

## REPORT OF THE CHIEF FIRE OFFICER

# MEMBER TRAINING AND DEVELOPMENT

### 1 Purpose of Report

For the Committee to approve the amended Member training and development questionnaire and to recommend to the Fire Authority a process for Member personal development review.

### 2 Recommendation

The Committee is asked to:

- a) Agree the amended Member training and development questionnaire, attached at Appendix A to this report; and
- b) Make recommendations to the Fire Authority regarding a process for Member personal development review.

### 3 Background

A report on Member training and development was considered by this Committee at its meeting on 1 November 2005. At that time the Committee agreed:

- a) A Member training and development questionnaire, subject to some amendment;
- b) That the Fire Authority be recommended to adopt a personal development review process for Members to be conducted by a senior officer of the Brigade; and
- c) That officers bring a report to the next meeting of the Committee, providing full details of the impact of this work on Brigade officers and the costs of engaging an external consultant to conduct the review process.

This report provides the details requested by Members at the November meeting.



## 4 Training and Development Questionnaire

At its November meeting the Committee considered the Member training and development questionnaire and agreed that the skills / knowledge listed should be grouped under generic headings, which tied in with the roles of Members on specific committees. The questionnaire has been amended accordingly and a copy is attached at Appendix A for final approval.

## 5 Impact of the Review Process on Officers

The Assistant Chief Officer has now drawn up a proposed Member Development Implementation Plan (attached at Appendix B), which sets out the various steps in the process and details how much time would be spent by officers, if they were to conduct the reviews.

## 6 Costs of Engaging an External Consultant

The Improvement and Development Agency (I&DeA) can work with local authorities to assess the development needs of their Members. Discussions with the Agency indicate that the process and costs would be as follows:

- **Design**  
This would take 3 days and involve interviews with key people, such as the Chair, Vice-Chair, Chief Fire Officer and Assistant Chief Officer.
- **Individual Interviews**  
To prepare for, conduct, and write up, the personal development interviews would take 3 hours per person, i.e. approximately 8 days.
- **Training and Development Plan**  
The I&DeA would then take 3 days to bring all of the information together.
- **Costs**  
The total cost of the above work would be £11,200 (14 days X £800 per day).

Opinion Research Services Ltd. (ORS) is also able to offer similar consultancy and their daily rate is approximately £500. Based on the I&DEA process above the approximate cost to engage ORS would be £7,000.

## 7 Legal Comment

There are no legal implications arising from this report.

## 8 Financial Comment

Although a discrete budget for Member training has already been established, it may be necessary to increase this in line with the training needs identified.

No provision has been made in the budget for external consultants to conduct the Member development review process. Any costs in this respect would, therefore, need to be approved by the Fire Authority and found from existing budgets.

## 9 Equality and Diversity Implications

There are no equality or diversity implications arising from this report.



## 10 Appendices

**Appendix A** Member Training and Development Questionnaire

**Appendix B** Proposed Member Development Implementation Plan

## 11 Background Papers

**Shropshire and Wrekin Fire Authority**

Human Resources Committee 1 November 2005, Report 8 – Member Training and Development and minutes

For further information about this report please contact Sharon Lloyd, Committee and Administration Manager, on 01743 260210.

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## SHROPSHIRE AND WREKIN FIRE 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.

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### Training and Development Needs Priority Ratings

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

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 AUTHORITY**  
**MEMBER TRAINING AND DEVELOPMENT**  
**QUESTIONNAIRE**

Skill / Knowledge	Development Need Priority Low/Medium/High
<b>All Members</b>	
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

<b>Strategy and Resources Committee and Budget Working Group</b>	
Budget setting and budgetary process	L M H
Fire Authority funding	L M H
Statement on Internal Control	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
Best Value	L M H

<b>Performance Management Committee</b>	
Monitoring performance	L M H
Statement on Internal Control	L M H
Best Value	L M H
Comprehensive Performance Assessment	L M H
Code of Corporate Governance	L M H

<b>Human Resources Committee</b>	
Integrated Personal Development System	L M H
Grievance Procedure	L M H
Conditions of Service	L M H

<b>Standards Committee</b>	
Ethics and standards, including Code of Conduct	L M H
Local determination procedures	L M H

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

<b>Disciplinary Appeals Tribunal</b>	
Disciplinary Policy and Procedures	L M H

<b>Integrated Risk Management Planning Working Group</b>	
Integrated Risk Management Planning	L M H

<b>Chairs and Vice-Chairs</b>	
Chairing meetings	L M H

<b>Chair and Vice-Chair</b>	
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

<b>Shropshire Fire and Rescue Service Specifics</b>	
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

<b>Regional and National Issues</b>	
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 Sharon Lloyd, Committee and Administration Manager, on telephone no. 01743 260210 or email [sharon.lloyd@shropshirefire.gov.uk](mailto:sharon.lloyd@shropshirefire.gov.uk)

## Shropshire and Wrekin Fire Authority

### Proposed Member Development Implementation Plan

This is first draft of the process for Member Development to form the basis of discussion for the Human Resources Committee.

#### 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.

#### It is proposed that the process is 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.

#### Proposed detail of the process

The training and development questionnaire would 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 would be invited to contact the Assistant Chief Officer's secretary to arrange an appointment for a personal development review. Appointments would be offered between May and October and one hour allocated for each review.

Prior to each development review meeting the Assistant Chief Officer would consider the current/future role of the Member and the development needs highlighted by that Member. Members would 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 would be agreed together with future development needs and activities.



When the window of reviews had closed, the Assistant Chief Officer would 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 would 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.

<b>Activity</b>	<b>Estimated Time Commitment</b>	<b>Responsible Officer</b>
Issuing development questionnaires	2 hours	Committee & Administration Manager
Arranging appointments	2 hours	Management Support Officer
Preparing for review	9.5 hours (30 minutes x 19)	Assistant Chief Officer
Undertaking review	19 hours (1 hour x 19)	Assistant Chief Officer
Collation of review results	9.5 hours (30 minutes x 19)	Management Support Officer
Development activity planning	19 Hours (1 hour x 19)	Development Manager
<b>Estimated total per annum</b>	<b>61 hours</b>	