

South East Charter For HFRS Fire Authority Member Development SELF ASSESSMENT TEMPLATE

Appendix A

This template aims to help Authority Members that sign up to aspire to the principles of the South East Charter for Fire Authority Member Development. It provides a guide for self assessment and for drawing up the action plan that must accompany the statement of commitment. Authority Member's wanting to use their own self assessment format should do so.

Whichever style of action plan is produced it should identify:

- future planned action
- when action is expected to be completed
- who is responsible for the action
- who has overall responsibility for monitoring implementation of the action plan

In terms of pulling the action plan together, Fire Authority's may find it useful to have a team of people, such as the all party member development group with officer support.

Those responsible for drawing up the action plan should look at each point on the 'Guidelines' and 'What this means in practice' and ask

1. 'What evidence do we have that suggests we are following good practice?'
2. What action do we need to take, if any, to follow good practice or continuously improve? (Taking account of any resource implications and constraints)
3. When will this action be taken by?
4. Who will be responsible for the action?

A named person should be identified as being responsible for monitoring the action plan.

The 'Examples of Evidence' given in the Good Practice Guidance may help in identifying action to take, however the examples are not a requirement and Authority's must decide on action that best fits their particular circumstances.

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Accreditation - Good Practice Guidelines

1. Commitment to member development

- 1.1 Member and Senior Officer commitment to development of elected members
- 1.2 Policy statement
- 1.3 Equality of opportunity and access to learning and development
- 1.4 Budget
- 1.5 Officer resource support 02 November 2010
- 1.6 Dissemination of learning

2. Strategic approach to member development

- 2.1 Member led strategy
- 2.2 Linkage to Authority corporate plan
- 2.3 Member roles clearly set out
- 2.4 Process for identification of needs at individual and Authority wide level
- 2.5 Structured and timely approach to promoting development opportunities
- 2.6 Appropriately learn with external partners
- 2.7 Strategy for Induction
- 2.8 Addresses political leadership and team development
- 2.9 Mechanisms for evaluation, and informing future plans, identified

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3. Member learning and development plan in place

- 3.1 Addresses development priorities
- 3.2 Identify what development activities should achieve
- 3.3 Sets out how, when, where and who is responsible
- 3.4 Takes account of access to development opportunities
- 3.5 Linkage between Individual plans and the Authority's corporate and other plans
- 3.6 Representative members consulted

4. Learning and development is effective in building capacity

- 4.1 Members learn and develop effectively
- 4.2 Learning is shared with other members and where appropriate with officers and stakeholders
- 4.3 Investment in learning and development is evaluated in terms of benefits and impact
- 4.4 Identifies (and implements) Improvements to learning and development activities

5. Member Development promotes work life balance and citizenship


- 5.1 Assists those with family responsibilities
- 5.2 Reviews how Authority business is conducted to allow for equality of access to key political decision making mechanisms
- 5.3 Holds events for the community to encourage people to become community leaders

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1. Commitment to Member Development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>1.2 Policy statement</p>	<p>The Authority has a written statement, issued to all members, specifying its policy on member development in terms of equality of opportunity, priority development areas and named member and officers responsible</p>	<p>The Elected Member L&D strategy has been agreed and published This forms part of the induction process for all newly elected members.</p> <p>This Strategy will continuously evolve and linked to the Corporate Objectives with effect from April 2010</p>	<p>Elected Member L&D Strategy</p> <p>This Strategy to be added to the Elected Members Website</p>	<p align="center"></p> <p align="center">Nov 2010</p>

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
1.4 Budget	The Authority has allocated a budget for member development which is adequate to address priority and other development needs.	HFRS Committee accepted recommendations November 2009 Budget to be in place as from April 2010 and managed by the Elected Member Development Group	Identify specific budget commitment for Member Development Identified budget to be held and managed by the Member Development Steering Group	 
1.5 Officer resource support	An officer of the Authority has responsibility, which is time resourced and in their job description, for co-ordinating member development	JD to include Elected Member Development accountability The Handbook has been completed and is awaiting addition to the website	Review Head of T&D job description Production of Members' Handbook, intranet or other information source	 

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p align="center">1.6 Dissemination of learning</p>	<p align="center">The political and managerial leadership can provide examples of learning amongst members, and of promoting exchange of information, as part of encouraging a learning organisation culture.</p>	<p align="center">Feedback to Fire Authority on Members' Learning from development - case studies, reports on conference attended etc</p> <p align="center">Evaluation forms to be introduced and discussed at June Meeting</p> <p align="center">Mentoring arrangements – new members mentored by CMT Member</p> <p align="center">Member champions in certain topics / functions</p>	<p align="center">Standing Item on HFRA Agenda for feedback from Member Development Activity</p> <p align="center">We will create an information sharing area for members on the intranet</p>	<p align="center"></p> <p align="center">Nov 2010</p> <p align="center">Ongoing</p> <p align="center">Ongoing</p>

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2. Strategic approach to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
2.1 Member led strategy	Representative members are involved in the formulation, implementation, monitoring and evaluation of member development strategies, possibly through an established all party task group or other all party committee	<ul style="list-style-type: none"> • Member Development Steering Group in place 	<ul style="list-style-type: none"> • Member Development Steering Group involved development of L&D Strategy 	
2.2 Linkage to Authority corporate plan	Political and managerial leadership are actively involved in identifying priority organisational development needs which link Authority's aims and objectives to the development of members.	<ul style="list-style-type: none"> • HFRS L&D Strategy identifies Member Development as a key priority • Work has begun to link the strategy into the Plan in readiness for publication in April 2010 • Specific development activities provided within standing committees 	<ul style="list-style-type: none"> • Develop Member L&D Strategy in conjunction with Fire and Rescue Plan • Ensure that Authority Strategy and L&D strategy is reviewed concurrently 	<p style="text-align: center;">Nov/Dec 2010</p> <p style="text-align: center;">Annual review</p>


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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>2.3 Member roles clearly set out</p>	<p>The various representative roles of members are clearly specified and members are able to describe how they contribute to achieving the Authority's objectives.</p>	<ul style="list-style-type: none"> • Member political skills framework – Community Leadership Skills Framework has been adopted (I&DeA sited) • Extracts from Constitution or other Authority documents outlining member roles • To be completed April 2010 by all Elected Members 	<ul style="list-style-type: none"> • Development of Elected Member role description • Members Handbook • Completion of Community Leadership Skills Framework by all members 	  
<p>2.4 Process for identification of needs at individual and Authority wide level</p>	<p>The Authority has a structured process for regularly assessing member development needs at the individual and Authority wide levels.</p>	<ul style="list-style-type: none"> • Current Induction Process contains a Skills Register <p>Need to show 60-70% completion</p>	<ul style="list-style-type: none"> • Review of Induction process for Elected Members • Introduction of Training Needs Analysis to include outcomes of political skills framework 	 



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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>2.5 Structured and timely approach to promoting development opportunities</p>	<p>Members confirm that they receive appropriate and adequate notice of development opportunities to allow them to plan in advance</p> <p>Members can give examples of how they receive appropriate and adequate notice of learning opportunities</p>	<ul style="list-style-type: none"> • Pre-planned Member Awareness Sessions. <ul style="list-style-type: none"> • CO Member Updates (monthly) • Development within HFRA Committee Meetings • CMT Meetings - bi monthly. This will act as another medium to enhance communication with the Elected Members <p>Elected Member Involvement in many of the committees, working groups etc within HFRS</p> <p>It is planned to introduce e-bulletins to Elected Members to ensure up to date information is available and accessible for all</p>	<ul style="list-style-type: none"> • Develop timetable of learning opportunities • Members' development Intranet area • Improved link into the CO Member updates 	<p> Nov 2010</p> <p> Nov 2010</p> <p> Nov 2010</p>



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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>2.6 Appropriately learn with external partners</p>	<p>Political and managerial leadership can provide examples of action taken to encourage joint development opportunities for members and external partner organisations.</p>	<ul style="list-style-type: none"> • Cross authority / external party event programmes – SEFIP E&D Conference etc • Members receive learning and development from their parent Authority in addition to HFRA training • Peer support/development with Buckinghamshire Fire and Rescue Authority 	<p>Programmes using external (partner) support for developing members</p> <ul style="list-style-type: none"> • Development opportunities for cross-service training and development with other bodies such as health, police, environment, voluntary sector and other community representatives. <p>Invite Members to attend</p>	<p align="center">  Ongoing </p>

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
2.7 Strategy for Induction	<ul style="list-style-type: none"> • Members who are new to the Authority, and those new to a particular role, confirm that they received a structured and effective induction. 	<ul style="list-style-type: none"> • Induction strategy - Part of the Member Awareness Framework • Induction programme of events – all new Members participate in the Induction Process. This includes CO Meeting, overview of the Service and an induction process • What can the members offer us ie collaborative learning 	<ul style="list-style-type: none"> • Complete review of the Induction process to include member handbook 	 

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>2.8 Addresses political leadership and team development</p>	<p>Top political leadership are actively involved in defining the Authority's approach both to effective political leadership (for current and prospective leaders) and to team development</p>	<ul style="list-style-type: none"> • Programmes of joint events with top management • Lead Fire Authority Members have attended the I&DeA Member Training Events . • The Member Awareness sessions are Officer/Member led. • Service Managers Conferences. 	<ul style="list-style-type: none"> • External programmes accessed to support political leadership • Programmes supporting development of community leadership skills for all members 	 

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>2.9 Mechanisms for evaluation, and informing future plans, identified.</p>	<p>The Authority has systems in place that effectively evaluate the benefits from member development and identify areas for improvement.</p>		<ul style="list-style-type: none"> • Annual review of Member Development activities • Introduce an evaluation process for Elected Member Development (L&D Strategy for Elected Members) • Introduction of Training Needs Analysis for Elected Members 	<p>Dec 2010</p> <p>Nov 2010</p>

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3. Member learning and development plan in place

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
3.1 Addresses development priorities	The Authority draws up plans to meet, training and development needs identified as a priority in helping it to achieve corporate aims and objectives.	<p>Completion of the Community Leadership Skills Framework will be discussed with the Elected Members and outcomes collated after April 2010</p> <p>Self assessment and 360 feedback is now available via South East Employers</p>	<ul style="list-style-type: none"> • Elected Member L&D Strategy • Training Needs Analysis sent to all Elected Members • Evaluation process 	<div style="text-align: center;">   Nov 2010 </div>




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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>3.2 Identify what development activities should achieve</p>	<p>The Authority can demonstrate that member training and development activities have well defined and focused objectives.</p>	<p>Need to demonstrate Return on Investment of development</p>	<ul style="list-style-type: none"> • Elected Member L&D Strategy • Individual development plans that clearly indicate what is expected from training and development activities • Programme outlines with stated purpose and objectives that focus on expected results • Develop an annual TNA for Members to develop training plans linked to the FRS Plan, L&D Strategy and their specific responsibilities 	<p align="center">  Nov 2010  Nov 2010 </p>

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
3.3 Sets out how, when, where and who is responsible	The member training and development plan follows a developed planning process including who is responsible for implementing, monitoring and evaluating the plan.		<ul style="list-style-type: none"> • L&D Strategy • Training Plan • TNA • Evaluation 	 Nov 2010 Nov 2010 Nov- Dec 2010

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>3.4 Takes account of access to development opportunities</p>	<p>The Authority organises events at various times, to allow for access by those with work or family commitments, and utilises a range of methods to meet learning needs.</p>	<p>The Service has offered a variety of learning and development activities – e-learning, management pocket books, conferences and seminars, VLRC</p>	<ul style="list-style-type: none"> • Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who have work commitments • Examples of a range of ways members can learn, and training on offer, that responds to individual member needs and learning styles including E- learning materials • Equality of Access to Training contained in the Elected Member L&D Strategy 	<p align="center">    </p>

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<p>3.5 Linkage between Individual plans and the Authority's corporate and other plans</p>	<p>Individual members can describe their learning needs and how these link into function and corporate aims and objectives.</p>		<ul style="list-style-type: none"> • Training needs analysis or reports summarising individual needs with corresponding planned activities and the linkage to service function and Authority aims • Sample of individual development plans clearly linking learning to the members role in delivering the Authority's corporate and other plans 	<p>Nov 2010</p> <p>Nov 2010</p>

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GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
3.6 Representative members consulted	The Authority has an open and constructive relationship on member development with representatives from the various political / non-political groups	Elected Member Development Steering Group in place who contribute to identification of training needs and plans	<ul style="list-style-type: none"> • Reports, minutes of meetings etc showing representative members from political parties and non-political groups are consulted on the member development plan 	Quarterly Meetings

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4. Learning and development is effective in building capacity

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
<p>4.1 Members learn and develop effectively</p>	<p>The top political and managerial leadership can consistently give tangible examples of how development of members has improved the performance of the Authority, functions and individuals.</p>		<ul style="list-style-type: none"> • Review of the current induction process for newly elected members • Comprehensive Evaluation process which will provide evidence – capturing effective outcomes of learning • Extracts / quotes on member development from external inspection reports 	<div style="text-align: center;">  Dec 2010 onwards Nov/Dec 2010 </div>

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<p>4.2 Learning is shared with other elected embers and where appropriate with officers and stakeholders</p>	<p>Members can give examples of how they have been encouraged to learn, and to share the learning with others, so as to improve their own performance and that of others.</p>	<ul style="list-style-type: none"> • Mentoring arrangements: CMT • Access to Mentors can be arranged via SEE. The final outcome would be peer assessment from mentors of other FRS • Members mentoring new HFRS members • External event/visit reports circulated to appropriate others: Standing Item on HFRA Committee Meetings • Website development for Elected Member Area is ongoing 	<ul style="list-style-type: none"> • Introduction of a Comprehensive Evaluation Process • Consider external Mentoring scheme (SEE) to encourage cross learning • Opportunities/systems in place to share learning such as on the intranet, papers in members rooms, workshops etc 	<p>Dec 2010</p> <p>Jan 2011</p> <p>Nove/Dec 2010</p>
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<p>4.3 Investment in learning and development is evaluated in terms of benefits and impact</p>	<p>The Authority can demonstrate that it periodically evaluates the cost and benefits of member training and development and the impact it has on performance</p>		<ul style="list-style-type: none"> • Extracts/quotes on member development from external inspection reports • Introduction of a comprehensive evaluation process • Reports to top political and managerial leadership showing regular analysis of costs of and benefits from member training and development • Cross reference evaluation 	<p>Nov/Dec 2010</p> <p>Dec 2010</p> <p>January 2011</p> <p>January 2011</p>
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<p>4.4 Identifies (and implements) improvements to learning and development activities</p>	<p>People confirm that the Authority is genuinely committed to the continuous development of members and can give examples of relevant and timely improvements that have been made to development activities.</p>		<ul style="list-style-type: none"> • Reviews of training and development strategies, to support the FRS Plan in conjunction with the T&D Strategies to ensure continuous improvement 	<p>Nov/Dec 2010</p>
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5 Elected Member Development promotes work life balance and citizenship

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE	ACTION	BY WHEN
5.1 Assists those with family responsibility.	The Authority regularly assesses how it can assist those with family responsibilities in terms of suitable allowances and support		<ul style="list-style-type: none"> • Elected Member L&D Strategy to encompass accessibility to learning and development • Members handbook including arrangements that support those with family responsibilities 	 Nov 2010

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<p>5.2 Reviews how Authority business is conducted to allow for equality of access to key political decision making mechanisms</p>	<p>The Authority regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that members or potential members, are able to take part in the democratic process.</p>	<ul style="list-style-type: none"> • Achieved ESLG Level 3 • IIP Status • People Impact Assessments (L&D PIA refers) <p>HFRS is flexible when organising meetings, but we do not have primary access to setting meetings dates for Councillor Meetings</p> <p>Every effort is made to ensure Members availability and Officers availability is considered</p> <p>Need to feedback to HCC timing considerations when organising meetings (charter requirement)</p> <p>? carry out a Member survey identifying time spent, training achieved etc</p>	<ul style="list-style-type: none"> • Authority diary - scheduling meetings should take account of major cultural and faith commitments of authority members as per Diversity demographics referred to earlier • Authority diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities • Minutes of meetings show that the Authority regular reviews the number of meetings and is mindful of work life balance and recognises that members are often involved in external meetings and activities in other community roles 	<p>Ongoing</p> <p style="text-align: center;"></p> <p style="text-align: center;"></p>
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