



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 18/63

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	13 December 2018
SUBJECT OF THE REPORT	Member Development
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For consideration and approval
EXECUTIVE SUMMARY	<p>The Authority approved the current Member development arrangements during their meeting on the 6 June 2018.</p> <p>This paper provides an update on these arrangements and provides confirmation of the ongoing and strengthened access to development opportunities.</p>
RISK ASSESSMENT	Failure to have a structured process of Member development may weaken the overall governance arrangements agreed by the Authority.
COMMUNITY IMPACT	None for the purpose of this report
BUDGET IMPLICATIONS	None for the purpose of this report
RECOMMENDATIONS	<p>It is recommended that Members:</p> <ol style="list-style-type: none"> 1. Review and note the current and future Member development arrangements and opportunities.
APPENDICES	Appendix A - Principles of Good Governance from the Delivering Good Governance in Local Government Framework (CIPFA/ SOLACE, 2016)

BACKGROUND PAPERS	Delivering Good Governance in Local Government Framework (CIPFA/SOLACE, 2016) file:///C:/Users/SHoward/Downloads/Delivering_Good_Governance_In_Local_Government.pdf
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1. Introduction

- 1.1 It is well understood that Members of the Authority are elected by their residents and nominated by their respective Councils to serve on the Dorset & Wiltshire Fire and Rescue Authority.
- 1.2 The Authority's development arrangements have been designed to support Members in shaping and governing the functions of the fire and rescue service.
- 1.3 On the 6 June 2018, Members approved the Authority's Member development arrangements, which now form part of the Member's Handbook and is published on the Service's website.
- 1.4 Members agreed that development needed to be both an individual and collective experience and should be provided in a variety of forms. Additionally, these arrangements were designed to complement the arrangements of the constituent authorities, thereby avoiding contradiction and duplication of effort.
- 1.5 This paper provides Members with an update on the progress of the current development opportunities for 2018-19 and details how these are being strengthened.

2 Current Member development arrangements

- 2.1 Since the 6 June 2018, the Service has facilitated the following development opportunities:
 - 2.1.1 **Induction.** All new Members of the Authority have been offered an opportunity to attend a core induction discussion with the Chairman of the Authority and the Chief Fire Officer. These sessions have been tailored according to the committees and groups on which they serve, and discussions include:
 - Duties under the Fire and Rescue Service Act 2004
 - Composition, powers and duties of committees
 - Standing Orders, procurement rules, financial regulations, delegations
 - Member/Officer protocol
 - Code of conduct
 - Other issues raised by the Member
 - 2.1.2 **Specific training or awareness.** Chairs of committees were asked to consider the opportunities for committee members to attend specific training or awareness events for which they are responsible to steer. Members therefore receive training specific to their role. The following sessions have so far been provided:

- Significant Events, Browne & Jacobson LLP - July 2018
- External Audit, Deloitte LLP - September 2018
- Partnership Approach to Leadership Management - December 2018

2.1.3 **Workplace contact.** All Members have been aligned to workplaces and invited to visit staff to understand key aspects of service delivery or support. The visits allow introductions and relationships to be established with officers responsible for specific workplaces.

It is understood from the visits registered by Members to Democratic Services, that during the past six months, work place contacts have been made at the following locations:

- Amesbury
- Bere Regis
- Blandford
- Dorchester x 2
- Malmesbury
- Salisbury
- Swanage
- Wareham
- Weymouth
- Wilton
- Wimborne

2.1.4 **Seminars and workshops.** To ensure that Members are aware of national and local impacts to the Service, a number of seminars have been arranged. Members were invited to attend the following seminars:

- Strategic Outlook - June 2018
- Significant Events & Organisational Learning - September 2018

2.1.5 **Member development meetings.** In line with the agreed arrangements, every two years all Members are to be invited to attend a development meeting. These are held on an individual basis, providing an opportunity for the Member to meet, in confidence, with their Group Leader or the Chairman and a representative from the Strategic Leadership Team. The following dates have been made available to Members for these sessions:

- Dorchester - 18 December 2018
- Dorchester - 9 January 2019
- Salisbury - 29 January 2019

2.1.6 **Member Champions.** The five Member Champions, assigned against each of the Authority's priorities, are provided with opportunities to meet with key officers to review key issues; scrutinise activities and support stakeholder engagement, where required.

2.1.7 **External Opportunities.** During 2018 Members of the Authority have attended the:

- Fire Authority Conference – March 2018
- Emergency Services Forum - June 2018
- Local Government Association conference – July 2018

The Chairman and Vice Chairman of the Authority and the Chairman of the Finance & Governance Committee attended the Combined Fire Authority conference in October 2018.

In addition, all Members have been invited by the Local Government Association to attend Equality, Diversity & Inclusion Masterclasses, the following dates and locations have been communicated to Members:

- London – 9 January 2019
- Exeter – 31 January 2019
- Birmingham – 20 February 2019

3 Future Member Development Opportunities

3.1 The Democratic Services team continue to work with Members to ensure that development opportunities are progressed.

3.2 **On-line learning.** From December 2018, Members will have access to a new on-line learning portal. This portal provides a flexible and convenient option for Members to undertake development suited to their needs. A catalogue of appropriate short-courses will be made available to Members, to include:

- Safeguarding Essentials
- Equality's Act 2010
- Inclusion in the workplace
- Unconscious Bias

3.2.1 A demonstration of the portal will be available, at individual Member request, after the Authority meeting on the 13 December. Alternatively, Members can contact the Democratic Services team to arrange a session at a later date. Individual logon details will be emailed to Members following the Authority meeting.

3.3 A schedule of seminars and training opportunities will continue to be programmed and communicated by the Democratic Services team throughout 2019-20.

- 3.4 At present the following sessions are already planned, with Member invitations due out shortly:
- Finance - 15 January 2019
 - Working with the Local Resilience Forums (Dorset and Wiltshire & Swindon) - 7 March 2019
 - Internal Audit - 24 July 2019

4 Summary & key points

- 4.1 The Authority continues to embed and strengthen Member development aligned to the arrangements approved in June 2018. Members now have further opportunities to engage with key personnel; take part in 1-2-1 development meetings; attend seminars, workshops and training events. To further support the Member Development programme an on-line learning portal is shortly to be made available. Member development is an ongoing programme and arrangements for 2019-20 are underway.

December 2018

Appendix A

Principles of Good Governance from the Delivering Good Governance in Local Government Framework (CIPFA/SOLACE, 2016)

1. **Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users**
 - Being clear about the organisation's purpose and its intended outcomes for citizens and service users
 - Making sure that users receive a high-quality service
 - Making sure that taxpayers receive value for money

2. **Good governance means performing effectively in clearly defined functions and roles**
 - Being clear about the functions of the governing body
 - Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out
 - Being clear about relationships between governors and the public

3. **Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - Putting organisational values into practice
 - Individual governors behaving in ways that uphold and exemplify effective governance

4. **Good governance means taking informed, transparent decisions and managing risk**
 - Being rigorous and transparent about how decisions are taken
 - Having and using good quality information, advice and support
 - Making sure that an effective risk management system is in operation

5. **Good governance means developing the capacity and capability of the governing body to be effective**
 - Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well
 - Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
 - Striking a balance, in the membership of the governing body, between continuity and renewal

6. **Good governance means engaging stakeholders and making accountability real**

- Understanding formal and informal accountability relationships
- Taking an active and planned approach to dialogue with and accountability to the public
- Taking an active and planned approach to responsibility to staff
- Engaging effectively with institutional stakeholders