

County Council

Date: Tuesday 26 September 2023
Time: 10.00 am
Venue: Council Chamber, Shire Hall

Membership

Councillor Christopher Kettle (Chair), Councillor Jeff Morgan (Vice-Chair), Councillor Jo Barker, Councillor Richard Baxter-Payne, Councillor Brett Beetham, Councillor Margaret Bell, Councillor Parminder Singh Birdi, Councillor Sarah Boad, Councillor Barbara Brown, Councillor Peter Butlin, Councillor Jonathan Chilvers, Councillor Jeff Clarke, Councillor John Cooke, Councillor Andy Crump, Councillor Yousef Dahmash, Councillor Piers Daniell, Councillor Jackie D'Arcy, Councillor Tracey Drew, Councillor Judy Falp, Councillor Sarah Feeney, Councillor Jenny Fradgley, Councillor Bill Gifford, Councillor Peter Gilbert, Councillor Clare Golby, Councillor Brian Hammersley, Councillor John Holland, Councillor Dave Humphreys, Councillor Marian Humphreys, Councillor Andy Jenns, Councillor Kam Kaur, Councillor Jack Kennaugh, Councillor Justin Kerridge, Councillor Sue Markham, Councillor Jan Matecki, Councillor Sarah Millar, Councillor Chris Mills, Councillor Penny-Anne O'Donnell, Councillor Bhagwant Singh Pandher, Councillor Daren Pemberton, Councillor Caroline Phillips, Councillor Wallace Redford, Councillor Howard Roberts, Councillor Will Roberts, Councillor Kate Rolfe, Councillor Jerry Roodhouse, Councillor Isobel Seccombe OBE, Councillor Ian Shenton, Councillor Jill Simpson-Vince, Councillor Tim Sinclair, Councillor Mejar Singh, Councillor Richard Spencer, Councillor Heather Timms, Councillor Mandy Tromans, Councillor Robert Tromans, Councillor Adrian Warwick, Councillor Martin Watson and Councillor Andrew Wright

Items on the agenda: -

1. General

(1) Apologies for Absence

(2) Members' Disclosures of Pecuniary and Non-pecuniary Interests

(3) Minutes of the previous meeting

5 - 14

(4) Chair's announcements

(5) Public Speaking

To note any requests to speak on any item on the agenda in accordance with the Council's Public Speaking Scheme (see note at end of the agenda).

2. Youth Justice Plan 2023-2024	15 - 50
3. Appointment of Scheme Member Representative to the Warwickshire Fire and Rescue Local Pension Board of the Firefighters' Pension Scheme	51 - 54
4. Organisational Structure and Constitutional Changes	55 - 86

5. Notice of Motion

To consider the following motion submitted by members in accordance with Standing Order 5:

(1) Digital Divide

This Council notes that there is an ever-increasing use and reliance for services including payment by the use of smart phones, Apps and other digital devices as well as the increase in the use of artificial intelligence and communication tools such as chat functions within websites.

Whilst it is recognised that the use of technology has brought benefits to sectors of the community, it has also driven a growing digital divide.

In recognition of this divide Council requests that the Chief Executive and Leader:

1. Ensure that implementation of this Council's digital by design policy does not exacerbate the digital divide and that services are accessible to residents of all ages.
2. Ensure that the Council's strategic policies are reviewed against best practice to ensure they meet the requirements of the Equality Act 2010;
3. Ask the Resources and Fire and Rescue Service Overview and Scrutiny Committee to consider this issue and bring forward any recommendations to Cabinet as to what improvements can be made in relation to accessibility of services;
4. Support Warwickshire County Council's ongoing work with The Good Things Foundation in tackling the digital divide.

Proposer: Councillor Jerry Roodhouse

Seconder: Councillor Sarah Feeney

6. Member Question Time (Standing Order 7)

A period of up to 40 minutes is allocated for questions to the Leader, Cabinet Portfolio Holders and Chairs of Overview and Scrutiny Committees.

7. Any Other items of Urgent Business

To consider any other items that the Chair considers are urgent.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

To download papers for this meeting scan here with your camera



Disclaimers

Webcasting and permission to be filmed

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter that features on the agenda for that meeting. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

County Council

Tuesday 25 July 2023

Minutes

Attendance

Committee Members

Councillor Christopher Kettle (Chair), Councillor Jeff Morgan (Vice-Chair), Councillor Richard Baxter-Payne, Councillor Brett Beetham, Councillor Parminder Singh Birdi, Councillor Sarah Boad, Councillor Barbara Brown, Councillor Peter Butlin, Councillor Jonathan Chilvers, Councillor Jeff Clarke, Councillor John Cooke, Councillor Andy Crump, Councillor Yousef Dahmash, Councillor Piers Daniell, Councillor Jackie D'Arcy, Councillor Tracey Drew, Councillor Judy Falp, Councillor Jenny Fradgley, Councillor Sarah Feeney, Councillor Peter Gilbert, Councillor Clare Golby, Councillor Brian Hammersley, Councillor John Holland, Councillor Dave Humphreys, Councillor Andy Jenns, Councillor Kam Kaur, Councillor Jack Kennaugh, Councillor Justin Kerridge, Councillor Sue Markham, Councillor Jan Matecki, Councillor Sarah Millar, Councillor Chris Mills, Councillor Bhagwant Singh Pandher, Councillor Daren Pemberton, Councillor Caroline Phillips, Councillor Will Roberts, Councillor Kate Rolfe, Councillor Jerry Roodhouse, Councillor Ian Shenton, Councillor Jill Simpson-Vince, Councillor Tim Sinclair, Councillor Mejar Singh, Councillor Richard Spencer, Councillor Heather Timms, Councillor Mandy Tromans, Councillor Robert Tromans, Councillor Adrian Warwick, Councillor Martin Watson and Councillor Andrew Wright

1. General

(1) Apologies for Absence

Councillors Jo Barker, Margaret Bell, Bill Gifford, Marian Humphreys, Penny-Anne O'Donnell, Wallace Redford, Howard Roberts and Isobel Seccombe

(2) Members' Disclosures of Pecuniary and Non-pecuniary Interests

None.

(3) Minutes of the previous meeting held on 16 May 2023

The minutes of the meeting of Council held on 16 May 2023 were agreed as a true record.

(4) Chair's announcements

The Chair expressed his pleasure at the privileged position he was in which enabled him to meet groups who were doing fantastic work in their community. He thanked those people in the community who were voluntarily giving their time to make the community a better place.

He also explained that the vehicles used for civic engagements were now equipped with magnetic pennants bearing the Council's emblem in order to support a demonstration of civic pride in Warwickshire.

(5) Public Speaking

None.

2. Addition to the Education Capital Programme 2023-24

Councillor Kam Kaur (Portfolio Holder for Education) introduced this comprehensive report relating to a project at Kingsway Community Primary School in Leamington Spa, which was being funded from a combination of DfE grant, Capital Investment Fund and Capital Inflation Contingency Fund, and moved the recommendations as set out in the report.

Councillor Peter Butlin (Portfolio Holder for Finance and Property) seconded the recommendation and reserved the right to speak.

Debate

Councillor Jonathan Chilvers lamented that the DfE had declined to contribute additional funds to the project after costs had increased and considered that in the circumstances it was appropriate for the Council to allocate the funding for the scheme to continue.

Councillor Judy Falp supported the Council's allocation of funding to the project and welcomed the improvements at the school.

Councillor Butlin noted that the DfE had failed to recognise the impact of inflation and other pressures on the project costs but that the Council recognised the need to support improvement at the school and were therefore proposing to support the additional expenditure.

Vote

A vote on the motion took place which was carried unanimously.

Resolved

That Council agrees £2.633 million be added to the capital programme to deliver the scheme at Kingsway Community Primary School.

3. Addition of Lias Line Improvement Scheme to Capital Programme

Councillor Jan Matecki (Portfolio Holder for Transport and Planning) introduced this report and summarised its key elements explaining that the Lias Line was a disused railway line extending between Fosse Way and Rugby. It was a permissive route that was owned, managed and maintained by Sustrans. The paper recommended the release of capital funding, secured from the Active Travel Fund, to enable Sustrans to upgrade 3.5km of the Lias Line to multi-user greenway. Councillor Tim Sinclair seconded the recommendation and reserved the right to speak.

Debate

Councillor Sarah Boad welcomed the proposals which, unlike the ravages of construction for HS2 would provide a safe space for families.

Councillor Sarah Feeney also welcomed the development and suggested that more communications were required to ensure that residents were aware of the location of cycleways.

Councillor Heather Timms welcomed the proposed investment in Warwickshire which she considered would drive the rural economy through greater use of cafes and businesses and provide access for young people to commute to work.

Councillor Tracey Drew also welcomed this scheme and noted that when public transport routes and greenways were joined up active travel would increase and so the smaller connections associated with the scheme were eagerly anticipated.

The report was also welcomed by Councillor Sarah Millar who thanked the team for their work on the scheme and expressed hope that local families would take advantage of the provision.

Councillor Rob Tromans was supportive of the scheme which he considered would add another dimension and reduce emissions.

Councillor Christopher Kettle spoke as the local division member to ask officers to ensure the trap used by the equestrian community as an offroad facility was enabled to be continued. He noted that whilst Sustrans stated they designed paths to be multiuser friendly, the first section of improvement to the line was unusable by the equestrian community. Since there were 1600 horses registered with Defra in the immediate area, he expressed hope that Sustrans would liaise with the British Horse Society. Councillor Kettle went on to note an increase in reported road accidents and that it would be important that the design did not therefore inadvertently exclude equestrians and hoped that the Portfolio Holder would push Sustrans to ensure that concerns raised in the Chamber were addressed.

Councillor Tim Sinclair echoed the view that this was a welcome provision for families, cyclists and walkers which represented a valuable community asset for generations to come.

Councillor Jan Matecki thanked the Chamber for its support and noted that Sustrans would be able to draw on its experience to include equestrian use of the line but that the Council did not have significant influence in this regard.

Vote

A vote on the motion took place which was carried unanimously.

Resolved

That Council approves the addition to the Capital Programme of £2,434,735 secured from the Government's Active Travel Fund for the purpose of improving the eastern section of the Lias Line

traffic free greenway as part of the creation of a walking, cycling and wheeling route which connects Rugby, Long Itchington, Leamington Spa and other rural communities.

4. Audit & Standards Committee Annual Report

Councillor Yousef Dahmash (Portfolio Holder for Customer and Transformation) introduced the published report and moved the motion stating the Audit and Standards Committee had undertaken some very valuable work over the last 12 months, the highlights of which were set out in the report.

Councillor John Cooke seconded the motion, commending the Chairmanship of Mr John Bridgeman.

Debate

Councillor John Holland expressed thanks to the members of the Committee and the officers who provided support together with the external auditors. He noted that some service areas in the Council were not subject to external inspection procedures and queried if it was within the Committee's remit to provide such assurances.

The Chair noted that it had been an unusual year with many challenges and thanked the officers who had supported the Committee and worked with the external auditors.

Councillor Dahmash invited Councillor Holland to share his concerns via email.

Vote

A vote on the motion took place which was carried unanimously.

Resolved

That Council endorses the annual report of the Audit and Standards Committee.

5. A New Local Transport Plan for Warwickshire (LTP4)

Councillor Jan Matecki (Portfolio Holder for Transport and Planning) explained that the report followed consideration by Overview and Scrutiny and the Cabinet. During the consultation process for the Plan, key themes had emerged which were set out at paragraph 1.10 of the report. More detail on individual transport interventions in the form of annual action plans and monitoring plans would flow from LTP4 and provide the link from strategy and policy into action on the ground. Councillor Richard Baxter-Payne seconded the proposals and reserved his right to speak.

Amendment – Green Group

Councillor Jonathan Chilvers proposed an amendment to the motion, with the addition of the words in bold and underlined below which it was intended would provide a greater steer on the travel hierarchy:

That Council adopts the Local Transport Plan for Warwickshire (LTP4) at Appendix A which supersedes and replaces the existing Plan (LTP3), **and will adopt the guiding principles of the Transport Hierarchy set out in LTP4 within the Council's Design Guide and project lifecycle documents to embed and demonstrate the application of those principles across our transport infrastructure projects.**

Councillor Drew seconded the amendment and reserved her right to speak.

Councillor Matecki accepted the amendment as friendly.

Debate

Councillor John Holland welcomed the amendment and, reflecting on the process of creating a Local Transport Plan, he considered that the content had to be translated into action. To illustrate this point, he shared his experience of introducing an Air Quality Management Zone Order which had not yet been completed.

Councillor Jenny Fradgley welcomed the user-friendly document but considered that it was pitched at a high level and more power, guidance and direction was needed. She welcomed the inclusion of active travel but considered that more ambition was required with appropriate guidance to ensure action could take place.

Councillor Sarah Millar also welcomed the amendment and any reflections on proposed rail ticket office closures.

Councillor Kate Rolfe also commented on the pleasant presentation of the Plan but queried where the funding to fulfil its aspirations would be found. She did not consider that there was sufficient emphasis on infrastructure to support development and that the draft should have included more detail.

Councillor Sarah Feeney commented on problems regarding car parking and the need to support people living in deprived areas which were likely to become low emission zones. She also commented that the use of average speed cameras was lamentably absent from the Plan.

Councillor Tim Sinclair noted that the document was more aptly considered as a strategy document than a plan. Whilst it needed to be a useful document, there had to be a flexibility to allow for change, and provide a balance with the environment, wellbeing, economy and place. In his view, it would be a useful strategy document to provide effective implementation plans.

Councillor Clare Golby lamented the low level of consultation responses which she did not consider sufficient to inform a strategy. She highlighted experiences from the division she represented including the A5 partnership, HGV use and funding for the Bermuda bridge project.

Councillor Jerry Roodhouse echoed comments about the low level of consultation response. Whilst this was a high level strategic document, he expressed concerns regarding the base line evidence.

Councillor Peter Butlin noted that this was a strategy document that was required by legislation. He considered that it was important not to introduce punitive measures on the community and this document would allow the community to be engaged in future proposals. He pointed out that the Warwickshire economy depended on good connectivity links and that rural communities had little choice in travel options but that strategic policy could help deliver services.

Councillor Sarah Boad considered that the Plan lacked substance, particularly citing the section relating to the public transport network for the future. In support of this view, she commented on the unreliability of the bus network and lamented the increasing need for individuals to have access to the internet/smartphones to pay for car parking and rail travel.

Councillor Jeff Clarke explained that as Chair of the Communities Overview and Scrutiny Committee he understood that the document presented was a strategic one. He also provided insight into the need for more people to use bus services if they were to continue. He noted that the different districts and boroughs in Warwickshire had different needs and, whilst he broadly supported the Plan, he would like to see those local needs being met in the future developments.

Councillor Jack Kennaugh echoed previous concerns raised by Councillors Golby and Roodhouse. He noted that motorists were at the bottom of the hierarchy system, but considered that the economy was driven forward on the roads which were at capacity and required investment. He also supported the view that different areas in the county had different needs and whilst support for cycling routes may be suitable in some areas, greater emphasis on the needs of private motor vehicles was needed in others.

Councillor Tracey Drew thanked Members for an interesting debate and repeated her previous comments regarding the Lias Line. Noting regional and national statistics on the use of public transport for travel to work and emissions, she considered that there was an urgent need for serious and meaningful change which gave residents active travel choices that would reduce car travel, resulting in fewer traffic jams, fewer new roads being built and fewer emissions.

Councillor Richard Baxter-Payne recognised that each Councillor had a different view of what was best suited for their division but he considered that the Plan would allow those views to be put forward in order to shape priorities. He considered that people needed to be educated and encouraged to leave their cars at home rather than be forced to do so and, in his view, this Plan supported that.

Councillor Jan Matecki also emphasised that the Plan allowed each area to set its own priorities. Despite being new into the role of Portfolio Holder, he had thoroughly considered the Plan and he urged councillors to read it in context. It was not the role of the Council to tell people how to travel, but to provide safe alternatives and give communities opportunity to set their own priorities. He commented on the increasing use of electric vehicles and the need to provide cycle routes for those who wanted them. In relation to criticism on the consultation, he pointed out that the Citizens Panel represented all areas and had opportunity to guide the plans.

Vote

A vote on the motion took place which was carried by a majority.

Resolved

That Council adopts the Local Transport Plan for Warwickshire (LTP4) at Appendix A which supersedes and replaces the existing Plan (LTP3), and will adopt the guiding principles of the Transport Hierarchy set out in LTP4 within the Council's Design Guide and project lifecycle documents to embed and demonstrate the application of those principles across our transport infrastructure projects.

6. In Year Appointments

Councillor Yousef Dahmash (Portfolio Holder for Customer and Transformation) moved that Council agree the proposals set out in the report. Councillor Jill Simpson-Vince seconded the proposals, which were put to the vote and unanimously agreed as set out below.

Resolved

That Council approves

1. an amendment to Part 2(9) of the Constitution to remove the requirement for the membership of the Health and Wellbeing Board to include the Leader of the Council and to update the membership in line with paragraph 1.5 of the report;
2. the appointment of Councillor Penny-Anne O'Donnell to the Health and Wellbeing Board in place of Councillor Isobel Seccombe; and
3. the appointment of Councillor Daren Pemberton to the South Warwickshire Community Safety Partnership.

7. Member Question Time (Standing Order 7)

1. Question from Councillor John Holland to Councillor Jan Matecki

Councillor Holland reminded the Chamber of the question he posed on 21 March regarding the repairs to the road and adjacent footpath for Priory Mews, Cape Road, Warwick, and asked: "Can residents now be given a date when repairs will be completed?"

Councillor Matecki responded that Councillor Holland was aware from conversations with officers, that County Highways was working closely with Severn Trent Water to get Priory Mews reopened. There was a significant void under the carriageway that would need to be filled and this could only be done once Severn Trent had demolished the four houses on either side of the road. Three of the four houses had been purchased by Severn Trent's insurers and they were moving to complete the purchase of the remaining property. The road could not be opened until the grouting work to fill the void had been done and this could not be progressed with the heavy machinery required until the houses had been demolished. The landslip issue involved a Severn Trent water main which was why responsibility for the repair remained with Severn Trent. Senior Council Officers had recently met with directors from Severn Trent to ensure that the issue was being escalated and pushed forward as quickly as possible to a resolution and repair. Councillor Matecki emphasised that it was not possible to make the repair without the demolition of the homes so it was not possible to make the repair as the Highway Authority and then claim the costs back from Severn Trent.

Councillor Holland requested that Councillor Matecki become personally involved as the situation was unsatisfactory. Councillor Matecki assured Councillor Holland that he was involved and speaking to officers on a regular basis to do all that could be done to expedite the repair.

2. Question from Councillor Sarah Boad to Councillor Jan Matecki

Councillor Boad asked “Chiltern Rail are currently consulting on closing the ticket office at Leamington Station. Other train companies are consulting re other ticket offices in Warwickshire This will affect many users, particularly those without a smart phone / access to the internet. Will the portfolio holder object to these plans on behalf of the County Council?”

Councillor Matecki explained that on 5 July 2023 individual train operators had announced a series of individual company consultations on proposals to close the majority of rail station ticket offices in England. This was in response to a Department for Transport request that operators reduced their operating costs and the government funded subsidy required. The consultation period was due to run for three weeks, closing on 26 July 2023. The Council considered a 3-week consultation period for an issue such as this to be insufficient and would making this clear in the response to the three train operators covering Warwickshire that a 12 week consultation should be standard for major policy changes.

Councillor Matecki stated that whilst in principle the concept of reforming station retailing in light of changing consumer behaviours and different ways that customers now buy tickets was supported, it was vital that any changes met the needs of rail users and enabled improved customer services. Council responses to the consultation therefore focussed on the need for further information on the proposals and how they would operate in practice, the importance of maintaining staffing levels who could be deployed in different ways to provide customer information and assistance, and ensuring that accessibility and station services were at least maintained if not improved going forward.

At the time of the meeting, given the lack of detail provided, it was hard to provide a conclusive response and the Council was therefore raising concerns and highlighting the key elements it would want to see. The County Council, along with the West Midlands Rail Executive, would seek to work with the train operators going forward to help review and shape their thinking after this short consultation period.

Councillor Boad agreed that the three week timescale was too short and offered to share the Leamington Town Council response to the consultation. She urged Members to respond to the consultation by the closing date.

3. Question from Councillor Sarah Boad to Councillor Jan Matecki

Councillor Boad asked “There is cabling work going on in the Lillington Area. I knew nothing about this until the work started. There doesn't seem to be any controls on the work taking place - there are adhoc road closures happening without notice and work happening in the carriageway with no traffic control. Can the portfolio holder arrange for members to be alerted to work taking place in their divisions before it starts and also ensure that regular checks are made to ensure that the work is being carried out to a good standard and is being done safely?”

Councillor Matecki advised that CityFibre was working in the Lillington area, they had applied for and received work permits, and were doing their work under stop-go signs or signals. A condition of their permit was that they carried out letter drops to affected residents, which the Council had been told had been done. The roadworks also appeared on the Council's roadwork website. Any closure notices were also sent to members weekly as part of the road closure updates. One of the Council's Network Management Inspectors had been asked to make some additional visits to ensure that CityFibre was complying with all permit conditions and if they were not, they would be fined.

Councillor Matecki explained that there was a significant amount of fibre cabling work taking place across Warwickshire and neighbouring authorities, mostly in rural areas, in order to install fibre access to those areas ahead of the government's planned switchover to fibre in 2025.

Councillor Boad stated that no official road closure had been included in the weekly email and the roads were being closed by parking lorries in the middle of the carriageway. Barriers were being used in a dangerous manner and stop-go was not in use. Councillor Boad requested an urgent report following the Inspector's visit.

4. Question from Councillor Sarah Feeney to Councillor Jan Matecki

Councillor Feeney asked "I would like to raise a concern that there are a number of Divisions across the council where residents are digitally disenfranchised. With the move to most on street parking being paid for via phone or internet and the permit scheme again mostly being online what information is being sent to residents who may not be aware of these issues.

I am aware that one resident left her car on double yellow lines the other day in Rugby because she only had money for the machine which was no longer accepting it."

Councillor Matecki responded that the County Council was aware of the concerns of individuals being digitally disenfranchised as more and more services across the board adapted to new technologies and ways of working. For many people, the ability to utilise technology provided a quicker, more efficient and more user-friendly experience. However, this could not be to the exclusion of those not able to fully utilise digital technology.

New Pay & Display Machines, that were being installed over the coming months to replace existing stock of old and unreliable machines, included a mixture of physical cash payment in 50% of stock alongside accepting cashless payment methods (card and contactless), as well as the RingGo service (which could also be accessed via telephone as well as online via the website or app). All locations in the county that had Pay & Display machines would have a physical cash payment option going forward.

For parking permits, the Council had moved to a virtual permit system, but this was supported by a telephone support service for anyone unable to use the digital platform. The different options for renewing permits would be sent to permit holders, and would be provided to those enquiring about new permits.

5. Question from Councillor Rob Tromans to Councillor Sue Markham

Councillor Tromans outlined a current Planning Application before Nuneaton and Bedworth Borough Council Planning Committee. He then asked the following question: Please will the Portfolio holder ensure that when responding to Planning Application Consultations from Nuneaton and Bedworth Borough Council and others, Warwickshire County Council Children's Services provide a specific, rather than general, blanket response and, unless the application is one commissioned by or specifically encouraged by Warwickshire County Council in partnership with the Applicant, the response to the consultation should be that Warwickshire County Council does not support the application.

Councillor Markham stated that she was happy to answer the question but could not do so at this meeting. This was because she was a member of Nuneaton & Bedworth Borough Council Planning Committee which was sitting that evening and, if she gave a reply, it could be deemed that the applications had been predetermined. She stated that her position on the Committee would be compromised if she answered the question before the applications were heard and she would therefore respond by email after the Planning Committee meeting that evening.

8. Any Other items of Urgent Business

None.

The meeting rose at 11.58am

.....
Chair

County Council

26 September 2023

Youth Justice Plan 2023-2024

Recommendations

That Council approves the Warwickshire Youth Justice Service Strategic Plan 2023/24.

1. Executive Summary

- 1.1 The annual Youth Justice Strategic Plan and its submission to the national Youth Justice Board for England and Wales (YJB) is a statutory requirement under the Crime and Disorder Act 1998. Grant funding from the YJB to Youth Offending Teams (YOT) (Locally called the Youth Justice Service) is reliant on the submission of an acceptable plan within the required template/format.
- 1.2 Youth Justice Plans are required to be signed off by the full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.
- 1.3 The Youth Justice Chief Officer Board is a multi-agency group chaired by the Warwickshire County Council Executive Director for People. This Board is responsible to the YJB for the overview and implementation of the Youth Justice Plan. The Plan was agreed by the Board and submitted to the Youth Justice Board on the 30th June 2023.
- 1.4 The Youth Justice Plan covers performance for the period 2022/23 and provides service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan for 2023/24.
- 1.5 This Youth Justice Plan sets our vision for the Warwickshire Youth Justice Partnership to deliver great services. The Plan has been delivered with partners and board members through development sessions to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach.
- 1.6 In relation to the service's performance against the Key National Performance Indicators, the latest national data for first time entrants (October 2021 – September 2022) show a reduction in first time entrants in Warwickshire, with the Service below both the YOT Family (Youth Justice Statistical Neighbours) and National averages. The two reoffending rate measures also show that the

Service's performance is consistently lower than the YOT Family and National averages.

- 1.7 This final indicator compares the number of custodial sentences against the 10 –17-year-old population. Children in Warwickshire in the secure estate is very small. However, the data shows that the rate in Warwickshire (Jan 22 – Dec 22) is 0.09 per 1000 above the YOT Family and 0.02 above the national averages. The Service remains below the West Midlands average.
- 1.8 The plan sets out the Partnership's key local priorities, which are:
 - Prevention of Serious Youth Violence
 - Prevention of and improved intervention for children who present with harmful sexualised behaviours.
 - Embedding the ARC Trauma Informed Model and improving the interventions offer for children
 - Focusing on Core Good Practice – including reviewing all policies, procedures and agreements

2. Financial Implications

- 2.1 There are no direct financial implications for the County Council arising from this report. The Plan will be delivered within existing budgeted resources from the County Council, partners and grant funding from the Government, as set out in Appendix 4 of the Plan.

3. Environmental Implications

- 3.1 None

4. Supporting Information

- 4.1 The purpose of this report is to seek approval for the 2023/24 Youth Justice Plan
- 4.2 Warwickshire is a high performing Youth Justice Service which continues to develop and utilise its funding to best meet the needs of children. This will include a clear focus on delivering high quality interventions with children and families through a holistic lens.
- 4.3 The actions associated with the Plan will be tracked and monitored by the Warwickshire Youth Justice Chief Officer Board in line with the requirements of the Crime and Disorder Act 1998.

5. Timescales associated with the decision and next steps

- 5.1 The objectives within the plan will be reviewed on a quarterly basis by the Warwickshire Youth Justice Chief Officers' Board

Appendices

1. 2023/24 Warwickshire Youth Justice Plan

	Name	Contact Information
Report Author	George Shipman Head of Safeguarding Communities	georgeshipman@warwickshire.gov.uk
Director	John Coleman Director of Children & Families	johncoleman@warwickshire.gov.uk
Executive Director	Nigel Minns Executive Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Sue Markham Portfolio Holder for Children & Families	suemarkham@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): N/A – This is a countywide matter

Other members: Councillors Marian Humphreys, Jerry Roodhouse, and Barbara Brown

This page is intentionally left blank

Warwickshire Youth Justice Service

Strategic Plan 2023 / 24



"Working in partnership to support young people, families and victims to prevent offending and reduce re-offending to build a safer and stronger community."



Probation Service



Office of the Police and Crime Commissioner for Warwickshire

1. Introduction, vision and strategy

1.1. Foreword

Children involved in the youth justice system, whether harmed by others and or as a consequence of their own behaviour are some of the most vulnerable in Warwickshire. Our aim is for Warwickshire to be a Child Friendly County and our Children's Strategy demonstrates how we will work with parents, carers, children, communities, and other agencies to ensure children in Warwickshire can be the best they can be. It sets out how we will create a Child Friendly County and a safe place for children to grow up and reach their full potential.

The Warwickshire Youth Justice Service has the drive and ambition to deliver the best outcomes for children. Children told us that they wanted to be Heard, Safe, Healthy, Skilled and Happy and these are the five outcomes we are striving for.

The partnership has been successful in improving key performance areas including further improvements in the percentage of children engaged in Education, Training and Employment, and a reduction in children being breached. We have seen an increase in weapons-based offences and work is planned by the partnership to increase the prevention offer, whilst recognising the issue is still low compared to other Local Authorities. Our Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to meet these shared outcomes. Our strategic partners drive initiatives within their own organisations that address the risks and challenges faced by our children. An example from the Coventry and Warwickshire Integrated Care Board is the Positive Directions Trauma Vanguard, investing in additional support for children, and supporting to make a whole partnership approach to trauma informed practice.

Warwickshire Youth Justice Chief Officer Board is pleased to share its Youth Justice Plan for 2023/24.

Nigel Minns
Executive Director - People
Warwickshire County Council
Chair of Warwickshire Youth Justice Chief Officer Board

1.2. Executive summary

This Youth Justice Plan sets our vision for Warwickshire Youth Justice Partnership to deliver great services. The plan has been delivered with partners and board members through a development session to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach. Staff have also been consulted through a survey and development session



and are provided with updates post Chief Office Board meetings to ensure that there is a strong connection and shared vision and priorities for the service.

This plan is also the beginning of our new journey as the partnership looks to deliver a new three-year strategy, 2024-2027, with a number of planned engagement sessions with children open to the service as we look to deliver a vision of where the service wants to be in 2027; alongside engagement activities with staff, volunteers and partner agencies.

The plan builds on the progress made in 2022/23 and sets out a commitment to further expand our prevention offer alongside other initiatives such as the Ministry of Justice funded Turnaround Project and the Coventry and Warwickshire Positive Directions Project, funded as the West Midlands Trauma Vanguard (NHS England).

The plan sets out the Partnership's key local priorities:

- Prevention of Serious Youth Violence
- Prevention of and improved intervention for children who present with harmful sexualised behaviours.
- Embedding the ARC Trauma Informed Model and improving the interventions offer for children
- Focusing on Core Good Practice – including reviewing all policies, procedures and agreements

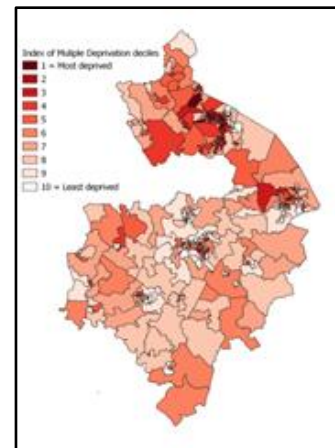
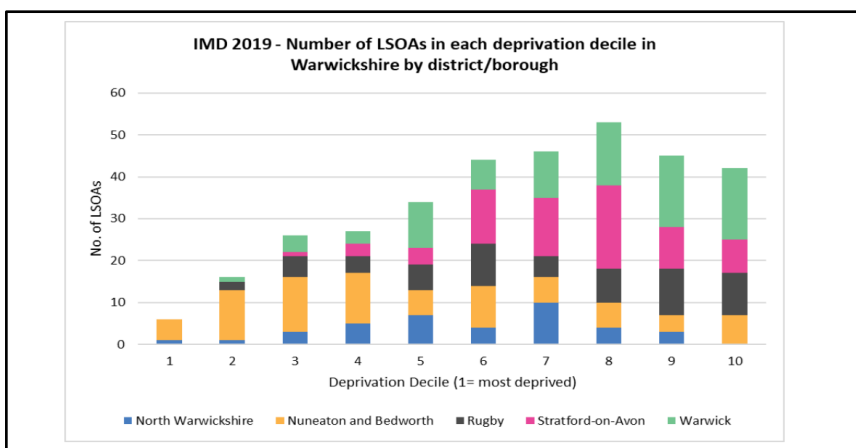
1.3. Local context

Warwickshire is an average sized English County covering an area of almost 2000km², its boundaries running some 100km north to south. Warwickshire has a population of 596,773 (Census 2021) with approximately 54,314 children between the ages of 10-17 years. The population of Warwickshire is predicted to increase by 14.7% by 2043, taking the projected population to 684,310.

Despite the majority of the population within the main towns of the county, a third of Warwickshire is rural in nature (19% classed as rural town/fringe and 14% rural village/dispersed).

Warwickshire is a two-tier local authority and comprises five Districts and Boroughs: North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford on Avon and Warwick. The county lies to the south and east of the West Midlands region and established links with Coventry, Birmingham and Solihull within the region.

Warwickshire is comprised of 339 Lower Super Output Areas (LSOAs) of which 6 are in the mode deprived decile; 5 in Nuneaton and Bedworth and 1 in North Warwickshire. A further 16 LSOAs are in the second most deprived decile.



The largest ethnic group of children in Warwickshire is the “White” category and this accounts for 84.9% of the 10–17 population. The 10-17 population is more diverse than the rest of the Warwickshire population where 92.6% of those aged 18+ are recorded as white.

The “Asian or Asian British” ethnic group is the second largest at 6.89% of the 10–17 population. Other low level ethnic groups selected by more than 1% of the 10-17 population were within the “Mixed or Multiple: ethnic groups” at 5.4%, “Black, Black British, Caribbean or African” at 1.64% and “Chinese or other ethnic groups” at 1.12%.

There has been significant growth in global majority groups in Warwickshire in the last twenty years. In the 2001 census, 8.3% reported an ethnic group other than white, compared with 20% in the most recent 2021 census.

Warwickshire has a strong performance for 16- and 17-year-olds in Education, Employment or Training (2021) at 94.71% above both the England and West Midland averages.

Warwickshire Youth Justice Service and its partnership board understand the critical importance of understanding the different contexts across the county and how these should inform and shape services and interventions to children. Our response works in collaborating with wider partners, focused on the county’s levelling up agenda, so that we look to address sometimes inter-generational need to impact on some of the underlying causes of children’s offending.

1.4. Vision

Our collective vision for children in Warwickshire is to be truly a Child Friendly County. As a county we have a collective mission to create opportunities, lasting and positive changes for children, through our Child Friendly Warwickshire Strategy. This can be seen through the commitment of numerous partners from Warwickshire Police, Coventry and Warwickshire Partnership Trust (who deliver the RISE CYP Mental Health Service), District and Borough Councils, South Warwickshire NHS Foundation Trust to local businesses and community organisations.

Children in Warwickshire told us their views and aspirations and both as a Service and as a partnership we want to be a county where the voices, needs, priorities and rights of children are ingrained across the county. Our aim for children is for them to:

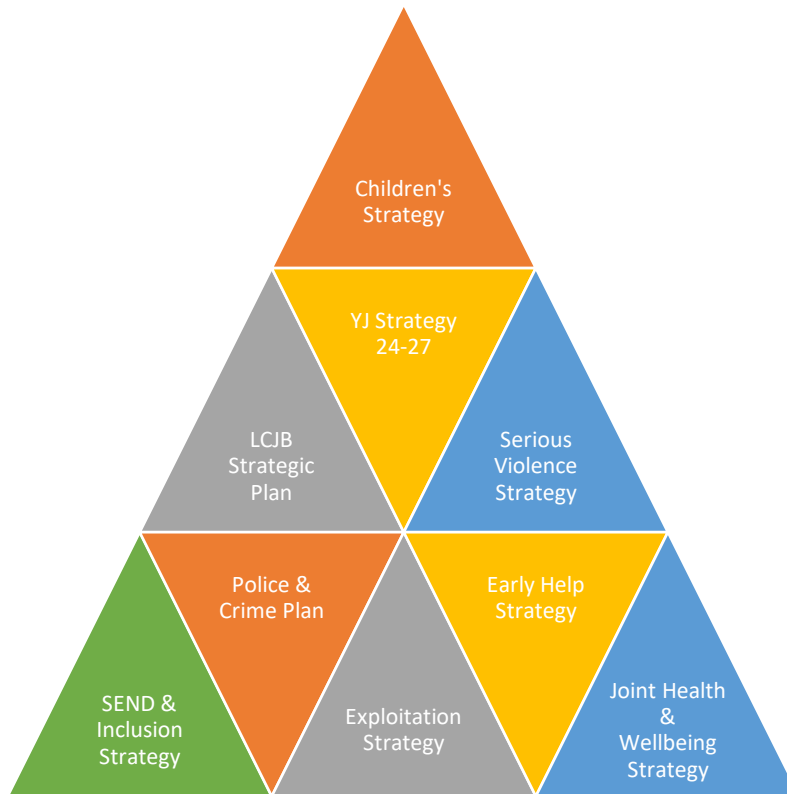
- Be Heard – have a voice to shape where they live
- Be Safe – have secure, safe and stable home lives
- Be Healthy – have access to the health services they need
- Be Skilled – enjoy the learning they need to achieve their goals
- Be Happy – enjoy growing up in a county full of opportunities.



1.5. Strategy

The Youth Justice Service sits under the current Children and Young People Strategy 2021-30 which focuses on our Child Friendly Warwickshire aims noted above. The Strategy incorporates the focus on increased participation and engagement with children and young people and on reducing offending.

As a Youth Justice Partnership, we have begun our journey to have a dedicated three-year Youth Justice Strategy, 2024 – 2027. Work on this has so far included consultation with Youth Justice Service colleagues via a survey and development session, a development day with the Youth Justice Chief Officer's Board and increased engagement with children open to the Service with several key consultation activities taking place in 2023. Further work is also planned with parents of children supported by the service, to hear the voice of our service's volunteers alongside the triangulation with our local contextual information and our place within other local strategies. These include our County Serious Violence Prevention Strategy, Local Criminal Justice Board Priorities and the Police and Crime Plan.



The triangle details the main strategies across the County Council and partner agencies particularly relevant to the Youth Justice Partnership.

2. Child First

The Service is committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Board's (YJB) Child First four tenet's principles are at the heart of service delivery:

- **See children as children:** Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused and developmentally informed
- **Develop pro-social identity for positive child outcomes:** Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society
- **Collaboration with children:** Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers
- **Promote diversion:** Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

The work of the Youth Justice Service is underpinned by a relational and restorative practice model not just with how we work with children and families but as our approach to working across the partnership and with each other. The commitment to this approach is seen not just

across Children and Family Services but across the whole council and with our partner agencies.

The Service's practice model is underpinned by 3 areas:

- Restorative Practice
- Motivational Interviewing
- ARC Trauma Informed Model

Warwickshire Youth Justice Service has long been a champion of these three areas; however, the most notable change has been the introduction of a model for our trauma informed practice in March 2023 and is now being embedded across both our Youth Justice Service and co-located Family and Adolescent Support Service. Warwickshire were previously the first Youth Justice Service in this Youth Justice Board region to pilot the ACEs (adverse childhood experiences) research to assist in an understanding of serious offending behaviour and this led to a roll out across the wider West Midlands region. The new ARC model is supporting staff to really embed their Trauma Informed Practice in all areas of work and will shortly be supported by a Trauma Lead Practitioner who will work across both Service areas to really drive this approach and then support it being embedded across all of Children and Family Services over the coming years.

Warwickshire Youth Justice Service and the Family and Adolescent Support Service, alongside Coventry Edge of Care Service, have received funding from the Coventry and Warwickshire Integrated Care Board as the West Midland's Trauma Vanguard. This has not only seen the introduction of additional roles within the Service but is leading to a whole system awareness of Trauma Informed Practice across partner agencies in Warwickshire.

3. Voice of the child

Warwickshire Youth Justice Service has used a number of formal and less formal mechanisms to ascertain the voice of the child, with a view to ensuring that their voice is heard and acted upon to shape services wherever possible. It is acknowledged however this is an area that the Service and Board are committed to further strengthening in 2023/24 and beyond.

Warwickshire Children and Families has a particular strength with the participation work that it completes with children, including Children in Care, Children with SEND and leading on areas such as the Youth Council programme. This has continued to develop over the last few years and Voice, Influence and Change Team was launched at the end of 2022 to further develop this critical area of work. With funding from the Trauma Vanguard (NHS England) a Participation Officer was recruited and started in January 2023 and alongside, further Youth Justice funding will be in place at least the next few years to focus on work with children open to the Service.

A Development Plan was confirmed in March 23 with a 12-month plan of work currently in place. Work has included meeting with children open to the Service, development of YP led information such as the Turnaround Information Leaflets and organising workshops for the service to embed this practice across the Service. An example of this is young advocates from Leaders Unlocked will be facilitating a training session with the Service in July. Leaders

Unlocked as an organisation enable children to have a stronger voice and influence over the issues that affect their lives. The young advocate project established in partnership with the alliance of youth justice are a group of 12–21-year-olds that have experience of the youth justice system. The aim of the session will be to inspire practitioners and hear the voice of those who have lived experience of the criminal justice system. The session will enable further reflection on the many ways in which the service can support children's participation in the service and how they can influence service delivery and change. The young advocates are also advising us on how best to capture feedback from children, so that this is authentic, asks the right questions and maximises opportunities for children to provide feedback.

4. Governance, leadership and partnership arrangements

4.1. Introduction

The Crime and Disorder Act 1998 set out the establishment of Youth Offending Teams and the duties on some key agencies for both the delivery and governance of the service, through often termed Youth Justice Management or Partnership Boards.

Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area. These statutory partners are:

- The local authority (this includes children's social care and education).
- The police.
- The probation service.
- Health.

The Youth Justice Chief Officer Board undertakes this role in Warwickshire and has oversight of the effectiveness of the service and its strategic direction whilst providing effective challenge.

4.2. Chief Officer Board

Warwickshire Youth Justice Chief Officer Board meets on a quarterly basis in addition to an annual development day. The Board benefits from active membership from all statutory partners at an appropriate grade of strategic responsibility. The Chair of the Board is the Executive Director of People at Warwickshire County Council who holds the statutory roles of Director of Children's Services and Director of Adult Social Services, as well as overseeing the Director of Public Health.

In addition to the statutory requirements of the Crime and Disorder Act 1998, (Social Care, Probation, Police, Health and Education) our Chief Officer Board benefits from attendance from a range of further partners including our Deputy Police and Crime Commissioner, the local Chair of the Magistrates Youth Panel, and Director of Operations for Children and Young People's Mental Health. Full Board membership is outlined in Appendix One, Strengthening the link between the Service and the Chief Officer Board has been a high priority for the service particularly considering the impact of the Pandemic previously. This includes Practice Spotlights at the beginning of each board which is where a Child Facing

Worker or on occasion Manager share an area of practice within the service so the board can hear about this work including the quality, impact and outcomes as well as being sighted on some of the challenges and complexities. In 2022/23 Practice Spotlights have included the work of the Service's Speech and Language Therapist, Parenting Worker and the role of the Court Worker linked to recent discussion on our new remand strategy.

Feedback is now shared following each Chief Officer Board to the Service through the Head of Service's monthly blog, as well as through regular discussion with the Management Team again hoping to continue links between Practice and the Board.

Chief Officer Board members are also invited to participate in the regular cycle of file auditing by shadowing a senior manager in the moderation process. This provides a snapshot view of a detailed approach and Board members can understand the challenges and diligence in the work in a time efficient way.

The Chief Officer Board receives a detailed performance report each quarter which provides information in respect of trends including location, type and severity of offences, gender, ethnicity, sentencing, use of Secure, Risk and Protective factors, Safeguarding and Need. This information is actively discussed and provides lessons about the future prioritisation of resources and approach.

4.3. Strategic partnerships

The Head of Safeguarding Communities is a member on:

- Safer Warwickshire Partnership Board
- Warwickshire Violence against Women and Girls Board
- Warwickshire Local Criminal Justice Board
- Warwickshire MAPPA Board
- Warwickshire Prevent Board
- Warwickshire Safeguarding Children's Partnership
- Warwickshire Safeguarding Exploitation Subgroup
- Warwickshire Serious Organised Crime Joint Action Group – Strategic
- Warwickshire Drug and Alcohol Strategic Partnership
- West Midlands Youth Justice Heads of Service Meeting

The Service is also engaged in a number of other Strategic and Operational Meetings including:

- Warwickshire Serious Organised Crime Joint Action Group – Tactical
- Warwickshire MAPPA Panel
- Warwickshire CHANNEL Panel
- Warwickshire Victims and Witnesses Forum
- Warwickshire Reducing Reoffending Board
- Warwickshire Early Help Partnership



- District Anti-Social Behaviour Forums
- District and Borough Community Safety Partnership Meetings
- Rape and Serious Sexual Offences Meeting

4.4. Operational delivery

Warwickshire Children and Families Service undertook a service transformation in November 2022, which saw the embedding of a number of project funded initiatives and ultimately saw an increase in child facing roles but a reduction in some management positions across the Service. The change saw two additional roles funded in the service but did see some changes above First Line Managers notably the Head of Service Role having a wider scope for Children and Family Services.

The newly named Head of Safeguarding Communities is the Head of Youth Justice and oversees the:

- Children and Families Front Door
- Initial Response Service (Assessment)
- Adult and Children's Emergency Duty Service
- Warwickshire Youth Justice Service
- Family and Adolescent Support Service
- Harmful Sexual Behaviour
- Caring Dads (Father's Domestic Abuse Intervention Programme)

Under the Head of Safeguarding Communities are two Youth Justice Operation Managers who line manage three Team Managers each, with one Operation Manager leading on Harmful Sexual Behaviours and the other Caring Dads which are services available across Children and Family Services.

The Service currently has the following specialist workers from partner agencies:

- Police Officers x 2
- Probation Officer
- Speech and Language Therapist (New role in 22/23)
- Substance Misuse Officers x 2
- Specialist Mental Health Practitioners x 2

To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including Warwickshire Police, Probation Service, Coventry and Warwickshire Partnership Trust and Children's Social Care with emphasis on Children in Care, Substance Misuse and Speech and Language. All SLAs are to be fully reviewed in 2023/24 and subject to annual reviews moving forward. All SLAs will cover the designated roles, accountabilities, recruitment processes, supervision, practice and delivery of services, and management of performance.



We utilise our grant and partner agency funding to deliver the support required to meet the needs of children open to the service or as part of our wider contribution to prevention. In 2022/23 we now have access to a Speech and Language Therapist, a permanent Parenting Worker and have enhanced our training offer to colleagues. Utilising funding as part of the Trauma Vanguard we have recruited four additional roles including the Participation Worker and a Resettlement Worker. Through the Ministry of Justice funded Turnaround Project we have also recruited two additional practitioners.

In 23/24 we will have a focus on increasing our Prevention Offer and will recruit two Youth Workers and have in a place a more dedicated and clearly defined prevention offer. We will also make the Speech and Language role full time, having seen significant impact from the role both for individual outcomes for children and a significant reduction in breaches.

5. Board development

The Board continues to evolve as the partnership looks to focus on particular areas and as the needs and offer of the Service changes. In the second half of 2022/23 the board has added the Operation Manager for Voice, Influence and Change and the Education Representation has changed responding to the challenges around 16- and 17-year-olds.

In 2023/24 the board will also include the Director of Public Health and the Operation Manager for Assurance and Development which includes both Workforce Development and Service Improvement.

The YJB Head of Oversight has played an active role in the board including presenting information to the board and supporting Board Development activities. In 23/24 the Youth Justice Board will be represented by the new YJB Oversight Manager for the West Midlands.

6. Progress on Previous Plan

6.1. 2022/23 priorities progress

Prevention and Diversion

The Service had a focus to further develop its Prevention and Diversion Services. In this period the Out of Court Disposal Process has been reviewed and new updated process are now in place. Alongside partnership scrutiny which continues to demonstrate the Out of Court Panel is making appropriate and consistent decision making.

Investment from the Ministry of Justice in the form of the Turnaround Project came in place in November 2022 which the Service has invested in two dedicated practitioners. A lot of progress has been made, in particular supporting children who are Released Under Investigation and links have been further strengthened with our District Anti-Social Behaviour forums thanks to a clearer offer of intervention being available.

Child Exploitation and Serious Violence

Children and Family Services have invested in a 'case accountable' adolescent service, in the form of the Family and Adolescent Support Teams from January 2023. This is an exploitation and extra familial harm focused service with a multi-disciplinary approach delivered through three Area Teams and a Central Team leading on the development of Contextual Safeguarding.

The Service is co-located with the Youth Justice Service and Barnardo's (Commissioned by the OPCC) and joint work/roles are being considered in 23/24 including a School Nurse to increase the physical health offer across both Services.

Both Services have also been involved in the successful bid to have delegated responsibility for National Referral Mechanism (NRM) for children under the age of 17 and a half years. The Home Office have been very complimentary in regard to both the bid and successful implementation in Warwickshire with managers across both Services actively involved alongside partners from a number of agencies.

Restorative Justice

A lot of work has taken place to support the recruitment of additional volunteer panel members due to a steady decline. A successful recruitment campaign has seen 8 volunteers sign up to complete Panel member training in early 23/24.

Focused work has also taken place to increase the variety of placements with work almost concluded to have placements with the RSPCA and a dementia friendly allotment plot.

6.2. Other developments

Participation

Through the developments of the Trauma Vanguard a separate proposal was put forward for a Participation Worker focused on children open to the service, alongside supporting engagement with both Warwickshire Police and Warwickshire's Office of the Police and Crime Commissioner to explore further opportunities to support engagement of children and to hear their voice. Discussions have included having a children's panel during Chief Officer Recruitment and consideration of a Youth Police and Crime Commissioner type volunteer role.

7. Resources and services

The Chief Officer Board is committed to ensuring that the service delivers effective services for children whilst ensuring value for money as a publicly funded body. How the service utilises its resources have changed over time, with a greater focus on prevention and diversion activity with a reduced cohort of children on community or custodial disposals.

The Local Authority investment alongside the Youth Justice Board Grant see the biggest investment in the service supported by commitments from a range of partners including Warwickshire Police, the Police and Crime Commissioner, Health and the Probation Service.

The outline of partnership contributions, Appendix Four, confirms that the service is well resourced and has the ability to respond the needs of the county. At the time of this plan the Youth Justice Board Grant for 23/24 has not yet been confirmed.

Examples of how investment and innovation has been influenced in 22-23 by the Service direction of travel include:

- A full time Parenting Role been established in the service, to bring focus to working with parents and carers.
- A Service Development Officer positions to support with the development of the Trauma Vanguard and Turnaround funding. The role also has a focus on service improvement and works closely with managers to project manage improvements across the service and learn from best practice.
- A Data Improvement Officer position has been newly recruited to support with reporting for the Trauma Vanguard, to ensure that the information on ChildView is to a high standard and to support the service's preparation for the new Key Performance Indicators from 23/24.

As we continue into 23-24, we will progress further with several new initiatives including:

- Establish and recruit two Youth Worker positions to further enhance the service's prevention offer.
- Invest in an Interventions Hub to support child facing practitioners to have up to date child friendly resources to use.
- Improve the offer to children that require support at weekends by improving the offer of interventions available.
- Alongside the Family and Adolescent Support Team look to recruit a School Nurse to support the physical health needs of children who may have unmet health needs. The Services will also work together to recruit a Trauma Lead Practitioner to embed the use of the ARC model across both services.

The Chief Officer Board is satisfied and has visible evidence that all statutory partners are committed to the support of our service and that resources utilised to develop a multi-agency approach.

8. Performance

8.1. Introductions

The Ministry of Justice have developed 10 new national Key Performance Indicators (KPIs) which have been implemented from the 1st April 2023. It is recognised that nationally, the number of children entering the system with a statutory disposal has fallen significantly, however Youth Justice Services are working with increasingly complex caseloads. The aim of the KPIs is to help improve the understanding how YJS partnerships are responding to this different context and to reflect the areas that are strategically important in delivering effective services for children.

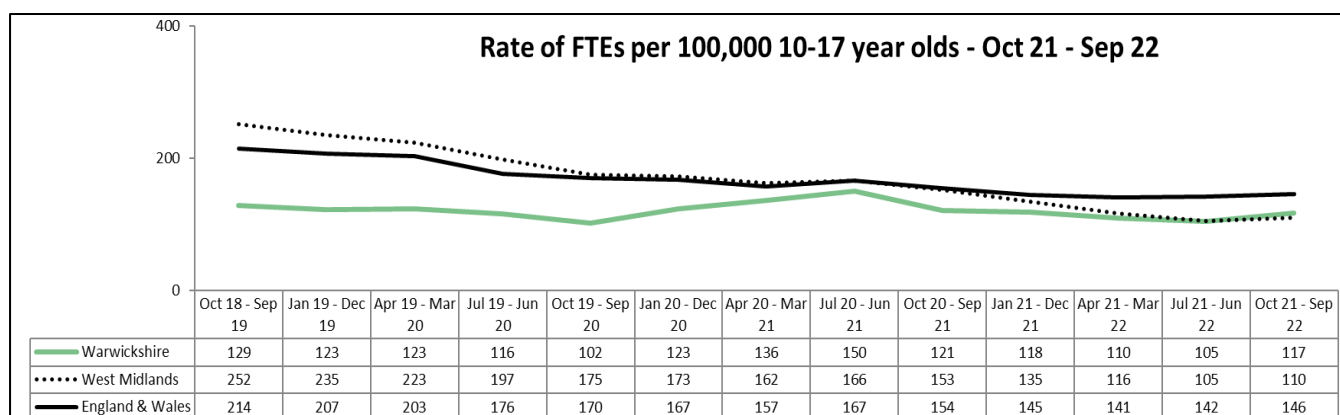
The key performance indicators used in 22/23 will continue to be reported on moving forward, these are the:

- binary reoffending rate
- frequency of reoffending
- first time entrants
- use of custody

8.2. National key performance indicators

First Time Entrants to the Youth Justice System (FTE)

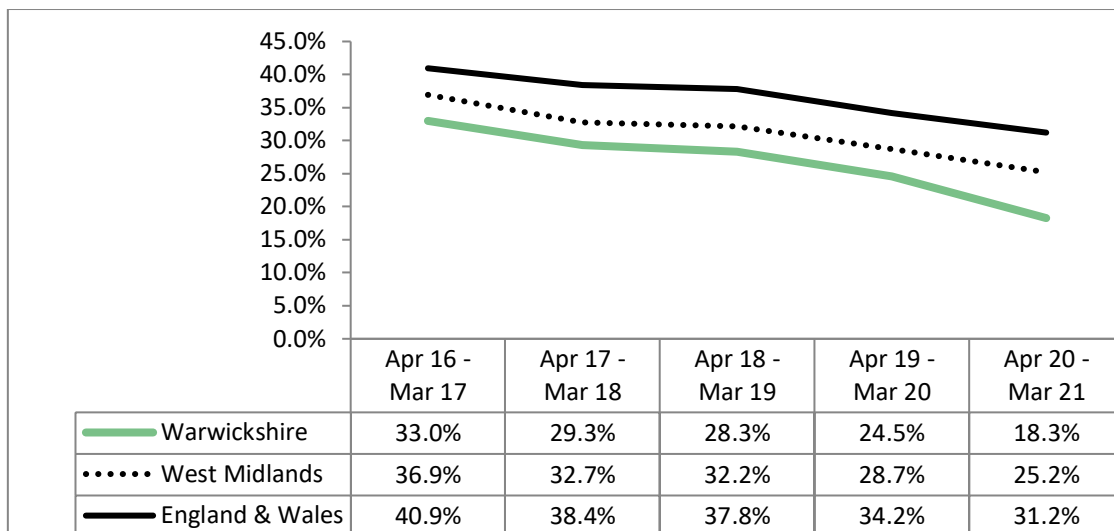
The first-time entrants indicator is expressed as the number of first-time entrants per 100,000 of 10–17-year-olds. The latest national data for first time entrants (October 2021 – September 2022) show a reduction in first time entrants in Warwickshire, with the Service below both the YOT Family and National averages.



FTE PNC Rate per 100,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	National
October 2021 - September 2022	117	110	126	146
October 2020 - September 2021	121	153	132	154
% change from selected baseline	-3.5%	-27.9%	-4.3%	-5.2%

Reducing reoffending

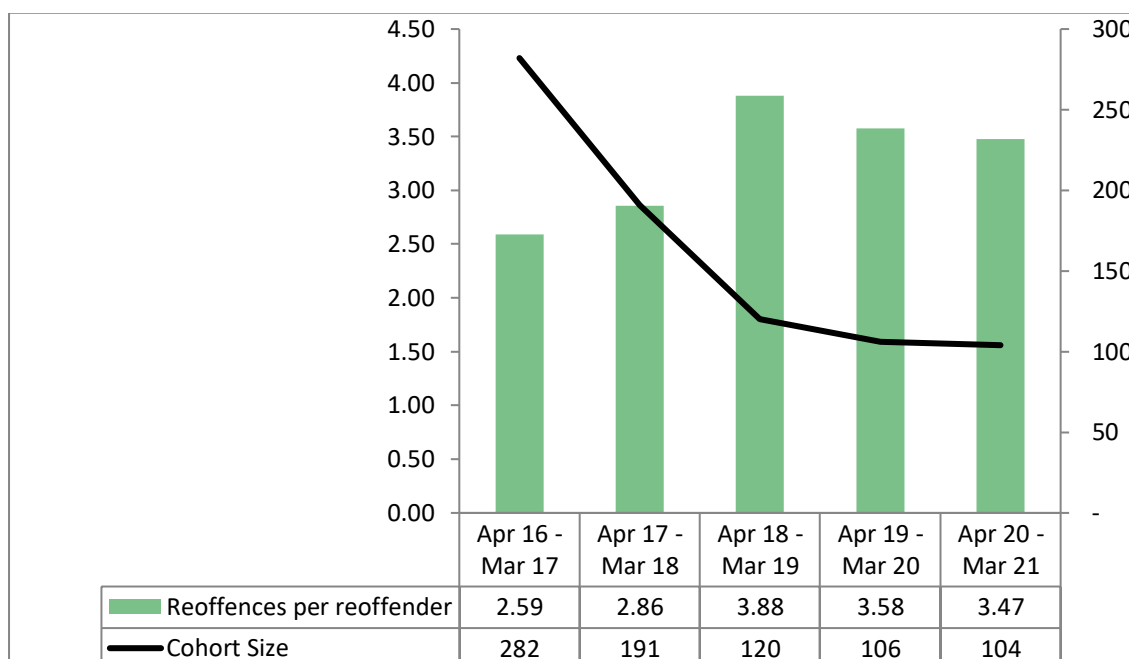
The binary reoffending rate measures, in its simplest format, whether children in the cohort have reoffended. The latest national data that is available is from April 20 to March 21. The table and data below show that the Service’s performance is consistently lower than the YOT Family, West Midlands and National averages.



	Warwickshire	West Midlands	YOT Family	National
Percentage of offenders who reoffended: Apr 20 – Mar 21	18.3%	25.2%	27.9%	31.0%
Percentage of offenders who reoffended: Apr 19 – Mar 20	24.5%	28.7%	31.8%	34.0%
Change from Baseline	-6.26	-3.48	-3.9	-3.01

The Warwickshire reoffending rate of re-offences per reoffender is now lower than the YOT Family and the National rate but is prone to spikes depending on the cohort.

Reoffences per reoffender and cohort size taken from YJB YOT Data Summary 113

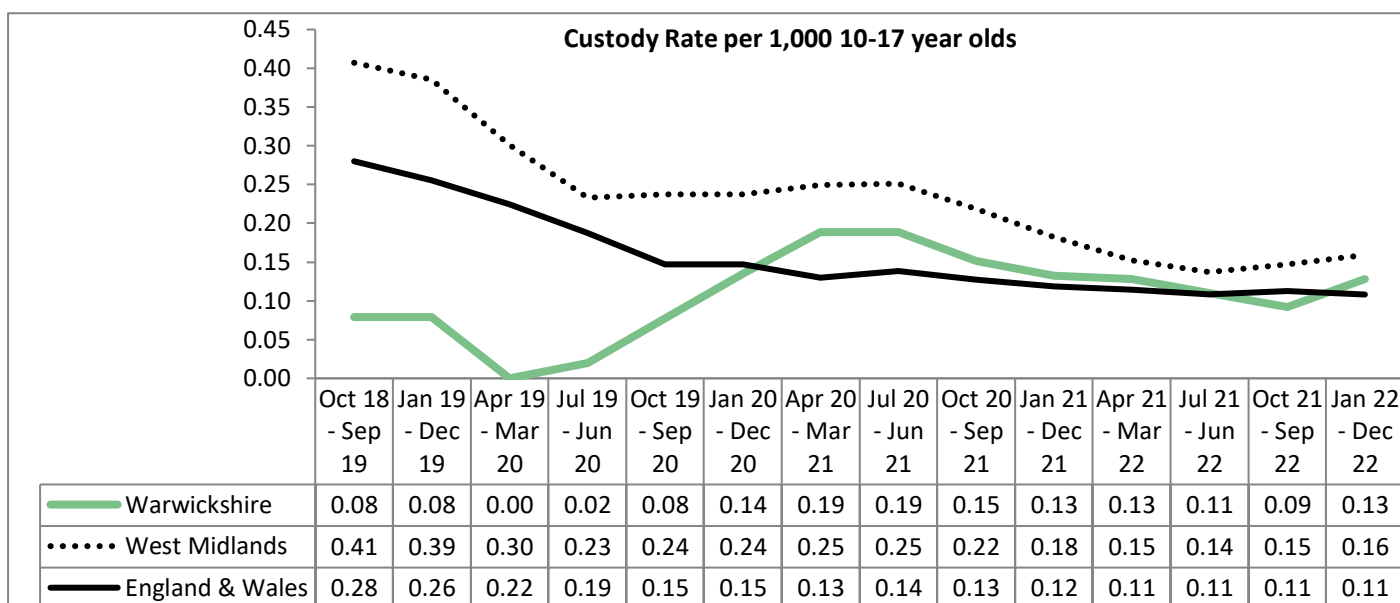


Comparative Reoffending Rate Data from YJB YOT Data Summary 113

	Warwickshire	West Midlands	YOT Family	National
Reoffences per Reoffender: Apr 20 - Mar 21	3.47	3.26	3.71	3.54
Reoffences per Reoffender: Apr 19 - Mar 20	3.58	3.73	3.6	3.64
Change from Baseline	-2.9%	-12.6%	2.8%	-2.9%

Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population. Children in Warwickshire in the secure estate is very small and therefore there is sometimes complexity when understanding percentage comparators. The data below shows that the rate in Warwickshire (Jan 22 – Dec 22) is 0.09 per 1000 above the YOT Family and 0.02 above the national averages. The Service remains below the West Midlands average and there has been some consistency of the current rate, compared to the same time period, for the last two years.



8.3. New key performance indicators (from April 2023)

Suitable accommodation

The Service has completed a test run of this new Key Performance Indicator for April and May 23. This has highlighted where some of the gaps are in practitioner’s recording and is being addressed alongside further guidance on all key elements of recording now required for the new indicators.

The test run of the new indicator has 100% in suitable accommodation where it has been recorded, however 7 records had not recorded the suitability.

Education, training and employment (ETE)

As a key desistance factor ETE performance has continued to be tracked by the service. Performance in this area was highlighted as an area in need of improvement and additional education focused capacity was brought in two years ago. This sees a practitioner attend Warwickshire's Fair Access Panels, liaising with Prospects to provide support for the above school age cohort and ensures that all children not engaged in education, training and employment (NEETs) are being reviewed. Since then, notable progress has been made when compared to both 21/22 performance and the 3-year service average.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Further focusing on ETE is planned for 23/24 with development work planned with Services in the Education Directorate including the attendance team and 16+ learning. The service is well prepared to be able to report on this new indicator.

Special educational needs and disabilities/additional learning needs

There are no concerns for the service in relation to reporting on the new SEND indicator. In the performance testing of the new indicators, four children were receiving SEND support of which two had an EHCP.

As part of the Service's preparation for this new key indicator data for 22/23 has been reviewed. This information showed that in 139 interventions the child had a Special Educational Need and of those 43 had an Education, Health and Care Plan.

Mental health care and emotional wellbeing and Substance Misuse

For the new mental health care indicator and substance misuse indicator, during the test, it was highlighted the need to clarify the recording by practitioners at the referral stage. Again, further guidance will be provided to practitioners to ensure all the appropriate information is available to the service to report on both of these indicators accurately moving forward.

Out-of-court disposals

The service reports on some Out of Court disposal information as part of its quarterly reporting to the service's board. The end of year reporting found that the number of Youth Conditional Cautions has increased over the year, with a large reduction in the usage of Youth Cautions. Of the seven children receiving a Youth Caution 3 declined the offer of a voluntary intervention, three were already on other interventions and 1 accepted the offer of an intervention.

Information was available as part of the testing completed on the new KPIs. However again some elements were missing and improving the recording of the required fields will enable accurate and timely reporting of this indicator moving forward.

Links to wider services

The Service works very closely with colleagues across Children's Services strengthened by its new position alongside services such as the Front Door (inc MASH), Initial Response and the Family and Adolescent Support Service. The service reports on those children previously known and currently open to Children's Services as part of its quarterly data, and all practitioners have access to the Children's Social Care System.

Work is ongoing with our colleagues in IT to introduce new software which will more seamlessly compare data between ChildView and Mosaic (Children's Services Case Management System).

Management board attendance

Management Board attendance is already monitored and can be seen in Appendix Two. The Service sees good attendance from its Board members and action is taken as required where appropriate engagement is not in place. The Board has been further strengthened with some additions at the end of 22/23 and moving into the new reporting year, including the Director of Public Health and the Operation Managers for Voice, Influence and Change and the Quality & Impact, which include workforce development.

Serious violence

Serious Violence is recorded in line with the YJB definition as any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Warwickshire has seen an increase from 16 offences in 21/22 to 33 offences in 22/23. This increase lies in an increase in drug related offences, from 0 to 13 and increase in the numbers of robberies, from 9 to 15 in the last year.

As a service we can report on this information and will continue to be an area of key scrutiny due to the large increase noted over this period.

Victims

Currently the service keeps some information manually in respect of it monitoring contact with victims of crime. Within the test run for reporting on the victims indicator it is clear that the current process is not at the required standard to accurately report against this indicator. The Service's Data Analyst is currently in liaison with the software provider to have the report refined.

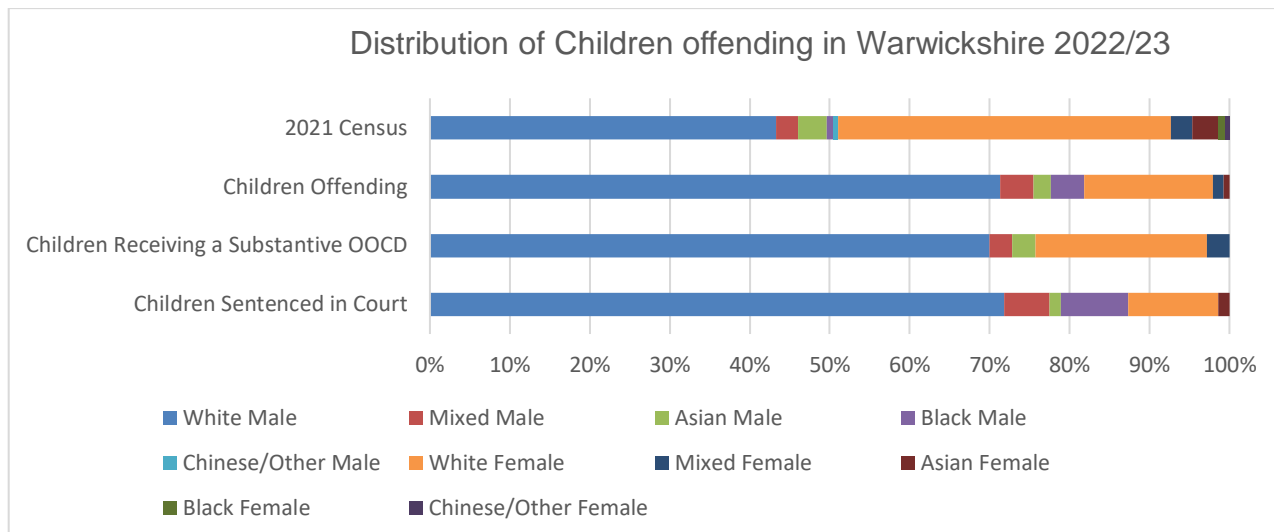
9. Priorities

9.1. Children from groups which are over-represented

Addressing disproportionality is a priority both for the Youth Justice Board and locally for the Chief Officer Board. There is a lot of recent research published in relation to the disproportionate representation of children from Black and Global Majority heritage.

Warwickshire as a county is becoming more diverse, however just 15% of the county are from these communities. The table below shows the distribution of the Warwickshire

population taken from the Office for National Statistics 2021 Census data using a custom dataset to identify the Warwickshire 10–17-year-old population.



The offending population of individual children who have received a substantive outcome in 22/23 shows White males are over-represented, as well as males of Mixed and Black ethnic origin. The disproportionality for males of Mixed and Black ethnicity is present in the population of children offending but this becomes more marked when analysed as a proportion of children sentenced in court.

Through having a smaller cohort more detailed understanding can be obtained. A good example of this can be demonstrated from the tables below, as the number of children open to the Service who are black is low, and the difference having a directly proportionate cohort is three children (Warwickshire 0-17 population who are Black is 1.7%)

Number of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	102	6	3	6	0	4	121
Female	23	2	1	0	0	0	26
Total	125	8	4	6	0	4	147

Distribution of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	69.39%	4.08%	2.04%	4.08%	0.00%	2.72%	82.31%
Female	15.65%	1.36%	0.68%	0.00%	0.00%	0.00%	17.69%
Total	85.03%	5.44%	2.72%	4.08%	0.00%	2.72%	100.00%

The service has plans for 23/24 to engage staff in training on equality, diversity and unconscious bias. To work with the Council’s Equality, Diversity and Inclusion Lead to



ensure work is in place to enable the service's workforce to effectively represent the communities in Warwickshire.

9.2. Prevention

Prevention is defined by the YJB as 'support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.

Warwickshire Children and Families Services continues to invest in its Early Help Services, this can be seen in over 3,000 children being open and in receipt of early help support. The Service has also invested in additional Youth Workers to deliver a range of services including one to one direct work, group work and youth clubs across several venues countywide. This means that many children that open to the Youth Justice Service have had some sort of previous Children's Services involvement.

In November 2022, the Service received Ministry of Justice funding for the Turnaround Programme. This has enabled the service to recruit two new practitioners to support children who have been arrested, released under investigation or concerns around anti-social behaviour. This offer is being further strengthened in 23/24 with support available from the service's Speech and Language Therapist.

The Board have agreed that the further development of the Service's prevention offer is a high priority. The Service will recruit two Youth Workers, to be able to deliver work with children, and to respond to concerns which may occur in schools as required. The service will have by the first half of 23/24 devised a clear prevention strategy and a clear remit of the work to be delivered by the service, as well as the wider offer delivered by the partnership. The service will also consider purchasing bespoke prevention activities in certain areas if and where this is felt would make impact. This approach will align with the Safer Warwickshire Serious Violence Prevention Strategy, which places prevention through schools at the heart of its three priorities: -

- Prevent violence before it happens
- Respond to the immediate risks
- Long term care and support

9.3. Diversion

The out of court disposal panel has been running since 2018 within Warwickshire. In February 2023, a full review of the out of court process was undertaken in order to ensure the process was working as expected and delivering the best results for children. The Service has worked closely with Police colleagues in reviewing the process. Diversion is defined by the YJB as the process 'where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting

children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.'

The review has seen several changes this included an updated approach to our practice expectations which have been pulled through in to more relevant and streamlined procedures. The panel will now be chaired on a rota basis by team leaders, ensuring accountability and knowledge spread across the whole management team. The Joint Decision-Making Process form has also been reviewed as it was too lengthy in its previous format and the new form ensures that where information is shared across services it is both relevant and proportionate.

The panel is attended by colleagues across Children and Families and Police to ensure that decisions are made with full knowledge and understanding of the child's journey and other support that is available across our wider services.

Quarterly Scrutiny Panels are held in the county of which the service is a core member. These are chaired by Magistrates and are an arena in which to scrutinise panel decision making and review any good practice or learning for Out of Court Panel members.

9.4. Education

As noted earlier, significant progress has been made in children's attendance in suitable education, training or employment at the end of intervention, with school age children this now reaching 93% and for children above school age up to 73%.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Education was given additional focus by the Service two years ago which saw the investment in a dedicated Education Worker for the service. This role enables more dedicated time in to resolving challenges with schools and other education providers and engagement in other forums including in the Fair Access Panel process.

The management board receives regular reports on the ETE status of children open to the service and advised of any barriers or challenges to securing appropriate placements. The Board was strengthened by a new Education Representative and further discussions have taken place in relation to improved data sharing on attendance and opportunities for working together where children may be on a part time timetable or at risk of exclusion.

9.5. Restorative approaches and victims

The service benefits from an overarching restorative practice approach within Children and Families Services and within the Service a Team Manager who has a victim support and restorative justice pathway. Alongside the Operations Manager, the Team Manager leads on the continuous improvement of services to victims and restorative justice.

The service ensures allocation of all victims to an experienced victim lead practitioner for court outcomes and seconded police officers for out of court outcomes. This enables compliance with the Victims Code of Conduct for all tiers of outcome, to hear the impact of the offence on the victim and offer the full continuum of restorative justice options. This is monitored through a fortnightly quality assurance process which checks system recording with outcomes received.

The Service is continually looking for opportunities to create shift in the child's thinking about the victim, for example for an offence of assault against an emergency worker, where the victim themselves feel unable to take part in restorative options themselves, the seconded police officer will meet with the child to explain the impact of this offence. Where consent is given, the victim practitioner also ensures the voice of the victim and the full impact of the offence for the victim is present within all Pre-Sentence Reports. Victim voice is an agenda item on all multi agency Risk Management Meetings and Out of Court Decision Making Panels.

The service is a member of the Local Criminal Justice Board's Victim and Witness Forum which meets quarterly and seeks to share best practice, identify blockages and barriers for victims within the Criminal Justice System. The Service is also key members of the local Anti-Social Behaviour District Forums across Warwickshire which reflects on emerging issues which impact the community. The service is actively seeking ways to connect with the community and offer restorative opportunities where possible.

The Service continue to develop opportunities for children to undertake meaningful community-based reparation projects. Where possible direct reparation for corporate victims is always considered, for example current liaison with Coventry Football Club following a disturbance at the ground with flares.

The Service recently held a community open day to support the recruitment of referral order panel volunteers. There is continual investment in the development of community volunteers for example recent Speech and language input from the Service's SALT Practitioner and they will be undertaking further trauma training over the next year. The Referral Order Co-ordinator oversees all practice within referral orders and enables immediate reflection and learning from all panels to support panel member's practice.

9.6. Serious violence and exploitation

The Local Authority was successful in its application to pilot devolved decision making for the children's NRM Process. As part of the application an NRM Coordinator has been recruited which has helped both the smooth introduction of the process and Warwickshire's approach, as well as an opportunity to upskill professionals in Modern Day Slavery and the NRM Process. Excellent feedback has been received from the Home Office and timescales for decisions are significantly reduced for children in Warwickshire going through the process.

The Youth Justice Service is a named Specified Authority in the Serious Violence Duty, as set out under the Police Crime Sentencing and Courts Act 2023. The Safer Warwickshire Partnership received good feedback from CREST (Home Office commissioned Consultancy Service) in relation to the work so far being undertaken. Working closely with the Family and Adolescent Support Service, work continues to develop more contextual

approaches in Warwickshire with new Locality Contextual Safeguarding Meetings going live this year.

The Service is active in its attendance at the Serious and Organised Crime Joint Action Group (SOCJAG) at both Operational and Strategic levels. A review is ongoing as how these processes can continue to be strengthened. The Head of Service sits on the Safeguarding Partnership Children's Board and on the Exploitation Subgroup.

The Operation Manager for the co-located Family and Adolescent Teams is the Channel Panel Vice Chair and training has recently been delivered to all staff on the Prevent Agenda and local Channel processes. The Head of Service is also an active member of Prevent Strategic Group.

9.7. Detention in police custody

Youth Justice works in close partnership with Warwickshire Police. Monthly meetings are attended by the Police, Children and Families and Youth Justice to discuss children in custody. The meetings serve as an arena to scrutinise instances of children in custody and develop policy framework around children in custody.

Youth Justice are currently collaborating with Police partners to update and review Police guidance with regards to children who are detained in custody. This aims to ensure that children are released at the earliest possible opportunity. Work is also ongoing with the Police completing trauma awareness training and training around speech and language using the service's therapist.

Warwickshire Youth Justice currently has two seconded Police Officers who support in the Out of Court arena and across Youth Justice as a whole. Part of the role is to deliver child focused youth Justice training to Police Officers to ensure they understand the Child First principles of the Justice Service.

9.8. Remands

Remand practice has been highlighted in 22/23 with the Chief Officer Board agreeing a new Remand Strategy for the Service. The Board also had a practice spotlight on the remand process in 22/23 presenting some of the positive work going on, but also some of the challenges in the system.

Our commissioned BRICs scheme for remand fostering offers the Court a level of control and oversight in the community that has the potential to divert from a Secure Remand decision. This is a real strength of our offer in Warwickshire, and discussions with MoJ, YJB and other agencies about looking at how others could possibly replicate nationally. The trust and confidence of the Courts is clear in respect of this scheme. In addition, this facility can be used as a short-term transition after release for children where the provision of suitable accommodation with support is not available.

Use of remands is reported on in quarterly reports to the Board. In 22/23 there was an increase in the number of nights Warwickshire children spent in Youth Detention Accommodation. This is set against a low number of children in remand each year, so a small change can have a significant impact on figures.

Secure Remands 2022/23 Youth Detention Accommodation	Q1	Q2	Q3	Q4	Bed Nights Q1-4 2022/23	Bed Nights Q1-4 2021/22
Total Number of children subject to a YDA	0	1	8	5	14	
Youth Offending Institute (YOI) bed nights	0	0	78	89	167	340
Secure Training Centre (STC) bed nights	0	78	76	0	154	0
Secure Children's Home (SCH) bed nights	0	0	50	0	50	0
Technical Remand bed nights	0	0	2	19	21	0
Total	0	78	206	108	392	340

9.9. Use of custody

The number of children serving sentences in the Secure Estate in Warwickshire is very small. This can result in notable spikes within any set of statistics. In 22/23 Warwickshire has 6 children receiving a custodial sentence, which was up from 4 the previous year and a 3-year average of 5 children a year.

The Youth Justice Service works to ensure that it offers credible alternatives to the Courts to the use of custody where risk is diligently managed in the Community. We can offer a full Intensive Surveillance and Supervision programme offering a maximum of 25 hours oversight with the added provision of an electronic curfew as required. In 23/24 as part a pilot in the West Midlands region the option of a GPS Tag can also be considered in certain circumstances.

Positive feedback from the Courts indicates that there is confidence in our Service to manage high risk children. The service has also reviewed its Intervention offer, and plans are in place to improve the interventions that take place at weekends through a more diverse group of interventions to consider.

9.10 Constructive resettlement

The service, through the Trauma Vanguard funding, will have a Resettlement Worker starting at the beginning of 23/24. This will further enhance the service's offer to children and enable a relationship to be built up before release through a dedicated worker, ensuring a coordinated holistic approach.

The service will develop a new resettlement policy considering both the new role, but also the other opportunities that are available across Children and Families Services including Family Group Conferencing which moving forward will be made available as part of the planning for all children. Training associated with the new approach will then be delivered to the whole service.

There are on occasions challenges with accommodation and in the wider Safeguarding Communities workforce there is a dedicated Housing Worker who will be able to assist the service as required.

9.11 Standards for children in the justice system

The Service's most recent standards for children in justice self-assessment looked at transitions. The review found that the Service's link with Probation was strong, and this has subsequently been strengthened by have a link Probation Officer who receives all Youth Justice children transferring over. Exit Planning was highlights as an area for development and subsequently training has taken place with the service, guidance updated and new expectations that the relevant area in ChildView are now completed. In addition, it was felt that step downs could be strengthened and now we have an Early Help and Youth Work representative available each week to consider step downs as required.

The Service has a Quality Assurance policy and regular auditing is completed with feedback shared with the Chief Officer Board and actions tracked in the Service Improvement Plan. Key themes explored in 22/23 included into Disproportionality and into Bail and Remand.

The disproportionality audit identified that there is a clear need for a development of services and expertise to address the needs of adolescents. It highlighted a lack of wider services support for one child. The audit highlighted the need to improve some recording around ethnicity and believed there would be scope to repeat a similar audit but with partners from a few agencies to add greater value. The audit also highlighted where there was a detailed chronology/trauma journey outline, analysis and reflection were greatly facilitated.

The Bail and Remand audit noted several strengths in practice including a good level of intervention and contact for children on a Bail Intensive Supervision and Surveillance Programme, strong education liaison and good communication with parent/carers. The audit did raise the need to look at management oversight for decision making and recording of plans and intervention sometimes needed to be improved. Further guidance and workshop have been completed since this audit and an ongoing action regarding children's engagement in looking at how the induction type process can be improved.

10. Workforce development

The Service's greatest resources is its workforce and as a service we continue to strive to ensure that are committed workforce have the skills to meet the needs of the children we are working with.

All staff and volunteers have access to regular training. The Service works closely with the Practice and Learning Hub to ensure all staff have access to appropriate training delivered or commissioned by Children and Families. Bespoke training is regularly commissioned and in 22/23 this included AIM Training, Contextual Safeguarding Training and Safety Planning Training.

The Youth Justice Service Management team is also able to access specific management training including coaching from within the Children and Family Services. Managers have recently enrolled on the Aspiring Future Leaders course with the Association of YOT Manager, and other training has been offered through both Research in Practice and Frontline.

The workforce was trained in the ARC Trauma Model in 2023 and a service priority is how we embed this across children facing services, in all areas of our work. This includes the recruitment of a Lead Practitioner with a focus on embedding and developing the ARC approach. The Service have also developed ARC Champions which have regular access to the ARC Training Consultant through a monthly practice forum.

A working group has been set up to develop a new induction process based on feedback from newer members of staff about ways to improve this further. This is also linked to work to have an improved SharePoint Space where all relevant documents, policies, procedures and short guides will be available to the service.

All members of the service can access additional counselling sessions dedicated for child facing roles. These can be accessed confidentially on a one-to-one basis, either in person or virtually as requested.

As well as receiving training, the service also engages in delivering workshops to wider colleagues about the role of the Youth Justice Service, this includes an element for all newly qualified Social Workers that start in Warwickshire.

11. Evidence-based practice and innovation

The service is on a committed journey to deliver consistently outstanding services for children. The opportunities that present themselves in a county with strong partnership working and a commitment to invest in services that support children and their families. This can be seen in both the Local Authorities commitment to Early Help Services and Youth Work and in the commissioning of services by the Police and Crime Commissioner.

The Service and Board are committed to delivering a Prevention Offer that diverts children from coming in to contact with the Justice System, and for some on to serious violence. A clear and seamless offer that links into the Safeguarding Partnership's Spectrum of Support to ensure that support is offered for the right children, at the right time, with the right support is the clear ambition.

As noted earlier in the plan, the service is focused on fully embedding the ARC Trauma model across the service. This is building on the strong trauma informed knowledge within the service and strengthens the direct intervention being delivered by the service.

The Service is also focused on enabling true engagement, influence and change to children open to the service to deliver good outcomes. The role of the Service's Participation Officer, alongside the wider workforce, will be key to delivering on this ambition.

12. Service development plan



Plan 23.24 vYJP.pptx

13. Challenges, risk and issues


Warwickshire is one of the safest places to live in England and Wales but feeling safe is one of the areas that children tell us as part of our Child Friendly Warwickshire approach is one of the

issues most important to them. The Partnership Board and Service are committed to delivering great services but inevitably there are certain risks and challenges that may present themselves over the next year.

Although from a lower base than many Youth Justice Services, Serious Youth Violence is on the increase in Warwickshire. This presents a challenge to the service and its partners to reduce the risk of children committing serious violence offences or becoming victims of serious violence. The service through its co-location with the new Adolescent Service and Barnardos is committed to working closely with other services working with children who are exploited into serious violence and other offending. The service is also committed to investing further in prevention and to be able to respond to locations as significant incidents may take place as part of the partnership's move towards a contextual approach to respond to child exploitation and extra familial harm. If serious violence was to continue to rise at the rate of the last year further consideration of what the partnership can do will need to be prioritised as a subgroup through the Chief Officer Board and wider discussion with Local Criminal Justice Board.

The Service has been successful in increasing its workforce in 22/23 and with plans to increase investment in prevention in particular the ability to successfully navigate the current challenging recruitment market. A review has been completed to improve the offer for Social Workers, the most difficult to recruit role, and further work is planned to improve the offer and development opportunities for workers with different specialisms and experiences.

14. Sign off, submission and approval

<p>Chair of Youth Justice Chief Officer Board <i>Approved on behalf of the Youth Justice Chief Officer Board</i></p>	 <p>Nigel Minns</p>
<p>Date</p>	<p>28th June 2023</p>



AppendicesAppendix One – Youth Justice Chief Officer Board - 23/24

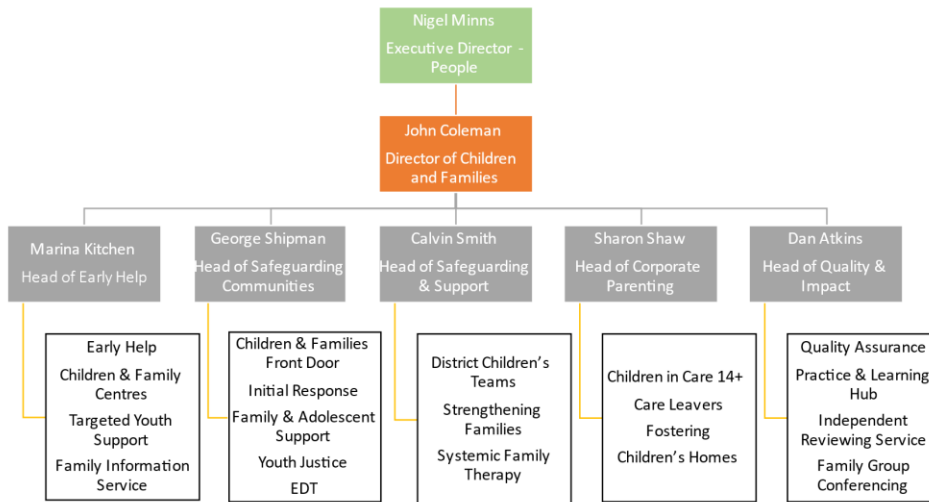
Nigel Minns	Executive Director	People (DCS & DASS) – COB Chair
John Coleman	Director	Children and Families – COB Vice Chair
George Shipman	Head of Service	Safeguarding Communities (Head of YJ)
Rachel Watt	Operation Manager	Youth Justice
Becky Sumner	Operation Manager	Youth Justice
Jonathon Toy	Head of Service	Community Safety and Trading Standards
Shinderpaul Bhangal	Operation Manager	Voice, Influence and Change
Pete Hill	Det. Superintendent	Warwickshire Police
Ben Smith	Assistant Chief Constable	Warwickshire Police
Emma Daniell	Deputy PCC	Office of Police and Crime Commissioner
Andy Wade	Head of Service	Warwickshire Probation Service
Chris Evans	Director of Operations	MH Service for Children and Young People
Paul Heathfield	Chair	Warwickshire Youth Court Bench
Sarah Tregaskis	Head of Service	Education
Vicky Bartholomew	Data Analyst	Youth Justice
Jackie Channel	Associate Chief Nurse	Coventry and Warwickshire ICB
Jas Madahar	Operations Manager	Coventry & Warwickshire Prospects Service
Anita Lekhi	Operation Manager	Quality & Impact
Shade Agboola	Director	Public Health
David McNally	Oversight Manager	Youth Justice Board

Appendix Two – Chief Officer Board Attendance – 22/23

Name	Job Title	COB Dates and Attendance			
		Jun 22	Sep 22	Dec 22	Feb 23
Nigel Minns	Executive Director – People - COB Chair	Yes	Yes	Yes	No
John Coleman	Director of Children and Families – COB Vice Chair	No	No	Yes	Yes
Sally Nash (Until Dec 22)	Head of Youth Justice	Yes	Yes	Yes	
George Shipman (From Dec 22)	Head of Safeguarding Communities (Inc Youth Justice)			Yes	Yes
Tony Begley (Until Dec 22)	Operations Manager – Youth Justice	No	Yes		
Rachel Watt (From Jan 23)	Operations Manager – Youth Justice			Yes	Yes
Becky Sumner	Operations Manager – Youth Justice	No	Yes	Yes	Yes
Jonathon Toy	Head of Community Safety	No	Yes	No	Yes
Shinderpaul Bhangal (From March 23)	Operations Manager – Voice, Influence & Change				Yes
Pete Hill	Detective Superintendent	Yes	Yes	Yes	Yes
Ben Smith	Assistant Chief Constable	Yes	Yes	No	Yes
Emma Daniell	Deputy Police and Crime Commissioner	Yes	No	Yes	Yes
Andy Wade	Head of Warwickshire Probation Service	Yes	Yes	Yes	Yes
Chris Evans	Director of Operation – CYP Mental Health	No	No	No	Yes
Jas Madahar	Operations Manager – Prospects	Yes	Yes	Yes	Yes
Mamps Gill	Head of Region – YJB	Yes	No	Yes	Yes
Tracey Pilcher	Chief Nurse – Coventry & Warwickshire ICB	No	Yes	No - Rebecca Bartholomew	Yes
Vicky Bartholomew	Data Analyst	Yes	Yes	Yes	Yes
Sue Robertson (Until Feb 23)	Chair – Youth Magistrates	Yes	Yes	No	
Paul Heathfield (From Feb 23)	Chair – Youth Magistrates				Yes
Marie Rooney	Service Manager – Alternative Provision	No	Yes	No	
Sarah Tregaskis (From Feb 23)	Head of Education Services - Trading				Yes



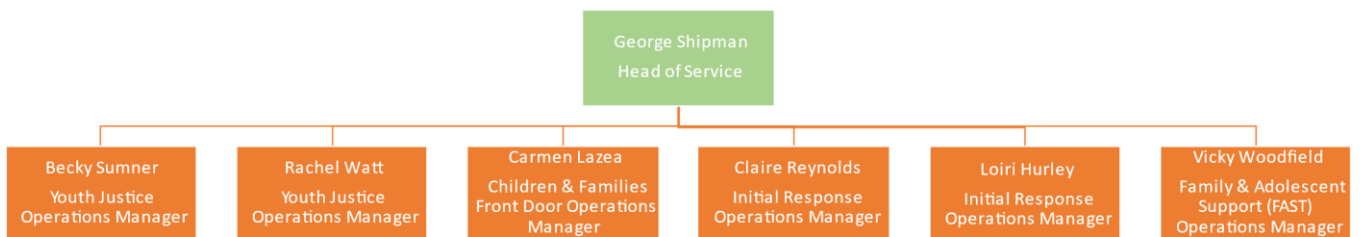
Children & Families SLT



Safeguarding Communities Structure Chart



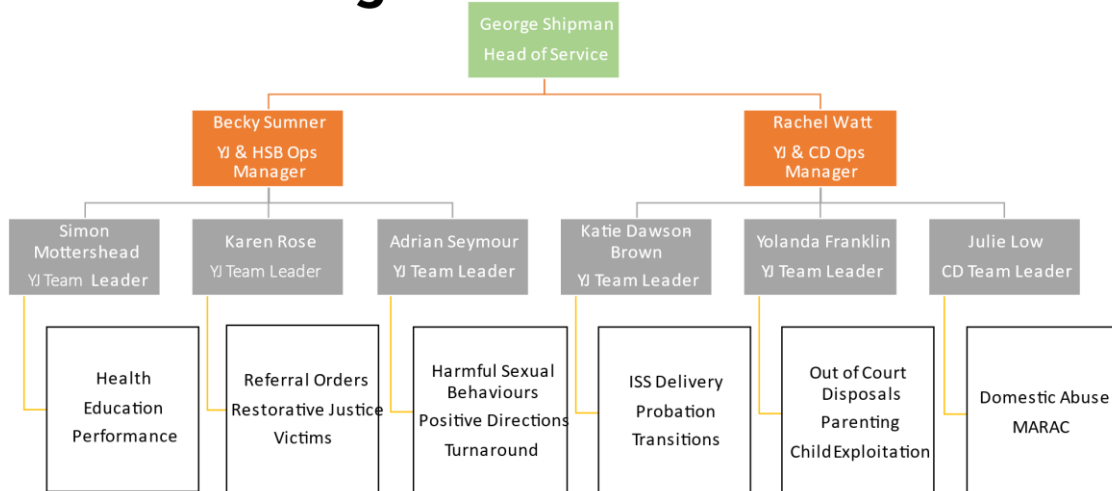
Safeguarding Communities Structure



Youth Justice Structure Chart



Youth Justice Management Team



Appendix Four – Budget Costs and Contributions 2023/24

Agency	Staffing Costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	416,182		144,454	560,636
Local Authority	1,165,518		643,982	1,809,500
Police	172,501		15,290	187,791
Police and Crime Commissioner	74,494			74,494
Probation	44,861		5,000	49,861
Health	103,000			103,000
Welsh Government				0
Other				0
Total	1,976,556	0	808,726	2,785,282

This page is intentionally left blank

County Council

26 September 2023

Appointment of Scheme Member Representative to the Warwickshire Fire and Rescue Local Pension Board of the Firefighters' Pension Scheme

Recommendation

That Council approve the appointment of Mr David Vazquez, as a Scheme member representative on the Warwickshire Fire and Rescue Local Pension Board of the Firefighters' Pension Scheme.

1. Executive Summary

- 1.1 Following a call for expressions of interest to members within the fund and a robust selection and interview process involving officers and the Chair of the Fire and Rescue Local Pension Board, Mr Martin Reohorn, David Vazquez has been identified as the new Scheme member representative on the Warwickshire Fire and Rescue Local Pension Board of the Firefighters' Pension Scheme.
- 1.2 This appointment requires ratification by Council in accordance with the terms of reference of the Pension Board

2. Financial Implications

- 2.1 None

3. Environmental Implications

- 3.1 None.

4. Supporting Information

- 4.1 The requirements of the Public Services Pensions Act 2013 were implemented by the Firefighter Pension Scheme (Amendment) (Governance) Regulations 2015 and require the establishment of a Local Pension Board for Fire Authorities.

4.2 The Fire and Rescue Local Pension Board has responsibility for assisting the Scheme Manager in securing compliance with all relevant pensions laws, regulations and directions, and the Pension Regulator's codes of practice. The operations of the Fire and Rescue Local Pension Board are guided by a Terms of Reference which are approved by Council.

4.3 Pursuant to those Terms of Reference, the membership of the Fire and Rescue Local Pension Board is to consist of seven (7) members to include –

- (i) Scheme Member Representatives x 3
- (ii) Employer Representatives x 3
- (iii) Independent Representative x 1

4.4 In the case of the Fire and Rescue Local Pension Board, the role of Independent Representative is held by the Chair, Mr Martin Reohorn. The three employers' representatives are Councillor Brian Hammersley, Caroline Jones (Finance Portfolio Lead for Communities and Resources) and Sally Waldron (Assistant Chief Fire Officer). The existing scheme member representatives are Paul Morley (Fire Officers Association) and Sian Marsh (Fire Brigades Union).

4.5 The appointment of Mr Vazquez as a Scheme Member representative arises from a robust process of assessment that considered suitability for the role followed by an interview panel led by the Chair of the Fire and Rescue Local Pension Board. Mr Vazquez's appointment will mean that the Board is fully constituted.

4.6 As background, Mr Vazquez is a retired firefighter, who served with Warwickshire Fire and Rescue service from 1985 until 9 September 2016. For the majority of his service, he was a senior leader and has knowledge of the workings of the firefighter pensions schemes as a member of the 1992 scheme.

5. Timescales associated with the decision and next steps

5.1 If agreed, the decision will have immediate effect.

Appendices

None.

Background Papers

None.

	Name	Contact Information
Report Author	Deborah Moseley Democratic Services Team Leader	deborahmoseley@warwickshire.gov.uk Tel: 01926 418136
Director	Andrew Felton Director of Finance	andrewfelton@warwickshire.gov.uk
Executive Director	Rob Powell Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Yousef Dahmash Portfolio Holder for Customer & Transformation	cllrdahmash@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): N/A – This is a countywide matter.

Other members: Chair and Party Spokespersons of the Resources and Fire and Rescue Overview and Scrutiny Committee.

This page is intentionally left blank

County Council

26 September 2023

Organisational Structure and Constitutional Changes

Recommendations

That Council:

1. Approves the separation of the functions of the Executive Director for People and the reconfiguration into two Executive Director roles as set out at section 5 and Appendix 1b and supports the Directorate level changes made to the Council's Directorate structures at Appendix 1a.
2. Approves the appointment of the statutory officers of Director of Children's Services (DCS) and Director of Adult Social Services (DASS) as set out at paragraph 5.8.1.
3. Approves the minor modifications to the Constitution, including officer delegations, to reflect the changes made to the Council's organisational structure.
4. Approves an amendment to Part 2(9) of the Constitution as set out at paragraph 5.8.2 to change the membership of the Health and Wellbeing Board to include the appointed statutory officers of the Director of Children's Services (DCS) and the Director of Adult Social Services (DASS) from time to time.
5. Approves an amendment to Part A of Part 2(10) of the Constitution to increase the level of ex gratia payments to complainants that Executive Directors and Directors have authority to approve from £1,000 up to and including £2,000.
6. Approves an amendment to Part 4(5) of the Constitution to replace the Officers' Code of Conduct with an updated version as at Appendix 2 and authorises the Executive Director for Resources to make such minor consequential modifications to reflect HR best practice and guidance.
7. Approves an amendment to Part 1(9) (Finance, Contracts and Legal Matters) and Part 2(10) (Delegations to Officers) to clarify the delegations relating to the approval of special severance payments as set out at Appendix 3.
8. Authorises the Executive Director for Resources to make all the necessary changes to the Constitution arising from this report.

1. Executive Summary

- 1.1 The Council is required by legislation (section 9P Local Government Act 2000) to have a Constitution which sets out the governance arrangements by which the Council will operate. The Constitution provides the basis on which the Council operates and where powers are to be exercised and decisions taken.
- 1.2 Legal and Democratic officers in Governance and Policy review the Constitution periodically to ensure it remains up to date and fit for purpose.
- 1.3 This report proposes amendments to the Constitution arising from that periodic review process, together with changes that are necessary as a result of the changes to the Council's Directorate structures which will take effect from 1 October 2023 and staffing proposals at Executive Director level for Council's approval which would take effect before the end of January 2024.

2. Financial Implications

- 2.1 The changes to the organisational structure at Director level and the Constitution per se do not have any financial implications. Whilst the portfolios of Director roles have in some cases been reconfigured, the number of Director roles remains the same and salary levels are not affected by the changes.
- 2.2 The proposal for the separation of the role of Executive Director for People into two Executive Director roles for a temporary period of 2 years as set out at section 5 below results in the creation of an additional Executive Director role, the financial implications of which need to be resourced. The current salary band for an Executive Director role (2022/23) is £139,968 to £155,050 plus on-costs. It is intended that the role be filled following an internal recruitment process and that the successful Director appointed to the post would be seconded into the Executive Director post on a temporary basis.
- 2.3 It is proposed that the two Executive Directors (ED for Children and Young People and ED of Social Care and Health) would work together to ensure the People Directorate changes are cost neutral to the Council or absorbed from within current budget allocations, which may result in roles not being backfilled. As such it is not envisaged that this temporary arrangement will result in any additional budget pressures as we move into the 2024/25 MTFS budget cycle.

3. Environmental Implications

- 3.1 There are no direct environmental implications arising from this report.

4. Supporting Information

- 4.1 The reasons for the proposed changes are set out in more detail below. The organisational structure which will take effect from 1st October is set out at Appendix 1a (changes to Resources Directorate and Communities Directorate). The reconfiguration of the areas of responsibility proposed to the People Directorate which would take effect by January 2024 are set out in Appendix 1b. The specific changes proposed in relation to the Officers' Code of Conduct and delegations in relation to special severance payments are set out at Appendix 2 and 3 respectively. Overall, the proposed changes are put forward to ensure;
- i.) that the Council's structure is fit for purpose and reflects the organisational priorities over coming years, particularly in light of the financial challenges faced in areas of high and increasing demand which will require dedicated leadership capacity; and
 - ii.) the Constitution is up to date and clear and enables the Council to undertake its business in the most effective and efficient way.

5. Proposed Changes to People Directorate Structure

- 5.1 In 2018, Public Health and in July 2022, the Education Service moved from the Communities Directorate to the People Directorate. The People Directorate is now responsible for approximately 75% of the Council's budget and circa 43% of its staffing headcount.
- 5.2 Following a period of instability in the leadership of the Education Service, the service is benefitting from the recent appointment of the new, substantive Director of Education. However, it still requires significant leadership capacity to address a number of longstanding issues, not least the increase in demand for services and the associated financial challenges.
- 5.3 Furthermore, a significant influx of Government policies related to the work of the People Directorate all need to be taken into account and factored into the Council's forthcoming priorities. These include but are not limited to;
- i) In March 2023, the Department for Education published the SEND and alternative provision improvement plan, setting out significant changes to the special educational needs and disabilities system.
 - ii) In February 2023 following the Independent Review of Children's Social Care, the Department for Education published 'Stable Homes Built on Love', proposing significant changes to children's social care to be implemented over the next few years.
 - iii) The Department for Health and Social Care had previously launched a white paper for the reform of adult social care, 'The People at the Heart of Care' and, while it is unclear whether all elements of the reforms will be taken forward, the Health and Care Act 2022 introduced a requirement for the Care Quality Commission (CQC) to assess and

report on the performance of local authorities with regard to their social care responsibilities.

- 5.4 In order to provide sufficient leadership capacity to address these simultaneous challenges, it is proposed to trial the reconfiguration of the current People Directorate into two new directorates, a Directorate for Children and Young People and a Directorate of Social Care and Health. The proposed trial will last for two years, and the arrangements will be reviewed during that period with a decision made by the Chief Executive at that stage as to whether they will continue. The proposal is to take effect by the end of January 2024 and the new configuration of responsibilities across the two Directorates is set out at Appendix 1b.
- 5.5 The reconfiguration of the People Directorate into two Directorates will result in the creation of an additional Executive Director role alongside the current Executive Director for People role. The creation of a new post within the Council exceeding a salary level of £100,000 requires the approval of full Council. The financial implications are set out in section 2 above.
- 5.6 This approach is consistent with changes across local government. In 2015 there were 61 local authorities where the two statutory posts of Director of Children's Services (DCS) and Director of Adult Social Services (DASS) were held by one person. That number has reduced every year since and there are now just 16, of which Warwickshire is one.
- 5.7 It is proposed that the Executive Director for People is seconded for a period of 2 years into the post of Executive Director for Children and Young People and that the temporary post of Executive Director of Social Care and Health is created and is filled, as a secondment, by an existing Director following an internal process with the final appointment made by a member appointment panel, advised by the Chief Executive.
- 5.8 This proposed change requires consideration of two associated matters;
- i) The appointment of the two statutory officer roles of Director of Children's Services (DCS) and Director of Adult Social Services (DASS). The two statutory officer roles are currently held concurrently by the Executive Director for People. It is proposed that this position remains until such time as the two Executive Director roles take effect from which time both statutory officer roles would be held by the most senior officer with managerial responsibility for the functional area concerned who is qualified to hold them in line with national guidance. Under these proposals, with the Executive Director for People taking up the role of Executive Director for Children and Young People, that post holder would be the DCS. The DASS role would be held by the current Director of Adult Social Care and Support as the most senior qualified officer within the Council to undertake the role, irrespective of the outcome of the selection process referred to at paragraph 5.7.

- ii) Membership of the Health and Wellbeing Board – the current membership of the Board is the Executive Director for People and the Director of Public Health. With the proposed changes it is intended that the two statutory officer roles of DCS and DASS, together with the Director of Public Health be appointed to the Health and Wellbeing Board from such time as the two Executive Director roles take effect.

5.9 Other related officer appointments to the Integrated Care Board and the Integrated Care Partnership are proposed to remain 'as is' for the time being, with any changes required being brought forward as part of the annual report to Council in May 2024.

5.10 Subject to Council's approval all necessary Constitutional changes, in particular officer delegations to Executive Directors, will be made as necessary.

6. Changes to the Directorate Structures

6.1 With effect from 1 October 2023 changes to the Council's organisational structure and allocation of responsibilities at Director level in the Resources and the Communities Directorates are as set out at Appendix 1a, however the key changes arising from the reallocation of responsibilities across Directors in those Directorates are set out below;

- i) The Resources Directorate will move to a streamlined structure with four rather than five Directors with revised portfolios.
- ii) The role of Director of Business and Customer Service will cease to exist with the functions currently sitting within that service area being reallocated as set out below.
- iii) The Director of Commissioning Support Unit (CSU) will become the Director of Strategic Infrastructure and Climate Change and will move to the Communities Directorate, with the CSU functions being reallocated as set out below.
- iv) A Director of Workforce and Local Services will sit in the Resources Directorate. This role will include libraries, heritage, culture and registration and all of the Human Resources and Organisational Development functions which will now sit under one Director.
- v) Customer Contact, Business Intelligence and Strategic Asset Management will sit with the Director of Enabling Services, Resources. This will mean that all property related responsibilities will sit under one Director.
- vi) Community Partnerships and Change Programmes will sit with the Director of Strategy, Planning and Governance, Resources (formerly the Director of Governance and Policy).
- vii) Business Support and Contract Management and Procurement will sit with the Director of Finance, Resources.
- viii) Quality Assurance (which will become Quality Assurance and Market Management) will move to the Director of People Strategy and Commissioning within People Directorate.

- 6.2 The officer delegations to Executive Directors as set out in the Constitution are not affected by these changes, however any minor modifications, such as job title changes and onwards delegations to Directors, which are dealt with outside of the Constitution, will be made as necessary to reflect these changes.

7. Amendment to approval level for ex gratia payments

- 7.1 Part A of Part 2(10) of the Constitution (Delegations to Officers) includes a delegation to all Executive Directors and Directors to approve requests for ex gratia payments to complainants up to and including £1,000 in relation to upheld complaints or in consultation with the Chief Finance Officer in relation to other complaints where a financial remedy is considered to be appropriate. For any such payments above £1,000 approval is required from the Regulatory Committee.
- 7.2 This financial threshold has not been reviewed in a number of years and due to a number of factors including inflation and revised guidance on remedies from the Local Government and Social Care Ombudsman (LGSCO), an increasing number of proposed payments are requiring Regulatory Committee approval. For example, the Ombudsman's guidance on remedies now suggests that where fault of an authority has resulted in a loss of educational provision, they will usually recommend a remedy payment of between £900 and £2,400 per term to acknowledge the impact of that loss. This is a higher award level than in previous years.
- 7.3 It is therefore proposed that the level delegated to officers in Part A of Part 2(10) is increased to enable Executive Directors and Directors to approve ex gratia payments up to and including £2,000. This will bring the number of referrals to Regulatory Committee back into balance and require only the higher level payments to be referred. The number of ex gratia payments (including the referrals to Regulatory Committee) will continue to be transparent as reported through the annual report to Cabinet on complaints referred to the LGCSO.

8. Amendment to update the Officers' Code of Conduct

- 8.1 The Officers' Code of Conduct (also known as the Employer and Employee Responsibilities Policy) forms part of the Constitution at Part 4(5) and is a Human Resources policy that all members of staff are required to follow. The Code has been considered and updated to reflect changes in the law and in the Council's internal processes (such as use of ICT, personal devices, social media for example) and also to make it easier to follow and to provide greater clarity in some of the areas covered by the Code.
- 8.2 Approval is therefore sought to replace the previous document with the updated version as set out at Appendix 2 (which tracks the changes).

9. Clarification relating to the approval of special severance payments

- 9.1 In September 2022 Council approved changes to Parts 1(9) (Finance Contracts and Legal Matters) and 2(10) (Delegations to Officers) of the Constitution in relation to special severance payments (SSPs). This was to ensure that the Constitution reflected the requirements of statutory guidance issued by the Department for Levelling Up, Housing and Communities on the making and disclosure of SSPs by local authorities.
- 9.2 Whilst advice will be necessary on a case-by-case basis to determine whether a payment constitutes a SSP it is considered that some minor amendments to these sections of the Constitution would be beneficial to align with Government guidance on the issue and to ensure transparency as to when these specific requirements are likely to apply. For example, there are certain payments which do not constitute SSPs including; redundancy payments and associated pension strain costs, payments which have been ordered by a court or tribunal and payments agreed as part of certain forms of mediation. In addition, the statutory guidance does not apply to staff working in a maintained school.
- 9.3 It is therefore proposed that these sections of the Constitution be amended as set out at Appendix 3.

Appendices

- Appendix 1a – Council Directorate Structure from 1st October 2023 for Resources and Communities Directorates
- Appendix 1b – New Executive Director areas of responsibility by 31 January 2024 for People Directorate
- Appendix 2 – Updated Officers' Code of Conduct
- Appendix 3 – Proposed amendments to Part 1(9) and Part 2(10) in relation to special severance payments.

Background Papers

None

	Name	Contact Information
Report Author	Sioned Harper – Senior Solicitor & Team Leader – Governance Legal Team	sionedharper@warwickshire.gov.uk,
Director	Sarah Duxbury - Director of Governance & Policy	sarahduxbury@warwickshire.gov.uk
Chief Executive	Monica Fogarty – Chief Executive	monicafogarty@warwickshire.gov.uk
Leader	Cllr Isobel Seccombe - Leader of the Council	isobelseccombe@warwickshire.gov.uk

Appendix 1a

Resources and Communities Directorate Structure Chart from 1 October 2023

**Chief Executive
Monica Fogarty**

**Executive Director for
Communities
Mark Ryder**

**Executive Director for
Resources
Rob Powell**

**Chief Fire Officer
Warwickshire Fire
and Rescue Service
Ben Brook**

**Director of
Environment,
Planning &
Transport
Scott Tompkins**

**Director of
Economy & Place
David Ayton-Hill**

**Director Strategic
Infrastructure &
Climate Change
Steve Smith**

**Coventry &
Warwickshire
Business
Partnerships
Strategic Lead
Paula Deas**

**Director of Finance
Andy Felton**

**Director of
Strategy, Planning
and Governance
Sarah Duxbury**

**Director of Enabling
Services
Craig Cusack**

**Director of
Workforce and
Local Services**

Page 63

Assistant CFO
Response &
Prevention

Assistant CFO –
Protection & Resilience

Area Manager -
Response

Area Manager -
Prevention

Area Manager -
Protection

Area Manager –
Resilience

Head of CSW
Resilience

Head of Trading
Standard & Community
Safety

Head of County
Highways

Head of Planning &
Environment

Head of Transport
Delivery

Head of Engineering
Design Services

Head of Transport
Strategy & Road Safety

Head of Economy &
Skills

Head of Waste &
Country Parks

Head of
Infrastructure &
Sustainable
Communities

Head of Climate
Change &
Sustainability

Joint post with
Coventry City
Council

Coordination of
Coventry and
Warwickshire
business
economic forum

Head of Strategic
Finance

Head of Operational
Finance Services

Head of Investments,
Treasury and Audit

Head of Finance
Transformation and
Transactions

Head of Commercial
and Contracts

Head of Business
Support

Head of
Communications

Head of
Corporate Policy
and Strategy

Head of
Community
Partnerships

Head of Legal and
Governance

Head of Change
Programmes

Head of Data and
Business Intelligence

Head of ICT and
Digital

Head of ICT Strategy

Head of Property
Services

Head of Strategic
Asset Management

Head of Customer
Contact

Head of HR
Strategy

Head of HR
Services

Head of Libraries,
Heritage and
Registrations

This page is intentionally left blank

**Chief Executive
Monica Fogarty**

**Executive Director for
Children and Young People
Nigel Minns**

Education

- Access to Education
- SEND & inclusion
- Early Years
- School Effectiveness
- School Services
- Post 16 Education
- Education Strategy
- Education Transformation

Children and Families

- Early Help
- Children's Safeguarding
- Corporate Parenting
- Safeguarding Communities
- Social Work Practice
- Adoption Central England

**Executive Director of
Social Care & Health
TBC**

Public Health

- Health protection
- Mental Health & Dementia
- Health Inequalities
- Child Death Overview Panel
- JSNA/ Health Intelligence
- Child/ maternity/ safeguarding/ domestic abuse

**Adult Social Care and
Support**

- Disabilities – all age
- Adult Mental Health
- Older People
- Integrated Care
- Adults Practice and Safeguarding

**Health and Care
Commissioning**

- Health and wellbeing Commissioning
- Targeted Support Commissioning
- Specialist Provision Commissioning

This page is intentionally left blank

SECTION 4 – OFFICERS’ CODE OF CONDUCT

1. EMPLOYER AND EMPLOYEE RESPONSIBILITIES

Part 1 - Introduction

1.1 This code is designed to help all employees understand the working relationship between themselves, their line managers, colleagues, councillors ~~members of the council~~ and above all members of the public to whom we deliver a service.

1.2 It is intended to be a short reference guide, for staff, but with greater detail on many of ~~these issues is included in ‘the manager’s guide’.~~ ~~The manager’s guide is a comprehensive manual of information on all staff related matters and a copy is available for general inspection within each directorate.~~ the areas being available within the Human Resources (HR) Pages.

4.1.1.3 The code does not apply to school employed staff, but in all other areas of the Council’s operation it does aim to give a consistency of approach.

~~The code recognises the unique position of governing bodies in the employment process, and the adoption of this code within the people directorate will be subject to agreement by governing bodies and due consultation with the relevant teacher associations. The council is also mindful of future guidance on these matters from the General Teaching Council.~~

~~Warwickshire County Council is committed to the principle of best value and seeks to continually strive for improvement in all that it does. It~~

1.4 The Council is publicly accountable and frequently working in partnership with other organisations, both in the public and private sector. It is therefore vital that all staff conduct themselves in an exemplary manner in all aspects of their work and show no bias whatever their personal views may be.

1.5 This code sets out some of the areas where issues can arise. The code is designed to protect staff, ~~you~~, but where ~~it is broken~~ you break it, we The Council may take disciplinary action resulting in dismissal and in some cases may even refer the matter to the police for prosecution. ~~you losing your job and potentially being prosecuted.~~

~~The council is committed to the achievement of the Investors In People award across the whole organisation, and as a part of that recognises the value of the workforce. The organisation values individual and organisational learning and seeks to develop every individual to their full potential.~~

1.6 There are 3 key points for members of staff to remember in all that they do: ~~to remember in all that you do:~~

- Ensure your ~~their~~ conduct is never influenced by personal gain
- Ensure your ~~their~~ conduct could not give anyone reason to question your ~~their~~ motives
- Ensure your ~~their~~ conduct is in line with the Council’s ~~our~~ policies

~~Now read on and if you have any queries, discuss these with your line manager.~~

1.7 Any queries about any of the areas covered in this code should be raised with your

line manager.

2. Part 2 - What the County Council Expects of its Employees

2.1 Standards of Service

2.1.1 You must provide the highest standards of service at all times. You must treat the public, councillors and colleagues fairly, efficiently, politely and in line with our policies. You must not allow your personal or political opinions to interfere with your work.

2.1.2 You must use Council resources ~~our equipment and money~~ responsibly, and always give value for money. If you know of someone who is not maintaining these standards or has not followed the code, you must report this to your ~~supervisor or~~ line-manager.

2.1.3 All members of the public have the right to be treated equally by you and should not be discriminated against on the grounds of ~~race, gender, disability, age or any other factor.~~ age, disability, gender reassignment, pregnancy, maternity, race, religion or belief, sex, sexual orientation, marital/civil partnership status. You have a responsibility to ensure that the council's equal opportunities policies are adhered to in all your work activities ~~and that diversity is recognised.~~

2.2 Personal Interests

2.2.1 You must declare ~~to the manager of your directorate~~ any interest which you have which could conflict with the Council's ~~our~~ interests or affect your judgement as our employee. Such interests may be financial, business related, ownership of property, family interests, membership of external bodies or any other factor that could be construed as a personal interest.

2.2.2 The Staff Register of Interests is held within Your HR. For those without access to Your HR it will be necessary to complete.

~~2.2.12.2.3~~ This register is subject to rigorous review by Risk and Assurance Services (Audit). You will be asked on a regular basis to confirm that your entry on the register is correct. ~~held centrally within the county human resource service and is subject to rigorous review by audit.~~ Failure to disclose ~~such~~ an interest could result in disciplinary action being taken against you.

2.3 Relationships

2.3.1 Your personal relationships with councillors, colleagues and members of the public and other organisations must not lead to any suspicion that could affect your work.

2.3.2 You should not be involved in the recruitment, promotion, pay, benefits, training or discipline of anyone who is a relation, partner, ~~or~~ with whom you otherwise have a close personal relationship outside of work. If the situation is unavoidable, you should declare such an interest to your line manager and ensure that you are seen to be fair.

2.3.3 All officers of the Council are required to be politically neutral while at work. Very senior officers or those that regularly brief councillors are "politically restricted" ~~and more senior posts (scp 44 and above and some other specified posts) are politically restricted~~ in that they may not participate in any formal political activity. Do remember that the controlling political group may change during ~~the~~ course of your employment, and it is important that you show no bias or personal preference, whatever your personal beliefs may be.

2.4 Commitments Outside Work

~~You must not be involved in any outside activity or work that could cause a conflict of interests with your responsibilities to us, or which makes use of material to which you have access because of your position.~~

~~If you are in any doubt at all, you should not engage in other outside work without seeking the express permission of your manager.~~

~~You must not do outside work of any sort in our premises or by using our equipment or materials. Any product or material which you design in the course of your employment remains with us as our property and we claim copyright over such material.~~

~~Apart from the above, your off-duty hours are not our concern unless by your activities you bring the reputation of the council into disrepute. However, you must not put yourself in a position where your duty and private interests' conflict, or where public confidence would be weakened.~~

~~From time to time, you may be asked to take part in voluntary activity or offered a role in a voluntary organisation. It is important that you clarify the role expected of you and whether you are expected to act in your own right or as the voice of the council. Liability can arise from formal membership of external organisations, and you should seek further advice from your line manager if you have reason to believe that any liability may arise.~~

~~In any event, you should not accept any appointment, be it on a school governing body or with any other public organisation without the express permission of your strategic director.~~

2.4.1 In accordance with your Terms of Employment, you must seek the permission of the County Council if you wish to engage in any other business or take up any additional appointment. This in practice will mean obtaining the permission of your line manager.

2.4.2 Such permission will not be unreasonably withheld, but due regard must be given as to whether the combined Working Hours of the jobs will regularly exceed a combined total of 48 hours per week. If that is likely to be the case, then your line manager will be justified in ensuring that the County Council's employment receives priority by refusing or withdrawing such permission.

2.4.3 In any case, you must not be involved in any outside activity or work that could cause a conflict of interests with your responsibilities to the Council, or which makes use of knowledge or information which you have access to because of your position. If you are in any doubt at all, you should not engage in any such activity before first seeking the express permission of your line manager.

2.4.4 You must not undertake private work of any sort in Council premises or by using Council equipment or materials. Any product or material which you design in the course of your employment remains as Council property, with the Council automatically having a claim to copyright over it.

2.4.5 If you are asked to take part in voluntary activity or offered a role in a voluntary organisation, it is important that you first clarify the role expected of you and whether you are expected to act in your own right or as the voice of the Council.

2.4.6 Liability can arise from formal membership of external organisations, and you should seek further advice from your line manager if you have reason to believe that any liability may arise.

2.4.7 In any event, you should not accept any appointment, be it on a school governing body or with any other public organisation without the express permission of your line manager.

2.4.8 Apart from the above, your off-duty hours are not the Council's concern unless by your activities you bring the reputation of the Council into disrepute. You must never put yourself in a position where your duty and private interests' conflict, or where public confidence would be weakened.

2.5 Proper Use of County Council Resources

~~The council is responsible for the efficient use of the public resources it holds. That includes financial resources, equipment and the staff who work for the council. There are legal requirements in place concerning the use of resources and you should ensure that you comply with all legal requirements and standards set down in the 'cost centre managers guide', 'contract standing orders' and 'financial regulations'. Your line manager can tell you more about these.~~

2.5.1 The Council is responsible for the efficient use of the public resources it holds. That includes financial resources, equipment, information and data created, used and stored in the course of conducting council business, and the staff who work for the Council. There are legal requirements in place concerning the use of resources.

2.5.1 You should ensure that you comply with all legal requirements and standards. Your line manager can tell you more about what documents are relevant to you and your role.

Examples include:

- Information Framework
- Scheme of Delegation
- Contract Standing Orders
- Financial Regulations
- Cost Centre Management – statement of Roles and Responsibilities
- Service Managers – Roles, Responsibilities and Accountabilities
- Counter Fraud, Bribery and Corruption Framework

2.6 Improper Use of Equipment and Information

2.6.1 You must respect the confidentiality of the information to which you have access at work and work within the bounds of Data Protection legislation. This includes respecting the interests of your colleagues, suppliers and partner organisations and of the general public who you serve. If you do not, you may lose your job.

2.6.2 You must not use any information to which you have access at work for personal gain or pass it on to others who might use it in this way.

2.6.3 You should not tell anyone outside the council what goes on at council meetings held in private or the contents of any confidential council document.

2.6.4 You must not give confidential information about our clients to anyone who does not need to know it unless it is required they need it to help the client or prevent serious harm to the client or others. If possible, you

should get the client's permission before giving information about them to others.

2.6.5 You must not access personal information you are not authorised to including accessing databases to look up information about/on behalf of a friend/family member. This will be treated as a data breach and may also lead to disciplinary action being taken.

2.7 Accepting Gifts and Hospitality

2.7.1 Your conduct should never lead anyone to question your interests. So, you must be careful not to show by your behaviour that you may be influenced by any Gifts or Hospitality. This is important both to main the Council's reputation and ~~because of our reputation and because~~ you could be prosecuted.

2.7.2 It is a criminal offence to demand or accept a gift or reward in return for allowing yourself to be influenced as a local government employee. If you are accused of this offence, you will have to prove that you did not favour or discriminate against anyone.

2.7.3 You should not accept gifts unless they are small gestures or adverts such as calendars or diaries. Full Guidance on what can be accepted is included here ~~It would not be proper for you to do so, even if the gifts are not intended to influence you.~~

2.7.4 Think carefully before offering or accepting hospitality. Consider how it could affect your relationship with the other person and how it might be viewed by councillors, the public and other employees and whether you could justify it as being in the public interest.

2.7.5 Any gift or invitation for hospitality should be recorded in the corporate Gifts and Hospitality Record which can be accessed via Your HR. Line managers can print off a record form for any staff who are not on Your HR and a separate process exists for its approval and recording > Gifts Manual Recording

2.7.6 Any refusal of hospitality should also be recorded in the corporate Gifts and Hospitality Record.

~~Entertaining clients and customers is now accepted business practice, so it would be unrealistic to forbid employees from accepting offers of hospitality. However, it becomes difficult to tell what a proper and acceptable level is and what is not, and what puts you under some influence and what does not. Equally, it is wise to consider the impact of any gifts or hospitality. An invitation to a cultural event may well be perceived by the general public to be in the interests of the council, however attendance at a major sporting event may be perceived to be improper use of council time. It is the perceptions of the general public which are paramount when deciding whether a gift or offer of hospitality is reasonable. Entertainment or hospitality can be a proper way of doing business as long as it is not extravagant. As a general rule, make sure that you justify any hospitality you receive in connection with your work as being in the public interest. Any gift or invitation for hospitality should be recorded in your directorate's hospitality record. Any refusal of hospitality should also be recorded.~~

2.7.7 Other offerings may be more disguised. Avoid any arrangement where goods or services are offered to you free of charge or below the market price and which could be seen as a means of gaining our approval. It is

especially important that all offers of gifts and hospitality are courteously refused where they come from a potential supplier who is currently engaged in the tendering/contract process.

2.7.8 You must not take personal advantage of any discount arrangements we have with our suppliers unless we have made special arrangements for all our employees. You should not accept any offers to benefit personally from those arrangements that may have been made as result of your position.

2.7.9 There are also occasions when as an officer of the council you wish to offer hospitality. Such offers should follow the same sensible rules in considering the perceptions of the general public, especially where that hospitality includes other employees of the Council, e.g. small celebrations of success for team achievement.

2.7.10 Where council hospitality is extended to employees of the Council, it should not normally be further extended to the partners of such employees. However, there may be occasions ~~where the inclusion of partners is justified and under such circumstances, the approval of your strategic director should be obtained.~~ Occasions such as long service awards or other appreciations of service, where partners are invited to share the celebrations are a good example of exceptions to this rule. If in doubt, always speak to your line manager where hospitality can be further extended.

~~If in doubt, always speak to your strategic director.~~

2.8 Service Users – Gifts and Legacies

2.8.1 You should always avoid the acceptance of personal gifts from service users.

2.8.2 You should never, under any circumstances, accept valuables belonging to a service user or monetary gifts.

2.8.3 Where unavoidable, any gift that is given to you must be declared as soon as is reasonably practicable and details recorded in the Gifts and Hospitality Register including the date that the gift was given and its approximate monetary value.

2.8.4 You should never become involved with the making of service users' wills or with soliciting any form of bequest or legacy from a service user. You should never agree to act as a witness or executor of a service user's will, nor become involved in any way with any other legal document.

2.8.5 If a service user does need help with making a will then you should refer them to an impartial or independent source of legal advice, such as the local Citizens Advice Bureau which will hold lists of local solicitors.

2.8.6 If you are left a legacy, you must declare it to your line manager. If the legacy is over £50 then it must be approved by your Director before it can be accepted.

2.8.7 Failure to declare a gift, the accepting of a gift, the involvement in a will or attempting to solicit money or items through a service user's will or legacy will be considered a disciplinary offence.

2.8.8 You should never borrow money from, lend money to, sell or dispose of goods belonging to service users

~~people they have looked after.~~

~~A legacy may be small and may be left to you because the elderly person has no relations or close friends and genuinely wants to say thank you to someone who has looked after them for a number of years. On the other hand, these gestures may be misunderstood, particularly if large sums of money are involved.~~

~~If you are offered a legacy as a result of your job you must get your strategic director's approval before accepting it. If you do not, you could lose your job.~~

2.82.9 Relations with Contractors or Suppliers

2.9.1 You must award contracts or orders on merit and in line with ~~our~~Council procedures. Tell your manager about any relationship you have with a contractor or supplier with whom you are also involved at work.

2.9.2 You must not try to influence the awarding of contracts or orders to any contractor or supplier. Equally you must not favour current or past employees or their partners, close relatives or associates when undertaking business with the companies for which they work, ~~awarding contracts or orders to businesses for which they work.~~

2.9.3 ~~If you are employed in a contractor or client unit, y~~ou must be fair when dealing with all customers, suppliers, other contractors and sub-contractors.

2.9.4 ~~If you, or you and your colleagues are considering a management buy-out you should tell your strategic director immediately. You must not then take part in any relevant contract awarding process. If you, or you and your colleagues are considering any alternative form of service delivery, a management buy-out, staff mutual, social enterprise activity etc you should tell your line manager and Director immediately. You must not then take part in any relevant contract awarding process~~

2.92.10 Sponsorship

2.10.1 If an outside organisation wants to sponsor one of our activities, follow the rules about accepting gifts and hospitality set out above. Be particularly careful when dealing with contractors or possible contractors.

2.10.2 If the Council ~~we~~ provides support to the community or an organisation, make sure that there is no conflict of interest involved. For instance, Y~~ou~~ must never~~not~~ try to influence any sponsorship decision in favour of a specific venture that you, your partner or any other relative or close friend are involved in, no matter how worthy the cause. ~~of yourself, your partners or any other relative.~~

2.102.11 Procurement and Partnership Arrangements

2.11.1 Many of the council's objectives are delivered by developing partnership arrangements with one or more organisations. These organisations may be other public sector organisations, private sector companies, voluntary organisations or community groups.

2.11.2 It is important that were you to participate in such a group, you are clear as to the authority invested in you by the council and other partner organisations.

2.11.3 ~~Where you are approached by an external source to join such a group, y~~ou should always check with your line manager as to the extent of your

participation. And as usual show no bias and ensure that all decisions are based on achieving best value for the Council.

You may also be asked to buy in services for the council. In such cases, it is important that you show no bias towards friends, family or previous employees of the council and that all decisions are based on achieving best value for the council. If friends or family are involved as potential suppliers, you should not be involved in the selection process.

2.12 Disclosure and Barring Services Checks

2.12.1 Everyone who works for Warwickshire County Council, both employees and volunteers, may be required to undertake a Disclosure and Barring Service (DBS) check (formerly Criminal Records Bureau (CRB) check) due to the nature of the work they do.

2.12.2 If your job requires a DBS check, then it will be stated in your job description. If relevant, a DBS check will be made both before you take up your post and on a regular basis thereafter

2.13 Declaration of Criminal Convictions

2.13.1 You are required to inform your line manager if you are ever cautioned, charged with, or convicted of a criminal offence. Please note this includes all motoring offences other than those dealt with by fixed penalty notices.

2.13.2 Your line manager will be required to carry out an assessment in conjunction with an HR Advisor to see whether any action, including formal disciplinary action, should be considered in the light of the changed circumstances.

PART 3 – USING INFORMATION TECHNOLOGY

2.11 Using Information Technology

We provide computer facilities for our work only. You must not use unapproved software in any circumstances.

Computers are an important part of most employees' duties and you must be used in line with Council practice and the law. use the equipment in line with our practice and the law. This includes the Data Protection Act 2018/1984, Data Protection Act 1998, the Computer Misuse Act 1990 and the Copyright, Designs and Patent Act 1988. You must not use or introduce unapproved software in any circumstances.

A breach of any of the requirements in this section may lead to disciplinary action.

3.1 USING INFORMATION TECHNOLOGY – THE LAW

3.1.1 General Data Protection Regulation/Data Protection Act 2018

Data Protection law covers information which relates to a living person. Data Protection legislation gives people certain rights and gives us (and you as our employee) responsibilities for personal information. These responsibilities relate to:

- Obtaining, storing, using, transferring, personal and special category

- information lawfully and fairly
- Publishing Privacy Notices for staff and the public on how the Council uses personal information
- Processing personal information in a way which reinforces and respects individuals' information rights
- Registering new uses of the information
- Making sure there are enough details but not too many, and that details are accurate, up to date and not kept for longer than necessary
- Allowing people whose details we hold access to their files and the right to
- Correct or delete incorrect information: and
- Security measures to protect personal information

The legislation not only provides for data held on computer systems, but also that which is held on "relevant filing systems". Such systems are where systems are structured by reference to individuals or criteria relating to individuals. As such, a manual personnel filing system will be included by the Act, but a collection of names for the purposes of identifying who has attended a particular training course will not.

Both you and the Council can be prosecuted if this law is broken, so if you suspect there is a problem, or you need advice please consult your line manager or your Data Protection Officer. Further advice can also be found here > [Data Protection Act](#)

3.1.2 Computer Misuse Act 1990

The Computer Misuse Act 1990 introduces penalties for using computers without permission. If you have a right to use a computer and the information on it, and you use both only for their intended purposes, you are unlikely to have any problems. However, if you use someone else's security ID and password to gain access to a computer, you will be breaking the law. Even switching on a computer when you know you should not be using it could be an offence.

3.1.3 Copyright, Designs and Patents Act 1988

The Copyright, Designs and Patents Act 1988 makes it an offence to copy computer programmes (software) and other literature without proper approval from the owner of the copyright. The penalties for breaching copyright regulations can be severe for both Council and employee.

3.2 USING INFORMATION TECHNOLOGY – COUNCIL PRACTICE

3.2.1 Computer Viruses

Computer Viruses

You must follow your directorate's policy and procedures on virus protection. A virus is a set of computer instructions maliciously hidden in a programme which can corrupt and damage computer files and disks. If you knowingly introduce a computer virus you are breaking the law.

Computer viruses are commonly a set of computer instructions hidden in a programme which can corrupt and damage computer files and disks.

If you knowingly introduce any virus or associated/similar threats, you are committing a criminal act under the Computer Misuse Act 1990.

You must adhere to the Council's Malicious Code Policy and procedures on virus protection.

3.2.2 Password Protection

You must not disable any password protection that has been applied to Council computers, mobile telephones or other IT devices.

Password protection is applied both to limit the value of the item if it is lost or stolen, and to prevent unauthorised access to our systems and information.

Passwords must conform in structure with the corporate Password Guidance and must not be shared or disclosed

~~2.11.3~~

~~Data protection laws cover information which relates to a living person. Basically, the Data Protection Acts give people certain rights and gives us (and you as our employee) responsibilities for personal information. These responsibilities relate to:~~

- ~~2.11.3.1 — Getting information fairly~~
- ~~2.11.3.2 — Registering new uses of the information~~
 - ~~2.11.3.3 Making sure there are enough details but not too many, and that details are accurate, up to date and not kept for longer than necessary~~
 - ~~2.11.3.4 Allowing people whose details we hold access to their files and the right to correct or delete incorrect information: and~~
- ~~2.11.3.5 — Security measures to protect personal information~~

~~The legislation not only provides for data held on computer systems, but also that which is held on "relevant filing systems". Such systems are where systems are structured by reference to individuals or criteria relating to individuals. As such, a manual personnel filing system will be included by the act, but a collection of names for the purposes of identifying who has attended a particular training course will not.~~

~~You and we may be prosecuted if we break this law. So, if you suspect there is a problem, or you need advice please consult your manager or your data protection officer.~~

~~2.11.4 Copyright~~

~~The Copyright, Designs and Patents Act 1988 makes it an offence to copy computer programmes (software) and other literature without proper approval from the owner of the copyright. The penalties for breaching copyright regulations can be severe for you as well as us.~~

3.2.3 Use of Telephones, Internet and E-mail

~~Staff may make personal telephone calls whilst at work, but such calls should be limited as much as possible. A computer print-out will be provided to all telephone extension users each month. You should record your personal calls and make the appropriate payment to the finance section on receipt of the printout.~~

~~The council does allow for personal use of e-mail and the internet (if you have reasons to be connected for work purposes), providing that it is not~~

excessive, does not interfere with your normal activities and it is made clear that any message sent is not on behalf of the council.

Staff may make the occasional personal telephone call whilst at work, but such calls should be limited to urgent calls only.

The Council's E-mail, Internet and Social Media Policy allows the occasional and reasonable personal use of e-mail and the internet provided that:

- It does not interfere with the performance of the employee's duties
- It does not incur additional costs for the Council nor interfere with the running of its business.
- It is not used to access, retain or distribute material of an illegal, sexual or offensive nature.
- It is not used in connection with any private commercial business or any other activity, which conflicts with the interests of the Council.
- It is not used in a way which breaches the Council's misconduct, equal opportunities or bullying and harassment policies.
- It does not bring the Council into disrepute.

The Council expects you to recognise that the telephone, computer, e-mail and internet facilities are provided for business use. As stated, occasional personal use is acceptable, but activities such as playing games, watching television or movies, social networking, making and/or receiving excessive personal calls or emails during working time are not.

What constitutes reasonable and occasional personal use will depend on the context in which use takes place. However, you should always bear in mind that detailed records of telephone and computer usage are available to line managers and can provide compelling evidence when the misuse of facilities is suspected.

3.2.4 Use of Personal Portable Devices

The same guidance applies to the excessive use of personal portable devices, (Microsoft Surface Pros, mobile phones etc) for non-work purposes during working time, as to using the Council's equipment.

Users of WCC portable devices, for example, a Microsoft Surface Pro are expected to take appropriate and sensible precautions with regard to the physical security and handling of the device as well as the security of its data. Any damage to or loss of the device and /or associated equipment must be reported to the IT Help Desk and your line manager as soon as practically possible.

Device repairs and replacements should only be dealt with by a member of the IT Team and should not under any circumstances be undertaken by anyone else. Any costs related to loss, repairs or replacement of the device and the pen will be recharged back to the Cost Centre Manager accordingly.

3.2.5 Social Media

You should be aware that postings on social media sites can be accessible to a very wide audience and can remain available for a very long period of time. You should therefore take great care not to post anything that may be considered as bringing the Council into disrepute or posting anything of an offensive, disrespectful or discriminatory nature towards the Council, managers, staff, clients or associated people such as partner organisations or contractors.

It will not be an acceptable excuse to claim that such postings are private i.e. even if it can be shown that they have been made from a personal device and in your own time.

The Council monitors the use of its own equipment. WCC devices must not be used to post to personal social media accounts. You must not disclose or post any personal information about customers or employees i.e. details of their customer/employee record. This will be considered as a data breach.

PART 4 - What Can You Expect from Warwickshire County Council as Your Employer?

2.12 Valuing Staff 4.1 STAFF DEVELOPMENT

~~Warwickshire County Council recognises the value that staff add to the organisation and the services that it delivers. Best value can only be achieved by developing staff to their full potential and providing them with the relevant knowledge, equipment and authority to carry out their duties. The council values all forms of learning, and as well as providing formal induction and training for staff, will provide for appropriate development opportunities by way of secondment, on the job learning, special projects, acting up arrangements and mentoring.~~

~~It is important that the council builds in the capacity to meet training needs and each directorate is responsible for developing an overall training plan. You will agree your own individual training plan with your line manager.~~

~~The council is systematically working towards the achievement of the Investors in People award and the development of staff is a key component to this work.~~

4.1.1 The Council recognises that delivering quality services can only be achieved by developing staff to their full potential and providing them with the relevant knowledge, equipment and authority to carry out their duties.

4.1.2 The Council values all forms of learning. As well as providing formal induction and training for staff, the Council will provide development opportunities by way of secondment, on the job learning, special projects, acting up arrangements and mentoring whenever possible and appropriate.

4.1.3 It is important that the Council builds in the capacity to provide training to meet its service needs and each Service is responsible for developing an overall training plan. You will agree your own individual training plan with your line manager.

4.1 Business and Service Planning 4.2 BUSINESS AND SERVICE PLANNING

~~The council is committed to a systematic approach to performance management and this is expressed by a real commitment to best value and the use of the excellence model to express this. The objectives of the council are set out in a range of documents, particularly 'Our County' and the 'Best Value Performance Plan'. These corporate documents are additionally supported by directorate plans, and your line manager will be able to tell you more about these.~~

4.2.1 The Council is committed to a systematic approach to performance management. The objectives of the Council are set out in the Council Plan. Your line manager will be able to tell you more about the plan and how it affects your Service.

4.2 The Appraisal Process **4.3 THE APPRAISAL PROCESS**

4.3.1 All staff are ~~entitled~~ ~~expected~~ to actively participate in a formal appraisal process, whereby work targets are set at the beginning of the cycle and reviewed mid-way and at the end of the cycle.

4.3.2 Training needs are also assessed during the appraisal process to ensure you have the relevant skills to carry out the duties required of you and to identify further areas of learning that will benefit both you and the organisation. ~~The appraisal process may vary according to the demands of the business and in some cases will be a one-to-one process, whilst other areas of the organisation will be best served by a group exercise. The level of formality will also depend on organisational demands.~~ For more information on this, you should ask your line manager.

4.3 Management and Direction **4.4 MANAGEMENT AND DIRECTION**

~~Managers and supervisors will provide leadership and guidance to staff in order to jointly deliver quality services to the public. This means setting clear work goals that reflect directorate and council objectives, providing regular and timely feedback on performance to ensure staff fully understand what is expected of them.~~

4.4.1 Line managers will provide leadership and guidance to staff in order to jointly deliver quality services to the public. This means setting clear work goals that reflect Service and Council objectives.

4.4.2 They will also provide regular and timely feedback on performance to ensure all staff fully understand what is expected of them.

4.4.5 COMMUNICATIONS

4.5.1 Quality services are dependent on staff understanding their role within the Council and effective communication. ~~We must listen to what the public say and to each other to secure appropriate quality services.~~ The Council will ensure you are kept fully informed of major issues likely to affect you and your work and will take every opportunity to listen and consider your views.

4.5.6 RECRUITMENT AND SELECTION

4.6.1 Job vacancies within the council are open to internal and external advertisement, except in specific circumstances such as re-organisation where redeployment or ring fencing may be used to avoid redundancy situations. ~~resulting in potential redundancy situations.~~ Interview panels are properly trained and will give full feedback to all candidates. ~~The code of practice relating to recruitment is included in the manager's guide, a copy of which is available in your directorate.~~

4.6.2 Interview panels are properly trained and will give full feedback to all candidates who request it. Guidance on recruitment and selection can be found on the following pages > Recruitment and Selection

4.64.7 TERMS AND CONDITIONS OF EMPLOYMENT

4.7.1 ~~The Warwickshire County~~ Council is a single employer and abides by national terms and conditions. Where local practice has been negotiated, your line manager will make details available to you. Your contract of employment will confirm your terms and conditions. ~~details will be made available to you by your line manager.~~

4.7.2 The main groups of employees are:

- ~~• Management, administration and front-line staff under the NJC terms for local government~~ Staff employed under the NJC terms for local government
- ~~• Management Band staff~~
- Teachers
- Youth Workers
- Soulbury
- Firefighters

~~Your contract of employment will confirm your terms and conditions.~~

4.7 ~~Job Descriptions~~4.8 JOB DESCRIPTION

4.8.1 You will be provided with a job description and person specification, which sets out your principal accountabilities and skills needs. This is intended as a guide to your role and is not an exclusive list of tasks.

4.8.2 Additionally, you will have work related targets to meet each year. You should do all that you can to meet the expectations of the organisation and in return expect management support in developing your ability to do this.

4.8 ~~Trade Union Membership~~4.9 TRADE UNION MEMBERSHIP

4.9.1 The ~~e~~Council, as your employer, supports the system of collective bargaining in every way and believes in the principle of solving employee relations problems by discussion and agreement. For practical purposes, this can only be conducted by representatives of the employers and employees.

4.9.2 If collective bargaining of this kind is to continue and improve for the benefit of both, it is essential that the employees' organisations should be fully representative. The ~~C~~council is associated with other local authorities on the Local Government Association. ~~represented on the National and Provincial Council dealing with local authorities' services.~~

4.9.3 It is equally sensible for you to join a trade union representing you on the appropriate negotiating body and you are encouraged to do so if you feel it is appropriate. A list of Recognised Trade Unions/Professional Associations could be found on the following pages Trade Unions

~~The council recognises the following trade union(s) and professional associations as representing staff within their field of operation:~~

- ~~5— Unison~~
- ~~6— GMB~~
- ~~7— Transport and General Workers Union (TGWU)~~
- ~~8— Community Youth Workers Union (CYWU)~~
- ~~9— National Association of Schoolmasters and Women Teachers (NASUWT)~~
- ~~10— National Union of Teachers (NUT)~~
- ~~11— National Association of Head Teachers (NAHT)~~

- ~~12 Association of Teachers and Lecturers (ATL)~~
- ~~13 Secondary Heads Association (SHA)~~
- ~~14 Professional Association of Teachers (PAT)~~
- ~~15 Fire Brigade Union (FBU)~~
- ~~16 Retained Firefighters Union (RFU)~~

~~16.4 Health and Safety~~ **4.10 HEALTH AND SAFETY**

~~4.10.1~~ The ~~C~~ouncil, as your employer, has a duty under the law to ensure, so far as is reasonably practicable, your health, safety and ~~welfare~~ wellbeing at work.

~~This responsibility is delegated to strategic directors, who in turn are supported by directorate representatives and central support on standards and expectations from the resource's directorate. As an employee, you have legal duties as well relating to the correct use of work equipment, co-operating with the council on health and safety and taking reasonable care of your own health and safety and others who are affected by what you do. Posters detailing the key points of Health and Safety Law are on staff notice boards within each directorate.~~

~~You must report all accidents and dangerous occurrences that occur within your area of responsibility immediately. Failure to do so can result in formal action by the Health and Safety Executive.~~

~~4.10.2~~ The Chief Executive may delegate many of the responsibilities to Executive Directors, Directors, and line managers. However, the Chief Executive retains the overall accountability and responsibility.

~~4.10.3~~ All employees must play their part in achieving the highest possible standards of health, safety and wellbeing rigorously complying with all aspects of the Health and Safety and Wellbeing Policy as it highlights the Council's vision for health and safety and everyone's role in achieving this. As an employee, you have legal duties as well. You must:

- ~~• Co-operate with your employer or other person (i.e. line manager, senior management) in respect of your health and safety duties and follow all instructions, control measures, training, procedures, etc. (written and verbal) to protect your own and other people's health and safety. Always follow relevant arrangements (i.e. risk assessment controls, safe systems of work, procedures, etc) to avoid health and safety risks, and consult your line manager on any areas of concern. Take reasonable care of your own and other people's health and safety who may be affected by what you do.~~
- ~~• Co-operate with your line manager on health and safety.~~
- ~~• Inform your line manager of any health and safety risks.~~

~~4.10.4~~ Health and Safety law posters are displayed on notice boards within your building/work area. You must report all accidents, incidents, near misses and dangerous occurrences that happen as a result of your work.

~~4.10.5~~ WCC has its own in-house Health, Safety and Wellbeing Team. The health, safety and wellbeing advisors are available to provide advice, support and guidance on health and safety legislation and its implementation within WCC. For further information and access to health and safety policies, refer to the Health and Safety and Wellbeing Pages.

~~The council is committed to equality of opportunity for all staff in employment and seeking employment with the council. Consideration for employment and opportunity for promotion will be dependent on ability alone and will take no account of gender, race, disability or age as contributory factors. Indeed, specific attention will be given to positive action to ensure the community we serve is reflected within the workforce.~~

~~The council extends that recognition within service delivery and is committed to equal treatment of all its service users.~~

4.11.1 As part of the Council's commitment to inclusion, equality of opportunity and valuing diversity, we want our staff, councillors and customers to work in an environment free from prejudice and bias, feeling valued and respected whatever their identity - driving performance, engagement and innovation. Consideration for employment or promotion will be based on merit alone, so that no one is treated less favourably because of their age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage and civil partnership. Specific attention will be given to positive action where appropriate to ensure the community we serve is reflected within the workforce.

4.11.2 Where a 'Genuine Occupational Requirement' exists (for example, a gender or religion or belief is essential due to the personal services to be delivered) this will be made clear in the advertisement and supporting documentation.

4.11.3 The Council will not tolerate bullying, harassment or discrimination in any form. Allegations will be taken seriously, dealt with promptly and the appropriate action taken. This includes, where appropriate, referral to the Council's disciplinary procedure, the outcome of which could be summary dismissal. The Council has a range of policies and procedures in support of this commitment and they can be accessed via the following link: [Equality and Diversity Legislation and Policies](#)

4.11.4 No employee will be compulsorily retired by the Council because they have reached the age of 65 years unless that retirement can be objectively justified. If you need further advice contact the HR Advisory Service.

4.11.5 As part of being a Disability Confident employer the Council guarantees to interview anyone with a disability whose application meets the minimum criteria for the post under the Guaranteed Interview Scheme. The Council will make reasonable adjustments to help ensure that employees and potential employees with a disability are not placed at a substantial disadvantage in comparison to those without a disability and enable them to fulfil their potential in the workplace.

4.12 WORKING TIME

4.12.1 The Council operates agile working where possible, so that we can meet the needs of the business in the most effective way. The pattern of working hours may need adjustment from time to time to meet the needs of customers. Where this is necessary, full consultation will be undertaken with staff.

4.12.2 The Council acknowledges that being flexible with working patterns and practices to recognise work/life balance is attractive to all our staff and particularly essential to those employees with care responsibilities or disabilities. Team principles facilitate agile working practices at service and team level. In addition, our Agile Working Offer intranet pages provide information, advice and guidance to both managers and staff on agile working practices.

4.12.3 Details of maternity, paternity, special leave, job sharing and the statutory right

to request flexible working are all available in the Family Friendly Guide.

~~4.11.1 Gender~~

~~The council complies with the Sex Discrimination Act 1975. No account will be taken of gender in relation to employment or promotion. Where a Genuine Occupational Qualification prevails (i.e. a particular gender is essential due to the personal services to be delivered) this will be made clear in the advertisement and supporting documentation.~~

~~4.11.2 Race~~

~~The council complies with the Race Relations Act 1976. No account will be taken of race in relation to employment or promotion. Where a Genuine Occupational Qualification prevails (i.e. a particular race is essential due to the personal services to be delivered) this will be made clear in the advertisement and supporting documentation.~~

~~4.11.3 Disability~~

~~The council complies with the Disability Discrimination Act 1995. The council has a positive attitude to the employment of disabled people and in making employment or promotion decisions will make 'reasonable adjustments' to accommodate particular needs. Indeed, the council operates a policy of guaranteed interview to those disabled people who meet the person specification.~~

~~4.11.4 Age~~

~~The council operates a policy of normal retirement at age 65 which provides an opportunity for employees to pursue their personal interests. However, the council recognises the guidance in relation to age discrimination and is committed to equal opportunity to people of all ages within the accepted span of a working life. Subject to the normal retirement age of 65, no account of age will be taken in relation to employment or promotion. We will seek to introduce flexible policies to retain older workers.~~

~~The council will not tolerate discrimination or harassment in any form and will take disciplinary action against those employees engaged in any form of discrimination or harassment or bullying. The council has a range of policies and procedures in support of this commitment including:~~

- ~~4.11.4.1 — Equal Opportunities statement~~
- ~~4.11.4.2 — Code of Practice — Equal Opportunities~~
- ~~4.11.4.3 — Harassment Code~~
- ~~4.11.4.4 — Bullying Code~~
- ~~4.11.4.5 — Confidential Reporting Code~~
- ~~4.11.4.6 — Guaranteed Interview Scheme — Disability~~
- ~~4.11.4.7 — Race Equality Policy~~

~~All documents are available from your human resources section.~~

~~4.12 Working Time~~

~~The council operates in a customer-orientated market and working hours will need adjustment from time to time to meet the needs of those customers. Where this is necessary, full consultation will be undertaken with staff. The council also recognises and encourages flexible working patterns and~~

~~practices that recognise the work/life balance are essential to those employees with care responsibilities and those people with disabilities. Details of maternity, paternity, special leave, job sharing, and flexible hours are available from your human resources directorate.~~

4.13 Redeployment

4.13.1 Where organisation changes are proposed, employment issues will be the subject of consultation with individual members of staff and the recognised representing trade unions or professional associations.

4.13.2 The council will take all reasonable steps to find alternative employment for anyone who is displaced from their job in the process of such change. ~~Full details of support available are included in the manager's guide and are available from your line manager.~~ Full details are available on the intranet under Redeployment.

4.14 Differences and Concerns

4.14.1 The council has a range of objective policies, agreed with the trade unions to resolve any differences that may arise between employer and employee or employee and other employees.

4.14.2 Details of all such procedures are included on the intranet with the main ones being:-
Grievance Procedure
Disciplinary Procedure
Whistleblowing Code
Listening Mates

~~All such procedures are included in the manager's guide and examples are grievance procedure, disciplinary procedure, confidential reporting code and harassment code.~~

Appendix 3

Part 1(9) Finance Contracts and Legal Matters

9.3 Legal Proceedings

The Head of Paid Service or any other officer authorised by them has authority to institute, defend, settle or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where they consider that such action is necessary to protect the Council's interest, or otherwise where permitted at law subject to prior consultation with the Monitoring Officer.

With regard to the settlement of any legal proceedings concerning members of staff, where the settlement terms include the payment of a 'special severance payment' as defined in statutory guidance issued under Section 26 of the Local Government Act 1999, such payment shall be approved as follows:

- (i) The full Council must approve any special severance payments of £100,000 and above; and
- (ii) The approval of the Head of Paid Service and the Leader of the Council must be obtained and recorded for any payments of £20,000 or above but below £100,000 (alongside the approval of any other officers who have approved the payment).

Advice should be sought on a case-by-case basis as to whether a payment constitutes a 'special severance payment' however, redundancy payments and associated pension strain costs, payments ordered by a court or tribunal and payments agreed through judicial or non-judicial mediation are not special severance payments.

The statutory guidance does not apply to staff employed in maintained schools.

Part 2(10) Delegations to Officers

10.1 Chief Executive

CHIEF EXECUTIVE or their nominees			
	Powers and duties	Statutory Reference	Function Type
22	<p>To institute, prosecute or to defend, to settle (save in the case of special severance payments of £100,000 or above) or to appear in any legal proceedings or prospective legal proceedings and to approve jointly with the Leader of the Council any special severance payments where such payment is £20,000 or above but below £100,000.</p> <p><u>Advice should be sought on a case-by-case basis as to whether a payment constitutes a 'special severance payment'.</u></p>	<p>Section 222, The Act of 1972 and any other enactment conferring powers on the council</p> <p>Guidance made under Section 26, Local Government Act 1999 relating to special severance payments</p>	Executive or non-executive depending on the context

10.2 Executive Director for Resources

EXECUTIVE DIRECTOR FOR RESOURCES or their nominees shall have the following powers and duties other than those of the Monitoring Officer in Article 7.3			
Governance			
	Powers and duties	Statutory Reference	Function Type
10	<p>To institute, prosecute or to defend, to settle (save in the case of special severance payments of £20,000 or above) or to appear in any legal proceedings or prospective legal proceedings.</p> <p><u>Advice should be sought on a case-by-case basis as to whether a payment constitutes a 'special severance payment'.</u></p>	<p>Section 222, The Act of 1972 and any other enactment conferring powers on the council</p> <p><u>Guidance made under Section 26, Local Government Act 1999 relating to special severance payments</u></p>	Executive or non-executive depending on the context