

## **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.

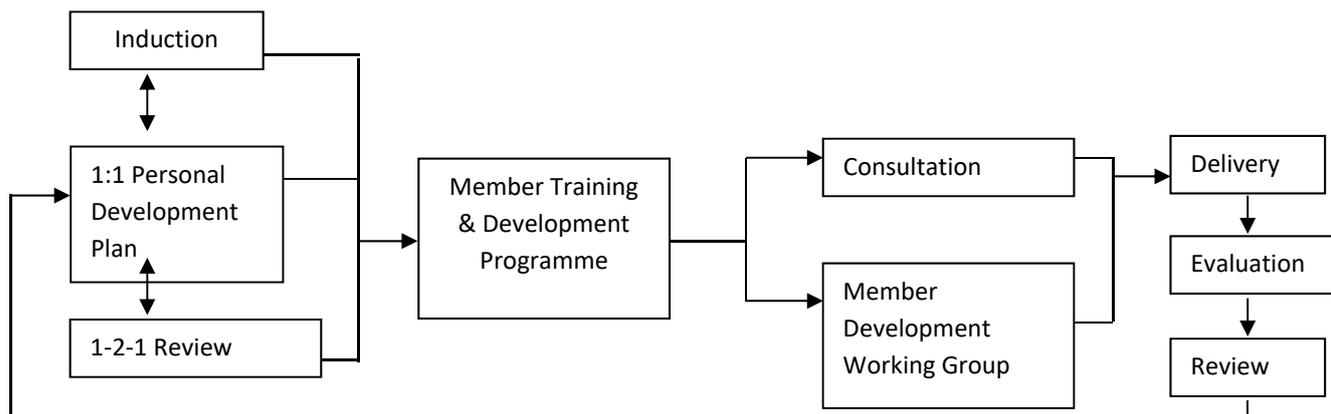
To support Members to make informed decisions the Programme includes a range of training and development opportunities which are detailed on the Member Training & Development – Personal Development Plan.

### 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.

New Members will be advised of the benefits of the web based system which will give them secure access to documents via the website. At their initial 1-2-1 session they will be asked to confirm if they wish to receive a paper copy of the agenda packs for all CFA meetings or to use the link in the email provided which will give them access to agenda papers from the website immediately they are published rather than wait to receive a paper copies via the post.

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.

We will also continue to work closely with other emergency services including the Police and Ambulance Services to deliver initiatives designed to make Lancashire safer for its 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 .....

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## 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.
- Where relevant and possible to work with other emergency services including the Police and Ambulance Services in creating, developing and delivering initiatives relevant to the designated subject area.

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



Name: _____	Date: _____
Ward: _____	LFRS Area: _____
Role currently held within the Authority: <b>CFA Member, Member of the Strategy Group</b>	
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.**

**What do you think are your particular strengths - for example, what do you bring to the role of a Councillor that you think is particularly good?**

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

**Evaluate previous training activities (This is about what you have undertaken or any events you have attended over the past 12 months and the benefits to you, the Authority and the community.**

**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

**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 & MiPlace training guidance notes & login details, 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).  
◆ Authorisation to receive Authority and Committee papers electronically Yes or No

**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?
- Do you wish to make arrangements to meet above personnel directly by contacting Area Admin Office on: 01772 705085 / or do you wish Democratic Services make arrangements?

**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?: -

➢ Audit Committee	<input type="checkbox"/>	➢ Planning Committee	<input type="checkbox"/>
➢ Training & Development Group	<input type="checkbox"/>	➢ Resources Committee	<input type="checkbox"/>
➢ Performance Committee	<input type="checkbox"/>		

◆ Do you wish to meet with relevant officers to understand key issues in relation to: -

➢ Communications	<input type="checkbox"/>	➢ Performance	<input type="checkbox"/>
➢ Equality & Diversity	<input type="checkbox"/>	➢ Policy	<input type="checkbox"/>
➢ Finance	<input type="checkbox"/>	➢ Planning	<input type="checkbox"/>

◆ 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 or reference and constitution for all the Authority's meetings, Service specific information and other general information.

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

◆ Attend Passing Out Parades

◆ Attend Princes Trust Presentation

◆ Attend Safe Drive Stay Alive Events

◆ Attend Practical Demonstrations/Practice Sessions

◆ Attend relevant Conferences

◆ We have a E-learning facility - Workbooks which can be accessed on the Member's Library

➢ Business Planning and Strategic Management	<input type="checkbox"/>	➢ Introduction to Business Planning	<input type="checkbox"/>
➢ Chairing Skills	<input type="checkbox"/>	➢ Joining the Chain Gang	<input type="checkbox"/>
➢ Community Leadership	<input type="checkbox"/>	➢ Media and Communications	<input type="checkbox"/>
➢ Councillors Guide 2016	<input type="checkbox"/>	➢ Neighbourhood and Community Engagement	<input type="checkbox"/>
➢ Effective Member and Officer Relations	<input type="checkbox"/>	➢ Performance Management	<input type="checkbox"/>
➢ Engaging Young People	<input type="checkbox"/>	➢ Providing Gypsy and Travellers Sites	<input type="checkbox"/>
➢ Equalities and Councillors	<input type="checkbox"/>	➢ Purdah: Guide to Publicity During the Pre-Election Period	<input type="checkbox"/>
➢ Ethical Governance	<input type="checkbox"/>	➢ Scrutiny of Finance	<input type="checkbox"/>
➢ Facebook Guide	<input type="checkbox"/>	➢ Social Media To Support Local Leadership	<input type="checkbox"/>
➢ Handling Casework	<input type="checkbox"/>	➢ Supporting Constituents with Complex Issues	<input type="checkbox"/>
➢ Health and Safety in the Council	<input type="checkbox"/>	➢ The 21st Century Guide for New Members	<input type="checkbox"/>
➢ Help for Helping your Residents - Working with CAB	<input type="checkbox"/>	➢ The FRS Making Our Nation Safer	<input type="checkbox"/>
➢ How Planning Works - An Introductory Guide	<input type="checkbox"/>	➢ Twitter Guide	<input type="checkbox"/>
➢ Influencing Skills	<input type="checkbox"/>	➢ Working with Town and Parish Councils	<input type="checkbox"/>

◆ Use of E-learning - Member Development Gateway for information, advice and signposting of development opportunities: -

➢ Accredited Member Programmes	<input type="checkbox"/>	➢ Workbooks on various subjects	<input type="checkbox"/>
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◆ Attend North West Employers (NWEQ) Learning and Development Events - Various

◆ Attend Member Development Network (NWEQ)

◆ Links with Home Authorities for General, Committee Related and IT Skills Training: -

➢ Time Management	<input type="checkbox"/>	➢ Representing the Community	<input type="checkbox"/>
➢ Communication and Media	<input type="checkbox"/>	➢ Increasing Participation	<input type="checkbox"/>
➢ Presentation Skills	<input type="checkbox"/>	➢ Democratic Decision-Making	<input type="checkbox"/>
➢ Assertiveness	<input type="checkbox"/>	➢ Chairing Meetings	<input type="checkbox"/>
➢ Equality & Diversity	<input type="checkbox"/>	➢ Basic Keyboard Skills	<input type="checkbox"/>
➢ Effective Reading	<input type="checkbox"/>	➢ Use of email and Intra and Internet	<input type="checkbox"/>
➢ Local Government Finance	<input type="checkbox"/>	➢ Use of Microsoft Office Packages	<input type="checkbox"/>

**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: -

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