



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Policy and Strategy Committee

# MEMBER DEVELOPMENT STRATEGY 2008/10

Report of the Chief Fire Officer

---

**Agenda No:**

**Date:** 1 August 2008

**Purpose of Report:**

To make Members aware of and to seek endorsement for the proposed 'Member Development Strategy', and to endorse the request for each individual Member of the Fire and Rescue Authority to agree and sign their generic role descriptions.

## CONTACT OFFICER

**Name :** Mark Mortimore  
Strategic Support Officer  
**Tel :** (0115) 967 5988  
**Email :** mark.mortimore@notts-fire.gov.uk

**Media Enquiries Contact :** Elisabeth Reeson  
(0115) 967 5889 [elisabeth.reeson@notts-fire.gov.uk](mailto:elisabeth.reeson@notts-fire.gov.uk)

## 1. BACKGROUND

- 1.1 The Comprehensive Performance Assessment (CPA) carried out by the Audit Commission in 2005 identified the need for greater involvement of Combined Fire Authority Members in strategic decision making. As a consequence, the new Committee structure devolves greater power, in that all Committees now have extensive delegated decision making powers.
- 1.2 In addition the Government, Local Government Association (LGA) and Improvement and Development Agency (IDeA) have all stressed the importance of the community leadership role of Elected Members. In November 2007 the Authority signed up to achieve the IDeA Regional Councillor Development Charter by December 2008.

## 2. REPORT

- 2.1 Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to modernisation and high performance. The Fire and Rescue Authority is also committed to high standards in learning and development. Alongside the evolving role of Officers, Elected Members are being given the opportunity to develop in their roles as Fire and Rescue Authority Members.
- 2.2 The purpose of the Member Development Strategy is to ensure that Fire and Rescue Authority Members carry out the above roles effectively. A budget has been set aside specifically for Member development and training, an Officer has been appointed who is directly responsible for Member development, and associated resources have been allocated. Member development and training has an important part to play in the achievement of the strategic objectives set out in the Vision Statement for the Authority.

### Aims & Objectives

- 2.3 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 engage with their communities through their role on the Fire and Rescue Authority. It is also seen as a means of achieving the Charter for Member Development and confirming the Authority's commitment to learning and development for Members. The strategy sets out some of the main activities that will be undertaken to support Member development.
- 2.4 The specific objectives of this strategy are to support Members to:
  - Develop confidence and skill in undertaking their role as a Member of the Fire and Rescue Authority;
  - Broaden their knowledge about key aspects of the Fire and Rescue 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.

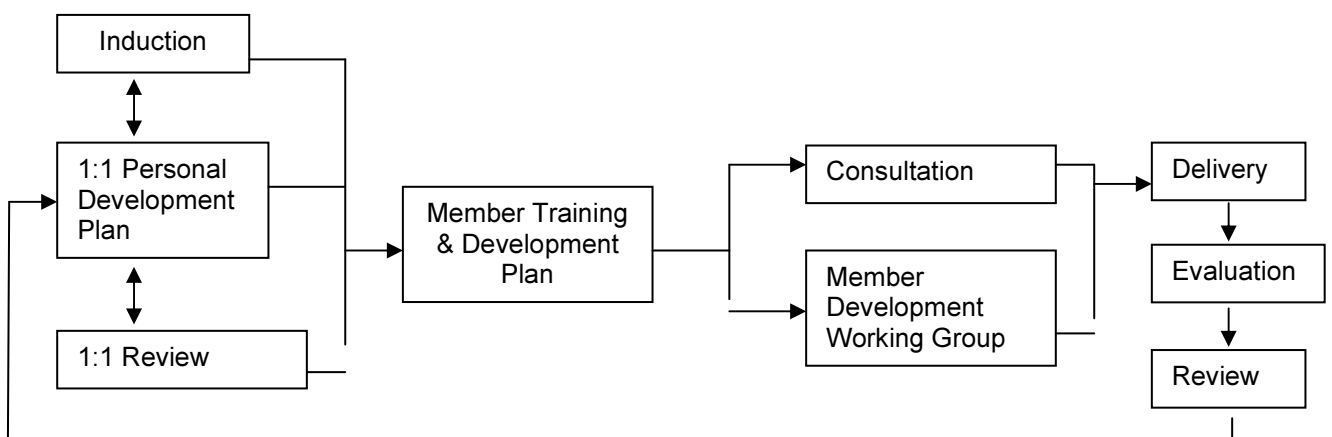
### Member Training & Development Plan

- 2.5 A learning and development plan for all Elected Members will be drawn up based on inputs from several sources. These will include requests from political groups, formal learning needs analysis, Members' own personal development plans which were carried out the last year, suggestions from Officers, new legislation, central Government and local initiatives, partnership working, and other external influences. Initially this plan will be reviewed bi-annually and, once embedded, annually.
- 2.6 It is intended that the plan will, in time, provide for a range of development options including an open programme of events, development of the resource library, e-learning opportunities together with mentoring and coaching.

### Implementation & Review

- 2.7 The Policy and Strategy Committee is responsible for the development, monitoring, evaluation and amendment of the Strategy.
- 2.8 Implementation of the Strategy is the responsibility of the Chief Fire Officer.

### 2.9 Strategy



- 2.10 The starting point for the strategy is to support Members when they join the Authority and part of the induction process will include the provision of a generic information pack combined with a mentoring system (see above).
- 2.11 The generic information pack will include 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, Nottinghamshire Fire and Rescue Service contact list, together with general information on the Service. Access to the Members' development section on the Service's Intranet will be made available, where an electronic copy of the Members' Handbook will be kept, along with other relevant materials.
- 2.12 A mentoring system could be developed whereby Chairs, Vice-Chairs and Political Group Leaders provide support to other Authority Members.

- 2.13 Individual one to one sessions will take place between Members and the Strategic Support Officer. At the initial one to one session a Personal Development Plan will be completed, followed by a Review at a later stage. This information and any subsequent surveys will be used to inform the Policy and Strategy Committee. The Policy and Strategy Committee will hold discussions twice a year to plan and co-ordinate Member development activities and address individual and group needs.
- 2.14 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. This will be used to devise an annual development plan called the 'Member Training and Development Plan'. The Policy and Strategy Committee will monitor and review the progress of the plan over any given year.
- 2.15 The Policy and Strategy Committee will ensure that activities, when proposed, meet Members' needs and are scheduled and delivered appropriately and effectively.
- 2.16 The Policy and Strategy Committee will offer to collaborate with the Constituent Authority in the delivery of joint Member training activities and promote the sharing of best practice. Local Government East Midlands (LGEM) also provide opportunities for Member development networking arrangements.
- 2.17 A catalogue of learning resources and periodicals/magazines available for Members' use, together with their location, will be drawn up and maintained.
- 2.18 All Members will receive the published internal annual learning and development plan/programme of events, and also information about learning opportunities available through LGEM and others as a matter of course.
- 2.19 The Member Training and Development Strategy will be subject to an annual review to be presented to the Policy and Strategy Committee.
- 2.20 Members will show their commitment to this process by agreeing and signing up to a Fire and Rescue Authority Elected Member role description for the period during which they serve on the Fire and Rescue Authority.

### **3. FINANCIAL IMPLICATIONS**

The financial implications associated with Member development have already been dealt with in previous reports to the Fire and Rescue Authority. A budget has been allocated for Member development for the year 2008/09 – this will be reviewed before the end of year financial statement is presented to the Fire and Rescue Authority in 2009.

#### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

An Officer has been appointed to manage the processes involved in gaining and maintaining Member development needs. This Officer carries out annual Personal Development Reviews on all Members of the Fire and Rescue Authority, develops and maintains the Member Development Strategy and will be formulating individual Member development plans.

#### **5. EQUALITY IMPACT ASSESSMENT**

An initial equality impact assessment has been carried out and is attached as Appendix B. This initial assessment indicates that there are no equality issues associated with this report.

#### **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

#### **7. LEGAL IMPLICATIONS**

There is a requirement for the Authority to satisfy various requirements with regard to Member Development; this includes the Comprehensive Performance Assessment/Comprehensive Area Assessment and the annual report on the CIPFA/SOLACE framework on Corporate Governance.

#### **8. RISK MANAGEMENT IMPLICATIONS**

The Authority is at risk of not being able to display to external scrutiny the correct level of commitment to the attainment and maintenance of Member competence and development. By complying with the guidance that is available from external sources such as LGEM and CIPFA/SOLACE, the organisation is more likely to gain an acceptable performance assessment from external scrutiny.

#### **9. RECOMMENDATIONS**

It is recommended that Members:

- 9.1 Endorse the Member Development Strategy;
- 9.2 Endorse the requirement for all Members of the Fire and Rescue Authority to approve and sign the Members' role description;
- 9.3 Recommend to the Fire and Rescue Authority the formal adoption of the Member Development Strategy and the attached role description.

**10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

Frank Swann  
**CHIEF FIRE OFFICER**

## **ROLE OF MEMBERS OF THE NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM 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 AND RESCUE AUTHORITY**

You are expected to:

1. Lead and support the establishment and realisation of the Authority's vision, Aims and Goals:

#### Vision

*'Creating Safer Communities'*

*'A safer Nottinghamshire and City of Nottingham by putting safety at the heart of the community'.*

#### Our Aims

- § To deliver a quality public service.
- § To maintain efficient and effective support systems for delivering the service.

#### Our Goals

1. Responding to the needs of the community.
2. Supporting all our employees.
3. Managing the Service on a good business foundation.

#### Strategic Objectives

- § Reduce life loss and injury arising out of fires and other emergency incidents
- § Reduce the number of fires and other emergency incidents

- § Reduce the commercial, economic and social consequences of fire and other emergency incidents
- § Protect the environment and the Nottinghamshire heritage
- § Provide a safe, healthy, competent and representative workforce
- § Support the wider agenda of community cohesion
- § Provide a better value for money Service.

### Key Priorities

- § More prevention
  - § Better protection
  - § Effective emergency response
  - § Greater value for money
2. Agree the strategy and resources required for making Nottinghamshire 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 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 Nottinghamshire and City of Nottingham Combined Fire Authority.

**Signed by:** .....

**PRINT NAME:** .....

**Date:** .....

**INITIAL EQUALITY IMPACT ASSESSMENT**

**Appendix B**

<b>Section</b>	<b>Manager</b>	<b>Date of Assessment</b>	<b>New or Existing</b>
Command Suite	Mark Mortimore	15/07/08	New
<b>Name of Report to be assessed</b>	Member Development Strategy 2008/10		
1. Briefly describe the aims, objectives and purpose of the report.	The report asks for the endorsement of the Member Development Strategy and the attached Members' Role. The report sets out the strategy to be adopted by the Authority for Member development and contains a draft Members' role		
2. Who is intended to benefit from this report and what are the outcomes?	The Elected Members of the Fire and Rescue Authority are expected to benefit from the contents of the report. The outcomes will be that the Authority has Elected Members that can display best practice in Member development, which also allows the organisation to display to external scrutiny its commitment to Member development.		
3. Who are the main stakeholders in relation to the report?	All Members of the Fire and Rescue Authority.		
4. Who implements and who is responsible for the report?	The Strategic Support Officer is responsible for the report and the implementation of the outcomes of the report.		

5. Please identify the differential impact in the terms of the six strands below. Please tick yes if you have identified any differential impacts. Please state evidence of negative or positive impacts below.

<i>STRAND</i>	<b>Y</b>	<b>N</b>	<i>NEGATIVE IMPACT</i>	<i>POSITIVE IMPACT</i>
Race		✓		
Gender		✓		
Disability		✓		
Religion or Belief		✓		
Sexuality		✓		
Age		✓		

6. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?	<b>Y</b>	<b>N</b>	7. Should the policy/service proceed to a full impact assessment?	<b>Y</b>	<b>N</b>

**I am satisfied that this policy has been successfully impact assessed. I understand the impact assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.**

Signed (completing person) Mark Mortimore

Date 15 July 2008