

AUDIT & GOVERNANCE MEMBER - ROLE

1. To lead on the development and prioritisation of an effective work programme.
2. To be responsible for identifying self-development so as to maximise effectiveness in performance.
3. To develop a constructive relationship with the Brigade Managers in the areas that the Committee scrutinises.
4. To find a suitable substitute and brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.
5. To be responsible for outputs and outcomes of scrutiny.
6. To receive evidence in an impartial manner.
7. To analyse information presented to the Committee.
8. The ability to challenge the Authority if required.
9. To make recommendations based on the Committee's deliberations.
10. To provide leadership and direction for scrutiny.
11. To engage fully in collective consideration of the issues taking into account the full range of relevant factors including any guidance issued by the Monitoring Officer.
12. Give the Authority advice on adopting a Local Code of Conduct.
13. Promote and maintain high standards of conduct for Members and help Members to follow the Code of Conduct.
14. Ensure that any determination (following an investigation) is fair and will accord with adopted procedures for dealing with matters of complaint and the same are brought to the Committee to be dealt with as effectively and efficiently as possible.

AUDIT & GOVERNANCE MEMBER SKILLS/KNOWLEDGE

POLITICAL SKILLS		
Internal/external stakeholders		
COMPLIANCE		
Codes of Conduct	Compliance	
ACCOUNTABILITY		
Internal/external stakeholders	Public Consultation	
Community orientation		
GOVERNANCE		
Client orientation	Transparency	
Ensuring equity	Equality & Diversity	Probity
COMMUNICATION		
Formal Presentations	Influencing Skills	
Interpersonal/Listening	Media Skills	
Written	Public Speaking	
Persuasion	Facilitation Skills	
BUSINESS AWARENESS		
Business Strategy Awareness	Performance Management	
Client orientation – Internal Stakeholders	Community Engagement	
Negotiation Skills – Internal Stakeholders	Advocacy	
Awareness of Decision Making Structures	Interview Skills	
Partnership Working	Analytical Skills	
CO-OPERATION		
Inter-agency co-operation	Networking	
Inter-department co-operation	Mentoring Skills	
Negotiations skills – External Stakeholders		
PROBLEM SOLVING		
Sound judgement		
DEVELOPMENTALLY ORIENTATED		
Entrepreneurial	Innovative	
PERSONAL QUALITIES		
Decisiveness	Self-confidence	
Flexibility & Adaptability	Willingness to learn	
Integrity	Leadership	
Managing own stress	Diplomacy	
Self-awareness & sensitivity	Assertiveness	
POTENTIAL & PERFORMANCE		
Clarity of goal setting	Shared goal setting	Empowering
WORKING AS A TEAM		
Collaborative working	Managing conflict	Managing change
MANAGING THE ROLE		
Chairing meetings	Understanding organisational processes	Monitoring progress
PLANNING		
Financial Planning	Strategic Planning	
Risk Management Planning	Project Management	
GOAL ORIENTATION		
Tenacity	Resilience	

INDEPENDENT PERSON – ADVISORY ROLE

1. To engage fully in collective consideration of the issues taking into account the full range of relevant factors including any guidance issued by the Monitoring Officer.
2. Give the Authority advice on adopting a Local Code of Conduct.
3. Monitor the effectiveness of the Code.
4. Promote and maintain high standards of conduct for Members and help Members to follow the Code of Conduct.
5. Ensure that the determination procedure is fair and will allow any allegation brought to the Committee to be dealt with as effectively and efficiently as possible.
6. To be responsible for identifying self-development so as to maximise effectiveness in performance.

INDEPENDENT PERSON SKILLS/KNOWLEDGE

COMPLIANCE

Codes of Conduct	Compliance
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ACCOUNTABILITY

Internal/external stakeholders	Public Consultation
Client orientation – external stakeholders	

GOVERNANCE

Probity	Transparency	Equality & Diversity
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COMMUNICATION

Facilitation Skills

BUSINESS AWARENESS

Negotiation Skills – Internal stakeholders	Interview Skills
Performance Management	Analytical Skills

PROBLEM SOLVING

Sound judgement

PERSONAL QUALITIES

Decisiveness	Diplomacy	Integrity
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WORKING AS A TEAM

Managing conflict

GOAL-ORIENTATION

Tenacity	Resilience
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OUTSIDE BODY MEMBER

1. To participate in the activities of an outside body to which the Councillor is appointed, providing two-way communication between the organisations. Also for this purpose, to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions.
2. Duty to act in the best interests of the body to which you are appointed, not making personal gain and to take care of assets.
3. To attend meetings and follow rules on Declarations of Interests.
4. Take responsibility of all main decisions in relation to the body to which you are appointed.
5. To explain the views and keep the Authority informed of the proceedings of that Outside Body.

OUTSIDE BODY MEMBER SKILLS/KNOWLEDGE

COMPLIANCE Codes of Conduct	Compliance
ACCOUNTABILITY Internal/External Stakeholders	
GOVERNANCE Probity Transparency	Equality & Diversity
COMMUNICATION Interpersonal/Listening	
BUSINESS AWARENESS Awareness of Decision Making Structures Partnership Working	Performance Management
CO-OPERATION Inter-agency co-operation	
PERSONAL QUALITIES Clarity of goal setting	Shared goal setting
WORKING AS A TEAM Collaborative working	
GOAL-ORIENTATION MANAGING THE ROLE Seizing opportunities	
MANAGING THE ROLE Understanding organisational processes	

LOCAL PENSION BOARD MEMBER – ADVISORY ROLE

To assist the Employing Authority in its role as a Scheme Manager of the scheme:

1. To secure compliance with the regulations, any other legislation relating to the governance and administration of the scheme and requirements imposed by the Pension Regulator in relation to the scheme and;
 - a. Ensure the effective and efficient governance and administration of the Pension Fund
 - b. Provide the Scheme Manager with such information as it requires ensuring that any member of the Pension Board or person to be appointed to the Board does not have a conflict of interest.
 - c. Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pension Regulator
2. The Board will ensure it effectively and efficiently complies with the code of practice on the governance and administration of public service pension schemes issues by the Pension Regulator.
3. The Board shall meet sufficiently regularly to discharge its duties and responsibilities effectively, but not less than twice a year. There is also the provision for special meetings to be convened on notice.

ROLE OF THE CHAIR OF THE AUTHORITY

1. To provide the political leadership to the Authority, including proposing the policy framework within which the Authority will operate and to take such executive action as may be delegated by the Authority.
2. To ensure effective Corporate Governance including working with opposition groups to seek to achieve where possible cross party co-operation.
3. As Chair of the Authority, to be the key contact for outside organisations, Local Authority Associations and Authority partners.
4. To lead the Authority and ensure that its work is conducted in accordance with the Authority's Constitution and with due regard for any statutory provisions set out in legislation.
5. To ensure that the Authority achieves its terms of reference to ensure the effective integration of roles, responsibilities and functions of the Committee membership.
6. To ensure through working with the Brigade Managers and Proper Officers, the long term financial, business and economic stability of the Authority.
7. To be the ambassador voice of the Authority, for example in its dealings with the Local Authorities and their Associations and to positively promote the Authority as a whole in the media.
8. To act as the political spokesperson for the Authority.
9. To encourage the highest standards of probity and corporate governance for the wellbeing of the Authority
10. To consult with the Chief Fire Officer, Legal Adviser, Treasurer and Vice Chair regarding action of matters of urgency.

CHAIR OF THE AUTHORITY SKILLS/KNOWLEDGE

POLITICAL SKILLS	
Internal/external stakeholders	Political judgement
COMPLIANCE	
Codes of Conduct	Compliance
ACCOUNTABILITY	
Internal/external stakeholders Community orientation	Public Consultation
GOVERNANCE	
Ensuring Equity Probity	Transparency
COMMUNICATION	
Formal presentations Interpersonal/Listening Written (Formal) Persuasion Influencing Skills	Media Skills Public Speaking Facilitation Skills Report Writing
BUSINESS AWARENESS	
Business Strategy Awareness Client Orientation – Internal Stakeholders Negotiation Skills – Internal Stakeholders	Awareness of Decision Making Structures Partnership Working
CO-OPERATION	
Inter-agency co-operation Inter-department co-operation	Networking Mentoring Skills
PERSONAL QUALITIES	
Decisiveness Flexibility & Adaptability Integrity Managing own stress Self awareness & sensitivity	Self-confidence Leadership Diplomacy Assertiveness
POTENTIAL & PERFORMANCE	
Clarity of goal setting Developmental Orientation	Shared goal setting Promoting Equality & Diversity
WORKING AS A TEAM	
Collaborative working Managing change	Managing conflict
GOAL-ORIENTATION	
Commitment to excellence Drive for improvement	Drive for results Seizing opportunities
MANAGING THE ROLE	
Chairing meetings Monitoring progress constructively	Understanding organisational processes
PLANNING	
Financial Planning Risk Management Planning	Strategic Planning

ROLE OF THE VICE CHAIR OF THE AUTHORITY

1. To assist and work with the Chair in delivering their responsibilities to the Authority within their job profile.
2. To deputise for the Chair in their absence from Authority meetings.
3. In the absence of the Chair, carry out the requirements of their job profile so far as legally possible and permissible.
4. To carry out such duties and responsibilities as delegated by the Chair.
5. To consult with the Chief Fire Officer, Legal Adviser, Treasurer and Chair regarding actions of matters of urgency.

VICE CHAIR OF THE AUTHORITY SKILLS/KNOWLEDGE

POLITICAL SKILLS

Internal/external stakeholders

Political judgement

COMPLIANCE

Codes of Conduct

Compliance

ACCOUNTABILITY

Internal/external stakeholders
Community orientation

Public Consultation

GOVERNANCE

Ensuring Equity
Probity

Transparency

COMMUNICATION

Formal presentations
Interpersonal/Listening
Written
Persuasion

Media Skills
Public Speaking
Facilitation Skills
Influencing Skills

BUSINESS AWARENESS

Business Strategy Awareness
Client Orientation – Internal Stakeholders

Awareness of Decision Making Structures
Partnership Working

CO-OPERATION

Inter-agency co-operation
Networking

Inter-department co-operation
Mentoring Skills

PERSONAL QUALITIES

Decisiveness
Flexibility & Adaptability
Integrity
Managing own stress
Self awareness & sensitivity

Self-confidence
Leadership
Diplomacy
Assertiveness

VICE CHAIR OF THE AUTHORITY SKILLS/KNOWLEDGE

POTENTIAL & PERFORMANCE	
Clarity of goal setting Developmental Orientation	Shared goal setting Promoting Equality & Diversity
WORKING AS A TEAM	
Collaborative working Managing change	Managing conflict
GOAL-ORIENTATION	
Commitment to excellence Drive for improvement	Drive for results Seizing opportunities
MANAGING THE ROLE	
Chairing meetings Monitoring progress constructively	Understanding organisational processes
PLANNING	
Financial Planning Risk Management Planning	Strategic Planning

SKILLS/KNOWLEDGE DESCRIPTION

POLITICAL SKILLS

- Internal/External Stakeholders – identifies the key players inside and outside the organisation, and uses an understanding of their interests and agenda, and the influence and impact they have, to achieve the Authority's goals.
- Political Judgement – makes sound political judgements, consistent with the best interests of the Authority.

COMPLIANCE

- Codes of Conduct – ensures that current codes of conduct and workplace standards are applied, such that their own and others' behaviour is beyond reproach.
- Compliance – is active in over-seeing that processes and services are compliant with all legislation, current case law, European directives and regulations.

ACCOUNTABILITY

- Internal/External Stakeholders – is prepared to represent the Authority in adverse and sensitive circumstances, including when difficult or unpopular decisions are taken, which may result in legal action.
- Community Orientation – acts in a way that reflects a strong desire to identify and to meet the needs of the community.
- Public Consultation – is active in engaging the public in the issues that affect them.

GOVERNANCE

- Ensuring Equity – ensures that Authority services are accessible to all and are delivered fairly.
- Probity – ensures that all aspects of the Authority's business, including that involving hospitality and other relationships with external stakeholders, are conducted ethically with regard to professional standards and established codes of conduct.
- Transparency – in all aspects of decision making, being receptive to challenges, and showing a willingness to do things differently.
- Equality & Diversity – acts in a way that shows respect for all, ensuring equality at all times.

COMMUNICATION

- Formal presentations – communicates ideas in a clear and coherent way, to individuals and groups, modifying the language and delivery to match the needs of the recipients.
- Interpersonal/Listening – communicates on a day to day basis with individuals in a way that encourages a free interchange of ideas and expression of feelings, listening and responding appropriately.
- Written – communicates in a clear and structured way, using terminology and grammar correctly, and adjusting language appropriately.
- Persuasion – is able to use appropriate interpersonal styles and communication methods to present arguments, so as to gain acceptance from others.
- Influencing Skills – presents arguments in a way that will gain agreement at all levels, seeking the prior support of key stakeholders, as appropriate.
- Media Skills – communicates effectively through the media, even when under pressure.
- Public Speaking – communicates in a way that is sensitive to contextual factors, such as the nature of the event, the size and composition of audience, and the availability of audio and visual support.
- Facilitation Skills – shows sensitivity by attempting to see and to explore different points of view, through active participation by all present, in an attempt to achieve optimal solutions.
- Report Writing- ensures that their contributions to reports are factual, clear and succinct.

PROBLEM SOLVING

- Counselling colleagues – listens sympathetically to the needs of fellow elected members, so as to help them to take appropriate action.
- Sound judgement – makes sound judgements based on a wide range of factual information, not allowing personal prejudices or biases to influence decisions.
- Working with the Community – listens sympathetically to the needs of members of the Community, so as to help them to take appropriate action.

BUSINESS AWARENESS

- Business Strategy Awareness – understands and uses the Authority's overall strategy to achieve

SKILLS/KNOWLEDGE DESCRIPTION

goals and objectives, identifying potential organisation problems and opportunities.

- Client orientation – internal stakeholders – acts in a way that reflects a strong desire to identify and to meet the needs of a variety of Authority employees.
- Negotiation skills – internal stakeholders – bases negotiations with Authority employees on well thought-out arguments for and against own position, comprising as appropriate.
- Awareness of Decision Making Structures – demonstrates a clear understanding of the processes by which decisions are made at different levels within the Authority.
- Partnership Working – can explain how different kinds of partnerships, involving both public and private sector organisations, work in practice.
- Performance Management – manages the performance of the Authority on the basis of relevant information, in ways that are effective, timely, and fair.
- Community Engagement – maintains on-going support contact both with influential people and groups, and with individual members of the community.
- Health & Safety – oversees all aspects of Health & Safety processes and procedures to ensure compliance with relevant legislation and ‘best practice’.
- Advocacy – is effective in marshalling and presenting arguments in support of an individual or cause.
- Interview Skills – demonstrates the ability to listen, to ask both ‘open’ and ‘probing’ questions, and to separate the content of what is said from the interviewee’s intentions and motivational state.
- Equal Opportunities and Diversity – understands the imperatives and the value of ensuring quality and of managing diversity effectively.
- Analytical Skills – is able to analyse data so as to make meaningful comparisons, and/or identify patterns and trends, and the way in which different elements interact with one another.

CO-OPERATION

- Inter-agency co-operation – is active in promoting inter-agency co-operation, by gaining information about the role of different agencies, and looking for, and actively pursuing, opportunities for collaboration towards common goals.
- Inter-department co-operation – is active in promoting inter-departmental co-operation, by identifying areas of common interest, and looking for and actively pursuing opportunities for collaboration towards common goals.
- Negotiation Skills – external stakeholders – bases negotiations with members of the Community and others on well thought-out arguments for and against own position, compromising as appropriate.
- Networking – has a wide range of relevant contacts with whom they interact in such a way as to promote the Authority’s goals and ambitions.
- Mentoring Skills – provides appropriate mentoring support to enable colleagues to achieve their potential, thereby increasing their self-confidence and effectiveness.

DEVELOPMENTALLY ORIENTATED

- Entrepreneurial – identifies and/or contributes to opportunities for the Authority to develop new kinds of relationships and services.
- Innovative – identifies and/or contributed to seeking new ways of working without fear of challenging traditional practices, and finding opportunities for improvements.

PERSONAL QUALITIES

- Decisiveness – makes timely decisions and judgements, acting on the basis of limited information, if necessary.
- Flexibility & Adaptability – adapts behaviour appropriately to different individuals, groups and tasks, and changing situations.
- Integrity – acts in a way that reflects a strong commitment to the Authority’s values, challenging any inappropriate behaviour.
- Managing own stress – maintains stable performance under pressure and/or opposition, remaining calm, objective and in control.
- Self-awareness and sensitivity – acts in a way that reflects awareness of the needs and aspirations of others, and of the impact of own behaviour on others.

SKILLS/KNOWLEDGE DESCRIPTION

- Self-confidence – shows a high level of confidence in own ability to achieve desired goals.
- Leadership – has a clear vision of what the Authority is aiming to achieve, encouraging colleagues and officers to realise its goals.
- Diplomacy – acts at all times in ways that are sensitive to formal protocols, religious and other beliefs, and established customs and practice.
- Assertiveness – insists on respect for what is right and just, in a way that is positive, but not offensive.
- Willingness to Learn – shows a willingness to learn from the experience and advice of others, and to apply this learning to become more effective.

POTENTIAL & PERFORMANCE

- Clarity of Goal Setting – ensures that colleagues and officers are clear about the strategies and goals of the Authority, and the criteria for judging success.
- Empowering – encourages colleagues and officers in the process of performance their role.
- Shared Goal Setting – involves colleagues and others in the process of setting mutually agreed goals and/or targets.
- Promoting Equality & Diversity – encourages and values the contribution of others recognising the benefits of difference.
- Development Orientation – is committed to promoting the personal and professional development of others.

WORKING AS A TEAM

- Collaborative Working – is active in promoting collaborative working so as to achieve mutually agreed goals and targets.
- Managing Change – manages change effectively by taking proper account of human, material and situational factors.
- Managing Conflict – is able to handle situations involving conflict with sensitivity, attempting to see and explore the various points of view, and trying to achieve win-win solutions for all.

GOAL-ORIENTATION

- Commitment to Excellence – is committed to achievement and maintenance of high standards for performance and those of others, constantly seeking improvements in the way in which services are delivered and the quality of the outcome.
- Drive for improvement- shows a high level of initiative in being self-starting and proactive, rather than purely reactive, taking action to achieve 'best practice'.
- Drives for results – is persistent in trying to achieve results with and through others, measuring success in terms of outcomes achieved.
- Seizing opportunities – identifies and/or contributes to opportunities to develop organisational capacity, resources and effectiveness.
- Tenacity/resilience – shows resilience and perseverance in striving for Goals, even in the face of problems and adversity, coping effectively with disappointments and setbacks.

MANAGING THE ROLE

- Chairing meetings – is able to set an appropriate agenda, and keep meetings on course by modifying own behaviour in a way that reflects the nature of the agenda items, and the needs and wishes of the participants, encouraging and enable active participation by all present.
- Monitoring progress constructively – monitors progress on tasks for which they are responsible and/or the business of the Authority in relation to their own case work load, without interfering or detracting from others' sense of autonomy.
- Understanding organisational processes – understands and uses effectively the organisations systems and structures, operations, decision-making channels, planning processes, and control systems, to achieve the Authority's goals.

PLANNING

- Financial Planning – is able to understand financial plans and budgets, so as to perform their role in setting and reviewing the Authority's finances.
- Risk Management – evaluates officers' decisions about level of risk in relation to service delivery.
- Strategic Planning – contributes to and evaluates the long-term goals and targets for the

SKILLS/KNOWLEDGE DESCRIPTION

Authority, including the extent to which they are consistent with the Authority's vision.

- Project Management – contributes to the establishment of, and adherence to, the nature and scope of projects, the roles of individuals participants, the procedures to be followed, and the criteria for judging success.

ICT

- Demonstrates an acceptable level of proficiency in the use of ICT, including:
 - Familiarity with IT Packages
 - E-mail
 - Microsoft Office

MEMBER DEVELOPMENT CHARTER

In 2009 Cleveland Fire Authority was awarded Member Development Charter Status and was the only North East Fire and Rescue Service to receive this status. In 2012, Members resolved that re-application of the Charter should not be made and that the Authority adopt the following Charter which all Members are asked to adhere to.

CLEVELAND FIRE AUTHORITY

MEMBER DEVELOPMENT CHARTER



Cleveland Fire Authority Members will:

- Be committed to Member Development, and undertake Personal Development Reviews to enable the identification of any gaps in skills or knowledge skills
- Ensure there is a clear and embedded process for identifying learning needs at an individual and Authority wide level, taking into account different requirements in terms of timing and venue for learning and development activity.
- Ensure Member Development activities have clearly defined aims and objectives, based on the Authority's Strategic Priorities and new legislation.
- Undertaken the following development on a bi annual basis:
 - ❖ Corporate Manslaughter
 - ❖ Equality, Diversity and Inclusion
 - ❖ Strategic Risk Management

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