

Appendix 1 to Item 5
Cheshire Fire Authority
26th April 2023



Cheshire
Fire Authority



Member Training and Development Group Review 2022-23

Version 1.0 – March 2023

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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 training and development activities that Members have undertaken during 2022-2023 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 2022-23

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.

RESPONSIBILITIES

The role of the Member Training and Development Group is:

- To advise on the development, monitoring and evaluation of a Member Training and 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 2022-23

- 3.1 The Member Training and Development Group (the Group) usually meets on a quarterly basis to consider the development, monitoring and evaluation of Member development activities for Fire Authority Members. Meetings took place on 5th July 2022, 4th October 2022, 6th December 2022 and 4th April 2023.
- 3.2 The Group plays a key role in assisting officers with Member development activities. Key areas of work carried out during 2022-23 include:
- Development, implementation and quarterly monitoring of the Member Development Strategy 2022-24.
 - Development, implementation and quarterly monitoring of the Member Training and Development Programme for 2022-23.
 - Review/refresh of the Personal Development Review process for 2022-23
 - Review of the outcomes from Personal Development Reviews conducted in 2022-23.
 - Evaluation of the Induction Programme for 2022-23.
 - 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. Most Personal Development Review meetings took place between July 2022 and October 2022. A summary report with the outcomes from the meetings was taken to the Member Training and Development Group in December 2022.

Personal development plans were created from these review meetings and most individual training needs identified have been met with one-to-one sessions with the relevant departments or officers. Training that was felt to be beneficial to all Members has been incorporated into the Programme for 2023-24.

General training and development needs identified from the 2022-23 personal development plans included:

- Social Media
- Handling Media Enquiries
- IT and information management
- Visits to fire stations within own constituent authorities and across the district borders.

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 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) to ascertain areas where development was required. These results were also compared within the previous year. All Members saw some increase in their knowledge of the Authority and Service.

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

The Member Training and Development Programme 2022-23 (the Programme) was approved by the Authority in June 2022. 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 Review. Several virtual webinar style training sessions took place throughout the Programme which were well received by Members.

In person Members’ Planning Days took place throughout 2022-23 which provided an opportunity for Members to further their knowledge and understanding of the Service. The Planning Days aimed to provide Members with key information to enable them to make informed decisions about the Authority/Service’s future. They also provided an opportunity for updates to be given on local and national issues within the sector.

All Members as well as 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
8 th July 2022	18	8
16 th September 2022	19	11
11 th November 2022	18	8

13 th January 2023	15	N/A
31 st March 2023	13	7

Over the course of the year Member attendance had dropped at the Member Planning Days and Chair of the Authority had encouraged all Members to attend these sessions.

Overall, feedback continues to be very positive from the Planning Days with most Members stating that they found the sessions to be 'Completely' applicable to support their role on the Fire Authority.

Feedback highlights from the Planning Days included:

8th July 2022:

"We need more Members to attend – perhaps look at availability?"

Very clear and extremely useful as a new member"

"Excellent/informative, lunch with staff great opportunity to communicate/ listen!"

16th September 2022:

"Every section had many interesting and useful elements".

"Very informative"

11th November 2022:

"Good overview of future planning and consultation"

"Every session is very informative"

31st March 2023:

"Good Member Support"

"Member Support Excellent"

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

Four new Members joined the Fire Authority in 2022-23. 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 in 2021. During the review, the Member Training and Development Group had the opportunity to provide their input.

The Committee recommended to the Fire Authority that it continue with existing Member Champion arrangements for 2022-23 with the introduction of member Champion role descriptions and the creation of a role profile for each member champion role. A report was being submitted to the Governance and Constitution Committee on 19th April 2023 to consider progress and determine whether any further improvements could be made to the Member Champion arrangements. The recommendations would be submitted to the Fire Authority for consideration in relation to the Member Champions for 2023-24.

Each Member Champion has a Lead Officer appointed to assist them in their role. At the beginning of each year a meeting is arranged for the Member Champion to meet with the Lead Officer to discuss the work for the year ahead.

Throughout the year the Lead Officers also assist 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 Member Development Strategy 2022-24 was taken to the Member Training and Development Group for review in October 2021 prior to submission to the Authority for approval.

The Member Training and Development Group has reviewed monitoring reports regarding the implementation of the Member Development Strategy 2022-24 at its meetings throughout 2022-23.

The Member Development Satisfaction Survey 2022-23 was sent to all Members in April 2023 for feedback on the training and development opportunities throughout the year. The closing date for responses was 2nd May 2023. The outcomes of the Member Development Satisfaction Survey will be reviewed by the MTDG in July 2023.

ANNEX 1

<u>Objective</u>	<u>Key Actions</u>	<u>Responsible Officers</u>	<u>Target Date</u>
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	Oct 22
	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	Jul –Aug 22
	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	Governance and Corporate Planning Manager/Member Training and Development Group (MTDG)	Jun 22
	3.2 Review the annual programme to ensure that it aligns with any future changes introduced as part of the national Fire Reform Programme	Governance and Corporate Planning Manager MTDG	Ongoing
	3.3 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	Jul 22 Oct 22 Dec 22 Mar 23

<u>Objective</u>	<u>Key Actions</u>	<u>Responsible Officers</u>	<u>Target Date</u>
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	Jun 22
	4.2 Provision of Information Pack for New Members (on appointment to Fire Authority)	Governance and Corporate Planning Manager	Jun 22
	4.3 Annually review the Member/Officer Buddy System to ensure it remains effective	Governance and Corporate Planning Manager MTDG	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 Governance and Constitution Committee	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	Jul 22 Oct 22 Dec 22 Mar 23
	6.2 Present an annual report on Member Development activities to the Fire Authority	Governance and Corporate Planning Manager MTDG	Apr 23
	6.3 Carry out an annual review of Member Development Strategy	Governance and Corporate Planning Manager MTDG	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	Apr 23



ANNEX 2

MEMBER DEVELOPMENT PROGRAMME
2022/2023

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINKS TO CORE VALUES
2022					
June / July	Induction/ Refresher Session	Initial welcome and induction session: <ul style="list-style-type: none"> - Meet with the CFO/CE - Meet with officer buddy - Meet with lead officer (Member Champions only) 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.	For all Members Meetings arranged for all Members	<div style="display: flex; flex-direction: column;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 50%; height: 100px; background-color: yellow;"></div> <div style="width: 50%; height: 100px; background-color: #c0c0c0;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 50%; height: 100px; background-color: #00b0f0;"></div> <div style="width: 50%; height: 100px; background-color: #90d060;"></div> </div> </div>
29 th June	Induction/ Refresher training Skype Session	Internal Audit Training	Merseyside Internal Audit Agency (MIAA) representatives will provide training on the internal audit processes within Cheshire Fire and Rescue Service as recommended by the HMICFRS.	All Members event 5 Members attended	<div style="display: flex; flex-direction: column;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 50%; height: 100px; background-color: white;"></div> <div style="width: 50%; height: 100px; background-color: #c0c0c0;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 50%; height: 100px; background-color: #00b0f0;"></div> <div style="width: 50%; height: 100px; background-color: #90d060;"></div> </div> </div>

8 th July	Planning Day	Medium Term Financial Plan Update IRMP Review Proposals PESTELO Community Risk Model Presentation	To engage with Members on the development of the future direction of the Service	All Members event 16 Members attended		
21 st July	Webinar	Fire Risks associated with Electric Cars	To provide an insight into the developing risks associated with electric vehicles and how fires involving these vehicles are dealt with.	All Members event 10 Members attended		
16 September	Planning Day	MTFP Update IRMP Update	To engage with Members on the development of the future direction of the Service	All Member event 19 Members attended		
22 nd September	Webinar	Crewing and Turnout Arrangements at CFRS	To understand the process of how fire station crews respond to 999 calls and the types of fire station crewing arrangements within CFRS.	All Member event 7 Members attended		
21st October	Visit	Day in the Life of a Firefighter	To visit the Service's Training Centre and actively engage in the activities undertaken by firefighters including: the wearing a breathing apparatus and using cutting equipment.	All Member event 8 Members attended		

			The tour will also include a detailed view of the command training facility, building on from the visit from the Member Planning Day.			
24th October	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	All Member event 2 Members attended		
11th November	Planning Day	MTFP Update IRMP Update	To provide an update on the IRMP Consultation and 2022/23 Budget	All Member event 18 Members attended		
22 nd November	Webinar	Mental Health and Wellbeing Support at CFRS	To understand what support is provided to staff in relation to mental health and strategies used within CFRS.	All Member event 12 Members attended		
25th November	Visit	North West Fire Control	To experience the call arrangements for the Service provided by North West Fire Control	All Members event 6 Members attended		

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINKS TO CORE VALUES
2023					
13 th January	Planning Day	<p>MTFP Update and Treasury Management</p> <p>Scrutiny of Business Cases/ Budget Bids</p> <p>IRMP Consultation</p>	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.	<p>All Members event</p> <p>15 Members attended</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: yellow;"></div> <div style="width: 45%; height: 100%; background-color: #c0c0e0;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: cyan;"></div> <div style="width: 45%; height: 100%; background-color: #90ee90;"></div> </div>
7 th – 8 th March	Conference	Local Government Association Annual Fire Conference	To understand the current risks and future challenges associated with the fire and rescue sector.	3 Members attended	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: yellow;"></div> <div style="width: 45%; height: 100%; background-color: #c0c0e0;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: cyan;"></div> <div style="width: 45%; height: 100%; background-color: #90ee90;"></div> </div>
31 st March	Planning Day	<p>HMI Update / Blue Light Collaboration</p> <p>Pensions Update</p> <p>IRMP 2020-24 Update</p> <p>CRMP 2024-28 Update</p> <p>Website and Intranet Re-Development Projects</p> <p>Road Safety Update</p>	To engage with Members on the development of the future direction of the Service.	12 Members attended	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: yellow;"></div> <div style="width: 45%; height: 100%; background-color: #c0c0e0;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%; height: 100%; background-color: cyan;"></div> <div style="width: 45%; height: 100%; background-color: #90ee90;"></div> </div>

Other training and development sessions for 2022/23:

Tour of local fire station – a tour of your local fire station can be arranged upon request. If you are interested in visiting any of Cheshire’s fire station, please contact Democratic Services.

IT Training – Training for your laptops and move from Skype to Teams has taken place. Various Microsoft courses are also ran throughout the year. The dates for these meetings are available upon request.

Budget Bid Approvals – visits and Team sessions will be available throughout the year for Members to have sight on the outcomes of the Budget Bids which have been approved. Examples include: Rapid Response Rescue Units and Wildfire capabilities.

HR – A webinar on the human resources policies and Steps Framework will be arranged once the HR department have been brought back internally.

Equality, Diversity and Inclusion Workshop – to be arranged once the new Equality and Inclusion Advisor is in post.

Communications – an introduction to the newly established Comms team and an explanation as to how the Service communicates with stakeholders

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

Training/Development from Personal Development Reviews :

To be included in the MD programme for 2021/22:

Visits – Fire Stations, North West Fire Control etc.

All postponed visits from 2020-22 have been rescheduled.

Communications – Social Media training and handling the press

Officers are aiming to provide guidance by Autumn 2022.

Training/Development associated with Member Champion Roles

During the review of Member Champion arrangements, the Fire Authority agreed for a role profile to be developed between the Champion and Lead Officer. All Champions will meet with their lead officer to establish the training and development requirements for their roles and opportunities will be arranged accordingly.

Note: Democratic Services will liaise directly with individual Members regarding individual PDR training requests.

Training/Development associated with Committees

Dates to be arranged as part of the Committee timetable if required:-

Governance and Constitution Committee:

Briefings when required

Performance and Overview Committee:

Briefings when required

Brigade Manager Pay and Performance Committee and Staffing Committee:

Briefings when required

Estates and Property Committee:

Briefings when required

Joint Consultative Committee:

Briefings when required

Audit Committee:

TBC