

Report of the Cabinet Member for Performance and Transformation

Cabinet - 17 March 2016

SHOW BULLYING THE RED LIGHT

Purpose:	To outline and endorse the new 'Show Bullying the Red Light' campaign
Policy Framework:	Performance and Transformation
Reason for Decision:	To formally adopt and actively support the new 'Show Bullying the Red Light' campaign
Consultation:	Legal, Finance and Access to Services.
Recommendation(s):	It is recommended that: 1) Cabinet endorse the 'Show Bullying the Red Light' campaign; 2) Cabinet agree to actively support the campaign as detailed.
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1. Introduction

- 1.1 The results from the Staff Survey in 2014 and 2015 showed that high numbers of staff feel they have experienced bullying and harassment within the workplace. The results are significantly higher than the number of cases recorded by HR which suggests that current systems in place in respect of bullying and harassment are not working as effectively as they should be.
- 1.2 As a result a task and finish group made up of volunteers from the Innovation Community were asked to lead an anti-bullying and harassment strategy. The group decided that the Council needed to adopt a zero tolerance approach to bullying and harassment and have been considering what can be done now, and in the future, to ensure this commitment becomes 'real'.

- 1.3 The group was formed in June 2015 and chose to focus on three key themes:
- Recognising and understanding what bullying is
 - The types of support we can give to people experiencing, or being accused of, bullying
 - Taking a preventative approach by creating the right environment so that these unwanted behaviours do not occur in the first place
- 1.4 The group have developed the 'Show Bullying the Red Light' campaign which they are aiming to launch on 11th April 2016. Tackling bullying and harassment in the workplace is a high priority for the Executive Board and the group have worked closely with the Chief Executive to develop this campaign.

2.0 Show Bullying the Red Light

- 2.1 To develop the 'Show Bullying the Red Light' campaign the group undertook research into the types of initiatives other organisations have introduced. These organisations range from the Wave's 'Hear My Voice Campaign', Manchester and Worcester Universities to the New Zealand Government.
- 2.2 Using this research the group have developed a 'Bully Buddy' support mechanism and an online 'Bullying Assessment Toolkit' which will form the 'Show Bullying the Red Light' campaign.
- 2.3 The 'Show Bullying the Red Light' campaign is the first step to a new way of dealing with unacceptable behaviour in the council.

3.0 Bully Buddy

- 3.1 The purpose of the 'Bully Buddy' is to provide first point of contact support to any member of staff who has a concern or needs advice regarding bullying. The Bully Buddy will encourage low level resolution using the toolkit as a reference point and signposting to other support mechanisms.
- 3.2 The Bully Buddy is simply a further option of support that staff can utilise and will be separate from existing support mechanisms such as Helping Hands, HR, Trade Unions etc. The Bully Buddy will deal with bullying and harassment issues only.
- 3.3 A Bully Buddy will:
- support staff who are experiencing bullying and have been accused of bullying equally
 - be impartial and confidential
 - only deal with workforce bullying, i.e. staff / managers / members, rather than bullying by members of the public
 - be available to support both staff and managers
 - be empowered to carry out the role in the most appropriate way they deem necessary

- 3.4 The Bully Buddy role, and the co-ordination of the Bully Buddies, will be carried out by staff volunteers. They will be directly supervised by a relevant HR Officer to ensure they are trained and supported to carry out this role. However the details of the 'client' will be kept in the strictest confidence and will remain anonymous to the supervising HR Officer to ensure impartiality and confidentiality.
- 3.5 A number of staff expressed an interest to become a Bully Buddy at the 'It's all about you' engagement event in November and a recruitment drive for more volunteers has been advertised to the wider workforce. Training will take place throughout March in line with the campaign plan timescales.

4.0 Bullying Assessment Toolkit

- 4.1 The purpose of the Bullying Assessment Toolkit is to be an aid to help staff understand and identify behaviour they are experiencing, consider whether this behaviour may be classed as bullying and to give options for next steps.
- 4.2 The toolkit may be used in discussion with the Bully Buddy or as an individual self-assessment tool. The results of the toolkit will help determine the most appropriate course of action to be followed and signpost the staff member accordingly. This will not necessarily mean that the individual is being bullied.
- 4.3 The toolkit will be accessible online and in hard copy format.

5.0 Launch

- 5.1 The Bully Buddy and Toolkit have been created by staff, for staff, in the belief that they will help the zero tolerance commitment become real.
- 5.2 The group are aiming to launch the Bully Buddy and Toolkit on Monday 11th April 2016.
- 5.3 The group are developing a campaign strategy based on key messages which can be found at Appendix A. The key focus for the group is to enable staff to feel that they can speak out about any unwanted behaviour they experience. The target audience is the 'silent'.

6.0 Recommendations

- 6.1 It is recommended that Cabinet endorse the 'Show Bullying the Red Light Campaign' and actively support the promotion of the campaign in line with the developing campaign plan.
- 6.2 The group request that members actively support this campaign by:
- a) attending the launch event
 - b) signing up to the Social Media campaign

c) actively promote the scheme and the use of Bully Buddies amongst staff

7.0 Equality and Engagement Implications

7.1 An EIA has been undertaken and no requirements for a full assessment have been identified. Access to Services advise that Bully Buddies should be trained in the requirements of the Equality Act 2010 and if this is not provided Bully Buddies must be advised not to give any advice in this area.

8.0 Financial Implications

8.1 There are no significant financial implications arising from this campaign. Some costs will be incurred in the advertising, set up and application of the Bully Buddy scheme i.e. telephone costs. There will also be an implicit cost to the service in terms of staff time as the Bully Buddy role will be carried out during the working day.

9.0 Legal Implications

9.1 There are no legal implications associated with this report.

Background Papers: None

Appendices: Appendix A – Campaign Plan Ideas

Appendix A – Campaign Plan Ideas

March 2016 – April 2016

- ‘Show Bullying the Red Light’ image to be created
- Posters to be distributed to all work locations
- Social media campaign – staff and members to ‘sign up’ to the campaign by having their picture taken holding the ‘Show Bullying the Red Light’ image. Pictures to be taken of as many people as possible including the Chief Executive, Leader, front line staff etc.
- Road show events in various locations to raise awareness of the scheme
- A ‘*where is the Buddy this week?*’ story - following the ‘buddy’ around different locations speaking to staff about the campaign
- A ‘pledge’ on staffnet for staff to show their support – ‘liking’ the image
- Pens, lanyards, dashboard stickers to be produced to promote the campaign and the buddy (the group are hoping to secure sponsorship to cover this cost)
- Series of case studies to be produced to highlight the importance of having a scheme to support staff experiencing bullying

Key messages:

Target audience – the ‘silent’

- Why we are doing this? Staff surveys show current systems are not working, we have listened, we are doing something about it, zero tolerance (we are an organisation that wants to be inclusive and cohesive)
- This is a new starting point
- Created by staff for staff
- The Bully Buddy and toolkit are additional **impartial and confidential** mechanisms of **support** for staff who feel they may be being bullied or *have been accused of bullying* - a dedicated resource to deal with bullying and harassment
- The Bully Buddy and toolkit compliment other mechanisms of support that are already in existence e.g. Helping Hands, HR, the corporate Bullying and Harassment policy, Trade Unions.
- Staff personally experiencing bullying, or witnessing others being bullied, need to feel able to ‘speak up’
- Everyone can do something about bullying and harassment
- Bullying behaviour needs to be ‘nipped in the bud’ so that it stops and doesn’t escalate
- General behaviours expected of staff to be reinforced using language of the innovation behaviours group