

## LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 19 December 2016

### NOTES OF MEMBER TRAINING & DEVELOPMENT WORKING GROUP HELD ON 9 NOVEMBER 2016 (Appendix 1 refers)

Contact for further information:

Diane Brooks - Principal Member Services Officer – Tel (01772) 866720

#### Executive Summary

The proceedings of the Member Training & Development Working Group meeting held on 9 November 2016.

#### Recommendation

To note the proceedings of the Member Training & Development Working Group meeting as set out at Appendix 1 now presented.

#### Information

Attached at Appendix 1 are the proceedings of the Member Training & Development Working Group meeting held on 9 November 2016.

#### Business Risk

None

#### Environmental Impact

None

#### Equality & Diversity Implications

None

#### Financial Risk

None

#### HR Implications

None

#### Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
N/A		Diane Brooks
Reason for inclusion in Part II, if appropriate: N/A		

LANCASHIRE COMBINED FIRE AUTHORITY

MEMBER TRAINING & DEVELOPMENT WORKING GROUP

(Appendix 1 refers)

Notes of meeting held in the Main Conference Room, LFRS Headquarters, Fulwood on Wednesday, 9 November 2016.

PRESENT:

Councillors

D Smith (Chairman)  
M Green (Vice-Chair)  
Z Khan  
R Shewan  
V Taylor  
T Williams

Officers

Bob Warren – Director of People and Development  
Jackie Harney – Member Services Assistant

1 APOLOGIES FOR ABSENCE

None received.

2 NOTES OF PREVIOUS MEETING

The notes of the previous meeting held 27 April 2016 were confirmed as a correct record and signed by the Chairman.

3 MATTERS ARISING

The private, confidential document pack issued to Members for the meeting included a 'restricted' watermark and 'not for publication' heading which was considered as good working practice for public meeting documents. However, Members requested that the watermark be removed if possible from future papers for this private Working Group.

4 MATTERS ARISING - REVIEW OF ELECTED MEMBER TRAINING AND DEVELOPMENT STRATEGY TO INCLUDE MEMBER CHAMPION ROLE

As agreed at the Member Training and Development Group Meeting in April 2016, Members reviewed the Member Champions' Role descriptions and considered the Member Training and Development Strategy which had been updated to include the expectations of the role of Member Champion.

Members noted that the Role Descriptions had been updated following comments and feedback from the current Member Champions. All four Champion role descriptions had been brought together to form a generic role description which had now been included as part of the Training and Development Strategy.

Members reviewed and approved the revised Strategy as attached as appendix 1 for

information.

## 5 MEMBER TRAINING & DEVELOPMENT - UPDATE REPORT

The Director of People & Development gave a brief background of the work and successes of the Member Training and Development Working Group.

### Personal Development Plans

Members noted that all 25 elected Members (100%) had completed their development plans or had had a 1-2-1 review meeting for the municipal year 2015/16.

### eLearning

Through the Member Information Bulletin Members were encouraged to view the North West Employers Organisation website which provided access to training opportunities.

In response to a question from the Vice-Chairman, CC Michael Green the Director of People and Development informed Members the e-Learning facility was available to all member Authorities and it was self-driven.

The Chairman, Councillor Smith advised Members to consider viewing the learning documents or to attend the training development courses as appropriate by following the various links within the Member Information Bulletin.

### Electronic Communications / Access to Documents

Members were informed that the new web-based system had now been implemented and tested and was being used by Democratic Services. The new system would replace the Authority's pages on the website which were due to go 'live' shortly. One of the benefits of the system was the ability to electronically transmit via email when an Authority or Committee agenda pack or minutes had been published to the website. This increased use of technology enabled efficiencies to be made by moving away from the production of superfluous paper copies where the preference would be to access agenda papers (via an app) on a mobile device. Use of the app would support users to automatically download, view and annotate meeting papers.

The Local Government (Electronic Communications) (England) Order 2015 came into force on 30 January 2015. The Order modified provisions in Schedule 12 to the Local Government Act 1972 to enable and facilitate the use of electronic communications in the sending of summonses to Members. Members would however, only receive a summons electronically where they had consented to it being transmitted by this method and consent could be withdrawn at any time.

Members would be able to access both part 1 and part 2 agenda papers through the app. Some Members already used this facility through their home authority or at a district level. Members were reassured that access to part 2 papers was secure as the device had to be added to the system by a member of Democratic Services and the user would need to log in using their unique username and password.

Members agreed that the benefits of the system should be exploited both through inclusion in the induction process for new Members and through ensuring Members were kept informed of progress once the system had 'gone live' which could include a presentation to an appropriate committee in due course.

Members would then be able to provide advice on how the system could best be used and improved to support all CFA Members.

#### Member Information Bulletin

A quarterly Information Bulletin was issued to keep Members informed of the latest items of interest, up and coming Fire Authority Committee meeting dates and Member Training and Development news and opportunities such as invitations to attend Prince's Trust and Fire Cadets Presentations. Feedback from Members continued to be very positive.

#### Co-ordination of Training

To reassure Members, Democratic Services made regular contact with home authorities to co-ordinate member training and development opportunities and avoid duplication; sharing Members personal development plans and records with home authorities as appropriate.

### 6 TRAINING NEEDS ANALYSIS 2015/2016

The Member Training and Development Working Group was responsible for analysing and agreeing the training needs of Members which linked to the objectives priorities and vision of the Authority.

Members were updated on the action that had been taken in response to training needs identified from the Training Needs Analysis undertaken in 2015 and the Personal Development sessions that had been held with Members throughout 2015/16.

Following consideration, Members agreed that they were very happy with the excellent induction training and support they received as a new Member and no additional training and development needs were required.

Councillors V Taylor and T Williams commented on their recent visits to Fleetwood Fire Station, particularly that the visits were very informative especially meeting the fire cadets. The Director of People and Development informed Members that the crews appreciated CFA Members visiting their stations as they were very proud of their work in their local communities.

The Chairman, Councillor D Smith encouraged all Members to continue to visit their local stations on a regular basis.

Members agreed that their training needs were being met and agreed the Training needs for 2016/17 as follows:

- To continue to promote Fire Safety;
- To attend service area inductions / meetings at stations and information sessions on key issues to support decision-making;
- To maintain good attendance at all Strategy Group meetings, encouraging all Members to attend;
- To continue to receive the Member Information Bulletin;
- To continue with the informal buddy system.

## 7 MONITORING, REVIEW & EVALUATION OF ACTIVITIES

This report provided an update on Member Training and Development activities since the last meeting of the Group. The report showed opportunities and outcomes of Member Training and Development activity.

### Attended Local Fire Stations

Members noted that 24 Members had visited their local fire station. The one outstanding Member had previously agreed to meet their local station however this had proved difficult to finalise due to busy diary commitments.

### Viewing of Special Appliances

Members were invited to the annual practical demonstration event of special appliances in July 2016. The event was aimed primarily for new Members and those who had not been able to attend in recent years.

### Safe Drive Stay Alive Event

In June 2016 the Service invited Members to attend the Safe Drive Stay Alive Event. The event gave the opportunity for Members to view presentations and performances from the different speakers who reached out to new and pre-drivers in an emotive and hard-hitting way. Member evaluation confirmed the event was very powerful and well worth attending.

The Chairman, D Smith asked that scheduled dates for future 'Safe Drive Stay Alive' events be published in the Member Information Bulletin.

## 8 FUTURE MEETING DATES

The next meeting of the group was scheduled for Wednesday 26 April 2017 in the Main Conference Room, Service Headquarters, Fulwood commencing at 10:00 hours.

B WARREN  
Director of People and Development

LFRS HQ  
Fulwood

## **Lancashire Combined Fire Authority Member Training & Development Strategy**



### **1. Background**

Lancashire Combined Fire Authority is committed to modernisation, high performance and high standards in learning and development. As such, each Member of the Fire Authority has agreed to fulfil the requirements of the job description set out as Annex 1 and Member Champion's agree to fulfil the expectations as set out in Annex 2.

The Government, Local Government Association and Improvement and Development Agency (IDeA) recognise the importance of the Community Leadership Role of Elected Members. The purpose of the Member Training and Development Strategy is to ensure that all Fire Authority Members can carry out their role effectively. To support this, a budget has been set aside specifically for Member Training and Development and associated resources.

Member Training and Development has an important part to play in the achievement of the strategic objectives set out in the Vision Statement for the Lancashire Combined Fire Authority.

### **Aims & Objectives**

The overall aim of the strategy is to ensure that all Members have access to adequate training and development opportunities to better enable them to cope with the demands of office. It has supported the achievement of the Charter for Member Development at exemplar level which confirmed the Fire Authority's commitment to learning and development for Members. The strategy sets out some of the main activities that will be undertaken to support Members' development.

The specific objectives of this strategy are to support Members to: -

- ◆ Develop confidence and skill in undertaking their role as a Member of the Combined Fire Authority;
- ◆ Broaden their knowledge about key aspects of the Authority's business;
- ◆ Prepare for forthcoming challenges and to manage change effectively;
- ◆ Function effectively as quickly as possible, particularly during the induction phase;
- ◆ Encourage Members to assist colleagues' personal development; acting as mentor.

### **2. Member Training & Development Programme**

A comprehensive Training & Development Programme has been drawn up to enable Members to identify training and development needs in relation to their role on the Combined Fire Authority. The Programme has been set out as a phased approach to assist Members to prioritise within a realistic timeframe. The four stages are: -

- ◆ Stage 1 – New Member Induction;
- ◆ Stage 2 – Essential Knowledge and Skills;
- ◆ Stage 3 – Development;
- ◆ Stage 4 – Continuing Development.

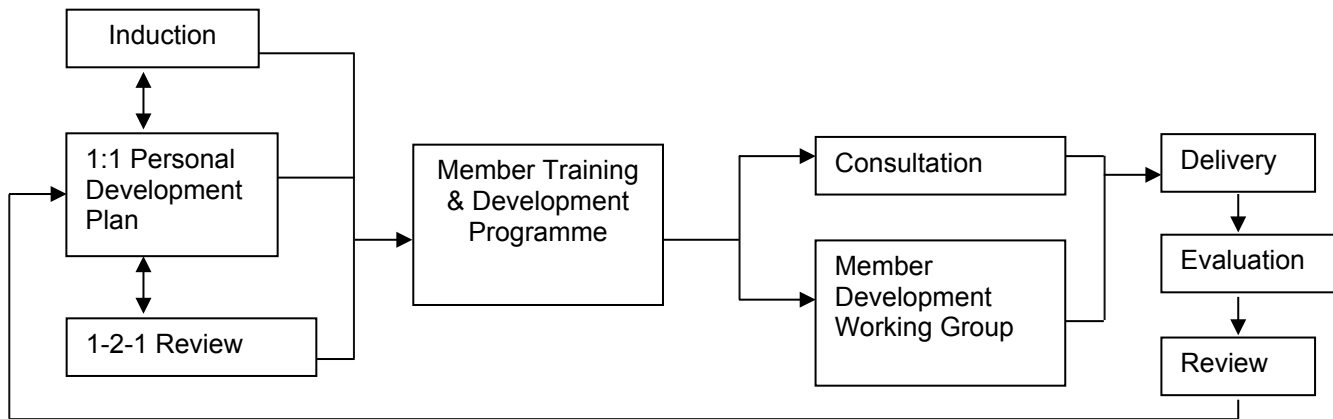
To support Members to make informed decisions the Programme includes a range of training and development opportunities which are detailed on the Member Training & Development – Personal Development Plan.

### 3. Implementation & Review

The Member Development Working Group is responsible for the development, monitoring, evaluation and amendment of the Strategy.

Implementation of the Strategy is the responsibility of the Director of People and Development.

### 4. Strategy



As this diagram shows, the starting point for the strategy is to support Members when they join the Fire Authority. The Training & Development Programme sets out the stages of development including the learning outcomes of each stage. Members are also issued with the current CFA Yearbook which sets out contact details and roles of all Authority Members, explanations of the terms of reference and constitution for all the Authority's meetings, calendar of meetings and Key Issues affecting the Authority together with Lancashire Fire and Rescue Service contacts and general information.

Individual 1-2-1 sessions will take place between Members and an officer from Democratic Services. At the initial 1-2-1 session the attached Personal Development Plan (annex 3) will be completed followed by a Review at a later stage. The Member Development Working Group will meet regularly to plan and co-ordinate Member development activities and address individual and group needs.

As far as practicable, all Member development activities will be subject to a qualitative evaluation once completed. Furthermore, year by year, all planned development activities will be reviewed and all Members will be consulted on their ongoing development needs. The Member Development Working Group will ensure that activities, when proposed, meet Members' needs and are scheduled and delivered appropriately and effectively.

The Member Training and Development Working Group will offer to collaborate with the Constituent Authority in the delivery of joint Member training activities and promote the sharing of best practice.

All Members will receive the published internal annual learning and development plan/programme of events, information about learning opportunities available through the North West Employers Organisation and others as a matter of course.

The Member Training and Development Strategy will be subject to an annual review to be presented to the Member Training and Development Working Group.

## **ROLE OF MEMBERS OF THE LANCASHIRE COMBINED FIRE AUTHORITY**

### **CHAIR OF THE FIRE AUTHORITY AND VICE CHAIR IN THE CHAIR'S ABSENCE ALSO CHAIRS /VICE CHAIRS OF COMMITTEES AND GROUP MEETINGS**

You are expected to:

1. Act as the Civic Head of the Authority (Chair of the Fire Authority)
2. Effectively chair meetings and manage the performance of Committees and Working Groups to achieve objectives.
3. Engage in local regional and national networks to support the work of the Authority, promoting partnership and collaboration

### **MEMBERS OF THE FIRE AUTHORITY**

You are expected to:

1. Lead and support the establishment and realisation of the Authority's purpose, objectives, priorities and values:

#### *Our Purpose*

- 'Making Lancashire Safer'

#### *Our Objectives*

- Fewer emergency incidents;
- Fewer deaths and injuries from fires and other emergencies;
- Less damage to property, the business economy and our environment from fires.

*Our Priorities* – The most important aspects of our work:

#### Reduce Risk to the Community

We will reduce risk in the community by delivering an integrated approach to developing and delivering:

- Prevention activities designed to reduce the risk of fire and other emergencies, particularly among those most vulnerable or at risk of harm;
- Protection activities designed to minimise the consequences to life and property should a fire occur;
- Response arrangements to make sure that we are resilient and effective in responding to emergencies.



We will continue to work with other organisations or agencies to address shared objectives and will tailor what we do to meet the needs of local communities.

### Deliver Affordable and Sustainable Services

We will deliver an affordable value for money service by:

- Ensuring resources are available and used in the best way possible;
- Working collaboratively where appropriate;
- Planning for future grant reductions;
- Striving to continually identify efficiency and cost savings;
- Effective management of staff attendance, performance and safety.

*Our Values* – What we expect of our employees and what the public can expect of us:

Lancashire Fire and Rescue Service strives to be the best fire service in the country, operating from a set of values that guide how we achieve this success:

- Serving our diverse communities and making them safe is our priority. We seek to provide people with the very best service that meets their needs, irrespective of ethnicity or background – treating everyone with dignity and respect;
- We encourage all staff to seek continuous improvement and innovation in what we do; promoting individual responsibility for performance and use of our resources; using good project management practice and listening to feedback to learn from our experiences;
- We take seriously the health, safety and welfare needs of staff; investing in training and development and are committed to quality of opportunity. In return we expect our staff to demonstrate leadership, enthusiasm and commitment.

2. Agree the strategy and resources required for making Lancashire safer.

- Develop and agree risk management strategy for future services relating to Community safety and cohesion.
- Determine resources required to implement agreed strategy.
- Develop policies to support the delivery of the strategy.

3. Lead and support the delivery of effective services consistent with National Framework and local needs.

- Lead service strategy through effective decision making whilst delivering value for money.
- Secure resources required to deliver risk managed strategic plans.
- Assess the effectiveness of service delivery:
- Agree performance indicators, objectives and evaluation measures for Authority and Service performance.
- Review effectiveness of performance against targets.

4. Demonstrate commitment to equality and diversity in line with core values of the Authority.

5. Represent individual communities within the Authority areas in relation to fire and rescue matters and perform an ambassadorial role representing the Fire Authority at appropriate external functions.
6. Engage in local and regional networks to support the work of the Authority, promoting partnership and collaboration.
7. Be committed to continuing self-development including attendance on *an induction programme for new members*.
8. All Members are expected to have or acquire competency in the above areas and attend relevant training courses.
9. Members are expected to attend all meetings of the Authority and the Strategy Group and other committees and working groups of which they are members unless they provide an appropriate reason for their absence.

I shall endeavour to meet the expectations of the Combined Fire Authority.

Signed by: .....

PRINT NAME .....

Date .....

## **GENERIC MEMBER CHAMPIONS – ROLE DESCRIPTION**

Champions are expected to:

- Promote and take an active interest in the designated subject area.
- Ensure issues of concern regarding the designated subject area are taken into account in the preparation of key plans, for the organisations champions have influence with.
- Ensure issues of concern on the designated subject area are taken into account during decision making processes, in the organisations champions have influence with.
- Advocate good practice within the Fire Authority on matters relating to the designated subject area.
- Engage with other Fire Authority Members to promote awareness of the designated subject area and to seek their views.
- Engage with relevant community groups on issues related to the designated subject area regarding the Fire Authority.
- Engage with relevant partners on issues related to the designated subject area regarding the Fire Authority.
- Work with relevant LFRS officers to promote better understanding of the designated subject area including regular briefings with the Lead Officer as appropriate.
- Provide challenge on matters relating to the designated subject area
- Following approval from the Chairman and in line with the Members' Allowance Scheme attend conferences, seminars events etc to represent the Fire Authority where this is appropriate to the designated subject area.
- Undertake awareness training, as necessary, in respect of the designated subject area.
- In conjunction with the designated officer lead, allocate member champion funding.
- Compile quarterly reports on the work of the member champion in the designated subject area and present to the full Combined Fire Authority.



**Member Training & Development - Personal Development Plan**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Ward: \_\_\_\_\_

LFRS Area: \_\_\_\_\_

Role currently held within the Authority:

**CFA Member, Member of the Strategy Group**

Date Joined Authority: \_\_\_\_\_

**This Personal Development Plan enables you to identify your training and development needs in relation to your role on the Combined Fire Authority and its Committees and Working Groups. In addition, the information that you provide will form the basis of a training needs analysis. An Annual Review will be conducted to look at progress with your Personal Development Plan and at that stage you will also have the opportunity to identify any further personal development needs.**

**Please indicate your main strengths:**

**What are your preferred learning styles?**  
(Structured courses, open learning, e-learning)

Welcome Meeting with the Chief Fire Officer

- ◆ Discussion likely to include an outline of key responsibilities and a discussion around the Service and current issues.

Welcome from Democratic Services

Key information for signature and return:

- ◆ Role Description
- ◆ Code of Conduct - Notification of any Financial and Other Interests
- ◆ Code of Conduct - Declaration to Observe the Code of Conduct
- ◆ Personal Details Form


Key information via Welcome Pack

- ◆ Covers, the role of the CFA, Committee references, Dates of future Committee meetings, details of venues, Member training and development opportunities, Members Allowances and claim forms, badges, CFA Members and Officer contact details.

Induction Session - 1 (Half Day)

- ◆ Covering the Long-Term Vision; Aims and Objectives of the Service, Performance, Equality and Diversity, Member Training and Development, Finance and topical issues.

Induction Session - 2 (Half Day)

- ◆ Practical Demonstration of firefighting equipment at Washington Hall, Training Centre

Personal Development Plan (½ - 1 hour)

- ◆ Have an initial 1-2-1 meeting with a Member Services Officer to identify and agree training and development needs and complete a Personal Development Plan (PDP).

Area Involvement - Attend nearest fire station to: - (1 - 2 hours)

Have a meeting with Area Personnel in your area. To discuss the area structure, highlight local variances and discuss protocols for visits to stations or areas. Take a tour of the station including a review of appliances and to meet the watch for a two-way discussion.

Do you wish to meet:

- ◆ Head of Service Delivery for \_\_\_\_\_ area = \_\_\_\_\_ ?

- ◆ Community Protection Manager = \_\_\_\_\_ ?

- Do you wish to meet with the Technical Fire Safety Team to gain further understanding of Legislative role in enforcing the Regulatory Reform Order; how the priorities link to corporate objectives and gain knowledge of ongoing enforcement/prosecution work in the area?

- Do you wish to meet with the Community Fire Safety Team to understand targeted group work, discuss campaigns, the campaign calendar, local initiatives and the work of the Princes Trust Teams?

**Member Training & Development - Personal Development Plan Continued**

Committees/Working Groups

- ◆ Do you wish to read previous minutes from relevant Committees and Working Groups?
- ◆ Would you like to meet with lead Officers to discuss current Committee issues?: - 
  - Full Authority
  - Audit Committee
  - Training & Development Group
  - Performance Committee
  - Planning Committee
  - Resources Committee
- ◆ Do you wish to meet with relevant officers to understand key issues in relation to: - 
  - Communications
  - Equality & Diversity
  - Finance
  - Performance
  - Policy
  - Planning
- ◆ You will receive a CFA Yearbook - this is a general information pack that that supports Member Development and includes contact details and roles of Authority Members and Senior Officers, explanations of the terms of reference and constitution for all the Authority's meetings, Key Issues and Service specific and other general information.

Other Opportunites - (you will be invited via emails, Member Information Bulletin etc)

- ◆ Attend Passing Out Parades
- ◆ Attend Princes Trust Presentation Evenings
- ◆ Attend Practical Demonstrations/Practice Sessions
- ◆ Attend relevant Conferences
- ◆ Workbooks are available from Democratic Services:
  - Chairing Skills
  - Climate Change
  - Community Leadership
  - Community Safety
  - Councillors Guide
  - Creating a Fit for the Future Organisation
  - Effective Member and Officer Relations
  - Engaging Young People
  - Equalities and Councillors
  - Facebook Guide
  - Facilitation and Conflict Resolution
  - Handling Casework
  - Health and Safety in the Council
  - Help for Helping your Residents - Working with CAB
  - How Planning Works - An Introductory Guide
  - Influencing Skills
  - Introduction to Business Planning and Strategic Management
  - Joining the Chain Gang
  - Media and Communications
  - Neighbourhood and Community Engagement
  - Neighbourhood Planning - A Guide for Ward Councillors
  - Performance Management
  - Scrutiny of Finance
  - Social Media
  - Stress management and Personal Resilience
  - Supporting Constituents with Complex Issues
  - The Effective Ward Councillor
  - Tw itter Guide
  - Working with Tow n and Parish Councils
- ◆ Use of E-learning - Member Development Gateway for information, advice and signposting of development opportunities: -
  - Accredited Member Programmes
  - Workbooks on various subjects
- ◆ Attend North West Employers (NWE0) Learning and Development Events - Various
- ◆ Attend Member Development Network (NWE0)

- ◆ Links with Home Authorities for General, Committee Related and IT Skills Training: -
  - Time Management
  - Communication and Media
  - Presentation Skills
  - Assertiveness
  - Equality & Diversity
  - Effective Reading
  - Local Government Finance
  - Representing the Community
  - Increasing Participation
  - Democratic Decision-Making
  - Chairing Meetings
  - Basic Keyboard Skills
  - Use of email and Intra and Internet
  - Use of Microsoft Office Packages

◆ Personal Evaluation/Reflection

6 x Core Skills for Councillors (I&DeA - Improvement and Development Agency)  
 Practical Skills Framework - A Councillor's Toolkit: -

- Local Leadership
- Political Understanding
- Partnership Working
- Scrutiny and Challenge
- Communication Skills
- Regulating and Monitoring

**Personal Training and Development Needs - Plan**

In addition to any training needs already identified:

If you have any other personal training or development needs which have not yet been identified in this plan, please indicate the main priority areas below: -