



## **Strategic Plan 2010 - 2013**



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## Executive Summary

### Context

Current political and social trends prioritise bullying between children and young people as a major concern. The scale of the problem is vast and cannot be overcome by national and local government alone. BulliesOut is well placed to provide much needed 3<sup>rd</sup> Sector support in Wales helping to ensure everyone has access to the right support and anti-bullying guidance.

### Local Service Mapping

Although England has the well-established Anti-Bullying Alliance structure which supports schools and other youth/community settings to reduce bullying, there is less equivalent support in Wales.

### Definition of Bullying

We define bullying as the wilful, conscious desire to hurt, threaten or frighten someone. It is when someone or several people do or say unpleasant things to a person or keep testing them in an unwanted way.

### Charity Overview

BulliesOut was founded in 2006 by Linda James as a result of her own experience of bullying and how it affected her and her son. Linda is supported by a diverse board of Trustees and a highly dedicated group of volunteers.

The Charity is now entering a crucial period where sustainable growth is critical. Attracting core funding and salaried positions will therefore be a priority over the coming years.

### Core Programmes

- Workshops in schools, youth and community settings
- Peer support and online cyber mentors
- Community events
- Professional training sessions
- Information distribution via website and leaflets
- Consultation and research

### Strategic Aims

BulliesOut actively pursues 4 main strategic aims:

#### *Awareness Raising*

To raise awareness of the detrimental effects of bullying and ways of preventing and dealing with it effectively. This is achieved mainly through youth/school workshops, professional training sessions and community events.

#### *Information and Support*

To provide high quality anti-bullying information and support to children, young people, parents, carers and professionals via leaflets, our website, peer supporters and online mentors.

#### *Partnership Working*

To work effectively in partnership with public, private and other voluntary organisations to ensure our work has an evidenced need, complements that which already exists and does not duplicate.

#### *Capacity Building and Sustainability*

To generate funding for salaried positions and ensure the charity continues to develop within its means in a sustainable way.

## Context

Thousands of UK children and young people report being bullied every year and *Childline* highlight bullying to be the most common problem they receive calls about (with numbers rising year on year). Recent research carried out in Wales by ourselves found 66 percent of children and young people reporting they had been bullied. Eighty-six percent of bullying incidents were reported to have occurred at school.<sup>1</sup>

The detrimental impact bullying can have on the physical, emotional, academic, social and personal wellbeing of children and young people should not be underestimated. At best, bullying causes great distress, which can continue right through adulthood. At worst, bullying can lead to self-harm and suicide.

It is essential that all Sectors work together to ensure children, young people, parents, carers and professionals have access to the right support and guidance to tackle bullying between children and young people. Children, young people, parents, carers and professionals need to feel confident in dealing with bullying and have faith that appropriate action will be taken if instances are reported.

Current political and social trends prioritise bullying as a main concern and it is recognised throughout the UK as an increasingly difficult and ongoing issue to tackle. Being bullied denies children and young people key rights laid down by Welsh Assembly Government (following the United Nations Convention of the Rights of the Child, 1992):

- To have a flying start in life
- To have a comprehensive range of education and learning opportunities
- To enjoy the best possible health and are free from abuse, victimisation and exploitation
- To have access to play, leisure, sporting and cultural activities
- To be listened to, treated with respect and have their race and cultural identity recognised
- To have a safe home and a community which supports physical and emotional wellbeing
- Not be disadvantaged by poverty<sup>2</sup>

Although schools are required to have an anti-bullying policy by law, these can often fall short of any real action to stop bullying or support those affected by it. The Institute of Education has reported that one in two school exclusions and 46% of school non-attendance are related to bullying in some way.<sup>3</sup>

Bullying in youth settings and the community also has devastating effects, and so partnership working is required to ensure children and young people are safe from bullying in every aspect of their life ( including youth clubs, play schemes, leisure and sport settings, voluntary groups and the wider community).

BulliesOut is uniquely positioned to provide 3<sup>rd</sup> Sector support in Wales to help deal with bullying between children and young people on all fronts.

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<sup>1</sup> 2007 BulliesOut Survey of 1000 children in South Wales  
Further survey information can be found on [www.bulliesout.com](http://www.bulliesout.com)

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<sup>2</sup> Welsh Assembly Government 'Rights To Action' document 2004

<sup>3</sup> House of Commons Education and Skills Report on Bullying 2006-07

## Local Service Mapping

The scale of the problem is vast and cannot be overcome by national and local government alone. Voluntary organisations play a key role in the Anti-Bullying Alliance (set up in England to help Statutory and other services reduce bullying between children and young people) and BulliesOut are well-equipped to take on a similar role in Wales.

There is not equivalent anti-bullying support in Wales, and BulliesOut have identified significant gaps and needs for 3<sup>rd</sup> Sector anti-bullying input. Our services have been developed in direct response to these needs and have been well received in a variety of domains for over four years now. Further details about the programmes of support we provide can be found on page 7.

There are few depositories of anti-bullying support available in Wales, and thus we aim to expand further as a national anti-bullying charity. Most of our work has been focused on South Wales to date, due to funding restrictions, but we hope to expand our geographical reach in a sustainable way. We also aim to ensure the services we provide reflect evidenced need and are developed in partnership with all of our valued stakeholders so that they remain affordable and complement what is already available (without duplication).

It is our intention to continue working closely with all who have an invested interest in reducing bullying between children and young people in Wales, and this includes the Anti-Bullying Network (led by Welsh Assembly Government) and multi-agency strategic groups set up in a variety of Local Authorities.



## Definition of bullying

Although bullying is hard to define and each individual's experience is different, it is important to clarify what we mean by bullying, and how it differs from other forms of abuse or anti-social behaviour. At BulliesOut, we define bullying as the wilful, conscious desire to hurt, threaten or frighten someone. It is when someone or several people do or say unpleasant things to a person or keep testing them in an unwanted way.

Sometimes it can be hard to tell where teasing ends and bullying begins. One incident of bullying behaviour is serious enough, but when it is persistent over a period of time it becomes a devastating problem. Bullying can be physical and/or verbal and can also be indirect (e.g. spreading rumours and/or malicious gossip about someone). The word bullying may encompass many things including being called names, being beaten up, having money and/or possessions stolen or being made to feel humiliated. Cyberbullying (bullying via the internet and/or mobile phones) adds a new and disturbing dimension to the already serious issue of bullying and can lead to children and young people being persecuted in their own homes 24/7.

Other common forms of bullying include:

- Racial/cultural bullying
- Homophobic bullying
- Sexual/gender-based bullying
- Bullying based on disability
- Bullying based on home circumstances (e.g. looked after children, young carer)

## Charity overview

A registered charity, BulliesOut was founded in May 2006 by Linda James as a direct result of her own experience of bullying and how it affected both herself and her son.

The Founder/Chief Executive is supported by an active Board of Trustees and a highly dedicated volunteer-base who have helped expand the charity's output significantly over a short period of time.

A series of core programmes have been designed in direct response to the needs expressed by schools, stakeholders, children, young people and parents/carers, and feedback relating to each of these has been extremely positive.

A description of these core programmes can be found in the next section, but ultimately BulliesOut is working towards creating environments where children and young people feel empowered to speak out about bullying, thus creating a 'culture of telling'.

To enable us to meet the ever increasing demand for our services, a major priority has to be to develop the management structure of the Charity further. Our vision for this is for many of our roles to be salaried as currently all services are delivered by volunteers. As emphasised in Core Aim 4 (page 12), attracting funding to support salaried positions is seen as the next major step the Charity must take.

Our vision is clear. The charity has now reached a stage where salaried positions are essential to sustainable growth.

## Core programmes\*

- **Dealing with Bullying Workshops:** Developed to assist schools and other stakeholders with their anti-bullying initiatives and designed to raise awareness of the effects of bullying and how to deal with it better. The workshops are delivered to school Personal & Social Education lessons, youth groups and community events.
- **Peer Mentor Training Programme:** Delivering peer to peer training for individuals and whole school communities. Those involved learn vital listening and communication skills needed to support peers in need. In addition to supporting those affected by bullying, the role of a Peer Mentor can help deal with all sorts of school-based issues (see Appendix 3).
- **Hand of Courage Workshop:** A creative anti-bullying workshop for primary-aged children in school and other youth/community settings. Designed to raise awareness of bullying in a positive way and establish a culture of telling. Children paint their own resin 'hand of courage' and keep this as a reminder to speak out if they see bullying. It can be delivered as part of a lesson or play activity (see Appendix 4).
- **Website:** Online information, advice and guidance via our website ([www.bulliesout.com](http://www.bulliesout.com)).
- **'Here For You' Online Mentors:** Available daily, the online forum enables those affected by bullying to speak anonymously with a trained mentor in a safe and secure environment about any concerns they may have
- **Community Awareness Promotions:** Attending community events with our display stand to raise awareness of bullying to the wider public and ensure our resources are accessible to as many as possible.
- **Professional Training Sessions:** Tailor-made training sessions delivered to professionals in Public, Private and Voluntary settings to equip those working with children and young people with the skills to recognise and deal with bullying effectively.
- **Information Material:** To provide information booklets/leaflets to young people and their parents/carers. To develop and distribute cards and posters that highlight key messages and our work.
- **Consultation and Research:** To consult with our beneficiaries and stakeholders in the planning of our projects. To provide advice on anti bullying in order to influence policy and procedure. Conduct vital research to enable us to identify and highlight relevant concerns.

\* For up-to-date non-profit costs, please see the Core Programme Fees document.

## Strategic Aims



Drawing on the past few years' experience we have identified 4 strategic aims that will be focussed on for the next 3 years. In contrast to the previous Strategic Plan, more focus will now be placed on consolidating our current services and building capacity and sustainability. This is required in order to increase the Charity's output and ultimate geographical coverage.

Areas of work currently underdeveloped, such as core funding and salaried positions will have to be prioritised. BulliesOut recognises that partnership working will be more important than ever during this crucial period of the Charity's development, not least because of the current financial climate.

In order to attract core funding and salaried positions (essential for sustainable growth), we need to continue to ensure the services we provide are focussed on need, fill a gap in the market and can be provided at costs that are affordable to our customers whilst sufficient to keep the charity financially viable.

Although the focus now needs to be on sustainable growth, our core programmes will remain flexible so they can be adapted over time to meet local and national need. We will ensure that service users and stakeholders continue to be engaged in the planning of our projects either by direct or indirect representation.

BulliesOut will also continue to engage with all our stakeholders and build stronger relationships with future stakeholders to ensure effective partnership working.

## Strategic Objective 1: Awareness Raising

To raise awareness of bullying and the issues surrounding it with children, young people, parents, carers and professionals

- Deliver more awareness raising workshops in schools and other youth and community settings
- Deliver more awareness raising presentations/displays at community events and professional conferences
- Develop and deliver more training sessions to professionals in variety of disciplines (Public, Private & Voluntary)
- Ensure our services promote respect, celebrate diversity and continue to be inclusive of all

### What we do already

- Deliver 60 well-established Hand of Courage workshops in primary schools each academic year
- Deliver 50 well-established Dealing with Bullying workshops in secondary schools each academic year
- Deliver 12 well-established awareness raising presentations/displays at community events and conferences each academic year
- Recently begun to deliver training sessions to professionals in voluntary settings
- Evaluate all sessions to ensure what we deliver continues to meet the needs and be inclusive of all

### What we need to do

- Develop methods for managing the increased demand for these services witnessed over the last 2 years
- Develop sustainable methods for increasing the number of workshops/presentations/displays/training events that can be delivered each academic year (either via paid staff or better volunteer recruitment and management)
- Continue to collate feedback to ensure our services meet the needs of everyone and are inclusive of all
- Consult with key stakeholders to evaluate relative demand for our services
- Develop and pilot parent and cyber bullying workshops
- Promote our services to a variety of audiences (e.g. schools, youth and community settings, local/national government)

### Key tasks

- The Board of Trustees will work closely with the Founder to decide upon an expanded structure that could manage the increased demand
- The Board of Trustees will apply for funding to develop the expanded structure (salaried positions and volunteer expenses)
- Project managers (once appointed) will be responsible for promoting, delivering and evaluating the services they manage

## Strategic Objective 2: Information and Support

To provide a range of informative, accessible and useful anti-bullying information and support to those who need it:

- Distribute more anti-bullying materials to schools, youth/community settings and the general public
- Continue to provide guidance via our website and more cyber mentoring online
- Maintain the number of training sessions delivered to schools wishing to set up a peer to peer support scheme
- Begin to deliver anti-bullying training to professionals from a variety of disciplines
- Continue to provide direct support to those who need it (e.g. organisations wishing to develop an anti-bullying policy, parents/carers in need of one-to-one support)

### What we do already

- Provide 5,000 information booklets/cards to children, young people parents and carers annually
- Receive 100,000+ hits on our website and provide cyber mentoring to 500+ people annually (online forum currently open between 5-8pm daily)
- Deliver 10 peer support training sessions to schools annually
- Provide direct (often ad hoc) support to professionals and parents/carers when needed

### What we need to do

- Develop sustainable methods for managing the increased demand for peer support training witnessed over the last 2 years
- Develop sustainable methods for increasing the number of peer support training sessions that can be delivered annually (either via paid staff or further volunteer recruitment)
- Attract core funding to support the publishing and distribution of materials to schools, youth and community settings
- Continue to update our website, review our online cyber mentoring forum and provide ad hoc direct support where needed
- Recruit and train additional volunteers to open the cyber mentoring facility for longer periods of time
- Promote and deliver our newly developed professional training session further and monitor initial feedback closely
- Work closely with the Welsh Anti-Bullying Network to ensure our information reflects the guidance issued by them

### Key tasks

- The Board of Trustees will work closely with the Founder to decide upon an expanded structure that could manage the increased demand
- The Board of Trustees will apply for funding to develop the expanded structure (salaried positions and volunteer expenses)
- Project managers (once appointed) will be responsible for promoting, delivering and evaluating the services they manage

### Strategic Objective 3: Partnership Working

To work effectively in partnership with public, private and other 3<sup>rd</sup> Sector organisations to ensure our work compliments that which already exists

- Develop services where there is evidenced need whilst avoiding duplication
- Develop services either not available elsewhere or for a lower price if possible without compromising quality
- Engage in 'joined-up' working where possible to make use of shared resources
- Consult, listen and act upon the views and requirements of our partners, volunteers and service users

#### What we do already

- Attend Anti-Bullying Network meetings led by Welsh Assembly Government and the multi-agency strategic groups set up in Cardiff and Torfaen Local Authority to ensure we are up to date regarding national and local developments and needs
- Work with Safer Wales, Gwent Police, South Wales Police, Women's Aid and the LGBT (lesbian, gay, bisexual, trans) Excellence Centre to provide a range of 'joined-up' services for schools, youth and community settings
- Review the statutory anti-bullying requirements placed on Local Authorities, schools and other youth settings to ensure we know what services are in most need
- Make use of free support offered by established organisations (e.g. Media Trust)
- Respond to key consultations to ensure our voice is heard

#### What we need to do

- Consult partner organisations on need and service delivery to ensure we are meeting the needs of our client-base
- Review the anti-bullying services (and their cost) provided by other organisations (e.g. charities, schools, LAs, Police) so we know where the need lies and how much we should charge for our services that are also provided elsewhere
- Develop a database of key partner contacts and a menu of services so we can market services to the right people with ease
- Maximise training opportunities through reciprocal training agreements with partners

#### Key tasks

- The Founder and Board of Trustees will update information regarding other voluntary (and otherwise) anti-bullying services provided in Wales
- The Founder and Board of Trustees will provide all stakeholders with a menu of services available with prices and booking forms attached and consult extensively on service need

#### Strategic Objective 4: Capacity Building and Sustainability

To strengthen organisational capacity and develop further sustainable growth at all levels:

- Seek funding for salaried positions (priorities include project managers and a volunteer manager)
- Seek funding/sponsorship to cover core maintenance and day-to-day costs
- Recruit and train additional volunteers to cover project running and boost the Millennium Volunteer Scheme
- Consider possibilities for larger premises and better ICT equipment as new staff and volunteers are recruited

#### What we already do

- Train our dedicated volunteer-base to deliver each of our core programmes and services
- Engage in fundraising initiatives to bring in extra funding to cover volunteer expenses
- Continually advertise volunteer and Trustee opportunities within the charity
- Apply for small restricted grants to cover maintenance and specific project delivery (e.g. peer support training)

#### What we need to do

- Review non-profit costs for the delivery of existing programmes for which there is proven demand
- Focus the skills of our existing Trustee Board on securing larger-scale salaried funding to establish sustainable growth
- Recruit a more diverse and multi-skilled Trustee Board with expertise in marketing, fundraising, governance and finance
- Review our marketing strategy to ensure it remains effective and develop a fundraising arm of this strategy
- Attract volunteers from local universities to ensure the quality of our volunteer-led programmes remains high
- Attract a patron of BulliesOut and increase membership numbers to a wider range of people (for funds and skill base)
- Improve the delivery of our existing programmes across Wales targeting harder to reach and marginalised communities
- Regularly review our services to ensure they remain competitive and collate feedback that can be used in grant applications
- Identify a similar established charity to learn from via mentoring

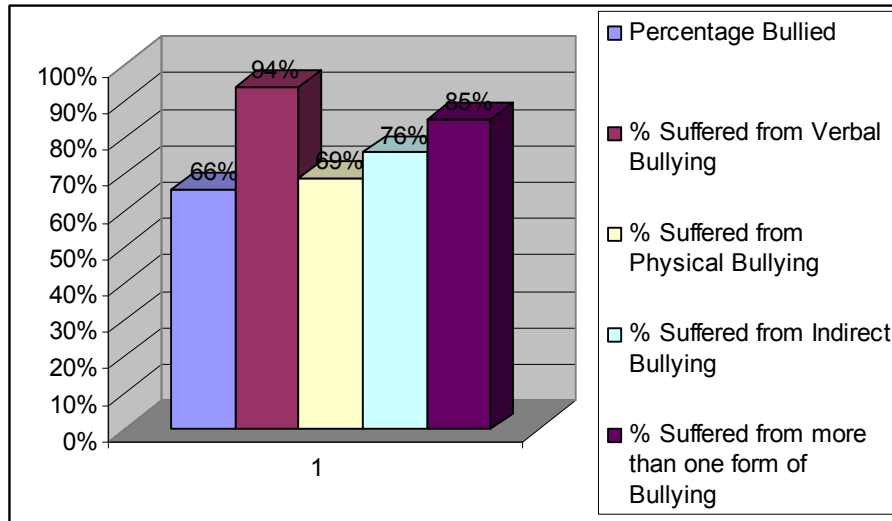
#### Key tasks

- The Board of Trustees and the Founder need to prioritise application for salary grant funding and core funding/sponsorship and apply for this as regularly as possible
- The Board of Trustees need to develop creative ways of attracting additional Trustees with the specific skills noted above
- In the mean time, the Founder needs to continue coordinating existing volunteers to deliver existing services within current resource limitations

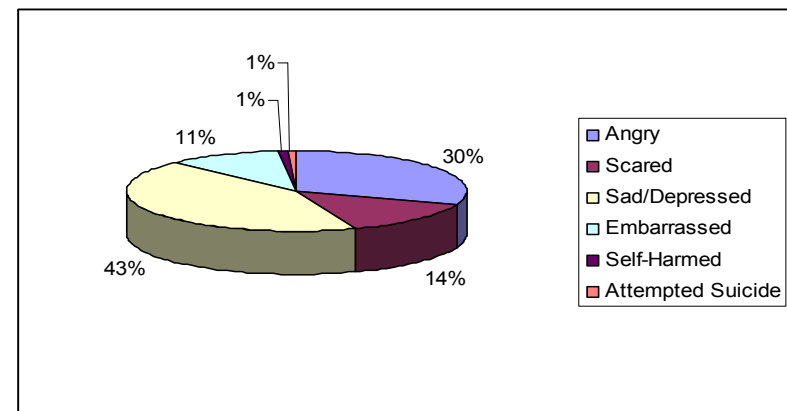
## Appendix 1: 2007 Research Report

In 2007, BulliesOut surveyed 1000 10-16 year olds in South Wales about how bullying affects them and how they feel it was handled. The information was collated using both paper and online questionnaires.

**Percentage Bullied and Types of Bullying:**



**How bullying affected those surveyed:**



## **Appendix 2: Peer Mentor Programme**

The BulliesOut Peer Mentor Programme is delivered to school and youth settings who wish to set up or refresh an existing peer mentoring scheme. The aim of the programme is to train pupils to utilise their listening and communication skills and to help and support each other.

For those wishing to undertake the programme, BulliesOut will:

- Train selected pupils as Peer Mentors
- Recognise the commitment of the student volunteers with certificates
- Ensure the scheme is supported by other strategies that deal with pupils' wellbeing
- Ensure the scheme is taken on as a whole school approach
- After the initial training, monitor and evaluate the scheme quarterly
- After 1 year, evaluate the scheme and assess it for the 'Good Practice' Award (see below) which is our Student Support recognition scheme
- Provide ongoing training and support to the school to ensure sustainability of the scheme

All schools and youth settings would benefit from having their own Mentoring Scheme in place and such a scheme can have a positive effect on both pupils and staff. Not only will the scheme provide those concerned about bullying with a safe, secure environment in which they are able to voice their worries, it can help to reduce bullying and other problems, increase pupil's self-confidence and improve interpersonal relationships throughout the whole school by encouraging pupils to work together and support and respect each other. All work designed to prevent and challenge bullying needs to be informed by good practice and approached using multi-faceted methods. Research has identified a number of preventative initiatives that can be used effectively to discourage bullying and promote positive peer relations. It is important all pupils have access to multiple methods for reporting incidents of bullying without feeling threatened (e.g., link teacher, peer mentor, worry box, email).

Benefits:

- Pupils have a safe 'in-house' support system in which to report incidents of bullying
- Interpersonal skills improved throughout the whole school/youth group
- Increased confidence in reporting incidences of bullying
- Increase in recorded incidences of bullying
- Encourage children and young people to help raise awareness of bullying
- Mentors learn new skills and possible accreditation
- Raise awareness of BulliesOut and the work we do

### **Appendix 3: Hand of Courage Creative Workshop**

Wherever possible, an anti bullying message needs to be reinforced and all children and young people need to have an understanding of what bullying is and why it happens. For younger children and children with additional needs and adults, this may sometimes be difficult to recognise. This can then make it harder for them to speak about their concerns.

In addition to providing a visual aid that can act as a support mechanism and encourage a 'culture of telling', the 'Hand of Courage' Creative Workshop was designed to enhance the developmental benefit and well being of children. It can be delivered as part of a lesson or play activity. The prime focus and essence of the activity is to support and facilitate the play and learning process whilst informing the development of anti-bullying education.

To enable us to ensure the wider community is able to participate, the workshop is also suitable for open access events.



## **Appendix 4: SWOT Analysis**

<p>Strengths (internal)</p> <ul style="list-style-type: none"> <li>• Understanding of bullying</li> <li>• Online Mentors</li> <li>• Informative website</li> <li>• Strong core programmes based on proven best practice anti bullying interventions</li> <li>• Dedicated, hard-working volunteers</li> <li>• Positive recognition: Founder a finalist in the Welsh Woman of The Year and Woman of Courage Awards 2008. Winner of Tesco Achieving Mum of The Year 2009</li> <li>• Making a demonstrable difference: positive feedback from schools</li> <li>• Work spreading geographically</li> <li>• As Millennium Volunteer providers, we offer young people the opportunity to learn additional skills and recognition</li> <li>• extensive volunteer training and recognition scheme</li> <li>• Achieved Investors In Volunteering Award</li> </ul>	<p>Weaknesses (internal)</p> <ul style="list-style-type: none"> <li>• Lack of funding</li> <li>• Lack of fundraising knowledge, skills and programmes</li> <li>• No marketing and promotion plan</li> <li>• Small number of volunteers</li> <li>• Need to increase Trustee Board in number and skills</li> <li>• No salaried staff</li> <li>• Lack of diversity</li> </ul>
<p>Opportunities (external)</p> <ul style="list-style-type: none"> <li>• Reach more children and young people who are in need of support</li> <li>• Build brand</li> <li>• Work increasingly in demand further afield</li> <li>• Student volunteers gain additional skills and life experiences</li> <li>• Our projects help raise awareness of and educate on the effects of bullying</li> <li>• Opportunities to participate in other community-based events and programmes</li> <li>• Build alliances with other relevant organisations</li> <li>• Strengthen peer mentor programme by developing accreditation model</li> </ul>	<p>Threats or challenges (external)</p> <ul style="list-style-type: none"> <li>• Great demand for services</li> <li>• Too much work for number of volunteers</li> <li>• Not enough funding to cope with demand for services</li> <li>• Lack of time and resources for Board to input</li> <li>• Other players competing for anti-bullying funding</li> <li>• No regional bases and limited volunteers throughout Wales</li> </ul>

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