



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 21/59

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	15 December 2021
SUBJECT OF THE REPORT	Member Development
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For consideration and approval
EXECUTIVE SUMMARY	This report provides Members with an overview of the development arrangements and opportunities which have taken place since the programme commenced in 2019 to date. It also outlines the proposed future programme for 2022-23.
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	It is recommended that Members: <ol style="list-style-type: none"> 1. Review and note the previous Member development arrangements and opportunities. 2. Agree the proposed development programme for 2022-2023.
APPENDIX	None
BACKGROUND PAPERS	Delivering Good Governance in Local Government Framework (CIPFA/SOLACE, 2016)
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1. Introduction

- 1.1 The Authority's development arrangements have been designed to support Members in shaping and governing the functions of the fire and rescue service.
- 1.2 On the 6 June 2018, Members approved the Authority's Member development arrangements, which have continued to form part of the Member's Handbook, published on the Service's website.
- 1.3 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.
- 1.4 The current programme was delayed during 2020 due to the pandemic and this paper provides Members with an update on the progress of this and outlines the proposed programme for 2022-23.

2. Current Member development arrangements

- 2.1 Since April 2019, the Service has facilitated the following development opportunities:
 - 2.1.1 **Induction** - All new Members of the Authority during 2020 and 2021 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** - Members were invited to attend the following training and events:
 - March 2021 - High-Rise Exercise (unfortunately this was cancelled)
 - September 2021 - Lechlade Water Rescue
 - October 2021 - Wholetime Passing Out Parade
 - November 2021 - CBRN exercise at Bournemouth Airport
 - November 2021 - various SPECTRA Passing Out Parades
 - December 2021 - Princes Trust 124 Celebration presentation.

- 2.1.3 **Workplace contact** - Due to the coronavirus pandemic workplace visits have been put on hold and the decision made at the full Authority meeting in June 2021 provides all Members the opportunity to visit any workplace, coordinated by the Democratic Services team. Members are encouraged to reinstate these visits as necessary now that restrictions at workplaces have eased in line with Government guidelines.
- 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:
- SWAP Internal Audit – July 2019
 - Cyber resilience – September 2019
 - Finance seminar – December 2019
 - Wareham Forest review and Services response to the pandemic – June 2020
 - Safe Drive Stay Alive online demonstration – October 2020
 - Resourcing and Savings Programme seminar for Finance & Audit Committee Members and Chair – November 2020
 - Finance seminar – December 2020
 - Finance seminar – January 2021
 - Members Code of Conduct – June 2021
 - An overview of prevention, protection and response – September 2021.
- 2.1.5 **Member development meetings** - In line with the agreed arrangements, every two years all Members are given the opportunity 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. Dates will be scheduled early in 2022 to facilitate this where requested.
- 2.1.6 **External Opportunities** - These have continued to be provided by the Local Government Association and have included such opportunities as the:
- LGA Seminar - Leading the fire sector: Culture, diversity and inclusion (January 2020)
 - LGA Fire Conference: Inspection, Neurodiversity in the fire and rescue service, Building Safety (legislative), Building Safety (enforcement) and Building Community Resilience (March 2021)
 - LGA Fire and Rescue Leadership Essentials Programme (March and September 2021).

The following external seminars are programmed for 2022 and Members are asked to contact the Democratic Services team to facilitate attendance at these:

- LGA Leadership seminar on time management for councillors – 22 January 2022
- LGA Annual Fire Conference.

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.** Members have access to the 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 are available to Members on their GROW dashboard, to include:

- Equality Act 2010
- Inclusion in the Workplace
- Challenging Unconscious Bias
- Safeguarding Adults and Children.

3.3 Further courses are available to complete on a voluntary basis:

- Mental Health Awareness
- Prevent Safeguarding
- Business Continuity
- Introduction to Health & Safety
- Information management and security
- Cyber security.

3.4 Additionally, the Pensions Regulator website for all Local Pension Board Members provides information relating to pensions:

<https://www.thepensionsregulator.gov.uk/en/public-service-pension-schemes/understanding-your-role/knowledge-and-understanding-duty-on-board-members>

3.5 At present the following internal seminars are programmed between December 2021 and March 2023:

- Finance and medium-term financial planning – January 2022
- An overview of the legislative requirements and frameworks that the Authority and Service operate in – February 2022
- Local Resilience Forums and business continuity arrangements – September 2022
- Finance seminar – December 2022/January 2023.

3.6 The opportunity to discuss the consultation on the forthcoming White Paper will be scheduled when the publication date is known.

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 the on-line learning portal is available, and support can be provided on request. Member development is an ongoing programme and arrangements for 2022-2023 are underway.

December 2021

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