

Member Training and Development

Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260205 or Sharon Lloyd, Corporate Services Manager, on 01743 260210.

1 Purpose of Report

This report brings to the Committee's attention the process currently in place to evaluate Member training and development needs and asks the Committee to review that process and make recommendations in this respect to the Fire Authority.

2 Recommendations

Members are asked to:

- a) Note the process currently in place to evaluate Member training and development needs;
- b) Review that process and make recommendations in this respect to the Fire Authority.

3 Background

Several years ago the Fire Authority agreed a process for the evaluation of Member training and development needs, details of which are given at Appendix A. A copy of the related questionnaire, which Members were asked to complete, is attached at Appendix B. Although, following its agreement, the process was implemented, it has not been conducted for the last two years, because of the lack of officer time. Furthermore, some Members did not complete the questionnaires or wish to participate in the review meetings.

The Committee is now asked to review the process and make recommendations in this respect to the Fire Authority. Set out below are some possible options for the way forward.

4 Possible Options

a) Maintain the current process and ensure its implementation

The current process involves Members' completing a questionnaire, in which they rank their development needs, from the prescribed list, as high, medium or low. Each Member then has the opportunity to attend an individual development review meeting with the Assistant Chief Fire Officer (Human Resources) to discuss their training needs. Following the meetings all of the needs identified are collated and the most appropriate means of meeting those needs defined.

The individual development review meetings take up a considerable amount of the Assistant Chief Fire Officer's time and, in view of financial and time constraints, there is no guarantee that all of the development needs highlighted can be met. If, however, the Committee recommends this option and the Fire Authority agrees, then officers will ensure that it is implemented. The questionnaire would be amended to reflect the current committee structure and any developments, which have taken place since it was drawn up.

b) Maintain the questionnaire but drop the individual development reviews

This would still enable Members to highlight their individual development needs but would reduce the input from the Assistant Chief Fire Officer (Human Resources). As above, there is no guarantee that all of the development needs highlighted could be met but a development plan would be drawn up, based on the areas of highest priority.

c) Task officers with drawing up a development plan

In order to draw up such a plan officers would:

- Liaise closely with their counterparts in the constituent authorities to ascertain what training and development had been provided to their Fire Authority Members.
- Consider what issues specific to the Fire Service should be included.
- Take into account any requests made by committees in this respect – the terms of reference of each major committee include a responsibility to consider what training and development is required to ensure that its Members are able to discharge their responsibilities.

In addition, officers would ensure that new Members were given the opportunity to highlight their individual development needs, when joining the Fire Authority.

5 Financial Implications

There may be some cost implications relating to the provision of training for Members but these are as yet unknown. As far as possible, officers will endeavour to provide in-house training to keep costs to a minimum.

6 Legal Comment

There are no legal implications arising from this report.

7 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising specifically from this report.

An Initial Equality Impact Assessment has not, therefore, been completed.

8 Appendices

Appendix A

Member Development Implementation Plan

Appendix B

Member Training and Development Questionnaire

9 Background Papers

There are no background papers associated with this report.



Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Business Continuity Planning		Member Involvement	*
Capacity	*	National Framework	
Civil Contingencies Act		Operational Assurance	
Efficiency Savings		Public Value	
Environmental		Retained	
Financial		Risk and Insurance	
Fire Control/Fire Link		Staff	
Information Communications and Technology		Strategic Planning	
Freedom of Information / Data Protection Act / Environmental Information		Equality Impact Assessment	
Legal			

Shropshire and Wrekin Fire and Rescue Authority

Member Development Implementation Plan

The purpose of the process is to:

- Provide an opportunity for Members of the Fire Authority to review their development over the last twelve months; and
- Identify Member development needs in the context of their role within the Fire Authority over the coming twelve months or longer, if appropriate.

The review process will **not** consider a Member's performance specifically. It will, however, provide a forum for discussion about development needs and the best means of meeting those needs.

The process will enable Members and the Service to consolidate development to date and to agree future development provision to ensure that all Members have the necessary knowledge and skills to carry out their roles within Shropshire and Wrekin Fire Authority effectively.

The process will be conducted as follows:

- A training and development questionnaire to be completed annually in May by Members and returned to the Assistant Chief Officer. To be followed by:
- The opportunity of an annual development review meeting with the Assistant Chief Officer.

Detail of the process

The training and development questionnaire will be issued to all Members at the same time with an envelope marked 'private and confidential' for them to return their completed questionnaire to the Assistant Chief Officer. Members will be invited to contact the Assistant Chief Officer's secretary to arrange an appointment for a personal development review. Appointments will be offered between May and October and one hour allocated for each review.

Prior to each development review meeting the Assistant Chief Officer will consider the current/future role of the Member and the development needs highlighted by that Member. Members will be asked to collate evidence of development into their Personal Development File and bring it along to the review. At the meeting the content of the Personal Development File will be agreed together with future development needs and activities.

When the window of reviews has closed, the Assistant Chief Officer will arrange for the collation of all of the training and development needs identified and then define the most appropriate means of meeting those needs for Members.

Estimated time commitment

There are 17 Members of the Fire Authority and 2 non-elected Independent Members of its Standards Committee. Each will be sent a development questionnaire to complete in their own time.

The following table sets out the likely time commitment for officers in undertaking the review process.

Activity	Estimated Time Commitment	Responsible Officer
Issuing development questionnaires	2 hours	Corporate Services Manager
Arranging appointments	2 hours	Senior Management Support Officer / Management Support Officer
Preparing for review	10.5 hours (30 minutes x 21)	Assistant Chief Officer
Undertaking review	21 hours (1 hour x 21)	Assistant Chief Officer
Collation of review results	10.5 hours (30 minutes x 21)	Management Support Officer
Development activity planning	21 Hours (1 hour x 21)	Development Manager
Estimated total per annum	67 hours	

Shropshire and Wrekin Fire and Rescue Authority

Member Training and Development Questionnaire

Name.....

Current role/s within the Fire Authority

Please list any committee, of which you are a Member and whether you are Chair of any committee or working group.

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Training and Development Needs Priority Ratings

Low Priority	Moderate Priority	High Priority
<ul style="list-style-type: none"> • Not necessary to be addressed in order to perform your role/s 	<ul style="list-style-type: none"> • Needs to be addressed in order to perform your role/s to a higher standard but is not urgently required 	<ul style="list-style-type: none"> • Needs to be addressed urgently in order to perform your role/s competently

A training and development need does not necessarily arise from a total lack of knowledge or skill in a particular area. It can also arise where you already have skill or knowledge but feel you need to improve to achieve a higher standard or you wish to undertake further training for your own personal development.

Please consider each of the skill / knowledge areas listed on the following pages and circle which priority rating (High - H, Medium - M, or Low - L) is appropriate in order for you to perform your role/s within the Fire Authority. The skills / knowledge have been grouped under generic headings to tie in as closely as possible with the roles of Members on specific committees. Some necessarily appear under several headings.

Shropshire and Wrekin Fire and Rescue Authority

Member Training and Development Questionnaire

Skill / Knowledge	Development Need Priority Low/Medium/High
All Members	
Budget setting and budgetary process	L M H
Analysing complex information	L M H
Evaluating options to improve services	L M H
Making contributions in meetings	L M H
Expressing concerns	L M H
Decision making	L M H
Actively contributing to policy formation	L M H
Presenting a positive image of the Fire Authority	L M H
Equality and diversity	L M H
Ethics and standards, including Code of Conduct	L M H
Internet and email	L M H
Overview of key issues	L M H
Treasury Management	L M H
Overview of Audit Commission Assessments	L M H

Strategy and Resources Committee and Budget Working Group	
Budget setting and budgetary process	L M H
Fire Authority funding	L M H
Annual Governance Statement	L M H
Monitoring financial information	L M H
Actively contributing to policy formation	L M H
Asset management and procurement strategies	L M H
Achieving efficiencies	L M H

Audit and Performance Management Committee	
Monitoring performance	L M H
Annual Governance Statement	L M H
Value for Money	L M H
Audit Commission Assessments	L M H
Code of Corporate Governance	L M H
Audit Function	L M H

Human Resources Committee	
Integrated Personal Development System	L M H
Grievance Procedure	L M H
Conditions of Service	L M H

Standards Committee	
Ethics and standards, including Code of Conduct	L M H
Local investigation and determination procedures	L M H
Dispensation Procedures	L M H

Health Panel and Appeals Committee	
Health Panel procedures	L M H
Firefighters' Pension Scheme	L M H
Ill-health retirement legislation	L M H

Disciplinary Appeals Tribunal	
Disciplinary Policy and Procedures	L M H

Integrated Risk Management Planning Members' Working Group	
Integrated Risk Management Planning	L M H

Chairs and Vice-Chairs of Committees	
Chairing meetings	L M H

Chair and Vice-Chair of Fire Authority	
Interview skills	L M H
Conducting personal development reviews	L M H
Developing positive relationships with officers	L M H
Dealing with the media	L M H

Shropshire Fire and Rescue Service Specifics	
Vision, Mission, Core Values, Strategic Aims, Corporate Objectives and Service Objectives	L M H
Community fire safety	L M H
Organisation structure	L M H
Command structures	L M H

Regional and National Issues	
West Midlands Regional Management Board	L M H
Regional Fire Control	L M H
New Dimension The Government's co-ordinated response to terrorism	L M H

Please list below other areas, which you feel should be addressed, and give any general comments you would like to make.

Thank you for taking the time to complete this questionnaire, which should be returned in the prepaid, addressed envelope provided. If you have any queries about the questionnaire itself or Member training and development in general, please contact Lynn Ince, Management Support Officer, on telephone no. 01743 260225 or email lynn.ince@shropshirefire.gov.uk