

Member Induction Handbook

May
2017



Introduction

Congratulations on your election success and welcome to Cumbria County Council. The Council is a public sector organisation that delivers a range of services that will improve outcomes and opportunities for communities throughout Cumbria.

The County Council has responsibility for a range of services which include children and families services, education, adult social care, highways and transport, libraries, waste management, fire and rescue and public health.

In this handbook you will find out about:

- The role of the Council;
- An overview of the Council's key services;
- The role of an elected Member;
- Support available for Members;
- Expenses and allowances.

Part 1 - The role of Cumbria County Council

Introduction to Public Services in Cumbria

The main public services in Cumbria are provided by local authorities, national park authorities, NHS Trusts and the Police. Most of these services are statutory; however, some are discretionary.

In Cumbria there are three levels or tiers of local authorities - the County Council, District Councils and Parish Councils.

The County Council

The County Council is the upper tier authority and covers the whole of Cumbria. Its main services include children and families services, schools, public health, adult social care, libraries, trading standards, waste disposal, highways and transport, and economic development. The County Council is also responsible for the fire and rescue service.

District Councils

There are six district councils in Cumbria - Allerdale, Carlisle, Eden, South Lakeland, Barrow and Copeland.

They have a wide range of responsibilities including - housing, planning, waste collection, environmental health, and parks and green spaces.

Parish Councils and Town Councils

Parish and town councils are smaller than district councils and operate mainly in rural areas and smaller towns.

Their main activities vary from place to place and often include managing the upkeep of footpaths, street lighting and public improvements.

National Park Authorities

Cumbria has two national parks - the Lake District, which is wholly in Cumbria and the Yorkshire Dales, in the east of the county.

The purpose of a national park authority is to:

- Enhance natural beauty, wildlife and cultural heritage
- Promote opportunities for people to enjoy national parks
- Foster economic and social wellbeing of communities within national parks.

National parks also have wide ranging planning responsibilities.

NHS in Cumbria

Health provision in Cumbria is split between public health, the responsibility for which transferred to the County Council in 2013, commissioning which is undertaken by Clinical Commissioning Groups, and delivery which is through acute and specialist NHS Trusts.

There are two Clinical Commissioning Groups (CCGs) operating in Cumbria, North Cumbria CCG and Morecambe Bay CCG, which covers south Cumbria and northern Lancashire. CCGs are led by GPs who are responsible for the commissioning of NHS services in their area.

There are two acute NHS Trusts, North Cumbria University Hospitals NHS trust (NCUHT) in north, west and east Cumbria and University Hospitals Morecambe Bay NHS foundation trust (UHMBT) in South Lakeland and Barrow.

Cumbria Partnership Foundation NHS Trust (CPFT) also delivers a range of countywide services including community health, mental health, children and families and specialist services.

Police

Law enforcement in the county is undertaken by Cumbria Constabulary. They are overseen by the Police and Crime Commissioner, who is responsible for the production of a Police and Crime Plan which sets out policing priorities for the county.

Partnership working in Cumbria

There are a number of partnerships in Cumbria which bring the Council together with other organisations. These include the Health and Well-Being Board (HWBB), the Cumbria Local Enterprise Partnership (LEP), the Children's Trust and the Cumbria Leadership Board.

Health and Well-Being Board

The Health and Well-being Board brings together the County Council, the Clinical Commissioning Groups and other partners to consider strategic issues in relation to health, social care and community well-being.

Cumbria Local Enterprise Partnership

Cumbria LEP is a private-sector led partnership body which provides a strategic lead in promoting economic growth in Cumbria. The LEP has developed a Strategic Economic Plan and supporting plans covering infrastructure, skills, business support and sustainability.

Children's Trust Board (CTB)

The CTB brings together lead agencies to promote the interests of all children and young people up to age 19 in Cumbria. The Board has produced a Children and Young People's Plan that sets out the vision in relation to health, safeguarding and achieving good outcomes in life.

Cumbria Local Safeguarding Children's Board

Cumbria Local Safeguarding Children's Board is a multi-agency partnership which exists to make sure that all organisations in Cumbria have adequate child safeguarding arrangements in place.

Cumbria Leadership Board (CLB)

The Cumbria Leadership Board is a partnership group of Chairs and Leaders of a number of Cumbria wide organisations including the County Council, CALC, the Lake District National Park Authority, district councils, the Police and Crime Commissioner and the Third Sector Network.

This group provides Cumbria with a single forum for Leaders and Chairs to consider and discuss issues which are impacting on the delivery of services and outcomes across the county.

Key Plans and Strategies

The Council Plan

The Council Plan sets out the Council's priorities and is supported by the Council Plan Delivery Plan. The 2016-19 Council Plan priorities are:

- To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential;
- To support older, disabled and vulnerable people to live independent and healthy lives;
- To enable communities to help shape their local services, promote health and wellbeing and support those in poverty;
- To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth;
- To be a modern and efficient council.

The Policy Framework

The Policy Framework is a set of key policies and strategies that are agreed by Full Council. The following policies are listed in the Constitution under the Policy Framework:

- Council Plan;
- Local Transport Plan;
- Youth Justice Strategic Plan;
- Cumbria Minerals and Waste Local Plan;
- Fire and Rescue Service Integrated Risk Management Plan;
- Joint Municipal Waste Management Strategy;
- Cumbria's Economic Ambition;
- Public Health Strategy;
- Development Plan (including the Cumbria Sub-Regional Spatial Strategy and countywide Supplementary Planning documents, currently the Wind Energy Supplementary Plan).

Decision making

Who makes decisions at Cumbria County Council?

Decisions are made by:

- The (full) Council;
- Cabinet;
- Committees of the Council (including sub-committees);
- Approved Joint-Committees (with other councils);
- Officers.

Who decides who can make decisions?

The law says that:

- Some decisions have to be made by the Council;
- Some decisions can be made by a Committee of the Council;
- All other decisions have to be made by Cabinet (though some can be delegated to a Committee of Cabinet, Local Committee or an Officer – these are called Executive Decisions).

The law also limits Cabinet to acting within the budget and policy framework approved by the full Council.

Subject to the law, the Council decides which bodies or officers make specific decisions.

The Terms of Reference of each decision making body and the Scheme of Delegations to Officers set out what decisions each body or person can make.

What is the difference between Council, Cabinet and Committees?

The Council sets the annual budget and approves the policy framework as well as the Council's financial and other major policies.

Cabinet's role is both to propose the budget and major policies to Council and to implement the budget and major policies that Council has approved.

The Committees established by the Council make decisions that have been delegated to them by Council - these are usually regulatory decisions, or to do with the Council's staffing.

Can Officers make decisions?

Officers can make some decisions that would otherwise be made by a committee of the Council or by Cabinet.

In the Scheme of Delegation specified officers are given authority to make decisions.

What is a Key Decision?

A Key Decision is an executive decision to:

- Spend a significant amount of money or make significant savings (the Council has decided that more than £ 500,000 is significant); or
- Make a policy or service change that is significant in its impact on two or more divisions of the Council.

Can individual Members make decisions?

Council has decided that only the Council, Cabinet, Committees and officers can make decisions on behalf of the Council.

How are decisions of the Executive scrutinised?

Council runs a number of Scrutiny boards whose role includes scrutinising decisions made by the Executive. This also includes a right to 'call in' a decision.

Who is responsible for making sure decisions are properly made?

Members and officers are responsible for making the decisions that are delegated to them in accordance with the law and in the public interest. Decisions that are not properly made may be challenged in the courts by a process called judicial review.

The Constitution includes the terms of reference of decision making bodies, the Scheme of Delegation, rules of procedure, codes and protocols and ethical policies.

The Council by law has to appoint two officers - the Section 151 Officer and the Monitoring Officer, who have responsibility, along with the Chief Executive (the head of paid service) to ensure that the Council acts lawfully, and to take action if it appears that the Council is going to act unlawfully or has acted unlawfully.

The Monitoring Officer is able to provide advice to Members about the Council's governance arrangements and compliance with the Code of Conduct, and attends the Cabinet and Council.

Council funding

Budget Setting

Each year the Council agrees a budget which sets out in financial terms the organisation's spending plans for a defined period.

The Council is required to set a 'balanced budget' each year with financial resources identified to cover all expenditure and therefore savings may need to be identified to balance the budget. The Council must set its Budget no later than 28th February of the pre-existing financial year. Setting the Budget involves the confirmation of its Council Tax Requirement to support the Revenue Budget.

Medium Term Financial Plan (MFTP) 2017-2020

The MFTP sets the framework for how the Council plans to use its financial resources to fund the activity to deliver on the Council's priorities.

It is updated annually, and forms one of the key strategic planning documents along with the Council Plan and the Strategic Workforce Plan.

Roles and Responsibilities

Members have an essential role in understanding and scrutinising the Council's use of public money.

In addition, the Constitution sets out a number of responsibilities in relation to financial planning and budgeting for Cabinet and Council, Corporate Directors and the Assistant Director - Finance (who is the Section 151 Officer, i.e. statutory Chief Finance Officer for the Council).

Where the funding comes from - Revenue Budget

The Revenue Budget is the amount of money the Council requires to deliver the services it provides. The revenue budget covers 'day to day' running costs e.g. staff salaries, premises costs, payments to providers and suppliers. The net revenue budget agreed by Council at its meeting in February 2017 in respect of 2017/18 was £375million.

The Council relies on four main sources of revenue funding - Government grants, Council Tax and a proportion of locally generated Business Rates and income from fees and charges from service users.

Government revenue funding, in the form of grants, is reducing and becoming a lesser proportion of total revenue funding and by 2018/19 will have reduced by nearly 43% since 2013/14.

Where the funding comes from - Capital Budget

Each year the Council also sets its Capital programme for the next five years. Capital expenditure is usually spending of a "one-off" nature and results in the construction or improvement of an asset. The Capital programme for 2017/18 and beyond includes investment plans to help achieve the Council's priorities. The total capital investment over the next five years to £322million.

The Capital Programme allows schemes to be approved on a quarterly basis as individual business cases are approved by Cabinet for recommendation to Council.

The programme is financed from external funding, Government grants, borrowing and capital receipts from sales of our assets.

The Council's role in Emergency Planning

Emergency Planning

The Council has a critical role to play in emergency planning. The duties are set out in the Civil Contingencies Act (2004) which has the overall aim of building the resilience in the UK against a range of disruptive events.

This can include severe weather incidents, civil protection or protection of sensitive industrial sites.

Cumbria Local Resilience Forum

The Cumbria Local Resilience Forum (LRF) is a partnership, made up of all the organisations needed to prepare for and respond to any major emergency in the LRF area.

Cumbria County Council is a key agency in responding to a major emergency, led by the Resilience Unit.

The Resilient Unit develops emergency plans, manages the Council's business continuity arrangements, supports senior staff in the event of an emergency, and carries out training and simulated emergency exercises.

Role of Elected Members

Members can play an important role in a range of ways. This includes helping make sure the right preparations are in place in case of emergency through to supporting effective communications, to supporting communities with long term recovery after an emergency.

Part 2 - Introduction to the Council's services

Children and Families Services

Children and Families Services Directorate brings together all of the Council's services in relation to children and families. The Directorate Management Team comprises the Corporate Director, the Assistant Director for Children and Families and the Assistant Director for Learning and Inclusion.

Children and Families

Early Help and Targeted Youth Support: The purpose of this service is to co-ordinate early help and targeted youth support provision for children and families whose needs can be met without social care intervention.

The multi-agency Safeguarding Hub: The Hub acts as a 'front door' to deal with initial safeguarding referrals to statutory social care. It brings together social workers, health workers and Police to evaluate cases coming in and allocate them to area teams where appropriate.

Children's Social Care: This service is organised into three geographical areas (Allerdale and Copeland, Carlisle and Eden and Barrow and South Lakeland). There are several teams operating out of each area, which have two main functions. The first is to deliver services for children in need of support and protection. The second is the delivery of services for children who are looked after and leaving care including assessment and permanency planning.

Fostering and Adoption: This team oversees the Council's responsibilities in terms of making sure children have good access to foster carers and adopters. Their work includes reviewing the sufficiency of placements, which means making sure the Council has enough fostering placements to meet the need.

Residential Homes and Edge of Care Services: This team manages the Council's residential provision for children who are looked after. They also deliver an edge of care service to support children and families following family breakdown and supporting safe reunification where possible.

Youth Offending Service: This is a multi-agency service hosted by the Council aimed at supporting young offenders to prevent re-offending and integrating into society. The service includes Police and health staff.

Learning and Inclusion

Special Educational Needs and Disability (SEND)/Inclusion: This service delivers the Council's Inclusion Strategy, which ensures sufficiency of provision for and support for children and young people with Special Educational Needs and Disabilities from 0 – 25 years.

Learning Improvement Service: This service provides challenge, support and intervention in schools and learning settings, which is extensively delivered through the Cumbria Alliance of System Leaders (CASL). Their work includes pre-schooling, primary and secondary schooling and special schools. The service also provides governor support, and ensures that the Council is meeting its statutory responsibilities in terms of post-16 education, employment and training. The service is also responsible for the school admissions process and support for children with poor school attendance or who are excluded or missing education.

Early Years: This service focuses on the Council's responsibilities for pre-school age children. It includes Children's Centres, making sure there are sufficient nursery places and children are ready for school.

Virtual Head Teacher for children looked after: This team is part of the Learning Improvement Service and provides support to all children at school who are looked after.

LSCB and Improvement: This team provides support to the Local Safeguarding Children's Board, which oversees the Council and partners' responsibilities in relation to child safeguarding.

IRO Service: This service carries out statutory conferences and reviews for children who are looked after and statutory child protection conferences. Their role includes making sure that each child's views are heard, and to challenge the quality of the plan being made about the child.

Principal Social Worker: The person in this role is there to champion the views and experiences of front line social workers to management. The position is managed independently of the social work teams.

Social Work Academy: This is a programme to recruit high calibre social workers who have recently qualified from across the country.

Economy and Highways

This Directorate brings together all of the Council's services in relation to Economy, Environment and Highways. The senior leadership team comprises the Corporate Director, the Assistant Director for Capital Programme and Property, the Assistant Director for Highways Transport and Fleet and the Assistant Director for Economy and Environment.

Capital Programme and Property

Health and Safety: The responsibility of the Health and Safety team is to support staff by helping to ensure a safe and healthy working environment and methods of work which assist in delivering high quality services. This is delivered through auditing, development of policy, guidance and support systems and the provision of advice and cultural change. The team provide the "competent person" role required by the Management of Health & Safety at Work Regulations.

Asset Management: The Asset Management team manages the existing portfolio of approximately 600 corporate properties and schools to ensure that they are safe, wind and watertight. The remit of the team includes:

- Commercial property management, dealing with acquisitions, disposals and Landlord and Tenant issues including maximising investment opportunities.
- Building maintenance incorporating statutory compliance, reactive and planned maintenance to ensure our buildings are safe and as efficient as possible.

Property Development: The Property Development team work with the all Council Directorates to understand their property needs in the current times of change. The team works with the Directorates at the initiation and definition stages of the Strategic Investment Group (SIG) gateway process for capital or property projects. Then working with colleagues they can assist on the final delivery of property solutions to ensure they are fit for purpose and delivered on budget.

Capital Programme: The Capital Programme team leads the delivery stage of the SIG gateway process for capital investment projects and programmes that supports service directorates changing needs. It delivers the following functions:

- Definition – In some cases business case development including option appraisal, realistic delivery programmes, cash flow forecasting and ensuring appropriate governance and approvals are in place.
- Delivery - Project and Programme management to ensure delivery of an approved project to the quality expected, on time and on budget.

Port of Workington: The County Council is the Port Authority and responsible for the day to day operation of the port.

Connecting Cumbria: Connecting Cumbria is a partnership project between the Council and BT to improve access to superfast broadband in areas which would not be covered by commercial deployment. The programme began deployment in 2013 and has a contractual target of making superfast broadband accessible to more than 119,000 premises by September 2018. The current contracted stages of the project are being funded by Broadband Delivery UK (BDUK), Cumbria County Council and BT. Lobbying work is ongoing to support aspiration to make superfast services available to all premises in Cumbria.

Facilities Management: The Directorate provides soft facilities management for a number of corporate buildings including Cumbria House, Parkhouse, County Offices, Craven House, Blencathra House and New Oxford Street.

Highways, Transport and Fleet

Highways: The Council is responsible for the maintenance and upkeep of the majority of Cumbria's network of roads, footpaths and bridleways. The work consists of a schedule of maintenance and repairs, winter maintenance and gritting, and more strategic work in relation to the network.

Transport: The Council undertakes a number of transport related activities including provision of home to school transport for children under the age of 16, Adult Social Care transport and passenger transport in terms of bus timetabling and liaising with bus and rail operators.

Fleet: The Council has a fleet of vehicles ranging from fire trucks, to specialist vehicles for highways repairs, to lease cars and electric vehicles that Members and officers can use for Council business travel.

Economy and Environment

Development Control and Regulation: The Council is responsible for determining planning applications with regard to minerals and waste and strategic projects. It also provides consultation response to nationally significant infrastructure projects. The team also provides consultation responses to planning applications received by District Councils.

Countryside Management: The Council is responsible for overseeing common lands and registration of village greens as well as for the maintenance of over 4,000 miles of public rights of way.

Development Management: The Council has a number of functions in relation to flood and water management and responses to planning applications.

Waste Services: The Council is the Waste Disposal Authority, which means being responsible for the disposal of all municipal waste in Cumbria, managing 14 Household Waste Recycling Centre's, managing the contract with Shanks who run a waste disposal plant, and waste prevention activities that focus on the principles of reduce, reuse and recycle.

Trading Standards: The Council is responsible for Trading Standards that includes consumer law enforcement, weights and measures, animal health and disease control, product safety, fair trading, doorstep crime, licensing for petroleum and explosives and sports grounds safety.

Infrastructure Planning: The Council has significant responsibilities in relation to developing infrastructure and local plans, working with the Local Enterprise Partnership (LEP) on economic planning and area planning within the six districts of Cumbria. The team is also responsible for school placement planning and planning around nationally significant infrastructure projects.

Funded Programmes (Economic Development): The Council is also responsible for a number of programmes linked to EU funding and LEP funding as well as the rural programme development.

Coroner: The County Council supports the Coroner's Office in the discharge of its duties.

On Street Car parking enforcement and Residents' Parking Permits: The Council's Parking Team is responsible for on street parking and Residents' Parking Permits.

Health, Care and Communities

Health, Care and Communities Directorate is responsible for supporting the residents of Cumbria to lead safe and healthy lifestyles; as well as supporting adults who require support to remain living in their community. The Directorate provides advice, information and access to preventative services, provision of assessments, support planning, equipment, support to carers, and support for people coming out of hospital.

The Directorate Management Team comprises the Corporate Director, the Assistant Director for Children, Health and Care Commissioning, the Assistant Director for Public Health and Communities (Director of Public Health), the Assistant Director for Cumbria Care and Social Care, the Assistant Director for Social Care North, and the Assistant Director for Social Care South.

Public Health and Communities

Public Health: The Council is responsible for taking action to improve the health and wellbeing of the public. This includes purchasing drug and alcohol services, promoting healthy lifestyles and working with Cumbria's Health and Wellbeing Board to develop joined-up solutions to some of Cumbria's long-term challenges. There are six specific public health services that the Council is required to provide:

- Ensuring that NHS health checks for people aged 40 to 74-year-old are provided;
- Providing public health support and advice to Cumbria's Clinical Commissioning Groups;
- Ensuring the provision of comprehensive sexual health and contraception services;
- Co-ordinating approaches to protecting the health of the public from major incidents, communicable disease and environmental hazards;
- Ensuring that a range of health checks are carried out for children, in particular through commissioning health visiting services;

- Ensuring that the national child height and weight measurement programme is run effectively at local level.

Communities: The Council's area based services that are managed by 6 Area Managers. Their responsibilities consist of supporting area Local Committees and local area planning, and they oversee libraries, registrars, archives and waste management in their local area.

Cumbria Care

Cumbria Care: This is the County Council's in house provider. The services include provision of reablement, day care and residential care provision across the county.

People's Commissioning

Childrens' and Adults' Commissioning: The service is responsible for commissioning activity for all peoples' services including Children, Adults and Public Health. Their work includes significant areas of joint commissioning with CCG partners. The Assistant Director Children, Health and Care Commissioning is also the lead officer for care governance and strategic safeguarding.

Social Care North and South

Social Care North and South: This covers the Council's responsibilities for adult social work activities including the management of social work and occupational therapy, the development of Social Work Academy, brokerage, business support including Single Point of Access teams (SPA), financial assessment, community equipment and Safeguarding.

Fire and Rescue

The Fire and Rescue Service is responsible for the county's fire service, resilience and emergency planning. The chief officers responsible for the service include the Chief Fire Officer, the Deputy Chief Fire Officer, the Area Manager Risk Management and the Area Manager Operational Response. The Fire and Rescue Service in Cumbria has three core functions:

Prevention: This focuses on preventing fires and other emergencies by targeting the most vulnerable. The Service's Prevention work is delivered on a risk assessed basis to ensure the community safety activities carried out across the county are focused and assist in supporting the strategic prevention objectives of reducing the number of people killed or seriously injured in dwelling fires in Cumbria. This is achieved through Home Accident Reduction Interventions across Cumbria, targeted at those individuals most at risk from fire. These interventions are complemented by the delivery of Public Health interventions, under the banner of "Safe and Well visits".

The Service is also committed to reducing the numbers of people killed or seriously injured on the roads. This is achieved by working through the Safer Roads for Cumbria Partnership and delivering Road Awareness Training sessions.

Protection: This focuses on protecting communities from the impact of fire, road accidents and other emergencies when they arise.

Arrangements are in place for working with the business community across Cumbria for delivering risk based Protection activity and for safeguarding the culture, heritage and environmental assets in Cumbria in order to reduce the commercial, economic and social impact of fires in non-residential premises through effective education.

Response: This focuses on planning for and responding effectively to emergencies when they arise. The Service monitors its operational response to incidents to ensure it is sending appropriate resources to efficiently and effectively deal with the risks presented in a safe and controlled manner. The Service has set a single response standard across the county of 10 minutes to all 'primary' property fires, and a second standard of 15 minutes for all other incidents, aiming to achieve this level of performance on 80% of occasions.

Resources and Transformation

Resources and Transformation Directorate is responsible for key business functions including Finance, Business Services, Governance and Transformation, which are essential service areas critical to helping the Council achieve its aspirations.

The Directorate Management Team comprises the Corporate Director and Assistant Directors for Corporate Governance, Transformation, Finance and Business Services. The Directorate Management Team also includes the Senior Manager for Legal and Democratic Services who is the Monitoring Officer.

Transformation

People Management: provides HR advice and guidance including resourcing, employee relations, employee engagement, workforce planning, pay and reward, performance and development.

Policy and Scrutiny: provides policy research, analysis and advice. The team also co-ordinates the development and review of council policy and strategy, provides lead officers support to a range of Boards and other key partnership bodies, supports the work of the Scrutiny Advisory Boards, the Police and Crime Panel and the Cumbria Health Scrutiny Committee. The team is also responsible for Member induction and development.

Performance and Risk: is responsible for designing and implementing a range of frameworks and policies that enable the council to fulfil its statutory function to ensure the continuous improvement of services and ensure that it has an effective approach to understanding and managing risks.

Communications: is responsible for all aspects of the Council's communications including Member communications, internal communications, external communications, media management and event management (including royal and ministerial visits).

Transformation: provides corporate capacity, co-ordination and focus to drive the successful delivery of the council's Transformational change and efficiency savings agenda. The team work closely with colleagues across the organisation and contribute to strategic planning and associated strategies, and lead the delivery of specific key corporate projects.

Finance

Section 151 Officer: The AD (Finance) is the S151 Officer for the Council whose responsibilities include:

- Assuring the proper administration of the County Council's and the Cumbria Local Government Pension Fund financial affairs
- Providing an effective Internal Audit Service.
- Approval of the Annual Accounts and robustness of the Council's budget
- To attend and report on financial matters to the Council, Cabinet and any committees or working groups the Council may establish and to the Corporate Management Team.
- Financial monitoring standards and giving advice on financial management and administration throughout the Council.

Accountancy: provides support to Council services through a mixture of technical, operational and professional financial advice. This supports services to effectively manage budgets, make effective decisions, support strategic and operational change projects and ensure financial systems and accounting information is robust and effective.

Pensions: The Council is the designated Administering Authority and is therefore responsible for providing Local Government Pension Provision to all eligible staff. Currently the Fund provides pensions services and benefits for over 55,600 scheme members from within 128 different employers and currently manages over £2.4bn in investment assets.

Internal Audit: provides independent assurance to Members and Officers on the adequacy and effectiveness of the Council's arrangements for governance, risk management and internal control across the full range of Council services, systems and operations.

Procurement and Contract Management: ensures the Council complies with procurement legislation, whilst obtaining goods, works and services in an efficient and effective manner, and supporting local economic growth and sustainability.

Business Services

ICT and Records Management Services: provides ICT platforms, systems and equipment to employees, Members, partners and end users. The team supports and facilitates organisational change and service improvements. They also ensure safe, secure storage, management and retrieval of documentation.

Digital and Innovation: oversees the delivery of the Council's Digital Strategy in order to deliver service improvements, efficiency savings and improve digital access and inclusion. The team also runs the Council Service Centre which supports the Council to manage online processes including Blue Badge applications

Skills and Learning: provides adult and community learning, employee learning and training and leads on the Council's skills agenda including the apprenticeship programme.

Traded Services: provides front line delivery services to schools and other educational establishments, including Cumbria Music Service, Learning Support Service and Cumbria Outdoors. Legal and Democratic Services

Monitoring Officer

The law requires the County Council to designate one of its senior officers as the Monitoring Officer.

The Monitoring Officer has three main responsibilities:

- To ensure that the County Council acts and operates within the law. She has a duty to report to Council in any case where she is of the opinion that any proposal or decision of the authority is or is likely to be unlawful or amount to maladministration.
- To promote and maintain high standards of conduct by Council members and officers.
- To maintain and advise on the Council's Constitution.

Legal Services: The Legal Services team commissions and provides legal advice on behalf of the Council. Legal Services covers all the Council's functions and provides legal advice and support in the following areas:

- Corporate Legal Advice and Governance
- Environment (including Planning and Highways)
- Land and Property
- Commercial and Contract law
- Employment
- Criminal and Civil Litigation
- Adult Social Care
- Education
- Child Care

Democratic Services: The Democratic Services Team works with Members and officers to administrate and manage all decision making meetings of the council, these include all committees, Cabinet and Council meetings.

The team do this by:

- Creating agendas for the meetings and writing the minutes.
- Supporting the meetings to ensure that committees run in accordance with the rules set out in the Constitution.
- Publishing the Forward Plan. (This is a list of 'key decisions'- a key decision is one which will either have a significant impact on two or more wards or result in the council saving or spending more than £500,000).
- Planning the timetable of meetings.
- Providing advice on how decisions are made and procedures to be followed at meetings.
- Managing and advising on public participation at meetings.

In addition, the Democratic Services Team manages and oversees the four yearly County Council Elections and any by-elections.

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Part 3: The Role of elected Members

Key aspects of the role of a Council Member

What is the role of a Council Member?

All Members have a role to play in providing community leadership, representing the people in the division where they were elected and taking part in decision making.

What is the role of the Leader?

The Leader is the principle person who speaks on behalf of the Council and leads in terms of the Council's vision. They chair Cabinet.

What is the role of the Deputy Leader?

The Deputy Leader assists in promoting the Council's vision and substitutes for the Leader where necessary.

What is the role of a Cabinet Member?

Each member of Cabinet is responsible for a portfolio, which is usually aligned to a particular set of services.

They act as the lead member for their portfolio, and are responsible for giving political direction to Officers who lead the services that form part of their portfolio.

What is the role of the Chair of a Committee or Board?

The Council has a number of Committees and Boards that are set out in the Constitution. The Chair of the Board has a specific role in making sure that the meeting is conducted in a fair and open manner, that the agendas are relevant to the requirements of the committee.

Member Code of Conduct and Equalities

What is the Code of Conduct?

The Council has approved a Member Code of Conduct which sets out the expected standards of conduct of members of the County Council.

The Code of Conduct sets out:

- What a Member must register
- What a Member must declare at Council meetings
- Situations where a Member would need to leave a meeting.

What happens if a Member does not comply with the Code of Conduct?

A Member may contact the Council's Monitoring Officer for advice at any time.

If they are subject to a complaint under the Members Code of Conduct, they may contact the Independent Person for Standards (appointed by the Council).

Contact details are available from the Monitoring Officer.

How does the Equality Act apply to Members?

The Equality Act is the UK's main piece of anti-discrimination legislation, which protects people against discrimination in terms access to goods, services and employment, and applies to all aspects of the Council.

This covers discrimination, harassment and victimisation, which have specific definitions under the Equality Act.

Part 4: Support available for Members

What opportunities exist for Member Development?

The Council has in place a programme of Development Sessions open to all Members covering topics of interest and sessions focused on useful skills.

The programme is updated on a regular basis and takes into account common themes that Members have identified through their Individual Development Plans.

The programme includes a small number of essential sessions that all Members will be encouraged to participate in due to statutory requirements or because the issue is of such significance.

Individual Development Plans (IDPs)

All Members will be offered an annual opportunity to complete an IDP.

This will focus on exploring with Members their existing skills and how these may be best used; as well as considering the areas of activity Members would like to focus on over the coming year.

Access to an Individual Training Budget for each Member

All Members have access to a small training budget of £250 per year.

This can be used to support learning and development gaps identified through the IDPs - for example attendance at a conference.

Leadership Support Officers and Political Group Offices

A wide range of information and support is available through the Group Offices with the Leadership Support Officers and Group Administrators.

They can help with basic queries on ICT matters or help to access individual support identified through an IDP.

National and regional associations

The Council is a Member of the Local Government Association (LGA), the Local Government Information Unit (LGiU) and the North West Employers Organisation (NWEO).

These associations provide extensive information and tools on their websites which Members can access.

E learning

The Council offers a number of e learning courses which are available throughout the year and can be accessed as and when Members wish to undertake the sessions. The menu of courses is available online.

Corporate courses open to both staff and Members

Members are able to sign up for and attend a range of courses available to all internal staff. The menu can be accessed online.

Thematic briefing events

At certain points in the year, or when key issues arise Directorates will run a briefing session which is an opportunity for Members to receive an update on a project or topic.

These sessions will take place as required during the year.

Members Bulletin

All Members receive a Bulletin produced by the Communications Team which provides an update on key projects, national policy and current issues from Directorates.

Skills training for specific roles

If Members are selected to sit on a Committee or undertake a specific role they may be invited to attend specific skills training - for example chairing skills or scrutiny skills. Sessions will usually take place as part of the Member Induction, however top up sessions may be offered throughout a Member's term of office.

Ongoing support and training on ICT

The Members' ICT handbook provides information for Members on access to ICT as well as support available.

Members can contact the ICT Service Desk or by email should they experience any issues with their ICT (we will be able to help you with password resets issues (laptop, tablet and windows phones), hardware issues and software issues.)

The Members Direct Hotline enables Members to get directly through to the ICT Service Desk without having to select any options.

ICT Engineers are available for home visits if required or to meet at CCC offices to help resolve any ICT issues. They will also provide support in any ICT requests for hardware or software that may be required.

ICT Engineers will also be present at Full Council meetings and Local Area Committee meetings to help resolve any ICT issues or queries.

Access to information and intelligence through the Cumbria Intelligence Observatory

In order to support Members with fact based knowledge of issues in local areas, extensive information is available through the Intelligence Observatory.

Opportunities to develop local leadership and partnership skills through area based working

Local Committees and area based working are an important aspect of the Council; and it is through the area based structures that much partnership working and engagement with local communities is supported. Area Managers and Area Teams will offer workshops and briefing meetings on topics of interest or on pertinent issues to the local community.

Part 5: Allowances and Expenses

The Members Allowances Scheme

The Council has to approve a Scheme for members' allowances every year.

The Scheme runs from 1st April to 31st March. The Scheme includes:

- The basic allowance for all Members
- The special responsibility allowance for Members with specific roles
- Allowances for carrying out approved Council duties Information on how to claim and what information is required.

When does a Member need to make a claim?

The basic allowance and any special responsibility allowance are paid automatically into a Member's bank account. However any other type of allowance will require a claim.

How can a Member make a claim?

Every Member is set up on the Council's People Management system. Members can submit claims through this system, which is known as My HR. Only claims made through My HR can be processed for payment.

Please make claims promptly and within 6 months of the entitlement arising. Any claims that are made after 14th of the month will miss the payment cut off for that month. They will be paid on the following month's payroll date.

What information is required when submitting a claim?

Members must provide receipts and tickets as evidence that they have incurred the costs that they are claiming.

If they are claiming mileage allowance, this must be a VAT receipt for fuel.

They can scan and upload receipts into the My HR system with their claim. Alternatively, they can send them promptly to their Leadership Support Officer.

It is the Member's responsibility to make sure that any claim correct and that all necessary receipts, tickets etc. are provided.

Who can help if I need help making a claim?

The Leadership Support Officer can help Members who have any questions about making claims.

What if a Member does not want to receive an allowance?

Any Member seeking to waive their allowance must write to the Corporate Director - Resources and Transformation.

Key contacts

Chief Executive

Katherine Fairclough katherine.fairclough@cumbria.gov.uk T: 01228 226301

Corporate Directors

Children and Families Services

John Macilwraith john.macilwraith@cumbria.gov.uk T: 01228 226868

Health Care and Communities

Brenda Smith brenda.smith@cumbria.gov.uk T: 01228 226288

Economy and Highways

Dominic Doninni dominic.doninni@cumbria.gov.uk T: 01228 226263

Resources and Transformation

Dawn Roberts dawn.roberts@cumbria.gov.uk T: 01228 226310

Assistant Directors Children and Families Services

Children and Families

Deborah Evans deborah.evans@cumbria.gov.uk T: 01228 226884

Learning and Inclusion

John Barrett john.barrett@cumbria.gov.uk T: 01228 226884

Assistant Directors Health Care and Communities

Children Health and Care Commissioning

Jo Atkinson jo.atkinson@cumbria.gov.uk T: 01228 226884

Public Health and Communities (Director of Public Health)

Colin Cox colin.cox@cumbria.gov.uk T: 01228 226626

Cumbria Care and Social Care

Deborah Butcher deborah.butcher@cumbria.gov.uk T: 01228 226288

Assistant Directors Economy and Highways

Capital Programmes and Property

Mike Smith mike.smith@cumbria.gov.uk T: 07717 003727

Highways Transport and Fleet

Stephen Hall stephen.hall@cumbria.gov.uk T: 07879 667019

Economy and Environment

Angela Jones angela.jones@cumbria.gov.uk T: 07920 814141

Assistant Directors Resources and Transformation

Transformation

Paul Robinson paul.robinson@cumbria.gov.uk T: 01228 226511

Business Services

Alan Ratcliffe alan.ratcliffe@cumbria.gov.uk T: 01228 221013

Finance

Julie Crellin julie.crellin@cumbria.gov.uk T: 01228 221062

Leadership Support Officers and Group Administrators

Labour Group

Karen Atkinson karen.atkinson@cumbria.gov.uk and **Fiona Wilson** fiona.wilson@cumbria.gov.uk
T: 01228 227396

Conservative Group

Kelly Alty kelly.alty@cumbria.gov.uk and **Lorraine Graham** lorraine.graham@cumbria.gov.uk
T: 01228 227401

Liberal Democrat Group

Janine Hounslow janine.hounslow@cumbria.gov.uk and **Vicki Anderson** T: 01228 227383

Legal and Democratic Services

Senior Manager Legal and Democratic Services and Monitoring Officer

Iolanda Puzio iolanda.puzio@cumbria.gov.uk T: 07919 298368

Professional Lead – Democratic Services

Nicola Harrison nicola.harrison@cumbria.gov.uk T: 01228 226906

Policy, Scrutiny, Member Development

Senior Manager Policy and Scrutiny

Helen Blake helen.blake@cumbria.gov.uk T: 01228 226639

Communications Team

Communications Manager

Sara Turnbull sara.turnbull@cumbria.gov.uk T: 01228 226447

Highways Hotline

highways.hotline@cumbria.gov.uk T: 0300 303 2992

ICT Hotline

ict.servicedesk@cumbria.gov.uk T: 0300 123 6601

Area Managers

Barrow

Tracy Ingham tracy.ingham@cumbria.gov.uk T: 01229 407578

Eden

Nick Wright nick.wright@cumbria.gov.uk T: 07870 153202

Carlisle

Paul Musgrave paul.musgrave@cumbria.gov.uk T: 07900 662658

South Lakeland

Karen Johnson karen.johnson@cumbria.gov.uk T: 01539 713157

Allerdale

Lizzy Shaw lizzy.shaw@cumbria.gov.uk T: 01900 706011

Copeland

Gillian Elliott gillian.elliott@cumbria.gov.uk T: 07966 116941

Area Support Teams

Barrow

Nan Tait Centre Abbey Road Barrow-in-Furness LA14 1LG
barrowteam@cumbria.gov.uk T: 01229 407312

Eden

Penrith Community Fire Station Carleton Avenue Penrith CA10 2FA
edenteam@cumbria.gov.uk T: 01768 812660

Carlisle

Cumbria County Council Cumbria House 117 Botchergate Carlisle CA1 1RD
carlisleteam@cumbria.gov.uk T: 01228 226730

South Lakeland

Cumbria County Council County Offices Kendal LA9 4RQ
southlakelandteam@cumbria.gov.uk T: 01539 713 419

Allerdale

2nd Floor Workington Library Vulcans Lane Workington Cumbria CA14 2ND
allerdaleteam@cumbria.gov.uk T: 01900 706008

Copeland

Cleator Moor Local Link The Square Cleator Moor Cumbria CA25 5AP
copelandteam@cumbria.gov.uk T: 01946 505020

Highways Network Managers

Barrow

Kieron Tetchner Ekieron.tetchner@cumbria.gov.uk T: 01229 407287

Eden

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Carlisle

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South Lakeland

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Allerdale

Amber Sykes amber.sykes@cumbria.gov.uk T: 01946 506599

Copeland

Kevin Cosgrove kevin.cosgrove@cumbria.gov.uk T: 01946 706011

Council Buildings and Facilities

For the contact details of public facing Council Buildings such as libraries and archives please use the “**find my nearest**” search facility at:

www.cumbria.gov.uk/findmynearest/county-council-offices.asp

