



- HARASSMENT & GRIEVANCES PROCEDURES FOR GUARDIANS -



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## 1. Introduction

1.1. LOWE is committed to providing a safe and inclusive environment that helps to promote wellbeing regardless of background.

1.2. All guardians have a responsibility to respect the feelings, inclinations, cultural, religious and belief differences of others, being aware of how their behaviour could be perceived.

1.3. Bullying, harassment and victimisation are not tolerated and allegations will be taken seriously, considered carefully and acted upon appropriately.

1.4. These procedures should not stop or delay any report to the police that you think is necessary. To report a crime in an emergency dial 999, for the reporting of non-emergency incidents dial 101 or report anonymously via [Crime Stoppers](https://www.met.police.uk/stoppers) 0800 555 111.

## 2. Scope and Purpose

2.1. These procedures are for guardians who believe they may be experiencing or been accused of exhibiting behaviours of bullying, harassment or victimisation whilst living in a LOWE managed property.

2.2. The purpose of these procedures is to promote a culture where bullying, harassment and victimisation are not tolerated and where allegations of such behaviour are dealt with fairly and without fear of discrimination or recrimination.

2.3. These procedures cover harassment of guardians by another guardian, or by a member of LOWE staff.

2.4. Any contact will be treated confidentially however in exceptional circumstances we may have to disclose information but we would make every effort do this with the knowledge and agreement of the individuals involved. Examples of these exceptions are:

- where there is risk of harm to self or others
- where we are required by law to disclose information e.g. prevention of terrorism, serious crimes or child protection issues

2.5. Bullying, harassment and victimisation may:

- be a single incident or a pattern of behaviours. See Appendix 1 – What constitutes bullying and harassment
- take place on the basis of association with another person who has a protected characteristic
- take place on the basis of perception that the person has a particular protected characteristic
- be deliberate or unintentional

## 3. What should I do if I believe I am being bullied, harassed or victimised?

3.1. If you feel you are experiencing bullying, harassment or victimisation in your home, do not feel that it is your fault or you have to put up with it. LOWE's primary concern is that you should receive appropriate support, assistance and confidential advice.



3.2. Anyone who experiences or witnesses bullying, harassment or victimisation should not wait until the situation becomes intolerable. It is easier to stop any unwanted behaviour as soon as it occurs where incidents can be described in detail and witnesses are able to recall what they saw. Whilst there is no time limit, if you wish to raise or report an incident, either informally or formally, it is important that you do this as soon as possible after it has happened.

3.3. There are various ways you can deal with bullying, harassment and victimisation, ranging from asking the person to stop, to pursuing a formal complaint by writing to the LOWE complaints department or speaking to the Head of Guardian Services.

3.4. Whilst you have the opportunity to make a formal complaint at any stage, wherever possible, complaints of bullying, harassment and victimisation will be dealt with informally, as this is more likely to produce solutions which are speedy and successful.

#### 4. What should I do if I observe an incident of bullying, harassment or victimisation

4.1. If you witness acts of bullying, harassment or victimisation that you consider as inappropriate behaviour, it is helpful if you:

- where possible, and you feel comfortable to do so, intervene at the time of the interaction
- encourage the individual or group to seek appropriate support and guidance
- offer appropriate support yourself for example by volunteering to provide an accurate statement regarding what you have witnessed
- report the incident(s) to the appropriate member of staff. If you perceive that the member of staff has contributed to the development of the incident, the matter should be raised with the attention of the next person higher in the organisational structure

#### 5. Who should I contact?

5.1. If you feel bullied, harassed or victimised as a result of a fellow guardian or a member of the LOWE team or if you have been accused of an act(s) of bullying, harassment or victimisation you may need help and support. Support is available primarily through contacting the Head of Guardian Services.

Alternatively, you may wish to speak to one of the external contacts detailed on Appendix 2.

5.2. Any contact will be treated confidentially (within normal boundaries see item 2.4) to discuss your concerns and options available to you.

#### 6. What support is available?

6.1. Help and support is available through the Head of Guardian Services and Safeguarding team.

6.2. The primary role of anyone supporting you is to listen, provide independent support and guidance regarding the range of options available to you.



6.3. These people will treat any matters you raise in confidence within the remit of legal responsibilities and the needs of investigating the allegations. Information will be recorded using an internal monitoring form for reporting purposes.

## 7. Reporting, investigating and tackling incidents of bullying, harassment and victimisation

7.1. LOWE takes all allegations of bullying, harassment and victimisation seriously. It is important that the matter is dealt with quickly, sensitively, confidentially and effectively for everyone involved.

7.2. Whilst LOWE encourages informal local resolution wherever possible, it is not always appropriate. Advice can be obtained from the contacts listed in Appendix 2. Where clarification is required, staff will seek guidance from an external grievances consultant.

7.3. Where an incident is identified as a breach of a licence agreement or viewed as an act of gross misconduct, the formal process may be invoked immediately.

7.4. To report an incident of bullying, harassment or victimisation where the perpetrator is a member of staff, you are advised to raise the concerns with the Head of Guardian Services.

7.5. Anonymised reports of incidents related to bullying, harassment or victimisation will be considered but may be disadvantaged by lack of evidence.

## 8. Informal Options

Informal options should be followed in order to deal with the incident quickly, sensitively, confidentially and effectively. Sometimes people are not aware that their behaviour has been viewed as inappropriate or unwelcome and an informal discussion can improve understanding and help agreement to be reached to change the behaviour. Be prepared for their response, stay calm and focused on informing them how it has made you feel.

### 8.1. Personal resolution

Where possible, individuals should think of ways in which they can resolve the situation themselves by making it clear that they find the behaviour offensive and want it to stop. Options to consider but not limited to:

- Placing a block where you are receiving unwanted messages/texts/posts via social media
- Speaking to the person responsible for the behaviour
- Writing to the person
- Speaking to the person whilst being accompanied by another guardian/friend
- Asking another guardian to speak to the other person on your behalf

Remember that if you are arranging to speak to the perpetrator that you explain the purpose of your request and arrange a place to meet where you can talk discreetly. If you plan to meet the perpetrator with a friend for support, you should tell them beforehand.



It is helpful to use specific examples or evidence of the unwanted behaviour and say how this has made you feel. Brief notes of the discussion, and copies of any correspondence, should be kept by both parties in the event that follow-up action becomes necessary. The meeting should not be recorded unless everyone has agreed that they are happy to do this.

## 8.2. Local resolution

If your situation does not improve after an attempt at personal resolution or if you have not been able to raise the issue personally, you should contact the LOWE team to discuss the situation.

Local resolution remains an informal process. The member of staff receiving your informal complaint is likely to approach the alleged perpetrator to give them the opportunity to put forward their perspective on the situation before proposing any action/follow up in resolving the concerns you have raised. Alternatively if the situation permits, they may decide to discuss bullying, harassment and victimisation as part of a group in a general context to cover an issue you may have raised without informing them that you have reported an incident.

## 8.3. Resolving through Mediation

If the informal steps are either not sufficient or you feel they are inappropriate to stop the alleged bullying, harassment or victimisation you may wish to consider mediation as a means of finding agreed common ground.

If mediation is required, LOWE will undertake the following procedure:

### 1. Separate meeting

- a) The mediator will meet parties separately. The aim of this first meeting is to allow each individual involved to tell their story and find out what they want out of the process.

### 2. Joint meeting

- a) The mediator generally brings the participants together and invites them to put their side of the story during a period of uninterrupted time. At this stage the mediator will begin to summarise the main areas of agreement and disagreement and draw up an agenda with the parties for the rest of the mediation.
- b) Having identified the issues to explore, the mediation is now about encouraging communication between the parties, promoting understanding and empathy and changing perceptions. The aim of this part of the meeting is to begin to shift the focus from the past to the future and begin to look for constructive solutions.
- c) As the process develops, the mediator will encourage and support joint problem-solving by the parties, ensure the solution and agreements are workable and record any agreement reached.



d) Once an agreement has been reached, the mediator will bring the meeting to a close, provide a copy of the agreed statement to those involved and explain their responsibilities for its implementation. In some cases no agreement is reached and other procedures may later be used to resolve the conflict. However, nothing that has been said during the mediation can be used in future proceedings.

#### 8.4. Outcome of informal procedures

Whichever of the informal methods chosen, the aim is to agree a way forward without further bullying, harassment or victimisation. If this is not possible then the formal procedures should be invoked within 10 working days of the date you attempted informal resolution or the matter will be regarded as closed.

#### 9. Formal Procedures

Where informal resolution is not appropriate (e.g. due to the seriousness of the allegations) or where the outcome of informal resolution has been unsatisfactory, you may bring forward a formal complaint.

##### 9.1. Formal Complaint Procedure

###### 9.1.1. Stage One

The first stage of the grievance procedure is for you to put your complaint in writing. This written statement will form the basis of the subsequent hearing and any investigations, so it is important that you set out clearly:

- The nature of your grievance
- What, if any, informal methods have been used to resolve the situation
- Indicate the outcome that you are seeking
- If your grievance is unclear, you may be asked to clarify your complaint before the grievance hearing (stage two) takes place.

Your complaint should be headed "Formal Grievance", and sent to the complaints email ([complaints@loweguardians.com](mailto:complaints@loweguardians.com)).

Before proceeding to a full grievance hearing, it may be necessary to carry out investigations of any allegations made by you, although the confidentiality of the grievance process will be respected. If any evidence is gathered in the course of these investigations, you will be given a copy long enough in advance of the hearing for you to consider your response. In exceptional circumstances, the evidence given by individuals may have to remain confidential. Where confidentiality is necessary, this will be explained to you, and an appropriate summary of the evidence gathered will be given to you.



### 9.1.2. Stage Two

The hearing will be held as soon as is reasonably practicable, and subject to any need to carry out prior investigations, within 5 working days of receipt of your written complaint. It will be conducted by your line manager and may be attended by an external HR representative.

If the Investigative Officer believes that there is a need for investigation they will formally invite the guardian(s) to an investigatory interview. The Investigative Officer should be accompanied by an appropriate staff member for the purpose of taking notes. At this interview the guardian may be accompanied by a friend or representative, and should have been invited to do so by the investigative officer.

At the meeting you will be asked to explain the nature of your complaint, and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your point of contact as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint. Focusing on irrelevant issues or incidents that took place long before the matter(s) in hand is not helpful, and can hinder the effective handling of your complaint. The Investigative Officer conducting the hearing will intervene if he/she thinks that the discussion is straying too far from the key issue. The Investigative Officer may also intervene to ensure that the meeting can be completed within a reasonable timeframe, depending on the nature and complexity of your complaint.

Following the meeting, you will be informed in writing of the outcome within seven working days. This will include setting out the misconduct alleged, a brief summary of evidence received and the grounds for the finding of the verdict reached.

LOWE reserves the right to receive formal reports from the police and to utilise such reports as the 'formal investigation', and as such not appoint an Investigative Officer to investigate.

If you are dissatisfied with the outcome, you may make a formal appeal.

### 9.1.3. Stage Three

Your appeal should be made in writing to the Investigative Office who conducted the initial grievance hearing. You should clearly state the grounds of your appeal (i.e. the basis on which you say that the result of the grievance was wrong, or that the action taken as a result was inappropriate). This should be



done within seven working days of the written notification of the outcome of the grievance. An appeal meeting will be arranged to take place within five working days of the submission of your formal appeal. You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your point of contact of this as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

The appeal hearing will be conducted by a LOWE Director, who will consider the grounds that you have put forward, and assess whether or not the conclusion reached in the original grievance hearing was appropriate. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas with which you are dissatisfied in relation to the original grievance.

The manager conducting the appeal may therefore confine discussion to those specific areas rather than reconsider the whole matter afresh.

Following the appeal meeting, you will be informed of the outcome within seven working days. The outcome of this meeting will be final.

#### 10. I have been accused of bullying/harassing someone else

A fellow guardian may have approached you to tell you that they are offended or upset by certain aspects of your behaviour, or you may have been approached by someone acting on behalf of the guardian to inform you that an informal or formal complaint has been made against you. In having been accused of bullying, harassment or victimisation you should seek advice from a member of staff.

You should bear in mind:

- The complainant does not have to raise the issue directly with you first before making their complaint and in some instances they may not feel able or willing to contact you in person
- You may feel shocked, outraged or even upset to have received an accusation of inappropriate behaviour. However all guardians or staff have the right to ask a person to stop behaving in a manner which they feel is insulting, degrading or offensive to them
- Differences of attitude, background and culture may lead to a misinterpretation of social signals. This may mean that what is perceived as harassment by one person may not be or seem to another
- Try to remain calm and listen carefully to the complaint and to the particular concerns expressed, remembering that it is the other persons reaction to the behaviour which is important, not the reaction you think he/she should have
- Try to agree with the complainant, or with others who are discussing or raising the complaint with you, on ways to deal with the situation productively
- Consider whether you have in fact behaved inappropriately and whether it would be advisable and appropriate to change your behaviour



10.1. What should I do if I have received a formal complaint about my behaviour?

LOWE has a duty to investigate all reported incidents of bullying, harassment and victimisation. We have an equal duty of care to both the accuser and the accused. Allegations will not be presumed proved until properly investigated using the appropriate procedures.

If you have received notification that a formal complaint has been made in relation to an incident(s) you should:

- Read the formal notification informing you of the complaint made, noting any actions required on your part
- Avoid contact with the person who has made the allegation
- Make notes relating to any incidents that have occurred involving the person making the allegations against you and be prepared to respond to questions relating to these incidents
- Participate in the Formal Complaint Procedure in order to reach a resolution

## 11. Malicious, Vexatious or Frivolous Complaints

These procedures are intended to promote fairness and consistency in dealing with allegations of bullying, harassment and victimisation made in good faith.

Where a complaint is found to be based on allegation(s) made maliciously, vexaciously or frivolously, and/or on known false information, the complainant may be subject to disciplinary action.

Sometimes a complaint may prove impossible to uphold e.g. if the concern turns out to be a misunderstanding or is not capable of being substantiated. Providing the complainant was not acting maliciously, this will not lead to disciplinary action being taken against the complainant.

## 12. Monitoring and Review

In order to review the effectiveness of these procedures, we will monitor the level and nature of incidents of bullying, harassment and victimisation. The responsible staff member involved in the case should complete a monitoring form and forward to the Head of Guardian Services for statistical analysis. All personal details will be anonymised for reporting purposes.



## APPENDIX I WHAT CONSTITUTES HARASSMENT AND BULLYING?

### I. Harassment

As defined in the Equality Act 2010 is:

'Unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'.

People can be subjected to harassment on a wide variety of grounds, including in relation to the following 'protected characteristics':

- Age
- Disability
- Gender reassignment
- Pregnancy or maternity (where interpreted as discrimination)
- Race (including ethnic origin, nationality or skin colour);
- Religion and belief
- Sex/gender
- Sexual Orientation

Harassment includes behaviour that is offensive, frightening or in any way distressing. It may be intentional bullying which is obvious or violent but it can be unintentional or subtle and insidious.

The Equality Act 2010 protects people against harassment on the grounds of a perceived characteristic, even if that perception is incorrect e.g. making offensive remarks about gay people because an individual is perceived as gay, even though they are not.

An individual is also protected on the grounds of their association with another person who has a protected characteristic e.g. because they are a friend of a disabled person.

Harassment does not necessarily happen face-to-face; it can occur via written and electronic communications, such as telephone and email, SMS and on social media sites. Such behaviour might interfere with a guardian's, working, living, or social environment, or induce anxiety, fear or poor attendance on the part of the person who feels harassed.

Below is a list of some behaviours that could constitute harassment and/or bullying:



- offensive gestures, language, gossip or jokes
- insulting or abusive behaviour or comments
- spreading malicious rumours, or insulting someone (particularly on the grounds of age, disability, gender reassignment, race, religion or belief sex and sexual orientation)
- physical contact, ranging from an invasion of personal space and/or inappropriate touching, to serious assault
- display of sexually suggestive, pornographic, racist or otherwise offensive pictures or other material or the transmitting of any such messages or images via electronic mail, mobile
- unsolicited telephone calls/messages or social media trolling
- persistent unwanted isolation or exclusion
- 'outing' someone
- persistent unwanted attention
- humiliating or demeaning criticism
- ridiculing or demeaning someone – picking on them or setting them up to fail
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position

## 2. Victimisation

Victimisation is defined as treating a person/group of people less favourably because of action they have taken under or in connection with equality legislation.

Below is a list of some behaviours that could constitute victimisation:

- excluding someone from social situations following a complaint or rumour
- denying someone the opportunity to participate in a project, social event or apply for a placement opportunity because they are perceived to be a 'troublemaker'
- continually ignoring or excluding an individual, for example, from conversation or social events

## 3. Bullying

Bullying is not specifically defined by law, but can be characterised as "offensive, intimidating, malicious or insulting behaviour, or an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient" (ACAS 2013 Bullying and Harassment at Work: A Guide for managers and employers). A single incident of harassment can constitute an offence while bullying usually requires a repeated number of incidences.

Bullying is offensive behaviour which humiliates and/or undermines an individual or group and need not be related to a 'protected characteristic' under law. Bullying may be carried out by an individual or group of individuals. It can happen in public or in private. Examples of being bullied can include (but are not limited to) being:



- shouted at and/or subjected to sarcasm
- verbally and/or physically abused
- told off in front of fellow guardians staff or other people
- derided or belittled about work, personality and/or personal appearance
- persistently ignored and/or talked down to
- subject to practical jokes
- subject of malicious rumours or gossip
- excluded or ostracised

#### 4. Harassment by behaviour that causes alarm or distress, and stalking

An individual may be subject to persistent and unwanted behaviour from someone where the behaviour does not appear to be related to any of the 'protected characteristics' discussed above or where the nature of the behaviour may not be 'bullying' as is commonly understood. Examples could include (but are not limited to):

- being followed, or 'stalked'
- being signed up unwillingly to junk mail and/or email distribution lists
- receiving anonymous phone calls, letters and/or emails
- being sent unwanted bunches of flowers, other gifts or take-away deliveries

#### 5. Cyber-Bullying and Social Media

Social media, open forums and blogs are evolving continuously and are a common feature of everyday life, enabling users collaborative opportunities. Unfortunately they are open to misuse and increasingly cited in cases of bullying, harassment and victimisation. Points to note:

- endorsing comments made by others e.g. by 'liking', commenting or sharing the comments of others may implicate you, risking your own reputation, be detrimental to your work or place you as having acting in breach of the law
- information shared on social media becomes public information. Any content that you post about yourself or others could be brought to the attention of LOWE or viewed by future potential landlords/professional bodies
- always ensure your own personal safety and use the tools to protect against identity theft. Exercise caution when accepting or sending invitations to interact over social media with anyone you have not met face-to-face.

Examples of cyber-bullying are outlined below (but are not limited to):



Denigration: to criticize in a derogatory manner, to treat someone or something as if it is worth nothing. This could also include digitally altered images – often of a sexual nature – and videos or “memes” (images captioned usually with a sarcastic or cruel comment)

Flaming: a situation where an on-line conversation, usually though not necessarily between two people, escalates into an intense argument with words or insults exchanged in the ‘heat-of-the-moment’. In real life, a ‘moment’ can pass extremely quickly, but on-line moments can linger for hours or days. Most ‘flaming’ exchanges are insulting in nature. If a flaming exchange is available for public viewing, an untrue assertion made, and genuine harm is caused, it could be taken to be libellous and therefore potentially actionable under civil law.

Impersonation: impersonation refers to instances where the perpetrator poses as the victim – usually by stealing the victim's password and accessing their genuine on-line account – and behaves inappropriately to the detriment of the victim, e.g. by posting negative or inflammatory comments, or sending nasty or other inappropriate messages et cetera, as if they were from the victim. Alternatively, the perpetrator could try to pose fraudulently as the victim by setting up a new on-line account and taking a username which is the same or similar to the victim's name.

Outing: outing is the sharing of personal or confidential information with others without the consent of the person who the information is about. E.g., the victim may disclose private information to, or share photographs or videos with, the perpetrator, who then passes this on to other people, causing embarrassment and distress to the victim because of the sensitivity of the information.

Trickery: a victim may be tricked into sharing personal, confidential, or sensitive information, e.g. when the perpetrator is impersonating someone whom the victim trusts. A victim may also be tricked when their own naivety or lack of judgement lets them down, for example by sharing such information with a complete stranger with whom it is impossible to make any judgements as to their motives or trustworthiness.

Sexting: sexting is the sending of lewd or sexually explicit messages, risqué or sexually explicit photographs or videos, by mobile phone text message, email, or similar electronic communication software. In the context of harassment, the messages received would be unwanted and unwelcome.

Guardians should exercise extreme caution if indulging in sexting. Texts and images once sent cannot be controlled and can be easily distributed by the recipient. As with outing and trickery, a student's own naivety and lack of judgement can serve to compound the act of harassment.

Revenge Porn: revenge porn refers to the sharing of private, sexual materials, either photos or videos, of another person, without their consent and with the purpose of causing them distress or embarrassment. It includes the uploading of images on the internet, sharing by text and email, or showing someone a physical or electronic image.



Trolling: trolling is the term in current usage to describe the process by which a person ( known as a 'troll') posts repeated negative, hurtful, inflammatory or irrelevant statements on forums, comment pages, or social networking sites, usually in an attempt to incite an online-argument (flaming), emotional outrage from other users, or to target and upset an individual. An example is the repeated attempt to steer an online conversation towards an inflammatory topic of that person's (the troll's) choice, or where the person (the troll) makes comments specifically intended to be offensive on a memorial or other site.

#### 6. Hate crime

Hate crime is defined as “Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.” People can be victims of prejudice and hate which impact on their daily lives. Many of these incidents go unreported. Due to the damaging effect on their lives, it is important that all such incidents are reported.

A hate incident is “any incident which may or may not constitute a criminal offence, which is perceived by the victim or any other person as being motivated by prejudice or hate”. A hate crime is any such incident which constitutes a criminal offence. Such incidents are targeted at individuals or groups on the basis of their perceived or real 'difference' and vulnerability, because of their: disability, gender-identity, race, religion or sexual orientation. They can happen anywhere: in the street, in the vicinity of the victim's home, on public transport, social venues, fast-food outlets or religious buildings.

For more information, or if you wish to report such an incident, you can click on the link below.

<https://www.gov.uk/report-hate-crime>

#### 7. Associated discrimination

Associated discrimination is where an individual is directly discriminated against or harassed for association with another individual who has a protected characteristic (excludes marriage or civil partnership).

#### 8. Perceptive discrimination

Perceptive discrimination is where an individual is directly discriminated against or harassed based on a perception that he/she has a particular protected characteristic when he/she does not have that protected characteristic (excluding marriage/civil partnership) e.g. a guardian refuses to live with another guardian because they believe that the guardian is gay irrespective of whether the guardian is gay or not.



APPENDIX 2

CONTACTS & SOURCES OF OTHER INFORMATION

CONTACT	CATEGORY	TELEPHONE	WEBSITE
Mind	Mental Health Support	0300 123 3393	<a href="https://www.mind.org.uk/need-urgent-help/using-this-tool">https://www.mind.org.uk/need-urgent-help/using-this-tool</a>
Samaritans	Mental Health & Wellbeing	116 123	<a href="https://www.samaritans.org/">https://www.samaritans.org/</a>
City of London Adult Safeguarding Helpdesk	Abuse Support	020 7332 1224	<a href="https://www.cityoflondon.gov.uk/services/social-care-for-adults/safeguarding-adults">https://www.cityoflondon.gov.uk/services/social-care-for-adults/safeguarding-adults</a>
Rape and Sexual Abuse Support Centre:	Abuse Support	0808 802 9999	<a href="https://www.rasasc.org.uk/">https://www.rasasc.org.uk/</a>
Victim Support	Victim Support	0808 1689 111	<a href="https://www.victimsupport.org.uk/">https://www.victimsupport.org.uk/</a>
Galop	LGBT+ Support	0207 704 2040	<a href="https://galop.org.uk/news/">https://galop.org.uk/news/</a>

APPENDIX 3

LOWE HARASSMENT & GRIEVANCES PROCEDURE CHART

