



15 March 2021

Personnel Committee
23 March 2021

Please find attached the noting reports which relate to Item 7 on the main agenda pack for the Committee.

AGENDA

7. NOTING REPORTS

The following reports are to be noted

- Workforce Profile
- Disability Confident Status
- Mental Health Update
- Organisational Development Strategy
- Threats of Suicide

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Report of the Chief Executive

WORKFORCE PROFILE 2019/20

1. Purpose of report

To provide analysis of the workforce for Broxtowe Borough Council in 2019/20.

2. Background

The workforce profile is an annual report (see appendix) which is produced by the Pay and Job Evaluation team covering areas such as recruitment, the workforce, employment issues and health & safety. It provides an opportunity for us to compare with previous years to see how the Council is progressing. Some comparison with other Nottinghamshire local authorities is shown in the report.

3. Detail

The workforce profile is an important document to the Council. The information and further analysis it provides allows the Council to see what we succeed in and which areas require further consideration and improvement.

Recommendation

The Committee is asked to note the report

Background papers

Nil

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Broxtowe
Borough
COUNCIL

Workforce Profile

2019/20

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1. INTRODUCTION

Welcome to Broxtowe Borough Council's Workforce Profile Report for 2019/20. The Workforce Profile is reviewed annually and has been produced by the Payroll and Job Evaluation Team.

The Council has a strong set of beliefs which are confirmed within our Corporate Plan and our People Strategy, both of which show that we continuously value, support, improve and develop the diversity, well-being, skills base and professional capabilities of our workforce.

The Council, on 31 March 2020, employed 483 (by headcount) people across a number of sites within the borough, with the highest proportion based at the Council Offices in Beeston.

The turnover for employees leaving the council in 2019/20 was 10.97%. This equated to 53 employees.

2. ACHIEVEMENTS

As part of our strong commitment to the workforce, the Council continues to retain a number of national accreditations as well as demonstrate many local achievements.

Disability Confident

Broxtowe Borough Council has held the Disability Confident, previously called the Disability 'Two Ticks' Symbol, standard for over 20 years. This is a standard which, amongst other things, demonstrates that we have a positive approach towards the recruitment of applicants with disabilities. Any applicant who indicates that they have a form of disability and meets all essential criteria for the post is guaranteed an interview. Whilst this does not mean that all applicants with disabilities will be appointed, it does represent a positive commitment towards the recruitment of people with any form of recognised disability.

The average length of service at the Council for employees with disabilities during 2019/20 was 14.84 years, an increase from 14.27 years in 2018/19. This average is higher than employees without disabilities whose average length of service is 10.81 years.

Broxtowe Learning Zone

The Learning Management System, introduced in November 2014, is now firmly established as the main platform for training delivery at the council. Since its launch over 20,000 e-learning modules have been completed by Broxtowe employees, Liberty Leisure employees and Members. Job roles are automatically assigned the mandatory training they are required to complete around areas such as information security, health and safety, the Code of Conduct, equality, safeguarding and prevent issues.

By March 2020, a total of 61 e-learning courses were available to employees and Members, with 3 new courses being launched during 2019/20 and with 10 updated courses. The new courses launched included Coronavirus Awareness, Dealing with Threats of Self-Harm and Suicide and Domestic Abuse Awareness. April 2017 saw the launch of the new Performance Appraisal process, incorporating a core abilities self-assessment. By the closing date of the 31 March 2020, 76% of appraisals had been fully completed with a further 16% of appraisals partially completed. The COVID-19 pandemic had an impact on the completion of appraisals resulting in an extension until 31 May 2020 by which point 82% of appraisals had been completed.

Work Experience

The Council continued with its commitment to provide work experience placements to young people to gain employability skills, but due to the COVID-19 pandemic placements were suspended during the last few months. During 2019/20 a total of 8 placements were offered of which 5 attended. Placements were offered to pupils from the borough's schools and colleges, a student from Nottingham University, as well as placements from our partnership with Beeston Job Centre offering Disability Confident adults a four-week placement.

Employee Survey

During 2019/20 the Council were able to conduct an employee survey. The survey allowed employees to give an honest opinion of what working for Broxtowe Borough Council was like for them. Some of the findings from this survey are listed below.

More than 80% of employees said they:

- Were aware of the Council's values.
- Were aware of what their training needs are.
- Feel the Council is committed to equality and values diversity.
- Understand how their work contributes to the Council's success.
- Have clear and measureable objectives.
- Work in a team that co-operates to get work completed.
- Are able to balance work and home life.
- Are aware of what means of support are available.
- Have an approachable and responsive manager.
- Have a sense of personal achievement from work.
- Are clear about their duties and responsibilities.
- Feel the Council supports the balance between work and personal life.
- Have the skills necessary to perform their job.

- Have a fair and honest manager.

The employee survey also allowed the Council to identify areas of improvement. The feedback from this survey has provided four key areas of improvement and these are for:

- Change to be managed effectively
- More co-operation between teams.
- Employees to feel informed.
- GMT to be more visible and approachable.

3. RECRUITMENT

3.1 Overview

Despite the challenging economic climate, the Council has continued to recruit to a wide range of jobs during 2019/20 of which temporary posts accounted for 17 of all positions advertised.

The following data has been obtained as part of our internal monitoring processes. It enables the current levels of recruitment and our equality indicators to be determined, along with other comparative data such as the numbers of applicants compared with previous years. This can then identify trends, prompt appropriate action and help set realistic targets to monitor our performance going forward.

3.2 Applicants and Candidates

During 2019/20 the Council received 927 applications for 95 advertised positions, of which 22 were re-advertised. There were 55 new starters appointed.

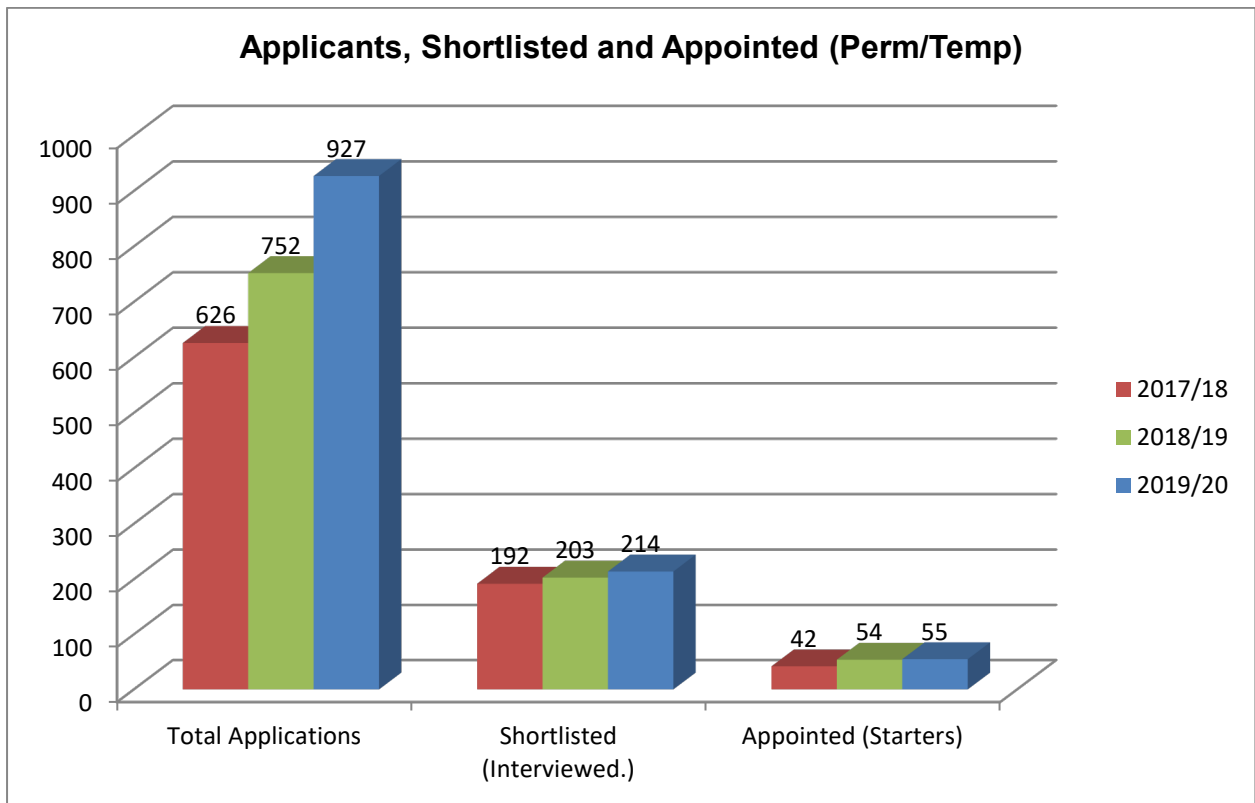
- There was a 23.27% increase in the total number of applications received when compared with the number of applications received in 2018/19.
- There was an average of approximately 10 applications for every vacancy in 2019/20, compared with 6 applications for every vacancy in 2018/19, and 8 applicants for every vacancy in 2017/18.
- Of the 95 jobs advertised 17 (17.90%) were for temporary positions.

3.3 Total Applications Received

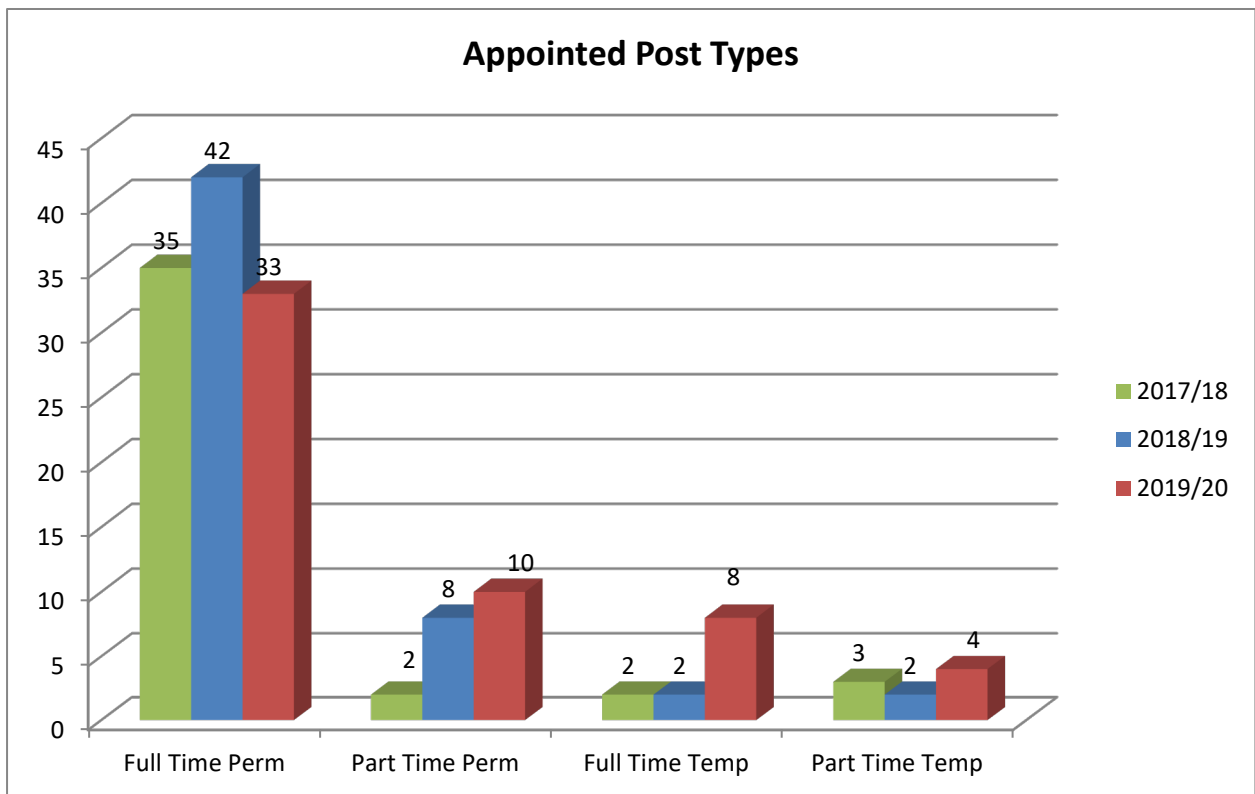
Most job applications are now made via the Council's website with only a small percentage received through the post.

	2017/18		2018/19		2019/20	
Online Applications	618	98.72%	727	96.68%	920	99.24%
Paper Applications	8	1.28%	25	3.32%	7	0.76%
Total Applications	626		752		927	

3.4 Overview of Recruitment Process Levels



The following table provides a breakdown of the type of post appointed to during 2019/20.



3.5 Average Age of Applicants

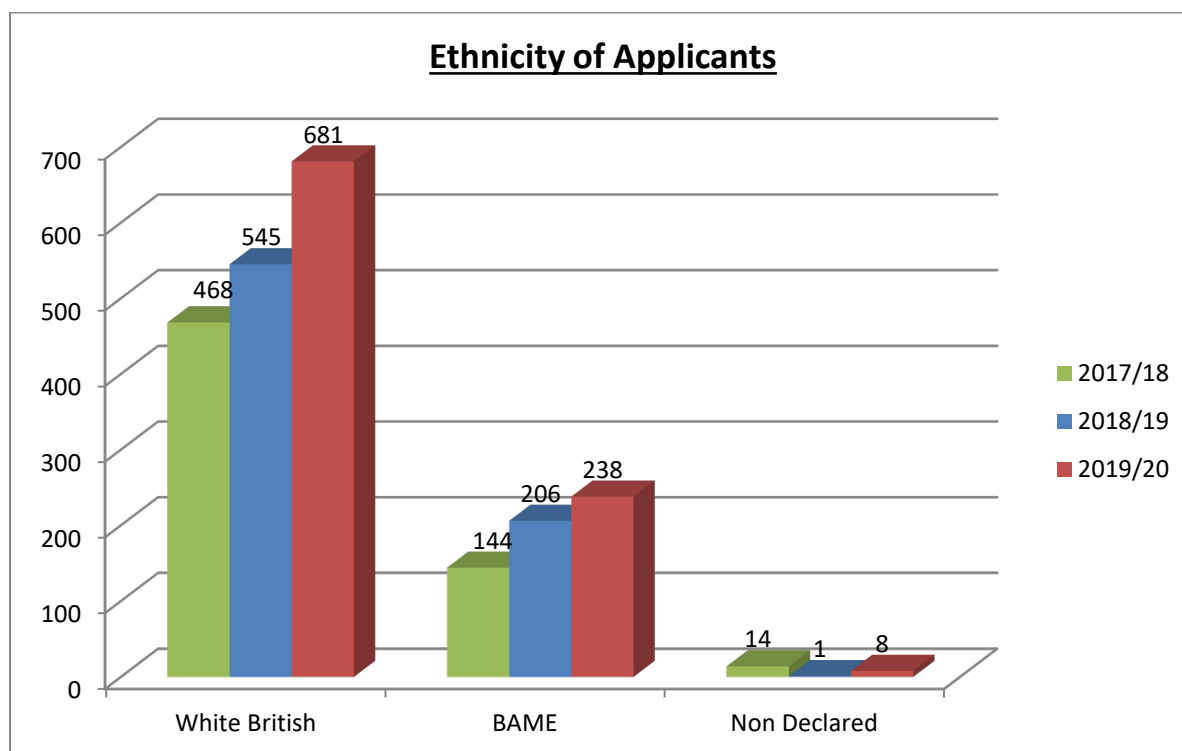
The average age of applicants has decreased for males and females. The overall age has continued to reduce when compared with the previous years, for all permanent and temporary jobs.

	2017/18	2018/19	2019/20
Male	38.95	35.94	33.86
Female	37.76	36.49	35.05
Overall	38.25	36.22	34.46

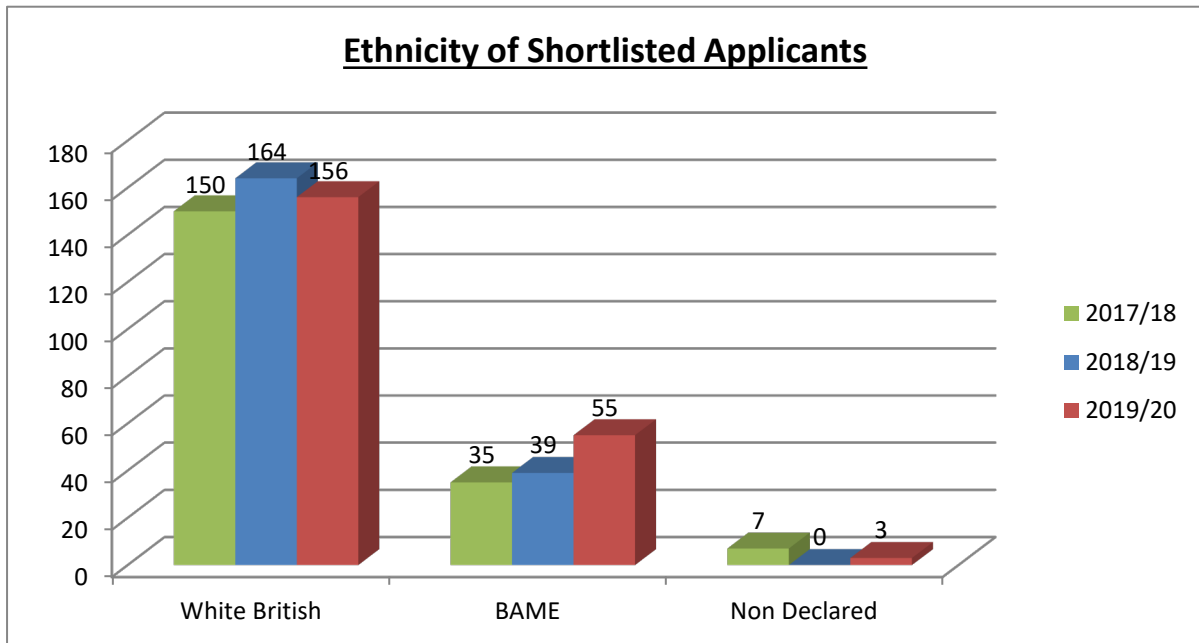
3.6 Ethnicity and Recruitment

The following graphs show the breakdown of applicants by Black, Asian and Minority Ethnic (BAME) group during 2017/18, 2018/19 and 2019/20. Some key points to note are:

- A rise of 43.06% in 2018/19 and a further increase of 15.53% in 2019/20 in applications received from BAME applicants has resulted in an overall increase of 65.28% between 2017 and 2020.
- White British applicants accounted for; 73.46% during 2019/20, 72.47% during 2018/19 and 74.76% during 2017/18.
- BAME applications received accounted for 25.67% of all applications.

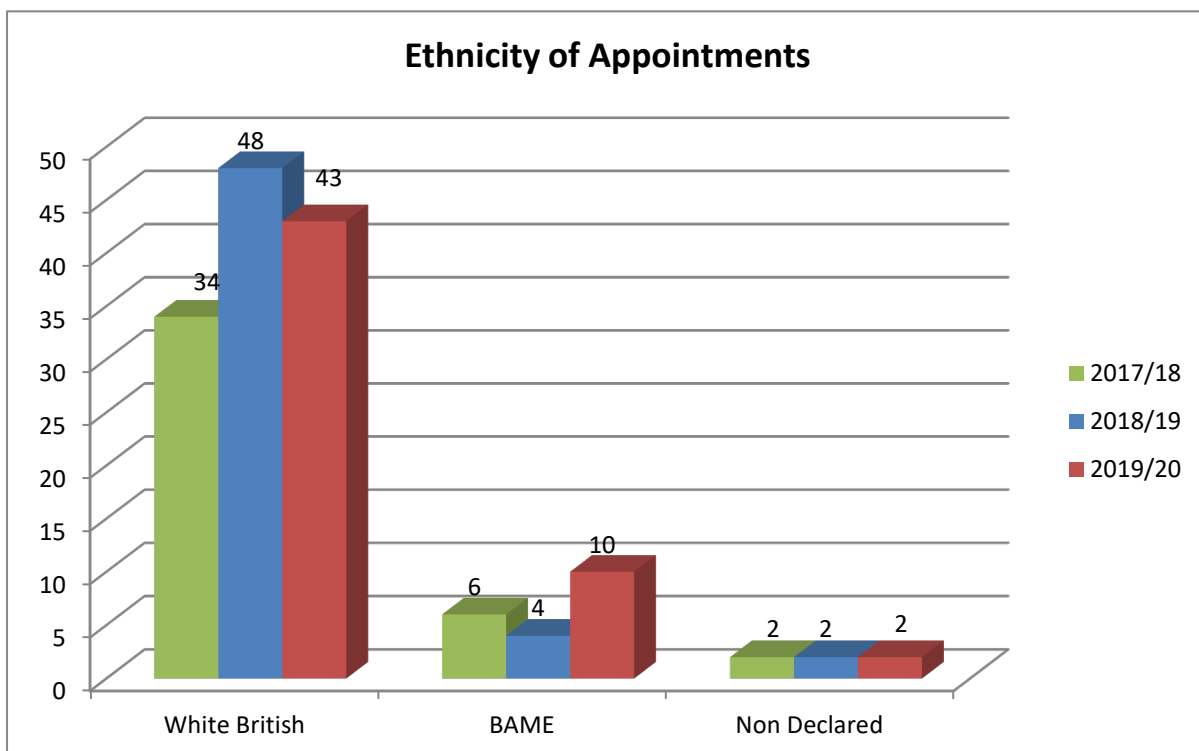


3.7 Shortlisted BAME Applicants



There were 55 BAME applicants shortlisted in 2019/20. The percentage of BAME applicants shortlisted has steadily increased over the past 3 years by 57.14% overall.

3.8 Appointed BAME Applicants



The comparison between the percentage of BAME applicants shortlisted and appointed is shown in the below table.

Year	Applicants	Shortlisted	Appointed
2017/18	22.71%	18.23%	14.29%
2018/19	27.39%	19.21%	7.41%
2019/20	25.67%	23.11%	18.18%

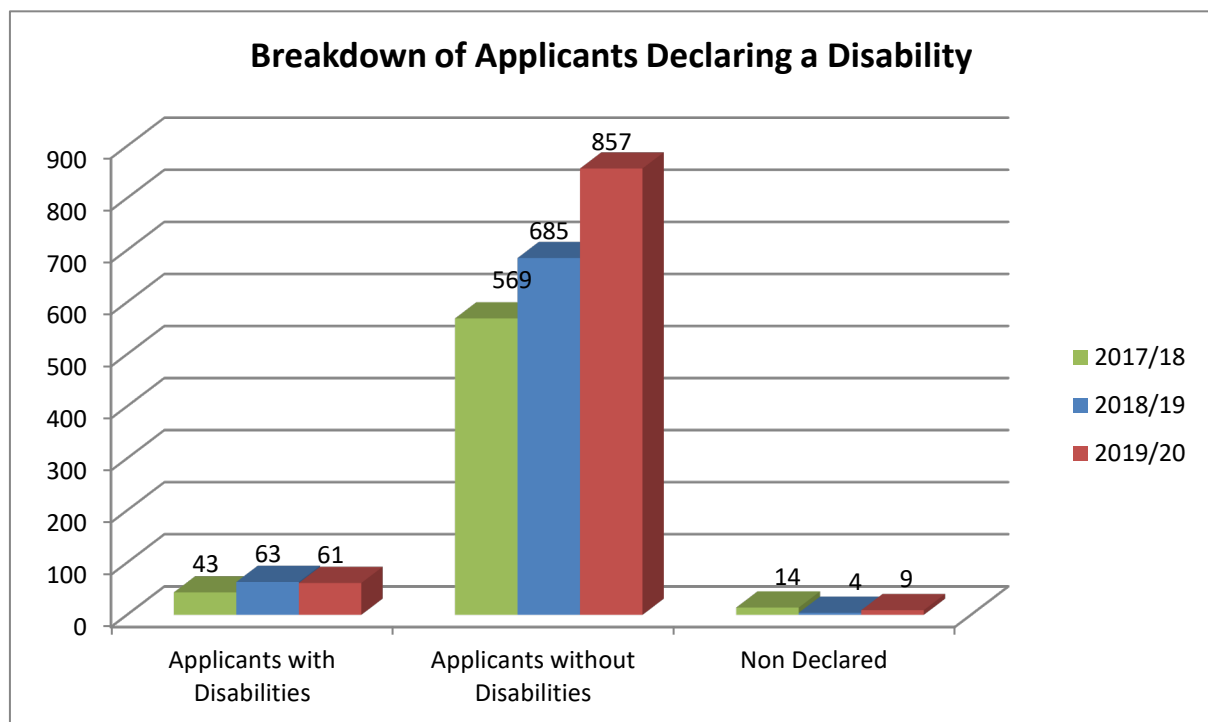
3.9 Disability and Recruitment

The Council is committed to providing equality of opportunity to all applicants, including those with disabilities. Applicants with disabilities who meet the essential criteria of a role are automatically invited for interview. This is supported and promoted by the Council’s Disability Confident Status.

People with disabilities are actively supported and assisted on appointment through the provision of equipment or other reasonable adjustments where necessary and by reviewing working practices to ensure that everyone has the opportunity to be successful during their time with the Council.

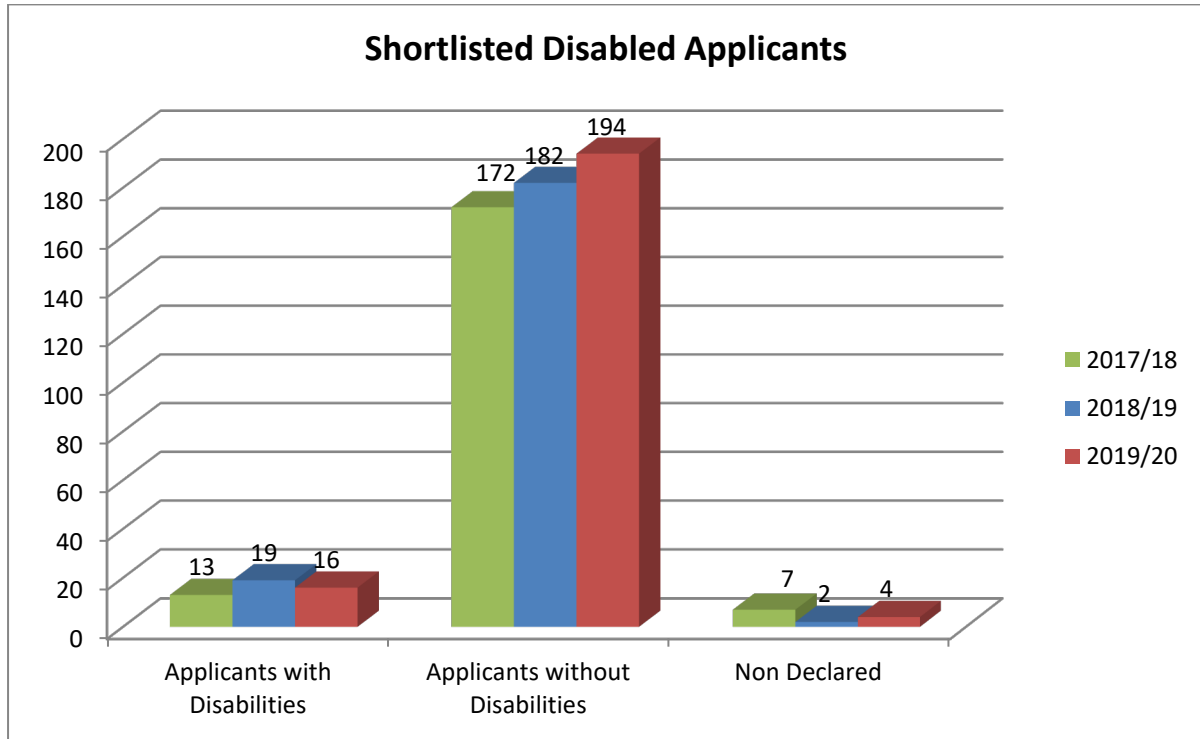
3.10 Applicants with Disabilities

The Council received 61 applications from people with disabilities. This is an overall increase of 41.86% since 2017/18.

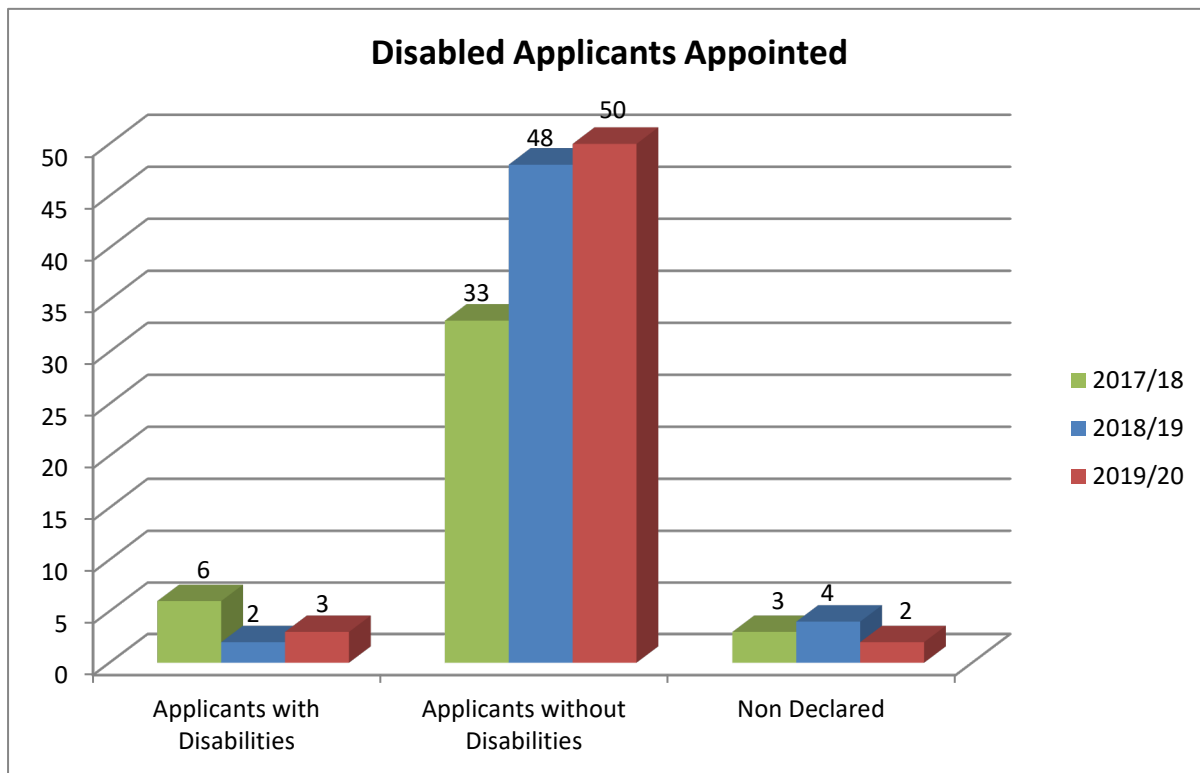


3.11 Shortlisted Applicants with Disabilities

2019/20 shows the number of shortlisted applicants with disabilities has decreased by 15.79% but increased overall since 2017/18 by 23.08%



3.12 Appointed Applicants with Disabilities



3.13 Internal Promotions

This section captures the work undertaken to provide employees with career progression opportunities at Broxtowe Borough Council. Promotions fall under two categories; the employee's post has been re-graded to a higher grade representing they have taken on additional responsibility or by moving into a different position where the grade is higher.

	2019/20
Post has been re-graded	7
Appointed to higher graded post	13
Total	20

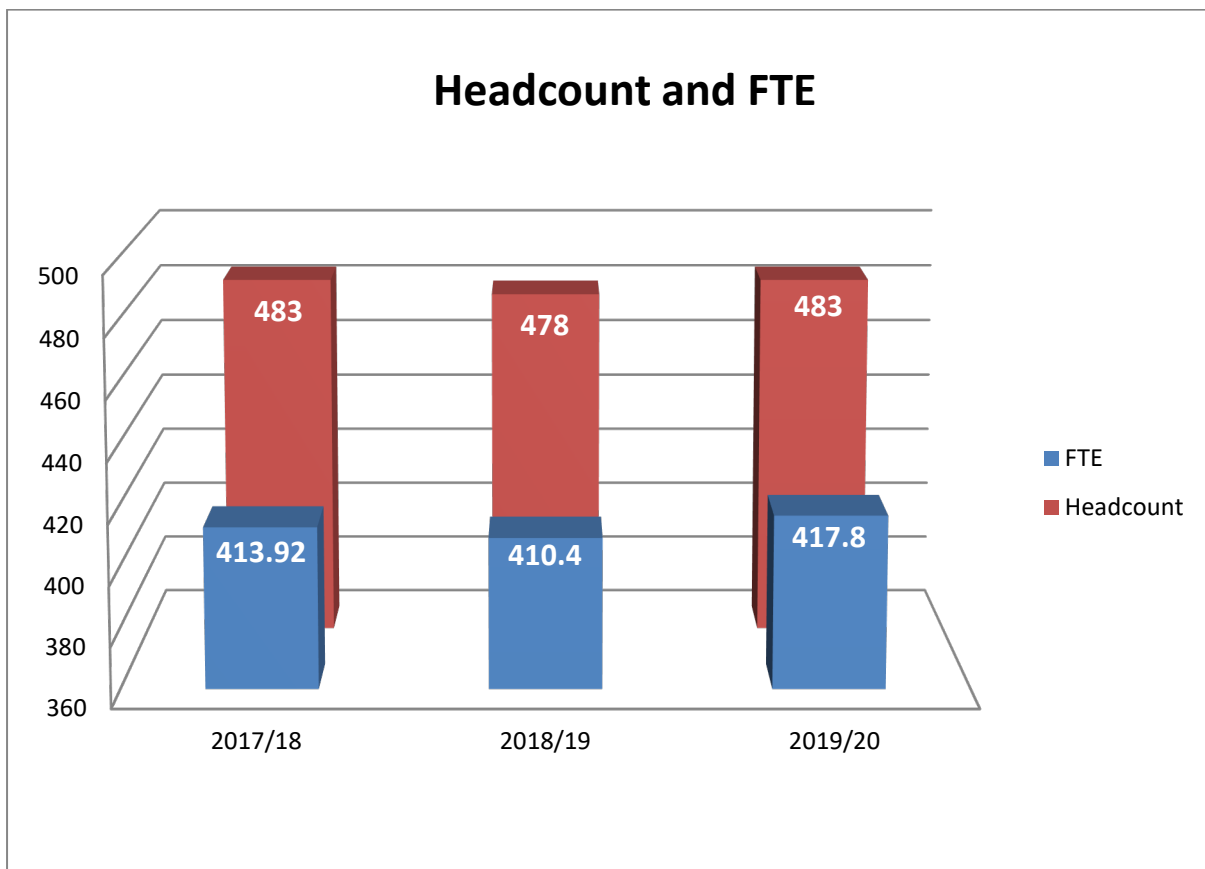
4. OUR WORKFORCE

4.1 Introduction

This section of the report aims to identify the current make up of our workforce and will provide statistics that can be analysed and used to identify trends.

4.2 Establishment Levels

The following chart shows the Full Time Equivalent (FTE) and headcount of employees of the Council for the last three years as at 31 March 2020.



4.3 Ethnicity

During 2019/20, 7.80% of the workforce was from a BAME background, based on the 456 employees who submitted a response. This was an increase of 1.36% since 2018/19. Below is a snapshot of the ethnic diversity of our workforce which includes those employees who have declined to state their ethnic origin.

Ethnicity	2017/18	2018/19	2019/20
Any other ethnic group	2	1	1
Asian - Other	0	0	0
Bangladeshi	1	1	1
Black or British African	2	2	2
Black or British Any Other	0	0	0
Black or British Caribbean	3	3	3
Chinese	1	1	1
Indian	5	5	4
Mixed - Other	1	1	1
Mixed - W/B Caribbean	2	2	7
Mixed - White/Asian	2	2	3
Pakistani	6	7	6
Undeclared	32	28	27
White - British	420	421	423
White - Irish	0	0	0
White Other	6	4	4
Grand Total	483	478	483

At 31 March 2020, the Council had 483 employees of which 423 (87.58%) declared themselves to be White British, 33 (6.83%) employees declared a BAME background and a further 27 employees (5.59%) did not submit or disclose their ethnicity.

The workforce BAME, based on those that submitted a response, is slightly less than the borough's BAME background which was 7.82% in the 2011 census.

4.4 Ethnicity of Workforce - Breakdown

Ethnic Origin	Gender	Full Time	%	Part Time	%	Grand Total	%
Any other ethnic group	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	1	0.68%	1	0.21%
Bangladeshi	F	0	0.00%	0	0.00%	0	0.00%
	M	1	0.30%	0	0.00%	1	0.21%
Black or British African	F	0	0.00%	1	0.68%	1	0.21%
	M	1	0.31%	0	0.00%	1	0.21%
Black or British Any Other	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	0	0.00%	0	0.00%
Black or British Caribbean	F	1	0.30%	0	0.00%	1	0.21%
	M	2	0.59%	0	0.00%	2	0.41%
Chinese	F	1	0.30%	0	0.00%	1	0.21%
	M	0	0.00%	0	0.00%	0	0.00%
Indian	F	1	0.30%	0	0.00%	1	0.21%
	M	3	0.89%	1	0.00%	3	0.62%
Mixed - Other	F	1	0.30%	0	0.00%	1	0.21%
	M	0	0.00%	0	0.00%	0	0.00%
Mixed - W/B Caribbean	F	3	0.89%	2	1.37%	5	1.04%
	M	2	0.59%	0	0.00%	2	0.41%
Mixed - White/Asian	F	1	0.30%	0	0.00%	1	0.21%
	M	2	0.59%	0	0.00%	2	0.41%
Pakistani	F	0	0.00%	2	1.37%	2	0.41%
	M	3	0.89%	1	0.68%	4	0.83%
White - British	F	108	32.05%	111	76.03%	219	45.34%
	M	184	54.60%	20	13.70%	204	42.24%
White - Irish	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	0	0.00%	0	0.00%
White Other	F	2	0.59%	2	1.37%	4	0.83%
	M	0	0.00%	0	0.00%	0	0.00%
Undeclared	F	3	0.89%	5	3.42%	8	1.66%
	M	18	5.34%	1	0.68%	19	3.93%
Grand Total		337	100%	146	100%	483	100%

4.5 Employees with Disabilities

	2017/18		2018/19		2019/20	
	No.	%	No.	%	No.	%
Employees with Disabilities	31	6.42%	30	6.28%	29	6.00%
Employees without Disabilities	406	84.06%	405	84.73%	415	85.92%
Non-Declared	46	9.52%	43	9.00%	39	8.07%
Total	483		478		483	

The Council offers on-going support to employees who may, either on a short or long term basis, need support whilst at work. The Council also seeks guidance through an independent occupational health service which enables medical advice to be obtained regarding any reasonable adjustment or other action which helps employees to remain at work.

The 2011 census didn't report on disability, rather it reported information based on limitations. Its 3 categories were: Limited a lot, limited a little and not limited. The data showed that 8.7% of residents of working age in the borough declared themselves as having their day to day activities limited a lot.

4.6 Employees average length of service

	2017/18 Years	2018/19 Years	2019/20 Years
Employees with Disabilities	13.61	14.27	14.84
Employees without Disabilities	11.44	11.11	10.81
Non-Declared	18.07	16.87	18.54
Total	14.37	11.82	11.68

The average service length for those who have disabilities has increased on the previous year and the overall average length is approximately 37.28% longer for those employees, compared with those who do not have a disability. This is a good indicator of the systems and support the Council has in place for this group of employees.

4.7 Age and Service Length

The following section provides a breakdown of our workforce on 31 March 2019 by service length:

Years	Gender	Total	%
0-4	F	70	14.49%
	M	81	16.77%
5-9	F	38	7.87%
	M	47	9.73%
10-14	F	51	10.56%
	M	38	7.87%
15-19	F	42	8.70%
	M	35	7.25%
20-24	F	12	2.48%
	M	17	3.52%
25-29	F	16	3.31%
	M	8	1.66%
30-34	F	12	2.48%
	M	8	1.66%
35-39	F	2	0.41%
	M	0	0.00%
40-44	F	1	0.21%
	M	4	0.83%
45+	F	0	0.21%
	M	1	0.00%
Grand Total		483	100%

The average length of service for employees is:

	2017/18	2018/19	2019/20
Female Full Time	11.30	10.53	10.38
Female Part Time	14.96	14.84	14.11
Male Full Time	11.78	11.34	11.39
Male Part Time	5.40	7.12	8.28

4.8 Age Ranges

The following table shows a breakdown of our workforce by Age Ranges of Full Time and Part Time Employees (This includes temporary employees):

Age Range	Gender	FT-PT	Total
16-19	F	FT	0
		PT	0
	M	FT	0
		PT	0
20-29	F	FT	18
		PT	1
	M	FT	18
		PT	2
30-39	F	FT	23
		PT	21
	M	FT	46
		PT	6
40-49	F	FT	35
		PT	28
	M	FT	52
		PT	2
50-59	F	FT	33
		PT	55
	M	FT	71
		PT	5
60-64	F	FT	10
		PT	14
	M	FT	26
		PT	5
65-69	F	FT	2
		PT	4
	M	FT	2
		PT	1
70+	F	FT	0
		PT	0
	M	FT	1
		PT	2
Grand Total			483

This data in comparison to other authorities shows Broxtowe Borough Council have an older workforce. 46.5% of staff at Gedling Borough Council are aged 50+ but this percentage at Broxtowe Borough Council is 47.8%.

4.9 Breakdown of Reasons for Leaving by Age and Gender (Permanent and Temporary Employees)

Reason for Leaving	Female 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Female Total	Male 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Male Total	Grand Total
Career Change				2					2			2						2	4
Career Progression LA		2		1					3					1				1	4
Career Progression Other			1		1	1			3		2							2	5
Death in Service									0									0	0
Dismissal – Attendance Management									0									0	0
Dismissal – Capability									0									0	0
Dismissal – Gross Misconduct					1				1									0	1
Dismissal - Probation									0									0	0
Dismissal - Other									0									0	0
Maternity – Not Returned									0									0	0
Not Known		1			2				3	1		1	2	1				5	8
Personal Reasons			1		2				3				1	4	1			6	9
Redundancy - Compulsory									0									0	0
Redundancy - Voluntary				1	1	2	1		5					1				1	6
Relocation									0									0	0
Early Retirement					1	2			3						2			2	5
Retirement – Age 65 & Over							1		1							2		2	3
Temp. Contract Ended*			2	3	1				6					1		1		2	8
Grand Total	0	3	4	7	9	5	2	0	30	1	2	3	3	8	3	3	0	23	53

*Not included in turnover figure

4.10 Grade Profile of Workforce

Grade	FT		Total	PT		Total	Grand Total
	F	M		F	M		
G2	2	3	5	24	9	33	38
G3	4	30	34	9	1	10	44
G4	21	42	63	31	5	36	99
G5	34	32	66	33	3	36	102
G6	12	23	35	6	2	8	43
G7	10	28	38	8	3	11	49
G8	8	15	23	1	0	1	24
G9	3	6	9	5	0	5	14
G10	11	8	19	2	0	2	21
G11	4	7	11	2	0	2	13
G12	5	6	11	1	0	1	12
G13	2	3	5	0	0	0	5
G14	1	4	5	0	0	0	5
G15	2	1	3	0	0	0	3
Head of Service	1	6	7	1	0	1	8
Chief Officer	0	1	1	0	0	0	1
Deputy Chief Exec.	0	1	1	0	0	0	1
Chief Executive	1	0	1	0	0	0	1
Grand Total	121	216	337	123	23	146	483

4.11 Workforce Profile Starters (Permanent and Temporary)

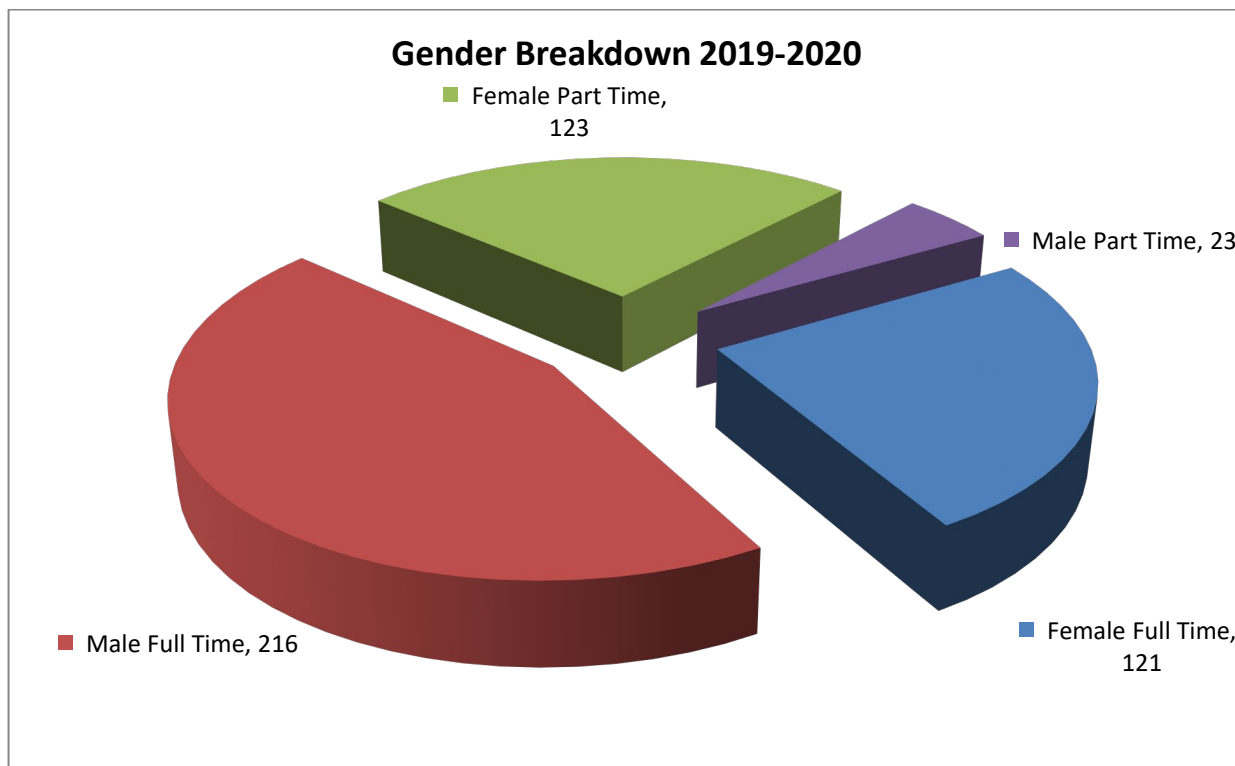
Age Range	Gender	FT	PT	Total
16-19	F	0	0	0
	M	0	0	0
20-29	F	5	0	5
	M	4	0	4
30-39	F	6	8	14
	M	8	1	9
40-49	F	5	1	6
	M	2	1	3
50-59	F	5	0	5
	M	5	1	6
60-64	F	1	1	2
	M	1	0	1
Grand Total		42	13	55

4.12 Gender

This section provides information on the gender breakdown of our employees and can be used to ensure that our commitment to equality is maintained.

	2017/18		2018/19		2019/20	
Female Full Time	109	22.57%	114	23.85%	121	25.05%
Male Full Time	220	45.55%	212	44.35%	216	44.72%
Female Part Time	130	26.92%	125	26.15%	123	25.47%
Male Part Time	24	4.96%	27	5.65%	23	4.76%
Total	483		478		483	

Broxtowe's commitment to equality in the recruitment of staff is emphasised in the gender split of the current workforce. Broxtowe employed 244 females and 239 males as at 31 March 2020. The chart below shows the gender breakdown in diagrammatic form.



4.13 Job Evaluation

Job evaluation is a means of determining the relative values of jobs within an organisation, so that all posts are graded appropriately to their duties and responsibilities. The Council's JE processes provide a systematic and consistent approach to defining the relative worth of jobs. It also enables a rank order to be developed according to the complexities of tasks, duties and responsibilities undertaken by post holders.

Following implementation of its Single Status programme in March 2011, the Council has continued to maintain a robust approach to the evaluation of posts at all levels across the organisation which ultimately demonstrates non-discriminatory pay practices.

During 2019/20, 36 jobs were evaluated (7 of which were appeals), which covered 22 different job groups. The outcomes of those evaluations are shown in the table below:

Job Evaluation Outcome	Number of posts
JE points score increase resulting in no change in grade of post	10
JE points score increase resulting in grade increase of post	15
JE points score unchanged	1
JE points score decrease resulting in no change in grade of post	0
JE points score decrease resulting in decrease in grade of post	2
Number of new posts evaluated	8
Total posts evaluated	36

4.14 Gender Pay Gap

The Council's Job Evaluation scheme provides equal pay for work of equal value so no inequality in pay exists.

The Council has a commitment to calculate and publish its gender pay gap each year and it does this through its Pay Policy and within the annual Workforce Profile. The gender pay gap is the difference between men's and women's earnings as a percentage of men's earnings.

Whilst Broxtowe has produced its gender pay gap annually for many years it became mandatory to do so in 2017 within the scope of a fixed set of guidelines laid down by government. These are not dissimilar to the way Broxtowe has calculated the figures previously, using annual full time equivalent salary, except that the new regulations use the hourly rate of pay including certain regular allowances. It is also a requirement to report the proportion of males and females in each quartile pay band.

An analysis of the current gender pay gap levels at Broxtowe (as at 31 March 2020) using both the mean and median calculations are as follows:

<u>Mean Calculation*</u>		<u>Median Calculation*</u>	
<u>All Employees</u>		<u>All Employees</u>	
Mean Male Hourly Rate	12.9102	Median Male Hourly Rate	11.0564
Mean Female Hourly Rate	12.2775	Median Female Hourly Rate	11.0564
Gender Pay Gap	4.90%	Gender Pay Gap	0.00%
<u>Full Time Employees</u>		<u>Full Time Employees</u>	
Mean Male Hourly Rate	13.1796	Median Male Hourly Rate	11.3135
Mean Female Hourly Rate	13.4693	Median Female Hourly Rate	11.5354
Gender Pay Gap	-2.20%	Gender Pay Gap	-1.96%
<u>Part Time Employees</u>		<u>Part Time Employees</u>	
Mean Male Hourly Rate	10.3798	Median Male Hourly Rate	9.7052
Mean Female Hourly Rate	11.1342	Median Female Hourly Rate	11.0564
Gender Pay Gap	-7.27%	Gender Pay Gap	-13.92%

Calculated as the average difference between male and female earnings as a percentage of male earnings.

*The mean calculation is the average figure and the median calculation is the middle number in a range.

Rushcliffe Borough Council reported their mean gender pay gap to be 1.00%, whilst Gedling Borough Council reported a mean gender pay gap of 2.50%. The median gender pay gap for Gedling Borough Council was 0.00% and -1.41% for Rushcliffe Borough Council.

In 2017/18 Broxtowe Borough Council reported a Gender Pay Gap of 7.92%. This improved in 2018/19 to 6.53% and has improved again to 4.90% in 2019/20.

5. EMPLOYMENT ISSUES

Broxtowe Borough Council is strongly committed to the equal and fair implementation of its people policies and procedures.

5.1 Disciplinary, Grievance, Capability and Attendance Management

The following statistics are related to all disciplinary, grievances, attendance management and capability proceedings based upon the date upon which the incident took place.

5.2 Disciplinary

	Gender	2017/18	2018/19	2019/20
Informal Warning	F	0	N/A*	N/A*
	M	2	N/A*	N/A*
Suspended	F	1	0	0
	M	6	2	3
Number of working days suspended	F	77	0	0
	M	502	103	36
First Formal Warning	F	0	1	1
	M	5	1	1
Final Formal Warning	F	1	0	2
	M	0	1	1
Dismissed (Gross misconduct, Summary Dismissal)	F	0	0	1
	M	1	3	0
Resigned during investigation	F	0	0	0
	M	0	0	0

*From November 2017 the council stopped informal warnings as part of the disciplinary process.

5.3 Grievances

The level of grievances received during 2019/20 increased by 28.51% from 2018/19 but have decreased by 43.8% since 2017/18.

	2017/18	2018/19	2019/20
Female	5	2	3
Male	10	4	6
Collective	1	1	0
Total	16	7	9

5.4 Capability Policy and Procedure

The table below indicates the stages of support employees have received:

	Gender	2017/18	2018/19	2019/20
Stage 1	F	0	1	0
	M	1	0	0
Stage 2	F	0	0	0
	M	0	0	0
Stage 3	F	0	0	0
	M	1	0	0
Dismissal	F	0	0	0
	M	0	0	0
Total		2	1	0

5.5 Attendance Management Policy and Procedure

The Council has a wide range of measures to support employees who are absent from work through sickness. This includes a robust Attendance Management Policy, as well as support from an external occupational health provider and a free Employee Assistance Programme. The table below highlights the stages of the policy at which employees were supported within the framework.

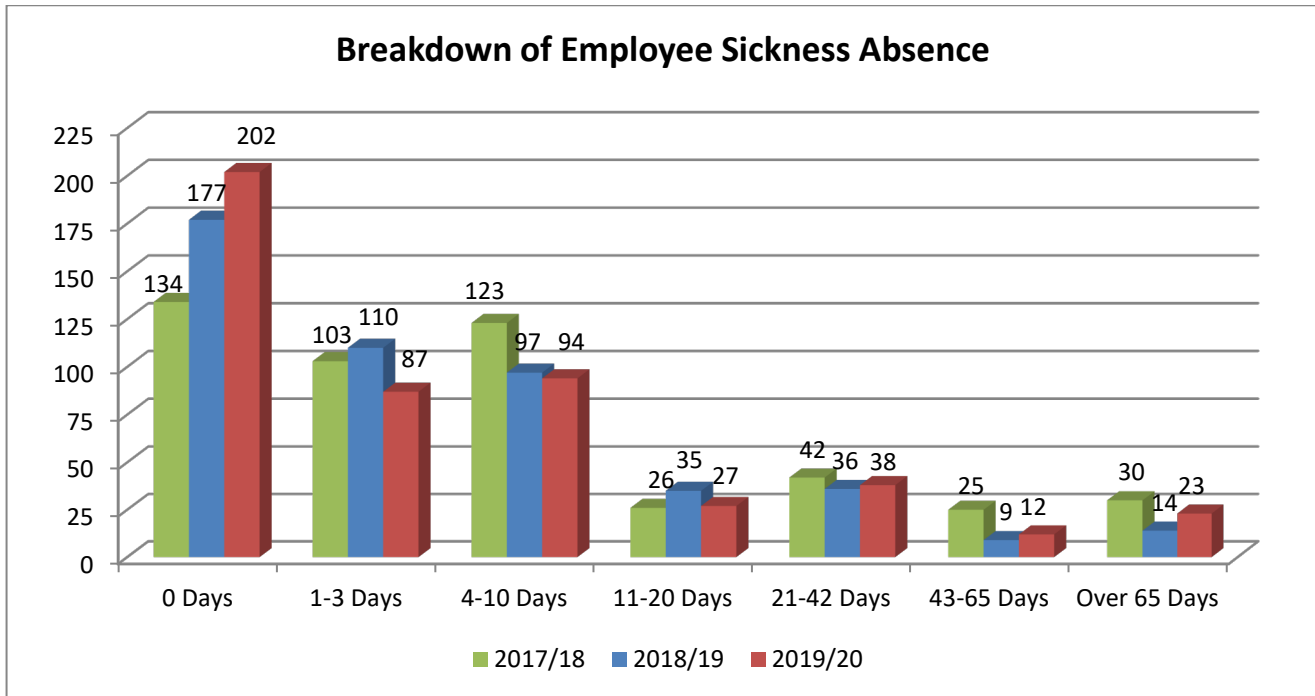
	Gender	2017/18	2018/19	2019/20
Stage 1	F	19	17	15
	M	29	16	22
Stage 2	F	0	2	1
	M	5	2	2
Stage 3	F	0	0	0
	M	0	0	0
Stage 3 (Dismissal)	F	0	0	0
	M	1	1	0
Total		54	38	40

The Council also promotes employee wellbeing and attendance at work by the provision of initiatives including flu vaccinations, health surveillance programmes, hepatitis vaccinations, eye and eyesight tests, audiometry assessments and specialist health screening initiatives together with welfare support and advice. The council also offers confidential counselling and occupational health.

All absences are monitored and employees with longer term sickness are actively supported through return to work programmes.

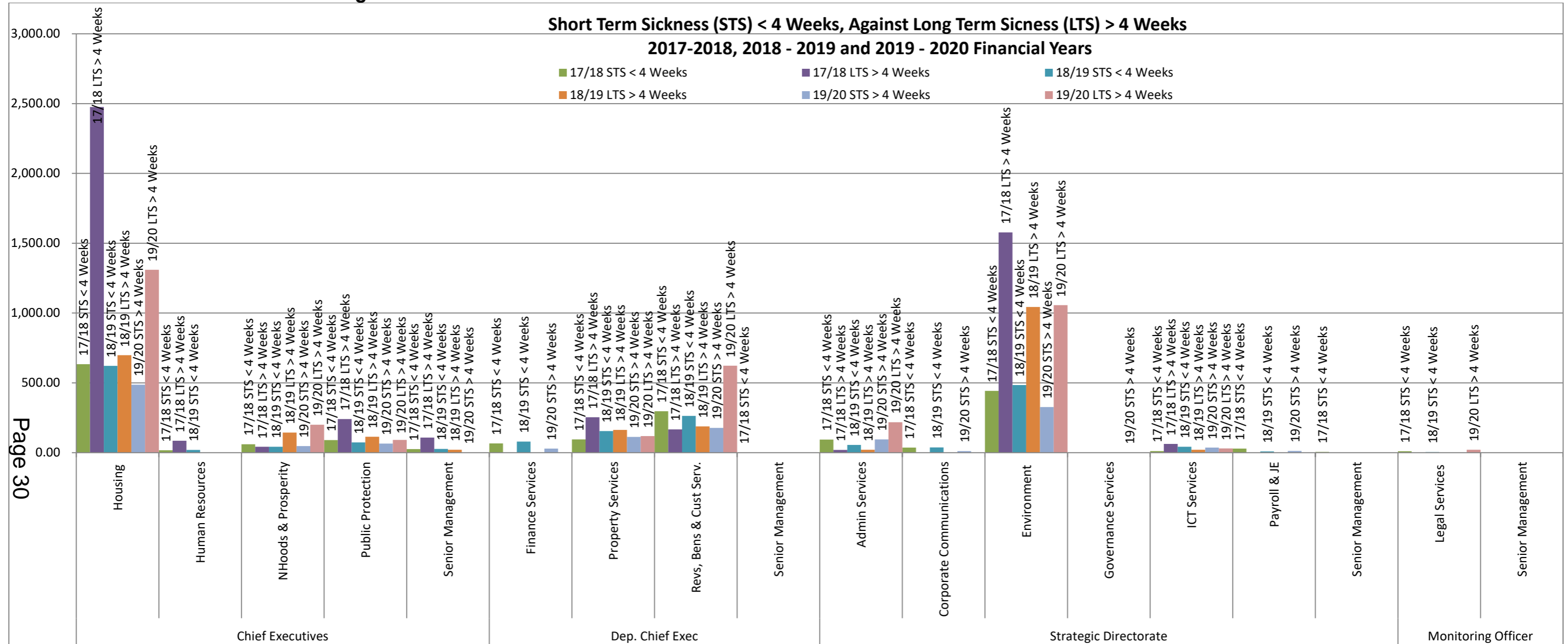
5.6 Breakdown of Employee Sickness Absence

The following chart shows the number of occasions of employee sickness absence by the total number of days of absence as of 31 March 2020.



Whilst the average level of sickness during 2019/20 was 10.88 days per employee, 41.82% of the workforce had no sickness absence at all, whereas 27.74% of employees had nil sickness in 2017/18 and 37.03% of employees had no sickness absence in 2018/19. This shows a steady increase in the number of employees having no sickness absence during each financial year, a positive trend. Another positive trend can be seen for short term sickness absence which is falling. However, the trend for long term sickness absence is less consistent as can be seen for the data illustrated above.

5.7 Breakdown of Short term and Long Term Sickness



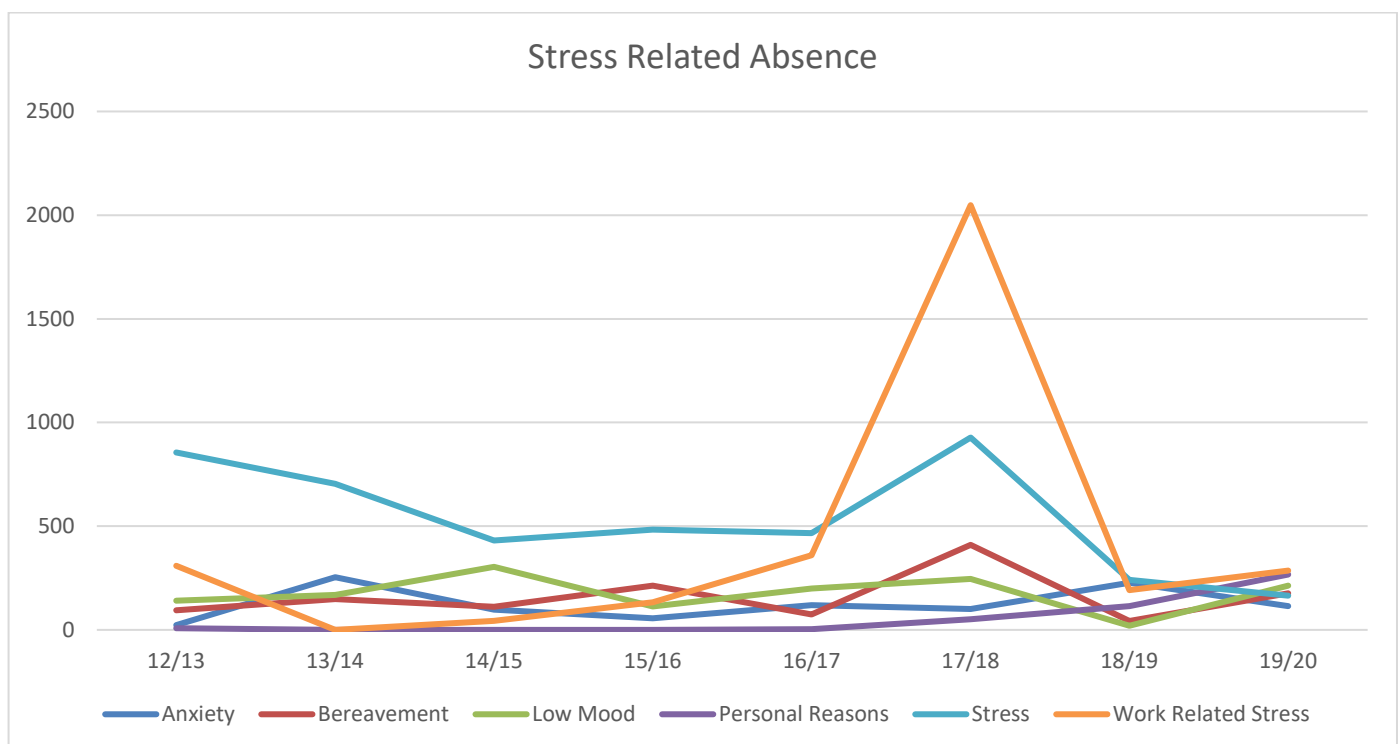
The above graph breaks down the sickness data into Short Term sickness (less than four weeks) and Long Term Sickness (more than 4 weeks) since the 1st April 2017 to the 31st March 2020.

5.8 Mental Health Related Sickness Absence

The below table shows the number of days Broxtowe Borough Council employees were absence due to stress related illness.

Year	Anxiety	Bereavement	Low Mood	Personal Reasons	Stress	Work Related Stress	Total
2012/13	23	95	141	8	855	309	1431
2013/14	254	149	169	0	705	0	1277
2014/15	97	112	304	0	431	43	987
2015/16	56	213	113	0	483.5	132.5	998
2016/17	119	74	200	3	466	360	1222
2017/18	101	410	246	52	927.5	2048	3784.5
2018/19	227	43	20	115	240.5	191	836.5
2019/20	114	176	213	267	165	286	1221

The council first started collecting data regarding mental health related sickness in April 2012. The graph below shows the level of absence due to mental health at Broxtowe Borough Council since 1 April 2012.



5.9 FTE Absence (Average sickness days per employee)

Year	Average
2019/20	10.88
2018/19	8.69
2017/18	13.64
2016/17	9.73
2015/16	9.39
2014/15	8.66
2013/14	7.94
2012/13	9.79
2011/12	6.89
2010/11	8.91

The average sick days per employee has risen 25.20% on the previous year.

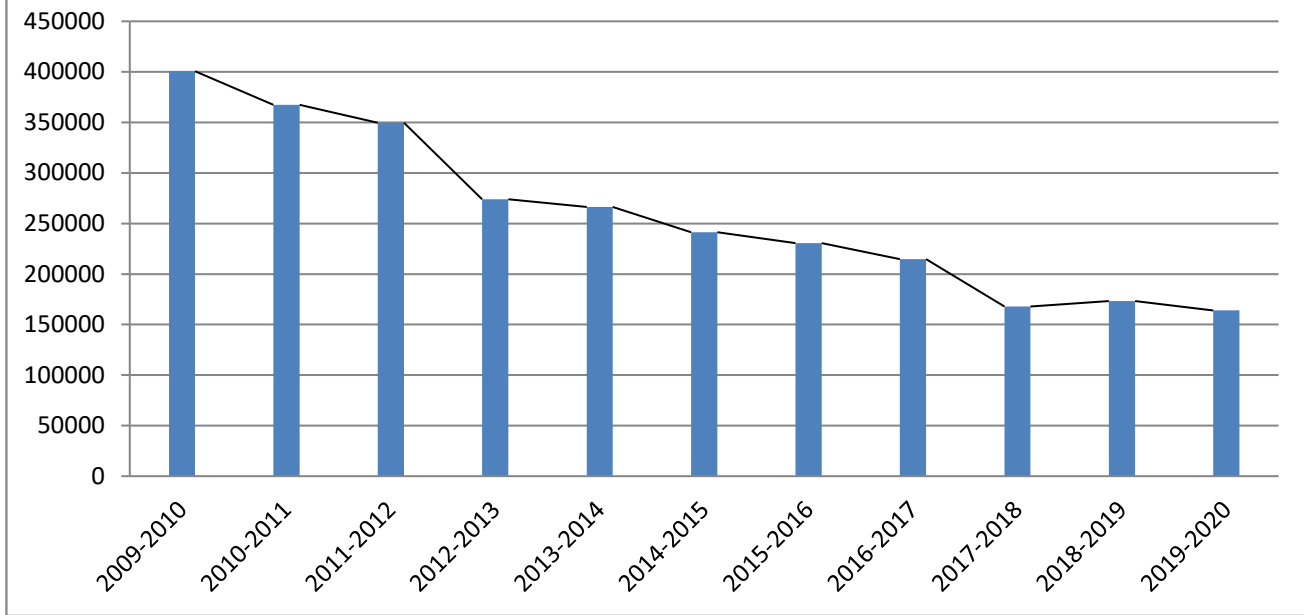
5.10 Business Mileage

Business mileage undertaken by employees in their own car. The table below shows the reductions in business mileage that have been achieved over the last 10 years. Only in the past year has mileage increased at Broxtowe. Within the last 10 years Broxtowe has implemented three major changes to the process and payment of business mileage;

- Mileage rate changed to 45p per mile (HMRC rate) from August 2013.
- VAT Receipt required when claiming mileage with effect from April 2014.
- Mileage claimed online via HR21 with effect from April 2018.

Year	Miles	% Reduction on previous year
2019/20	163929	5.95
2018/19	173679	-3.48
2017/18	167833	15.61
2016/17	198886	9.06
2015/16	218700	5.84
2014/15	232262	13.39
2013/14	268179	1.84
2012/13	273216	21.88
2011/12	349739	4.78
2010/11	367310	8.31
2009/10	400611	4.65

Council Business Miles Per Year

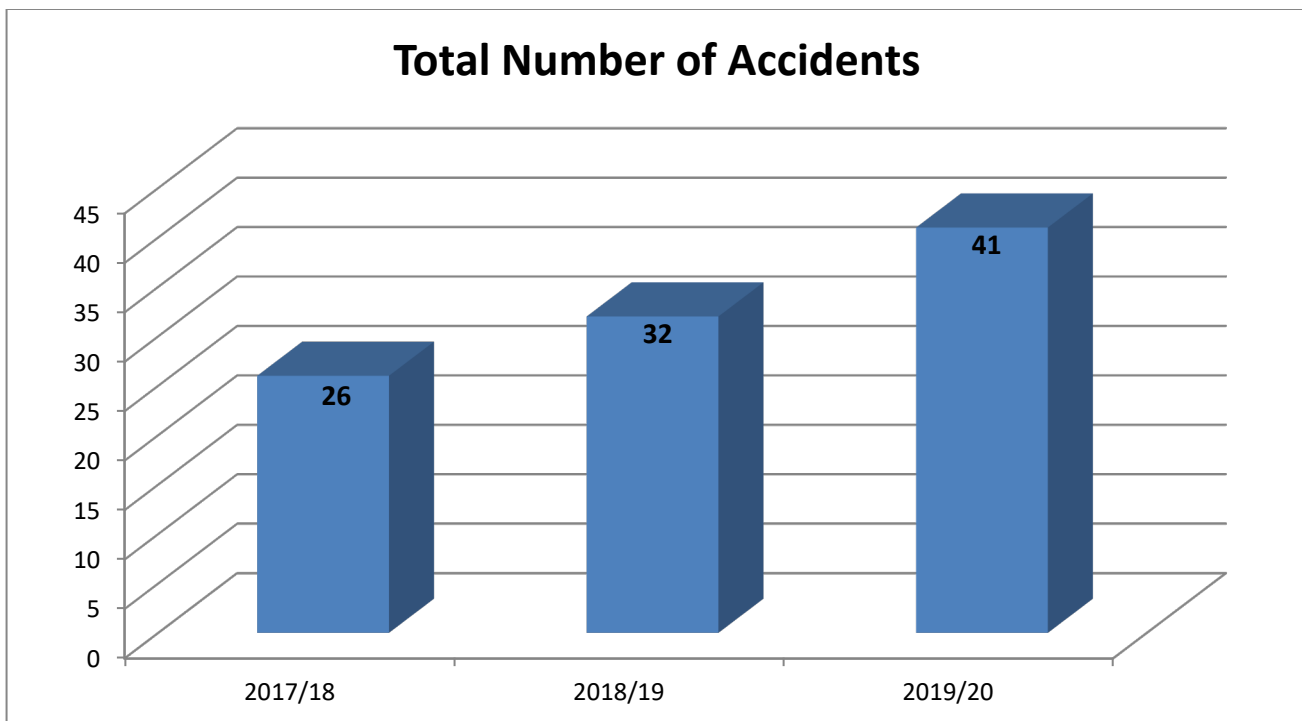


6. HEALTH AND SAFETY

This section provides an analysis of accident figures at the Council during 2019/20 and the preceding 2 years. The figures are for employees only and are split into RIDDOR and Non-RIDDOR accidents.

RIDDOR stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Employers have legal duties under RIDDOR requiring them to report and record more serious work-related accidents and incidents. Depending on the type of incident, the report needs to be made within a maximum of 15 days.



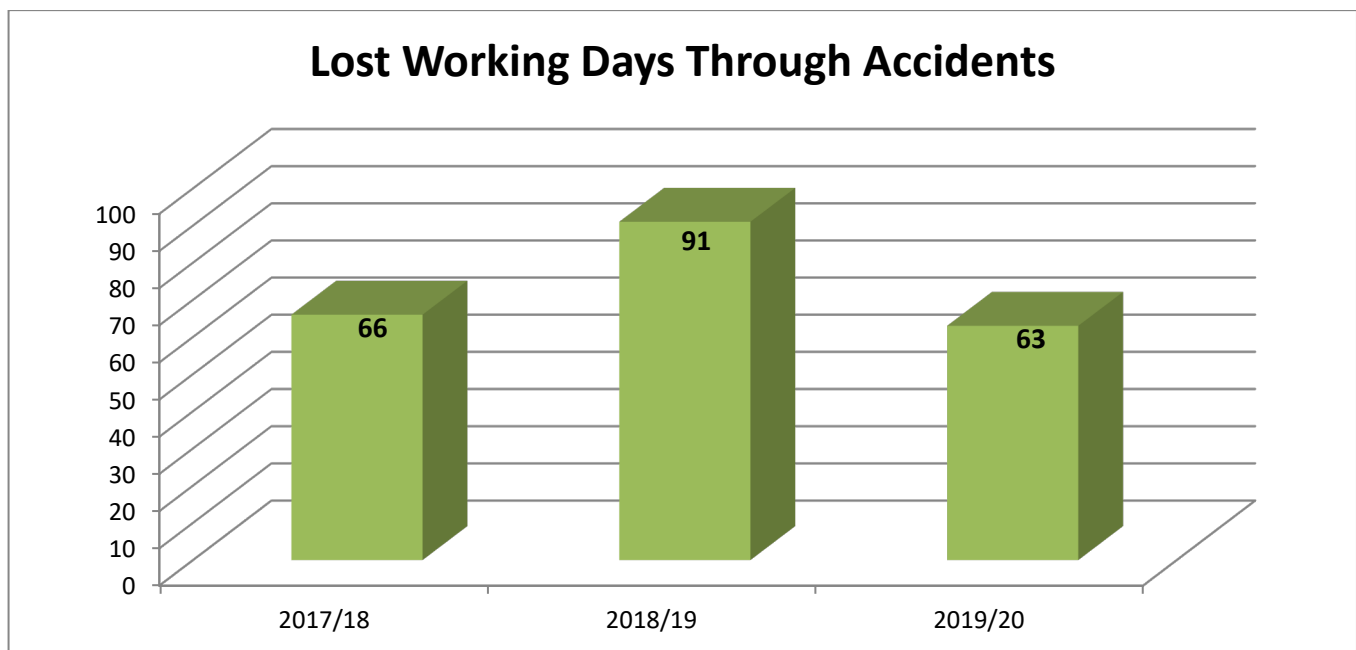
The total number of employee accidents during 2019/20 was 41. This was a 28.12% increase on the number of accidents since 2018/19.

During 2019/20, 2 (4.88%) out of the total number of accidents were classified as “RIDDOR” accidents. These are more serious accidents, which must be reported to the Health and Safety Executive (HSE), and are detailed in the following table.

6.1 RIDDOR Type of Accident

	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total
2017/18					
Manual Handling		1			1
Slips, trips and falls				1	1
Striking a fixed object					0
Struck by a moving object					0
Other					0
Total	0	1	0	1	2
2018/19					
Manual Handling		1		1	2
Slips, trips and falls	1	1			2
Striking a fixed object					0
Struck by a moving object	1				1
Other	1				1
Total	3	2	0	1	6
2019/20					
Manual Handling					0
Slips, trips and falls			1	1	2
Striking a fixed object					0
Struck by a moving object					0
Other					0
Total	0	0	1	1	2

6.2 Lost Working Days through Accidents at Work



During 2019/20, 63 working days were lost from two employees suffering RIDDOR injuries compared with 91 days from six employees during 2018/19.

The average RIDDOR injuries sustained by employees:

	Total Days	Total Employees	Average
2019/20	63	2	31.5
2018/19	91	6	15.16
2017/18	66	2	33

7. CONCLUSIONS

In conclusion, this document has highlighted the profile of our Council as it stood at 31 March 2020.

For each section of the report a notable point has been highlighted below:

- **Achievements:** The average length of service was 37.28% longer for employees declaring themselves as having a disability.
- **Recruitment:** The percentage of applicants from a BAME background who were shortlisted has increased from 23.78% in 2018/19 to 35.26% in 2019/20.
- **Our Workforce:** The 2011 Census declared 7.82% of the borough's population were from a BAME background. Broxtowe's current BAME representation in the workforce, of those employees who have declared their ethnicity, is 7.80% which provides near parity.
- **Employment Issues:** While the number of average sick days per employee increased in 2019/20 by 2.19 days it is of note that the number of employees with no absence increased by 4.79% and made up 41.82% of the workforce.
- **Health & Safety:** The number of RIDDOR incidents reported in 2019/20 was two. This is a 66.67% decrease in comparison to last year.

If you have any questions or comments about this report, please contact the Payroll and Job Evaluation Division.

Obtaining alternative versions of this document

If you would like this document in another language or format, please contact the Human Resources team on 0115 917 3372 or 0115 917 3342.

Report of the Chief Executive

DISABILITY CONFIDENT STATUS1. Purpose of report

To update the Committee on the status of the Council's Disability Confident certification.

2. Detail

The Council voluntarily joined the Department for Work and Pensions' Disability Confident Scheme in September 2016, replacing the old 'Two Ticks' symbol. The scheme requires employers to commit to a number of actions to promote and sustain a workforce that includes those with disabilities.

There are three levels to the scheme, with the Council currently holding the Level 2 Disability Confident Employer status. The aim is to achieve the highest level, which is the Level 3 Disability Confident Leader status, which requires a detailed, evidence portfolio to be self-assessed and then validated by a third party.

The HR Manager renewed the Council's Disability Level 2 status on 4 September 2020, for a period of three years until 1 September 2023. A copy of the Level 2 Certificate is attached as an appendix. The Level 3 Application can be submitted at any time before the expiry date.

The application has now been completed along with the portfolio of evidence which will be validated by an external body already accredited with the Level 3 Status. The portfolio of evidence includes disability-related actions that the Council undertakes such as inclusive and accessible policies and procedures, recruitment practices, reasonable adjustments and other measures relating to the Equality Act and the encouragement of building a disability confident workplace.

Recommendation

The Committee is asked to NOTE the Disability Confident Status update.

Background papers

Nil

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This is to certify that

is a Disability Confident Employer

Period of award:

Issue date:

As a Disability Confident Employer we:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Find out more about Disability Confident at:
www.gov.uk/dwp/disabilityconfident

 **#DisabilityConfident**

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Report of the Chief Executive

UPDATE ON THE ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

1. Purpose of report

To update the Committee on progress in respect of the action plan for the wellbeing of staff mental health.

2. Detail

It is important at all times to ensure the wellbeing of staff mental health, but this has been brought into even sharper focus with the challenges of the COVID-19 pandemic. At the meeting of this Committee on 29 September 2020, an action plan for the wellbeing of staff mental health was presented. The appendix to this report shows current progress on the plan.

Recommendation

The Committee is asked to NOTE the progress on the Action Plan for the Wellbeing of Staff Mental Health.

Background papers

Nil

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ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

G Completed

A In progress/On-going

R Not started

Tasks	Responsibility	Timescales	Notes	Status
Implement new EAP and launch across the authority	HR Manager	N/A	Contract until May 2021	G
Following Employee Assistance Programme (EAP) implementation, service to be reviewed with Sodexo (provider)	HR Manager	Quarterly	Annual review with Sodexo scheduled	A
Commission Forces in the Community to develop employee information on mental health resilience in the light of Covid-19	HR Manager/Forces in the Community	N/A	Available on intranet and BLZ	G
Raise the profile of the EAP with staff communications e.g. youtube videos, email tutorials	HR Manager/Sodexo	September 2020	Now done via within MH Newsletter	G

Tasks	Responsibility	Timescales	Notes	Status
Arrange face to face training with Rick Harrington in relation to employees returning to the workplace.	HR Manager	December 2020	Awaiting confirmation from Rick and a return to the office estimate following Government plan	R
Employee Mental Health Champions Group to continue to meet bi-monthly	HR Manager	November 2020	Meeting Monthly	A
Roll out BLZ mental health awareness training to all new Managers	Learning and Development Team	From April 2021	Adjusted due to Covid pressures and allowing Managers to complete Annual Performance Appraisals by end of March 2021.	R
Ensure ALL Managers have refresher training on mental health awareness	Learning and Development Team	By October 2021	Previous training valid for 3 years	R
Promote World Mental Health Awareness Day (October)	HR/Champions Group	October 2020	Work undertaken to promote via staff comms	G

Tasks	Responsibility	Timescales	Notes	Status
Renew Level 2 Disability Confident Employer status	HR Manager	September 2020	Renewed until 09/23	G
Apply for Level 3 Disability Confident Leader status	HR Manager	March 2021	Application to be submitted by 31 March 2021 for validation	A
Implement monthly Mental Health Newsletter for employees	HR/Champions Group	November 2020	Issue 4 has just been released	G
Promote 'Brew Monday' via Mental Health Champions	HR Manager	18 January	Promoted across the authority	G
Develop and implement a regular Mental Health Champions podcast	HR Manager	March 2021	First episode will be on 'sleep'	A
Promotion of Mental Health Awareness Week	HR Manager	May 2021	Planning in progress	A

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Report of the Chief Executive

ORGANISATIONAL DEVELOPMENT STRATEGY UPDATE

1. Purpose of report

To advise members of the progress to date in respect of the Organisational Development Strategy.

2. Detail

In June 2020, the Personnel Committee approved an Organisational Development Strategy for the Council. The aim of the strategy was:

“To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.”

Since that time, a number of actions have been undertaken to move towards meeting the outcomes and objectives of the strategy. The relevant information is given in the appendix.

Recommendation

The Committee is asked to NOTE the progress on the Organisational Development Strategy.

Background papers

Nil

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**Broxtowe
Borough
COUNCIL**

Broxtowe Borough Council

Organisational Development Strategy 2020 – 2024

Progress Update

Overall aim

The overall aim of the Organisational Development Strategy is:

To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.

Underpinning that aim are four key objectives. These are:

- 1. Supporting transformational flexibility, change and innovation**
- 2. Sustaining and improving a skilled, flexible and motivated workforce**
- 3. Building leadership and management capacity**
- 4. Planning for the workforce of the future and being an employer of choice**

Objective 1 - Supporting transformational flexibility, change and innovation

Outcomes – What we plan to achieve

Keeping our vision in our sights and recognising change, flexibility and innovation as a means to achieve that vision. Constantly being aware of what is happening around us and the changes we are making, ensuring we shape, in an efficient and effective way, our on-going transformation agenda.

Actions – The key areas we will focus on:

- Developing a framework for change management incorporating employee and trade union engagement and communication:

Employees from across different sections (Rents, Housing Repairs, Customer Services) have undertaken Change Management training with an external trainer. Trade Unions continue to be involved in organisational changes such as departmental restructuring.

- Facilitating and encouraging organisational flexibility through ensuring job descriptions are more flexible, and organisational resources can be deployed more flexibly across the Council to respond to demands, peaks and troughs and the changing needs of employees during their employment with the Council:

Office-based employees have been working from home during the pandemic and individual needs have been taken into account such as childcare provision and more flexible working hours arranged where appropriate.

- Promoting a programme of learning to support transformational change and Innovation:

Extra virtual learning has been offered in recent months, and additional apprenticeship roles throughout the Council have been explored.

- Work to support managers and employees to adapt to flexible ways of working and help senior managers to design and develop division/directorate structures that can effectively support future requirements:

The current pandemic has seen a higher level of support to employees, as well as more flexible working due to childcare and homeworking. HR have assisted Heads of Service with restructuring proposals in the light of increased remote working.

- Consider potential new business opportunities and employees' commercial skills and work to successfully resource these new ventures in order to increase income

Seminars on Commercial Awareness and Procurement have been offered both internally and externally.

- Exploring new ways of increasing individual and team productivity by leveraging the full benefits of new technology thereby creating efficiencies and savings:

Working from home ensured employees have a better work/life balance, eliminating commuting. Many teams appear to be more productive, utilising Microsoft Teams remotely. Efficiencies include less photocopying, office heating, CO2 emissions, reduced work-related mileage.

Objective 2 – Sustaining and improving a skilled, flexible and motivated workforce

Outcomes – What we plan to achieve

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

Actions – The key areas we will focus on:

- Reviewing and strengthening our Performance Review and Development process to ensure all employees have relevant performance action plans in place:

A review of the current Appraisal system has started and comments from Mangers/key stakeholders and employees contacted are being collated.

- Reviewing the pay and reward model:

The Strategic Director/GMT are undertaking a review of the pay model with support from East Midlands Councils.

- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and healthy working lives:

The weekly Employee briefing as well as the new Mental Health Newsletter regularly celebrates employee success and promotes healthy work life balance. A new employee Lease Car Scheme is also in the process of proposal/implementation. A new Employee Assistance Programme was introduced in 2020 to support employees with mental health and wellbeing.

- Refreshing the Learning and Development Strategy and ensuring that corporate learning and development programmes are driven by the needs of officers as well as those of the organisation, and that the most appropriate and up to date training methods are utilised

Courses are offered regularly to Officers and Managers including Report Writing, Digital Skills and Leadership and Management training – most are done remotely now using new technology.

- Ensuring that the learning and development resources that we use are consistent, of high quality, and meet the future needs of the organisation:

Appropriate due diligence is taken in regard to sourcing training providers and have well-established reputations such as East Midlands Councils and ACAS. New courses are currently being explored with these providers.

- Ensuring that the delivery of our workforce development activity makes the best use of resources available corporately including specialist knowledge and technology:

The Pandemic has seen a rise in use of technology across the Council and therefore specialist knowledge has been shared more fluently.

- Communicating information about learning and development clearly and in an accessible way to all employees:

All new courses have been shared via email and verbally by managers to non PC users. The course details are always in a separate email to the briefing to ensure information is clear and concise.

- Working closely with our partners to maximise opportunities for shared learning and development, and encouraging cross departmental learning

Learning and Development courses such as Change Management which benefit multiple departments are often arranged to develop shared learning, experiences and ideas across the Council.

- Exploring further new ways of working, using technology to ensure flexible and effective working practices:

Home Working, Flexible start and finish times to accommodate parents and Microsoft Teams meetings have allowed effective working practices during the pandemic.

- Supporting and enabling secondment and job shadowing: Recognised those with potential for growth and recommended job shadowing via support from their managers.

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated.

- Developing an approach to alternative career paths for people with long term conditions:

The redeployment register has been very effective for employees with long term conditions and our Redeployment policy is strengthened to support this.

Objective 3 - Building leadership and management capacity

Outcomes – What we plan to achieve

All our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Actions – The key areas we will focus on:

- Promoting our Core Competency Framework and leadership behaviours for senior managers

All Managers are required to undertake an annual Performance Appraisal with both their own teams and by their own line manager which incorporates the Core Competency Framework and ensures that the framework is being met or achieved with support.

- Developing our approach to coaching and mentoring:

ILM training has been offered to all managers. The HR Manager is undertaking the ILM Level 7 in Coaching and Mentoring and will be implementing the learning across the authority with key stakeholders who will then in turn, identify other employees to go on the course.

- Developing secondment/job shadowing opportunities

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated. Two internal officers have been promoted in 2021 following secondments to higher managerial roles.

- Our leadership team will be visible and will own the organisational agenda by creating the climate and fostering an organisational development culture:

GMT is more visible via employee briefings, and have become advocates for development, with members of GMT seeking training.

- Promote and develop Senior Management Team and Managers' Forums, cascading key messages to inform employees about what's going on and communicating this in a positive, inspiring way:

SMT meet regularly and ensure that information is cascaded to employees. SMT briefings relate to the Corporate Values.

- Develop sustainable ideas and solutions to continue the quest for excellence and grow success
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others
- Develop a formal and consistent management training programme

Specific Management Training such as ILM Level 5 has been identified and offered to employees and Managers where skills gaps and succession planning has been identified for the future, including 'growing our own' talent. ILM Level 7 has also been identified to develop a culture of coaching, mentoring and growth.

Objective 4 – Planning for the workforce of the future and being an employer of choice

Outcome – What we plan to achieve

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

Actions – The key areas we will focus on:-

- Promoting Broxtowe Borough Council as an employer of choice:

Mindful Charter, Disability Confident Employer, Armed Forces Employer Scheme including introduction of Veteran interview scheme, Dying to Work Charter and developing new innovative policies to set us apart from other organisations.

- Identify future skills requirements:

Appraisals have requested this information and ongoing evaluations into the vacant posts have enabled us to identify future skills required.

- Adopting innovative ways of recruiting new talent:

Have advertised job vacancies on a range of websites, new sources include LinkedIn and department specialist magazines. Apprenticeship applicants have been increased due to existing apprentices promoting those vacancies.

- Developing our approach to talent management

Commitment to 'growing our own' talent and identifying appropriate Management qualifications such as ILM training and developing our Apprentices and offering full-time roles where appropriate.

- Creating employment and training opportunities by exploring training schemes and developing apprenticeships:

All departments have been encouraged to identify posts or vacancies within their structure for possible apprenticeship opportunities. Additional apprentices have been recruited.

- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees:

Apprenticeship courses have not only been used to recruit 'traditional' apprenticeships but also to upskill our internal employees in areas such as Customer Services and Business.

- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans.

This is done annual via the mandatory Performance Appraisal process.

- Using existing policies such as Flexible Retirement will be used to enable the sharing of knowledge and expertise before it is lost from the organisation:

Where retirement has been known, recruitment for the post has been sought earlier to enable maximum time for knowledge to be shared.

- Supplementing the Apprenticeship Strategy with career ladders / pathways for apprentices:

Many apprentices have passed their apprenticeships and where possible, have been offered roles here at the council.

- Make use of all appropriate learning and training techniques:

Restricted due to the pandemic, but virtual training for courses otherwise face to face have been adapted.

- Developing skills relating to partnership working, contract management and shared service management:

Digital skills training has been offered, along with Procurement training in order to maximise skills. Employees in shared service roles have been able to

continue to develop with remote working being enhanced and better technology available.

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Report of the Chief Executive

PROCEDURE FOR DEALING WITH THREATS OF SUICIDE1. Purpose of report

To advise Committee of the procedure which exists for officers to follow if a person they are dealing with threatens self-harm or suicide.

2. Detail

From time to time it is possible that a member of staff will hear a customer (or indeed a colleague) make a statement of intent to harm or kill themselves. Declarations of this nature can cause distress for those concerned, but there are some important points a member of staff should know that can help resolution. Both the distress and the chance of an outcome where everyone is safe are best managed by being prepared and knowing in advance how to respond.

Some customers may say they intend to self-harm or kill themselves as a threat or a tactic to “persuade”. Others will mean it. It is very hard to distinguish between the two and especially on the telephone. For this reason, all declarations must be taken seriously with an assumption that a customer may well follow through with their threat. Our procedures and actions have to be organised around that assumption.

The attached “Framework for Managers” has been in place for two years and provides guidance for all departments within Broxtowe Borough Council to help them manage suicide and self-harm declarations from customers. The framework summarises the plans and procedures that must be in place.

In 2019, 13 threats were dealt with by officers. In 2020, 17 threats were dealt with.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

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Managing Customers' Suicide and Self-Harm Declarations
A framework for managers

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Appendix - Declarations of suicide and self-harm. The 6 point plan for officers when dealing with a declaration of suicide or self-harm.

1. Introduction

This framework introduces guidance for all departments within Broxtowe Borough Council (the Council), to help them manage suicide and self-harm declarations from customers. The guidance can equally apply if a colleague were to make a self-harm declaration.

Managers in all Council departments who work with customers are required to develop suitable arrangements to suit their own working environments to help staff deal effectively and safely with customer declarations of suicide and self-harm.

The framework summarises the plans and procedures that must be in place. It will be subject to regular review to ensure it continues to meet its objective and for continuous improvement purposes.

2. Background

From time to time it is possible that a member of staff will hear a customer make a statement of intent to harm or kill themselves. Declarations of this nature can cause distress for those concerned, but there are some important points a member of staff should know that can help resolution. Both the distress and the chance of an outcome where everyone is safe are best managed by being prepared and knowing in advance how to respond.

It is important to be clear that if a customer states they will harm themselves they may well do so and our procedures and actions have to be organised around that assumption.

For the member of staff concerned, the key to responding effectively is to plan ahead so they know what to do before someone says they intend to harm themselves. Systems, procedures, and responses need to be in place, ready to apply to ensure appropriate action.

There are two things to be considered:

- i. What the response should be, and
- ii. The capability of the individual officers to respond appropriately

3. Planning and preparing yourself and your staff

Managers must consider the attached six-point plan and decide what arrangements will be appropriate for their team. This includes appropriate responses for all face to face contact staff, telephony teams, any out-of-office services, and for visiting staff. Some elements may not be appropriate but the important factor is ensuring arrangements are in place that suit the individual officer's working environment.

Council staff are not counsellors. The aim, by having suitable arrangements in place, is to help staff deal effectively and safely in these situations to achieve a safe outcome for themselves and the customer.

Arrangements must also be put in place for a debriefing after the event to provide the necessary support for the member of staff concerned.

4. Actions and responsibilities for managers

Managers must determine:

The procedures to have in place to make the six point plan work (see below)

The sources of advice to draw upon for help

How the plan is to be kept up to date, operational and communicated to staff

5.Individual departmental procedures

Departmental procedures need to cover:

- a) Staff training (initial and refresher) covering action to take at the time of the incident (bearing in mind that intentions can be stated in writing, or verbally), the local procedures that are in place, and roles and responsibilities. The training will vary according to the roles and responsibilities agreed. The Council is not a counselling organisation, but recognises that customers have varied needs and will seek appropriate support for them.
- b) A signalling system if within the office: so the member of staff concerned can summon support (the support partner) and trigger local procedures whilst maintaining contact with the customer. This principle must be extended to consider what action would be suitable in the event the member of staff and customer are off-site (for example, in the customer's home), or if the officer is working from home.
- c) The arrangements to ensure the member of staff dealing with the customer has no further interruptions.
- d) The arrangements to ensure the support partner, if in the office location, is active in supporting the member of staff. They will assist in assessing the nature of the risk present and organising the relevant action according to local procedures. They will also tactfully and unobtrusively monitor the contact for the well-being of both the member of staff and the customer. This frees the member of staff to gather relevant information and give the customer their undivided attention. There could be occasions where the support partner has to take over the call if the initial staff member feels overwhelmed and unable to deal with the situation.

6.Anticipating risk of self-harm or suicide

The risk of a suicide declaration can sometimes be anticipated prior to customer contact. The best information to help with this is a history of previous attempts or previous stated intention. However, incidents can sometimes arise unexpectedly during the course of normal business. Local plans and procedures will need to be fit-for-purpose for both eventualities.

Expressions of suicidal thoughts are common amongst the general population. This does not mean that they are never serious statements of intent.

It is a mistake to assume that suicide and mental illness are always closely linked; they are not. While we can be fairly certain that those who attempt suicide are distressed, we cannot assume that they are 'mentally ill' nor should we assume that those who are mentally ill are at risk of suicide. Some people who kill themselves have had no contact with mental health services.

Where contact is to be made with a customer having a known high risk of suicide or self-harm it is good practice to arrange for third parties to be present – either a customer representative/relative and/or a work colleague. Depending on

circumstances it may make sense to rearrange a home visit or a telephone contact to an office based visit with the above third parties present.

Information you have on a customer before you see them may allow you to be better prepared.

Where it is evident that customers stating suicide intent should be referred to external specialists, local managers should determine the contact arrangements and roles and responsibilities.

7.What to do if a customer says they intend to harm or kill themselves

Some customers may say they intend to self-harm or kill themselves as a threat or a tactic to “persuade”. Others will mean it. It is very hard to distinguish between the two and especially on the telephone. For this reason, all declarations must be taken seriously. The member of staff should follow the six-point plan (See Appendix) to talk to the customer to find out how well formed their plans are, if they have tried to harm themselves previously, and how imminent is the intention.

If the discussion suggests there is a risk that the customer will self-harm or attempt suicide, the customer should be encouraged to contact their health related support, then focus on ascertaining if the customer has a GP and strongly suggest that they make an emergency appointment for today. Alternatively, if they have a mental health worker, advise them to contact their local Community Mental Health Team (CMHT) for an assessment between 9.00am – 5.00pm or offer to make contact for them.

The member of staff should establish if the customer is in contact with any other services, or community based healthcare professional, or establish who their main carer is, e.g., who they live with, who their friends are. This is particularly important if the intention to self-harm is made during a home visit. They should be encouraged to make plans to go and see their GP or healthcare professional.

In cases where others are to be contacted, the customer should be informed this is your intention as you have concerns for their welfare.

In the case of the home visit, the officer should contact their line manager as soon as possible to brief them on the situation and the actions taken. They should make a written record as soon as possible after the event. The recorded details should be kept by the line manager.

8.What to do in an emergency

If the customer reveals they have already taken self-harm action (taken tablets, cut themselves badly, etc.) or if they are in a position of danger where self-harm could be actioned easily (for example, next to heavy traffic, or in a high place) the officer, in line with the six-point plan, should contact the relevant emergency services. This will normally be the Ambulance Service.

You do not need the customer’s consent to contact the emergency services.

The details of this information and decision making should be recorded and retained.

9. What to do after an incident of declaration of intention to self-harm or commit suicide

The following are essential steps to take following an incident:

1. Record the customer incident details for future reference. Monitor customer well-being for future contacts.
2. Gather detailed information of what happened. Line managers must keep the records as they may be needed in future for legal and system review purposes.
3. The member of staff and line manager should reflect on what happened. Discuss how the incident was handled. Review the procedures in place and determine if there are any lessons to be learned for future handling and responses. Keep a record of this review process.
4. Copies of the records should also be retained by the manager who is responsible for developing and reviewing local procedures, to enable them to ensure they remain effective.
5. The customer should be referred under the Adult Safeguarding procedure. Further advice on this procedure is available on the intranet or from the Head of Public Protection, or the Chief Communities Officer.
6. Line managers must provide support to the officer after the incident. Provide the necessary practical and listening support (e.g. to give the officer time away, to listen to their concerns). Ensure the officer is aware of the counselling services available under the Employee Assistance Programme (Care First).
7. If the declaration has come from a work colleague, the HR Manager must be advised without delay

10. Referral and emergency support details Community Mental Health Team (CMHT)

In general, Community Mental Health Teams do not provide crisis intervention and referral into this service can only be made through a GP or the police. However, they normally have a duty officer/desk clerk who will be able to receive a report about an incident relating to any case they are already supporting. If you work in a contact centre environment and therefore do not have information about local community services, all you can reasonably do is advise the customer to contact their GP or Community Mental Health Worker if they have one. **If the customer is distressed and is in immediate danger, summon the emergency services. You do not need their consent to do so.**

CMHT Broxtowe and Hucknall, Hope Centre, Dovecote House, 38 Wollaton Road, Beeston, NG9 3ST Telephone: 0115 854 1271

11. Other useful contact numbers Samaritans: 24hrs **08457 90 90 90**; MIND **08457 660163**; Get Connected (a free helpline for young people) **0808 808 4994**; Care First **0808 168 2143**;

Record any other appropriate numbers here so you have them to hand.

Appendix

Declarations of suicide and self-harm

The 6-point plan for officers when dealing with a declaration of suicide or self-harm.

Staff should have access to this information at all times.

If a caller declares an intention to self-harm, DO NOT TRANSFER THE CALL

Step	What to do
STEP 1 Take the statement to self-harm or commit suicide seriously	Listen carefully and clarify. Check your understanding of what was said. Suspend all other activities you are carrying out.
STEP 2 Summon a colleague if in office situation. This step will not be relevant for officers working from home.	Workplace procedures must be in place and you must know how to summon support from a colleague who will act as your 'support partner' if in an office situation. Your support partner is there to assist you by taking notes as you repeat answers and giving advice to you if necessary.
STEP 3 Gather information	You need to make some assessment on the degree of risk, by working through the following steps: You should remain calm, as this will help the customer gain perspective on their situation. Ask for and record key information, including their name, address, and current location and any plans they have for going elsewhere to harm themselves. This will be important should you need to inform other services. Ask where their GP practice is and the name of any partner / person they live with, health worker or carer. Clarify and confirm that the customer has said they intend to self-harm or commit suicide. Ask them if it is their intention to carry out that threat immediately, or if they have taken action already e.g. have tablets or something else been taken? If so, try to find out what and when. If they say it is their intention to self-harm immediately, advise them you are going to call an ambulance immediately.

Step	What to do
<p>STEP 4 Summon emergency help</p>	<p>If the customer is distressed and is in immediate danger, emergency help should be summoned You do not need their consent to do so, but it is important to advise the customer about what is happening and why Arrange contact with the emergency services by phoning 999 for an ambulance Let the emergency services know the location and any other relevant details you have ascertained. Line manager to refer situation to Community Mental Health Team. If the individual is known to them, they will act. If not known to them, line manager should contact GP if known.</p>
<p>STEP 5 Provide referral advice</p>	<p>This step should be followed if the situation is non-urgent (i.e. general distress but no immediate plans to commit suicide or self-harm). Advise the customer to contact their support team and encourage them to contact their GP immediately. Encourage the customer to speak to someone who can help them Have relevant telephone numbers to hand</p>

Step	What to do
<p>STEP 6 Review</p>	<p>Whatever the outcome, the customer should be referred as an Adult at Risk using the Council's referral mechanism for safeguarding adults. This is available on the intranet or details can be obtained from the Head of Public Protection or the Chief Communities Officer.</p> <p>Whilst this experience can be upsetting you need to look after yourself and be reassured that you have done what you can to help the customer. After the incident you may have thoughts and feelings about the situation.</p> <p>This is all part of the process of coping with the experience and is normal.</p> <p>Seek support from your colleagues, line manager, and the HR team.</p> <p>Your line manager must review the incident with you. This is your opportunity to reflect on the event and ask to agree on any further support for you. As part of this process, you should also review your written records with your line manager and check that office procedures were operational and useful. Pass a copy of your notes to your line manager.</p> <p>Line managers must retain the notes and issue a copy to the Head of Service.</p> <p>Managers should ensure that any member of staff who has managed an incident are provided with further opportunities to discuss the impact and how they are feeling.</p> <p>An independent, confidential counselling service is also available (Care First) under the Employee Assistance Programme, if necessary. line managers should convey any suggestions for improvements to this framework to the Head of Public Protection.</p>