



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

MEMBER DEVELOPMENT POLICY

Report of the Chief Fire Officer

Agenda Item No:

Date: 14 November 2008

Purpose of Report:

To seek endorsement of the Policy and Strategy Committee for the proposed Member Development Policy and to recommend the policy be forwarded to the full Fire and Rescue Authority for formal adoption.

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1. BACKGROUND

- 1.1 The Comprehensive Performance Assessment (CPA) carried out by the Audit Commission in 2005 identified the need for greater involvement of Fire and Rescue 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.
- 1.3 The purpose of the Charter is to provide a vehicle to improve the corporate performance of local authorities, through the development of its councillors. There are six key steps to achieve accreditation against the Charter, with evidence collection being one of the more significant steps. There are over 100 separate pieces of evidence which have to be compiled into a portfolio. Two major pieces of evidence required are the development and adoption of a Member Development Strategy and a Member Development Policy. The Member Development Strategy was formally agreed at the September meeting of the Fire and Rescue Authority. The next step is to adopt a formal Member Development Policy, which is attached to this report as Appendix B.

2. REPORT

- 2.1 Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to modernisation and high performance. The Authority is also committed to high standards in learning and development. Alongside the evolving role of Officers, Members are also being given the opportunity to develop in their roles within the Fire and Rescue Authority.
- 2.2 The purpose of the Member Development Policy is to ensure that the Authority develops Members who are able to influence the political management of the Nottinghamshire Fire and Rescue Service. 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.
- 2.3 The policy has been developed to ensure training and development needs are identified at a number of levels:
 - § Individual;
 - § Role specific; and
 - § Corporate.

2.4 Training and development plans will be introduced to ensure that the maximum is achieved for the investment, and training activity will be carefully planned. To achieve this, an annual Elected Member training plan will be drawn up. The purpose of the plan is to:

- § Establish clear priorities for training and development;
- § Enable identified needs to be prioritised;
- § Identify appropriate development methods;
- § Identify resources needed to deliver the plan and any resource gaps;
- § To ensure transparency and equity;
- § Provide a framework for evaluation; and
- § Ensure the best use is made from training budgets and other resources.

2.5 A flexible approach to the delivery of training and development will be adopted to make full use of the different training and development methods available and meet the individual needs of Members. As well as the need to offer flexibility, Members will have an equality of access to information and participation relating to training and development activities.

2.6 The policy also covers:

- § Resources to support training and development;
- § Training and development records;
- § Roles and responsibilities;
- § Evaluation; and
- § Implementation of the policy.

3. FINANCIAL IMPLICATIONS

The financial implications associated with Member development have already been addressed 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 A to this report. The initial assessment indicates that there are no equalities 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 a number of 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 Policy; and
- 9.2 Recommend to the Fire and Rescue Authority the formal adoption of the Member Development Policy.

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

None.

Frank Swann
CHIEF FIRE OFFICER

Initial Equality Impact Assessment Questionnaire

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

Title of policy or service Member Development Policy						
Name of Employee completing assessment: Mark Mortimore				Department and Section: Command Suite		
1. State the purpose and aims of the policy or service. The purpose of the Member Development Policy is to ensure that the Authority develops Members who are able, by their performance and contribution, to influence the political management of the Nottinghamshire Fire and Rescue Service.						
2. Who is responsible for implementing it? The Chief Fire Officer, Chair of the Fire Authority and Strategic Support Officer.						
3. Who is likely to be disproportionately affected by the proposal? People from which of the equality strands? (please tick)						
Age	Disability	Family Status	Gender	Race	Sexual Orientation	Religion or Belief
4. If no boxes are ticked – there is no need to continue the EIA						
5. If 1 or more boxes are ticked, describe how these groups are likely to be affected:						
6. Identify the individuals and organisations that are likely to have an interest in, or be affected by the policy or service. <i>This should identify the persons/organisations who may need to be consulted about the policy or service and its impact.</i>						
7. Has consultation (with managers, employees, TUs etc) on the policy or service been undertaken?				Yes	No	
8. If yes, set out who has been consulted and any agreements and/or concerns identified:						

9. Has monitoring been undertaken?		Yes	No
10. What does this monitoring show?			
11. If no to Q9, has a monitoring system been established to check for impact on equality strands?		Yes	No
12. Other comments:			
13. Taking into account the information gathered to date, does the policy or service have a different impact on any equality group? Please identify:			
No Impact	Positive Impact	Negative Impact	Impact Not Known
14. If No Impact or Positive Impact box is ticked there is no need to continue the EIA. If Negative Impact or Impact not Known is ticked, please proceed to full assessment.			
15 Proceed to Full Equality Impact Assessment		Yes	No
16. What are your reasons for your decision?			

1st Authorising signature (Completing Employee/s)

.....

Date:

Once completed and authorised, please send copy of this form to the Equality and Diversity Officer.

2nd Authorising Signature (Equality and Diversity Officer)

.....

Date:



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Member Development Policy

Policy No: [Insert policy number here]

Scope:

This policy applies to all Elected Members of the Nottinghamshire and City of Nottingham Fire and Rescue Authority and is mandatory.

Summary:

Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to providing efficient, economical and effective services. Our vision is to deliver a safer Nottinghamshire by putting safety at the heart of the Community. Elected Members are integral to achieving the Authority's vision, the Authority's strategic objectives and the delivery of high quality services. The Authority is committed to supporting the development of all Elected Members to enable them to perform effectively in their current role and to develop to meet future challenges. Areas covered within the policy are:

- Policy statement;
- Purpose and scope of the policy;
- Identification of training and development needs;
- Training and development plans;
- Delivery of training and development activities;
- Access to training and development activities;
- Resources to support training and development;
- Training and development records;
- Roles and responsibilities;
- Implementing the policy;
- Review of the policy.

Version Control: Department:

<i>Person Responsible</i>	<i>Version</i>	<i>Date</i>
Mark Mortimore (Strategic Support Officer)	0.1	26/08/08

Review Date:

26/08/09

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1. POLICY STATEMENT

1.1 Nottinghamshire and City of Nottingham Fire and Rescue Authority are committed to providing efficient, economical and effective services. Our vision is to deliver a safer Nottinghamshire by putting safety at the heart of the Community.

1.2 Elected Members are integral to achieving the Authority's vision, strategic objectives and the delivery of high quality services. The Authority is committed to supporting the development of all Elected Members to enable them to perform effectively in their current role and to develop to meet future challenges. The Authority is committed to ensuring that:

- All Elected Members have access to appropriate training and development activities to enable them to acquire the knowledge and skills required to be an effective Elected Member.
- A planned and structured approach to Elected Member training and development is taken.
- Access to training and development activities is transparent and equitable.
- Training and development, wherever possible, is linked to the Elected Member's role description.
- Elected Member training and development activities are adequately resourced within available budgets.
- Elected Members are encouraged to identify their own development needs and participate fully in training and development activities.
- All Elected Members will have a Personal Development Plan that identifies current training and development needs and planned development.
- Wherever possible training and development for Members will be linked to the Member development programmes offered by their constituent authorities. This is to avoid unnecessary overlap and demand on Members' time.

1.3 A corporate Elected Member Training and Development Plan will be produced each year. This plan will be linked to the Authority's Strategic Plan, the roles and function of Councillors and the key changes affecting the Authority's priorities along with individual personal development needs.

2. PURPOSE AND SCOPE OF THE POLICY

2.1 The purpose of this policy is to develop Members who are able, by their performance and contribution, to influence the political management of the Nottinghamshire Fire and Rescue Service.

2.2 This policy applies to all Elected Members.

3. IDENTIFICATION OF TRAINING AND DEVELOPMENT NEEDS

3.1 Training and development needs will be identified at a number of levels:

Individual

- Individual training needs analysis questionnaire will be completed with each Elected Member on an annual basis.
- Every Elected Member of the Nottinghamshire and City of Nottingham Fire and Rescue Authority will have an opportunity to discuss their training and development needs on a one to one basis.
- New Elected Members will have a one to one meeting to discuss training and development needs as part of their induction.
- Each Elected Member will have a Personal Development Plan which will be reviewed each year.

Role Specific

- Each Elected Member role will have a role profile.
- Members whose role changes will have their training and development needs reviewed.

Corporate

- Committee Chairs will, through the Authority's business planning processes, community plan, and audit of Best Value, anticipate the effects of impending change and identify subsequent training and development needs for Members in their different roles.

4. TRAINING AND DEVELOPMENT PLANS

4.1 To ensure that the maximum is achieved for the investment, training activity needs to be carefully planned. To do this an annual Elected Member training plan will be drawn up.

4.2 The purpose of the plan is to:

- Establish clear priorities for training and development.
- Enable identified needs to be prioritised.
- Identify appropriate development methods. Draft list of development activities attached as appendix A.
- Identify resources needed to deliver the plan and any resource gaps.

- To ensure transparency and equity.
 - Provide a framework for evaluation.
 - Ensure the best use is made from training budgets and other resources.
- 4.3 The Chief Fire Officer, in conjunction with appropriate Councillors and the Strategic Support Officer, will be responsible for proposing the annual training plan and will do so in consultation with the Policy and Strategy Committee.

5. DELIVERY OF TRAINING AND DEVELOPMENT ACTIVITIES

- 5.1 A flexible approach to the delivery of training and development will be adopted to make full use of the different training and development methods available and meet the needs of all Members. This may include training already scheduled by the City and County Councils.
- 5.2 When appropriate, joint Member and Officer training and development activities will be encouraged.

6. ACCESS TO TRAINING AND DEVELOPMENT OPPORTUNITIES

- 6.1 All Elected Members will have equal access to information relating to training and development opportunities.
- 6.2 All Elected Members will have equal access to participation in training and development opportunities, subject to their personal needs, taking into account those with work or family commitments, and the needs of their roles and responsibilities throughout their election to the Authority.
- 6.3 All training and development provisions will conform to the Service's equal opportunities policies and practices.

7. RESOURCES TO SUPPORT TRAINING AND DEVELOPMENT

- 7.1 Elected Member Training and Development is funded from the allocated Elected Member Development budget. This budget will be prioritised to cover priority needs linked to the Elected Member Training Plan (which includes both individual training and corporate development needs).
- 7.2 Elected Member entitlements to travel and subsistence for attendance at training and development events is stated in the Elected Members' Scheme of Allowances.
- 7.3 The Elected Member development budget will be administered through the head of learning and development in consultation with the Strategic Support Officer.

8. TRAINING AND DEVELOPMENT RECORDS

- 8.1 The Strategic Support Officer and the Command Suite Support Team will assume responsibility for recording Elected Member training and development records.

9. ROLES AND RESPONSIBILITIES.

9.1 Role of the Strategic Support Officer:

- Propose, in consultation with appropriate Officers, the Elected Members training and development plan.
- Resource, organise or provide training and development for the Elected Members.
- Create an environment that encourages self-development and continuous learning and the sharing of knowledge and skills amongst Members.
- Monitor and review in conjunction with Officers of the Service the effectiveness and application of this policy.
- Prepare the Learning and Development Plan and reports as required.
- Maintain Member personal development records.

9.2 Role of Political Leaders:

The role of Political Leaders is to visibly illustrate commitment to learning and development for Elected Members from all political parties and to promote and encourage full participation in the Elected Member Development Policy.

9.3 Role of Strategic Management Team:

SMT are responsible for identifying relevant Service specific training and development areas and notifying the Strategic Support Officer to ensure inclusion in the Elected Member Training and Development Plan.

9.4 Role of Individual Elected Members:

- Identify their learning and development needs in conjunction with the Strategic Support Officer.
- Maintain their personal development plan.
- Seek opportunities to improve their effectiveness and increase their potential.
- Attend pre-arranged training and development activities.

- Share their knowledge and skills with their peers.
- Review their learning and development activities.
- Apply the knowledge and skills developed through the activities.

10. EVALUATION

The Councillors' role in the evaluation of learning and development solutions is critical to the continuous improvement of learning events and associated materials. The organisation invests a great deal in learning and development activities and it needs to know that it is achieving best value.

The most common model of evaluating learning and development identifies four levels:-

1. **Reaction** - Identifies the participant's views and feelings about what they have experienced as this can influence what and how they take the learning forward
2. **Immediate** - Looks at what the participants have actually learned and what they can transfer to their work/life
3. **Intermediate** - Examines the effect of the learning on their job/role performance
4. **Ultimate** - Traces the effect of the learning on the organisation

During learning activities, it is important to discuss/gather information of the councillors' experience of the learning that has taken place and their understanding of these events prior to attendance, to inform future planning and in some instances reinforce the learning that has taken place.

Reflection and evaluation of learning are also critical elements of the learning and development process. Councillors are expected to complete a pre course form, a post course evaluation and contribute to the annual review of the training plan. Where events are organised by other organisations, councillors are expected to discuss the value of the events on their return and distribute learning materials to others.

Achieving the organisation's strategic objectives is obviously a positive reflection of effective councillor learning and development.

11. IMPLEMENTING THE POLICY

- 11.1 This policy is intended to be a common framework for the provision of all Elected Member training and development.

12. REVIEW OF THE POLICY

12.1 This policy will be reviewed annually to ensure that it is applied equally and is in line with the business objectives of the organisation.

Development Activity

Induction

Representational and organisational roles of councillors

The Authority, its constitution and committees

Ethics and Probity

Performance Management and Assessment regime

Freedom of Information

Health and Safety

Equality and Diversity

Local Leadership

Community Safety Plan

Networking

Negotiating

Mediation Skills

Identifying Community Needs

Advocacy

Chairing a Meeting

Team working and building

Partnership Working

LSPs

Partnership Awareness

Communication Skills

Media Skills

Public Speaking

IT Skills - Email, Intranet and internet, outlook, powerpoint, Exel, Access

Communication Skills

Conflict Management

Carrying out research

Political Understanding

LAAs

Political Leadership - Leadership

Academy Modules

Working in Local Government Finance

Working in HR

Community Safety

Communication Skills

Media Skills

Public Speaking

IT Skills - Email, Intranet and internet, outlook, powerpoint, Exel, Access

Communication Skills

Conflict Management

Carrying out research

Political Understanding

LAAs

Political Leadership - Leadership

Academy Modules

Working in Local Government Finance

Working in HR

Community Safety

Working in Committees

Scrutiny and Challenge

Scrutiny Procedure Rules

Working Across Party Boundaries

Powers of the standards committee

Committee procedure rules

Case studies

The Ethical Framework

Regulating and Monitoring

CAA

Health and Safety

Stress Awareness

Speed Reading

Time Management

Assertiveness

Project management

Management of Change

Best Value Reviews

Miscellaneous

Performance management

Health and Safety

Stress Awareness

Speed Reading

Time Management

Assertiveness

Project management

Management of Change

Best Value Reviews

Working in Committees