

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

~~Staff involved in personal care are often remembered in the wills of the~~

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, transmitting 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 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 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~~ecouncil, 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 that 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.~~