speak to about any concerns
6. We will encourage informal resolutions wherever appropriate. This includes encouraging open conversations between individuals and in the club. Seeking advice and help from external sources and considering the use of mediation to help reach agreement on acceptable future behaviours where appropriate.
7. We will have formal procedures in place for situations where early resolution does not work. These will be clear, accessible and inclusive and will involve Board or Committee members and if necessary representatives of Scottish Archery
8. We will consistently, clearly and fairly apply our policies and practices.

This was adopted as the Bullying & Harassment at work policy statement of

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at a Committee meeting onand is certified as a true copy.

Name Name
(print) (print)

Signature..... Signature.....

Committee

Position Position

Date Date

Approved on _____ Reviewed on _____

3. Template for Scottish Archery workplaces

Bullying & Harassment at Work Procedures for Scottish Archery

What is Bullying in the Workplace?

Bullying and harassment means any unwanted behaviour that makes someone feel intimidated, degraded, humiliated or offended. It can include “ill-treatment, interpersonal conflict, or unacceptable and unwanted behaviours.” It is not necessarily always obvious or apparent to others and may happen in the workplace without an employer's awareness.

Bullying or harassment can be between two individuals or it may involve groups of people. It might be obvious or it might be insidious. It may be persistent or an isolated incident. It can also occur in written communications, by phone or through email, not just face-to-face.

Examples of bullying / harassing behaviour could include:

- spreading malicious rumours, or insulting someone
- exclusion or victimisation
- unfair treatment
- deliberately undermining a competent worker by constant criticism.

Under the Equality Act 2010, harassment is unwanted conduct which is related to one of the following: age, disability, gender reassignment, race, religion or belief, sex and sexual orientation and is therefore unlawful.

What is the impact?

“Workplace bullying is a serious problem in Britain’s workplaces. It is a source of considerable individual suffering and weakens the performance of organisations. Yet, despite a growing awareness of the negative outcomes associated with bullying, and of the significant wider costs to society and the economy, its complexity continues to pose a challenge for those seeking to prevent and manage such behaviours in the workplace. It is also clear that in many workplaces bullying is not taken seriously enough.”

Bullying is most common in organisations with poor workplace climates while most employees “just want bullying behaviour to stop”.

Bullying and harassment create an unhappy and unproductive workplace where there may be:

- poor morale and poor employee relations
- loss of respect for managers or supervisors
- poor performance / lost productivity
- absence / resignations
- tribunal and other court cases and payment of unlimited compensation.

People do not always feel able or confident enough to complain, particularly if the harasser is a manager or senior member of staff. Sometimes they will simply resign. It is therefore very important for employers to ensure that staff are aware of options available to them to deal with potential bullying or harassment, and that these remain confidential.

The government funded Advisory, Conciliation and Arbitration Service known as ASCAS provide free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. They say that bullying and harassment at work is a major cost for employers.

What does Scottish Archery do?

Scottish Archery has a procedure for addressing bullying and harassment focusing on ensuring worker wellbeing and fostering good relations, giving employees and managers the confidence to engage in early and informal resolution.

Our procedure is:

- The procedure is based on mutual respect and proper behaviour that is part of the culture of Scottish Archery and is modelled by all managers and employees
- Includes fair procedures for dealing promptly with complaints from employees
- Is based on a code of conduct/standards of behaviour
- Offers means of informal resolution
- Is clear about more formal measures if informal resolution does not succeed

- Includes everyone and is part of the staff handbook/induction/ staff information

Where can employees get further advice and help?

ACAS Helpline (For confidential and impartial advice on employment related issues.)

Tel 0300 123 1100 (Open Monday – Friday 8am – 8pm & Saturday 9am – 1pm).

Web. www.acas.org.uk¹

Scottish Archery Bullying & Harassment at work policy statement

We are committed to protecting our staff, including paid employees and volunteers, from bullying or harassment. All reasonable steps will be taken to promote a health working environment and to protect our staff from any form of bullying or harassment.

We will follow best practise strategies that focus proactively on ensuring worker wellbeing and fostering good relations, giving our employees and managers the confidence to engage in early and informal resolution.

We will

- 1 Treat bullying and ill-treatment as an organisational problem requiring an organisational response, and not as ad hoc conflicts between individuals.
- 2 Align behaviours of Scottish Archery with values centred on respect and wellbeing.
- 3 Develop behavioural standards in collaboration with employees, and role-modelled by management and Board Members. These will cover what is and is not acceptable, with reference to individuals, teams and the workplace.
- 4 Regularly promote, review and update agreed behavioural standards.
- 5 Take practical measures for the early identification of bullying behaviours. We will consider collating information from informal and formal complaints, diagnostic surveys, and confidential ‘consequence free’ exit interviews to identify patterns and enable targeted action on contributory factors.
- 6 Empower people to talk more openly with each other about the line between acceptable and unacceptable behaviour. To allow employees, including paid staff and volunteers, at all levels to feel able to ‘challenge’ unwanted behaviours that they receive or witness. Encouraging employees and managers to flag potential bullying in its earliest stages.
- 7 Put appropriate support structures in place to provide assistance to those experiencing bullying, and to managers responding to bullying.
- 8 We will encourage informal resolutions wherever appropriate. This includes encouraging open conversations in teams and between individuals and ensuring that line managers are equipped to be proactive and responsive. Including using mediation to help in finding agreement on acceptable future behaviours where appropriate.
- 9 We will have formal procedures in place for situations where early resolution does not work. These will be clear, accessible and inclusive.
- 10 We will provide training to managers at all levels to help provide confidence and skills to recognise the causes and signs of ill-treatment, to engage effectively in early, informal and formal resolution, and to sensitively manage change.
- 11 We will consistently, clearly and fairly apply our policies and practices. Managers should be aware of how easily management action can cross over into, or be perceived as, bullying. It should be ensured that performance management and sickness absence policies and practices are consistent, clear and fairly applied.

Websites and useful information for children and young people

Respect Me

¹ <http://www.acas.org.uk/media/pdf/e/b/Seeking-better-solutions-tackling-bullying-and-ill-treatment-in-Britains-workplaces.pdf>

Web. [Home - respectme](#)

Childline

Web. [Bullying and cyberbullying | Childline](#)

ChildLine (at any time)

Tel. 0800 1111 - calls are free and confidential.

Web. www.childline.org.uk

NSPCC helpline

For adults concerned about a child.

“If you're worried about a child, even if you're unsure, contact our professional counsellors 24/7 for help, advice and support.”

Tel. 0808 800 5000

Email. help@nspcc.org.uk

Web. [Donate to Charity Online | Give to NSPCC today | NSPCC](#)

EACH

Homophobic Bullying

Tel. 0808 1000 143 Mon-Fri 9:00am-5:00pm (Helpline)

Web. www.eachaction.org.uk

Kidscape

Advice for young people

Web. [Help With Bullying \(kidscape.org.uk\)](http://Help-With-Bullying(kidscape.org.uk))

Council for Disabled Children

Web. www.ncb.org.uk

Websites and useful information for Adults

National Contacts

Samaritans

Tel. 116 123 (Helpline)

Web. <https://www.samaritans.org/?nation=scotland>

Breathing Space

Tel. 0800 83 85 87 (Helpline)

(Mon-Thurs 6pm to 2am; Fri 6pm-Mon 6am)

Web. <https://www.samaritans.org/?nation=scotland>

Stonewall

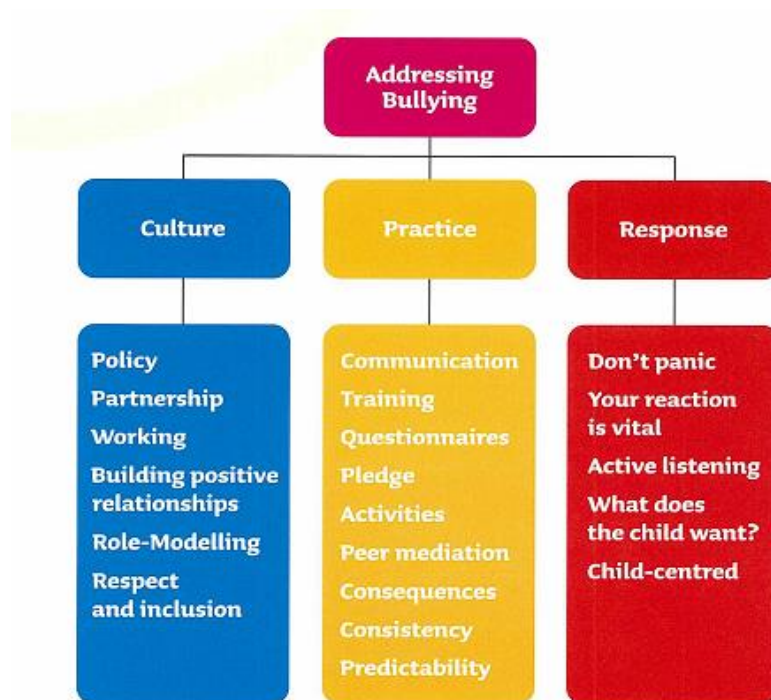
Advice on Homophobic Bullying

Web. <https://www.stonewall.org.uk/>

National Bullying Helpline

Web. <https://www.nationalbullyinghelpline.co.uk/contact.html>

Anti-bullying triangle & three-pronged approach



To effectively address bullying, it is important that these measures are implemented on all levels. This includes looking at the culture, practice and response of both the organisation and the individual.

We will be looking at each of these levels in turn, and discussing the various methods that can be implemented.