

Appendix 1 to Item 4
Cheshire Fire Authority
22 June 2022



Cheshire
Fire Authority



Member Training and Development Group Review 2021-22

Version 1.0 – June 2022

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1. INTRODUCTION

The Authority remains committed to ensuring that all Members have access to and undertake adequate training and development opportunities to better enable them to fulfil their roles as Fire Authority Members. This report provides a review of the Member Development activities that the Authority has undertaken during 2021-2022 and the work carried out by the Member Training and Development Group.

2. MEMBERSHIP AND ROLE OF THE MEMBER TRAINING AND DEVELOPMENT GROUP

- 2.1 The Fire Authority's Member Training and Development Group is a cross-party group composed of five Fire Authority Members and an independent (non-elected) member.

Membership for 2021-22

Councillor Gina Lewis (Chair)

Councillor David Brown

Councillor Rob Moreton

Councillor Karen Mundry

Councillor Stuart Parker

Derek Barnett (independent (non-elected) member)

2.2 Terms of Reference

MEMBERSHIP

The group comprises of 5 Members and 1 independent (non-elected) member and appointments are made by the Fire Authority.

Note: at its Annual Meeting in June 2021, that Fire Authority agreed to appoint 5 Members to the Group.

RESPONSIBILITIES

The role of the Member Training and Development Group is:

- To advise on the development, monitoring and evaluation of a Member Development Programme to ensure that Members' training needs are being met.
- To develop, monitor and review the Member Development Strategy and ensure that the Member Development Programme is developed in line with the strategy and to meet individual Member development needs.

3. MEMBER TRAINING AND DEVELOPMENT GROUP WORK PROGRAMME 2021-22

- 3.1 The Member Training and Development Group (the Group) usually meets on a quarterly basis to carry out its roles and functions in respect of the development, monitoring and evaluation of Member development activities for Fire Authority Members. Meetings have taken place on 6th July 2021, 5th October 2021, 18th January 2022 and 5th April 2022.
- 3.2 The Group plays a key role in assisting officers with Member development activities. Key areas of work carried out during 2021-22 include:
- Development, implementation and quarterly monitoring of the Member Development Strategy 2022-24.
 - Development, implementation and quarterly monitoring of the Member Development Programme for 2021-22.
 - Review/refresh of the Personal Development Review process for 2021-22
 - Review of the outcomes from Personal Development Reviews conducted in 2021-22.
 - Evaluation of the Induction Programme for 2021-22.
 - Review of the training and development of Member Champions.

4. MEMBER DEVELOPMENT STRATEGY 2022-24

- 4.1 The Member Development Strategy 2022-24 was initially approved by the Fire Authority in December 2021. The Strategy sets out the Authority's strategic direction in respect of Member Development for the two-year period.
- 4.2 The implementation plan for the Strategy was monitored at each meeting of the Group and a copy of the annual progress plan is attached as Annex 1 to the report. An outline of the objectives and progress to date is detailed below:

Objective 1 – Identify and prioritise Members' Training and Development Needs

Members' training and development needs were identified through personal development review meetings. The majority of personal development review meetings took place between August 2021 and November 2021. A summary report with the outcomes from the meetings was taken to the Group in January 2022.

Personal development plans were created from these review meetings and the majority of individual training needs identified have been met with one-to-one sessions with the relevant departments or officers. Training identified that was felt to be beneficial to all Members was incorporated into the Programme for 2021-22.

General training and development needs identified from the 2021-22 personal development plans included:

- Visits to North West Fire Control
 - Democratic Services have ensured that visits to North West Fire Control are included on the Member Development Programme 2022-23.
- Social Media and handling approaches from the Media.
 - Democratic Services have incorporated social media training in the Member Development Programme 2022-23 following the establishment of the Communications and Engagement Team.
- Input from Firefighters on the use of new equipment
 - Democratic Services have incorporated visits to local stations for Members to see new equipment such as the wildfire technology and Rapid Response Rescue Units.

Objective 2 – Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members

Officers continued using the template that was approved by the Group last year which simplified and updated the personal development plans to ensure all elements were still relevant. Members rated their knowledge of different areas from 1-4 (1 = below the level required to 4 = outstanding) in order to ascertain areas where development was required. These results were also compared with the previous year. All Members saw some increase in their knowledge of the Authority and Service.

Objective 3 – Provision of an annual Member Development Programme that is in line with priorities identified and within available resources

The Member Development Programme 2021-22 (the Programme) was approved by the Authority in June 2021. It covered general training and development sessions for all Members, as well as induction sessions specifically tailored for new Members. A copy of the Programme is attached as Annex 2 to this report. Unfortunately, the pandemic and social distancing restrictions meant that many of the events took place virtually.

A mix of in person and virtual Members' Planning Days took place during 2021-22 which provided an opportunity for Members to further their knowledge and understanding of the Service. Webinar style Skype meetings took place covering the following topics: The Prince's Trust; turnout arrangements within the Service; and sprinklers. The Planning Days aimed to provide Members with key information to enable them to make informed decisions about the Service's future. They also provided an opportunity for updates to be given on local and national issues within the sector.

All Members and the independent (non-elected) member, were encouraged to attend the Planning Days and to provide feedback on the sessions to ensure that they remain informative and relevant. An overview of attendance is shown in the tables below:

Meeting Date	Number of attendees	Completed evaluation forms
9 th July 2021 (virtual)	21	14
3 rd September 2021	16	7
14 th January 2022 (virtual)	22	N/A
8 th April 2022	14	N/A

The evaluation forms for Member Planning Days were created via the Survey Monkey for Members to complete electronically at their convenience. Overall, feedback continues to be very positive from the Planning Days with the majority of Members stating that they found the sessions to be 'Completely' applicable to support their role on the Fire Authority.

Objective 4 – Delivery of a comprehensive and effective induction process for new Members

Three new Members joined the Fire Authority in 2021-22. Due to the Coronavirus Pandemic, the scheduled induction could not be delivered in its usual format. The new Members were sent a welcome pack from Democratic Services and attended a one to one meeting with the Chief Fire Officer and Chief Executive. Any further information was supplemented through the officer/member buddy system.

Objective 5 – Member Champions – Review current roles and maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit

The Member Champion arrangements were reviewed by the Governance and Constitution Committee. The Group had the opportunity to feed their observations into the review.

During the year officers have also assisted with ensuring that Member Champions have been invited to attend Local Government Association networking groups, training and conferences, where relevant.

Objective 6 - Continuous Development

The Group has reviewed monitoring reports concerned with the implementation of the Member Development Strategy 2022-24 at its meetings during 2021-22.

The Member Development Strategy 2022-24 was taken to the Group for review in October 2021 prior to submission to the Authority for approval.

The Member Development Satisfaction Survey 2021-22 was sent to all Members for feedback on the training and development opportunities during the year. The results from the survey will be reported to the Group in July 2022.

ANNEX 1

Objective	Key Actions	Responsible Officers	Target Date
1. Identify and prioritise Members Training and Development Needs	1.1 Complete Annual Personal Development Reviews and Development Plans for all Members	Human Resources/ Democratic Services	Dec 20 – Jan 21
	1.2 Complete an initial Personal Development Review and check personal development plans for newly elected Members as part of the induction programme	Human Resources/ Democratic Services	July – Aug 22/23
	1.3 Carry out Training Needs Analysis based on outcomes of PDRs and Members PDPs and develop a programme for delivery of needs based on priorities.	Human Resources/ Democratic Services	Oct 22/23
2. Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members	2.1 Carry out a review of the current PDR process to ensure that it remains effective for experienced and new Members.	People and Development/ Democratic Services	Ongoing
3. Provision of an Annual Member Development Programme that is in line with priorities identified and within available resources.	3.1 Develop Annual Member Development Programme which complements the training needs identified	Democratic Services Manager/Member Training and Development Group (MTDG)	June 2022/23
	3.2 Review the annual programme to ensure that it aligns with any future changes introduced as part of the national Fire Reform Programme	Democratic Services Manager MTDG	Ongoing
	3.2 Produce a quarterly monitoring report on the delivery of the programme for submission to the Member Training and Development Group	Governance and Corporate Planning Manager	2021-22 2022-23 October December March

Objective	Key Actions	Responsible Officers	Target Date
4. Delivery of a comprehensive and effective Induction process for new Members	4.1 Provision of Induction Programme for New Members	Governance and Corporate Planning Manager	June 22 June 23
	4.2 Provision of Information Pack for New Members (on appointment to Fire Authority)	Governance and Corporate Planning Manager	June 22 June 23
	4.3 Annually review the Member/Officer Buddy System to ensure it remains effective	Governance and Corporate Planning Manager MTDG	Mar 22 Mar 23
5. Member Champions	5.1 Review current roles and maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit	Governance and Corporate Planning Manager MDTG	Mar 22 Mar 23
6. Continuous Development	6.1 Produce quarterly monitoring reports in respect of the Strategy's implementation plan for MTDG	Governance and Corporate Planning Manager	2021-22 2022-23 Oct Dec Mar
	6.2 Present an annual report on Member Development activities to the Fire Authority	Governance and Corporate Planning Manager MTDG	Jul 22 July 23
	6.3 Carry out an annual review of Member Development Strategy	Governance and Corporate Planning Manager MTDG	Mar 22 Mar 23
	6.4 Carry out a Member satisfaction survey to provide more in-depth feedback on the service provided to Fire Authority Members and inform future development	Democratic Services/ Communications MTDG	Mar 22 Mar 23

MEMBER DEVELOPMENT PROGRAMME
2021/2022

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINKS TO CORE VALUES	
2021						
June / July	Induction Session	Initial welcome and induction session hosted by the CFO/CE: Welcome and overview of Cheshire Fire and Rescue Service Core functions of the Fire Authority and the Constitution	To provide an overview of Cheshire Fire and Rescue Service and introduce new Members to the Service Management Team. To provide an overview of the Fire Authority and the roles/responsibilities of new Members.	All new Members attended		
1 st July	Induction/ Refresher training Skype Session	External Audit Training	Grant Thornton representatives will provide training on the external audit processes within Cheshire Fire and Rescue Service as recommended by the HMICFRS.	11 Members attended		

9 th July	Planning Day (Skype)	Medium Term Financial Plan Update IRMP Review Proposals PESTELO and Community Risk Model Presentation	To engage with Members on the development of the future direction of the Service	21 Members attended		
3 rd September	Planning Day	Medium Term Financial Plan Update IRMP final feedback Tour of the Training Centre	To engage with Members on the development of the future direction of the Service A tour and demonstration of the Incident Command Training Suite and new facilities	16 Members attended		
9 th September	Skype Session	The role of the Prince's Trust	The session has been arranged to allow both Jessica Burton, Youth Engagement Manager and Jason McTigue, Prince's Trust Programme Manager, to introduce themselves and explain the role of the Prince's Trust within Cheshire Fire and why we deliver the programme also detailing the excellent work of the Prince's Team.	10 Members attended		
15 th September	Induction Session/ Refresher (Skype)	Equality, Diversity and Inclusion Workshop	To provide an overview of the Service's approach to promoting equality, diversity and inclusion	7 Members attended		

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINKS TO CORE VALUES
20 th September	Visit	Safety Central	To visit the purpose built facility dedicated to public safety – to learn how to stay safe by experiencing a range of hazards in realistic learning zones that simulate the environments in which injury and harm are most likely to occur	3 Members attended	
22 nd October	Skype Session	Strategic Risk Register Overview	To provide an overview of the corporate risk register and risk management process of CFRS.	9 Members attended	
12 th November	Planning Day CANCELLED	Budget 2022/23 Tour of the Training Centre	To provide an update on the IRMP Consultation and 2020/21 Budget To explore the facilities and capabilities of the newly established Training Centre at Sadler Road	CANCELLED	
26 th November	Skype Session	Crewing and Turnout Arrangement at CFRS	To understand how a fire appliance is turned out once an emergency call is received. To understand the different crewing models used across the Service.	8 Members attended (1 Member received a one to one meeting with an officer)	

2022						
14 th January	Planning Day	MTFP Update and Treasury Management Scrutiny of Business Cases/ Budget Bids IRMP Consultation Staff Survey Results	Presentation on the Medium Term Financial Position including business cases and budget bids for growth and efficiency items. Draft Capital programme and reserve position and IRMP Consultation.	22 Members attended		
16 th February	Skype Session	Sprinklers	Presentation on the work taking place to promote the use of sprinklers in commercial and domestic properties in Cheshire.	16 Members attended		
11 th March	Skype Session POSTPONED	Internal Audit	To understand how the Service manages risk and the internal audit process.	POSTPONED		
8 th April	Planning Day	Tour of the Training Centre Sprinklers Update Nepal Update	To explore the facilities and capabilities of the newly established Training Centre at Sadler Road. Presentations on the progress of the Sprinkler campaign and Nepal apprentice trip.	14 Member attended		

Other training and development sessions for 2021/22:

Tour of local fire stations – TBC

North West Fire Control Tour – TBC

Finance and Budget Management Training – Featuring during Member Planning Day in January 2022

IT Training – Training for your laptops and Skype is available upon request. Various Microsoft courses are also ran throughout the year. The dates for these meetings are available upon request.

KEY TO CORE VALUES			
	Be Inclusive		Act with Compassion
	Do the Right Thing		Make a Difference

Training/Development from Personal Development Reviews :	Training/Development associated with Committees
<p>To be included in the MD programme for 2021/22:</p> <p>Visits – Fire Stations, North West Fire Control etc. All postponed visits from 2020/21 have been rescheduled throughout 2021/22</p> <p>Communications – Social Media training and handling the press Officers are aiming to provide guidance by Winter 2022.</p> <p>Overview of Human Resources Overview of the People Strategy, Step Programme, Institute of Fire Engineering Examinations – date TBC.</p> <p><u>Training/Development associated with Member Champion Roles</u> Included on the table of Member Champion Roles circulated to Members in June (ahead of the AGM).</p> <p>Note: Democratic Services will liaise directly with individual Members regarding individual PDR training requests.</p>	<p>Dates to be arranged as part of the Committee timetable if required:-</p> <p>Governance and Constitution Committee: Briefings when required</p> <p>Performance and Overview Committee: Briefings when required Risk Management Training</p> <p>Brigade Manager Pay and Performance Committee and Staffing Committee: Briefings when required</p> <p>Estates and Property Committee: Briefings when required</p> <p>Joint Consultative Committee: Briefings when required</p>

