



## Member Development Strategy 2020-2023

### Section 1: Strategic Policy Statement

This three year strategy aims to ensure all Members have access to a high standard of support and information to facilitate their role on Royal Berkshire Fire Authority. The Strategy aims to support Member development across three categories:

1. Need to know information about Royal Berkshire Fire and Rescue Service
2. Visits to local fire stations including Wholetime and Retained
3. Other information that Members would like to know

### Section 2: Context

The Member Develop Strategy is underpinned by the Corporate Plan and Integrated Risk Management Plan 2019-2023. The framework provided by this Strategy must be considered in the context of the Strategic Commitments with outcomes aligned to delivery of the Corporate Plan and Integrated Risk Management Plan 2019-2023. In overall terms, the Strategy is designed to enable Members to fulfil our mission in **Serving the People of Royal Berkshire**.

Outcomes will be aligned to at least one of the following Strategic Commitments:

1. We will provide education and advice on how to prevent fires and other emergencies.
2. We will ensure a swift and appropriate response when called to emergencies.
3. We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
4. We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering core functions.
5. We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
6. We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

[Full details of the policy agenda is available in Royal Berkshire Fire Authority's Corporate Plan and Integrated Risk Management Plan 2019-23.](#)

### Section 3: Strategy

#### Our Aims, Principles and Objectives

Through the Member Development Strategy, we will aim to:

- Equip Members with the skills and knowledge necessary to fulfil their roles and ensure they are fully aware of their responsibilities and accountabilities;
- To ensure Member development is fully embedded in the culture of RBFA and Royal Berkshire Fire and Rescue Service (RBFRS) and its importance is recognised by all;

- Equip Members to balance the conflicting and competing priorities of their roles and constructively work with officers in Serving the People of Rpyal Berkshire.

**The principles that will underpin all Member development activity are:**

- To maintain a clear commitment to Member development and support;
- To ensure a strategic approach is taken to Member development;
- To ensure that Member development is effective in building capacity; and
- To support Members in their roles on RBFA.

**Our Member development objectives are:**

To ensure we meet our aims and principles, this Strategy sets out a number of objectives that we will be working towards as part of our Member development activity:

<b>Maintain a clear commitment to Member development and support</b>	<ul style="list-style-type: none"> <li>• Seek commitment and approval of the Member Development Strategy;</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Ensure the planning and delivery of Member development is the responsibility of Members and officers;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Ensure equality of opportunity and access for all;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Provide specialist training for the Democratic Support team and the wider organisation through the core skills programme.</li> </ul>	Ongoing
<b>Ensure a strategic approach is taken to Member development</b>	<ul style="list-style-type: none"> <li>• Develop an induction programme for all new Members covering core skills, governance matters and learning specific to RBFRS and the Fire and Rescue Service generally;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Annually refresh the Member Development Programme based on Member need</li> </ul>	Annual
	<ul style="list-style-type: none"> <li>• Assign a lead Member (Member Champion for Organisational Development) and lead officer (Head of Corporate Services) responsibility for Member Development providing regular strategic oversight; and</li> </ul>	Annual
	<ul style="list-style-type: none"> <li>• Work in collaboration with Local Authorities and partners in Berkshire to identify opportunities to deliver Member development programmes that are complimentary and cohesive.</li> </ul>	Annual Ongoing
<b>Ensure Member development is effective in building capacity</b>	<ul style="list-style-type: none"> <li>• Outcomes and benefits of Member development activities are clearly communicated and understood by those participating;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Evaluate the outcomes and benefits of Member development activities through participant feedback;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Develop Member understanding of local and national issues that impact on the Fire and Rescue Service;</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Lead Member and Member Champions in place for key themes with briefing and support in these roles as appropriate;</li> </ul>	Ongoing
		Ongoing

**Support Members in their roles on RBFA**

<ul style="list-style-type: none"> <li>• Use a range of tools in the delivery of Member development to ensure suitability for a range of learning styles;</li> <li>• Provide opportunities to meet with agencies and the community;</li> <li>• Monitor and record attendance at Member development activities;</li> <li>• Annually report on the progress of the Member development programme to the Audit and Governance Committee.</li> </ul>	Ongoing
	Ongoing
<ul style="list-style-type: none"> <li>• Schedule a programme of Member development activities and publicise at the earliest opportunity;</li> <li>• Ensure the Member development programme is delivered at times appropriate for Members;</li> <li>• Offer Member development opportunities at a range of locations across Berkshire;</li> <li>• Ensure our systems and ways of working best support Members in their roles; and</li> <li>• Champion the role of RBFA in terms of local democracy and contribution to Serving the People of Royal Berkshire.</li> </ul>	Annual
	Annual
	Ongoing
	Ongoing
	Ongoing

**Section 4: Delivering the Strategy**

A Task and finish group, chaired by the Member Champion for Organisational Development, will develop an action plan for delivery of a Member development programme under the three headings outlined at the start of the Strategy.

To support the delivery of the Member Development Strategy, a number of different opportunities can be used including (but not limited to):

New Member Induction Programme	Bespoke inhouse briefing sessions	Annual Workshop	Buddy System
Joint training opportunities with Local Authorities	Visit your local station	External learning opportunities e.g. conferences (based on business case where funding required)	Member Handbook
Attendance at RBFRS Events	Communication Channels e.g. Cascade, Shout, Press Releases and Social Media	Opportunities to meet with partners such as SCAS and TVP	Dedicated Member support provided by Corporate Services
Support through systems such as Modern Gov	Briefing notes	Peer coaching and mentoring	E-learning

## **Measuring our Delivery**

To ensure continuous improvement, a number of measures will be used to monitor the success of the Member Development Strategy including:



As part of the Annual Report on Member Development, performance against these measures will be reported to the Audit and Governance Committee at the end of each Municipal Year.

## **Approval**

The Member Development Strategy was approved by Fire Authority on 24 October 2019. The Member Development Strategy will be reviewed on an annual basis.