



# MEMBER DEVELOPMENT PLAN

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## Member Development

The aim of Member Development is to build on the skills and knowledge of Members to ensure they are able to fulfil their roles and responsibilities as an Authority Member.

The Authority provides equality of opportunity and access to training and development for all Members. This means that Members will not receive less favourable treatment on the grounds of age, gender, sexuality, marital status, disability, race, religion, colour or ethnic origin. Neither will their opportunity for training and development be determined by their party political affiliation.

To avoid duplication of training with their own Local Authority, the training programme is structured into Essential training for new Members and Desirable and Optional training for existing Members. This training is specific to Cleveland Fire Authority.

# MEMBER DEVELOPMENT PLAN

SUBJECT	ATTENDANCE	DATE	CONTENT
Corporate and Ethical Governance Induction	Essential for new members	1130 9 June 23  (prior to Annual Mtg)	Governance and Administration Committee structure & Committee Remits Organisational Structure Health & Safety Standards and behaviours Member Development
Strategic Induction (part of annual meeting)	Essential for new Members  Desirable for existing members  Independent Persons (non voting)	1400 9 June 23	Strategic Direction, Priorities and Challenges Corporate Risks & Responsibility Performance and Efficiencies Medium Term Financial Strategy
Role of Exec Committee	Essential for new members	1115 7 July 23	Strategy and policy development
Corporate Manslaughter	Essential	1230 28 July 23	
External Audit update	Essential for new A&G members and Independent Persons	1000 25 August 23	External Audit – fiscal background
Role of Audit and Governance		1100 A&G 25 August 23	Audit & Governance Background and Standards
Equality, Diversity and Inclusion	Essential	1245 8 December 23	Code of Ethics Values and Behaviours EDI
Strategic Direction and background	Chair of CFA	Bi monthly / ad hoc	To be confirmed
EDI Member Champion	Desirable	EDI Board Meetings and ad hoc	Strategic update and background of Brigades EDI, values and behaviours
Financial Governance	Essential for New Members	TBC	Value for Money MTFS Efficiencies
Safeguarding	Essential	TBC	

## **Induction Programme**

On notification of a new appointment from the constituent Council, a Welcome and Information Pack is forwarded to the Member which includes a Calendar of Authority Meetings, details of CFA Membership and the administration arrangements.

Structured inductions are in place for new Members to the Authority and new Members of committees or outside bodies. This includes the following subject areas:

- Administration and Governance
- Strategic direction, objectives, CRMP, vision, values, financial governance
- Risk Management
- Equality, Diversity and Inclusion
- GDPR
- Code of Conduct/Standards
- Health and Safety
- Local Pension Board

### Literature to be circulated:

Corporate Plan / Community Risk Management Plan / Resource Plan / People Plan, Efficiency and Productivity Plan 23/24 / Values and Behaviours / PRIDE

## **Member Development Plans**

Member Development Plans (MDP) assist the Authority and the individual Member to identify any specific training needs or areas in which they need to develop. Please contact the Democratic and Administration Manager if you would like to undertake a Member Development Plan or discuss any training/ development requirements.

## **Local Government Association**

The Fire Authority is a member of the Local Government Association who also provide guidance and development resources to Elected Members. Members can access this information at [www.local.gov.uk](http://www.local.gov.uk). A copy of the LGA Fire Authority Members Guide will be sent to all new members.

## **Guide to Members Roles**

The Guide to Elected Member Roles was based on the Guide produced by the Improvement Partnership for North East Local Government regarding the opinions and experience of elected Members, an examination of existing practice, consideration of existing guidance and of expert advice.

The Guide has been adapted to reflect the Cleveland Fire Authority's roles and values and the range of increasingly complex roles Members undertake. However, the Guide is not intended to deter prospective Members, or those thinking of taking on a new role, but help them to find appropriate support in their current role or to prepare for change.

### **Chairs Development Programme**

A programme will be developed in conjunction with the appointed Chair of the Authority with the Authorised Officers to ensure their awareness of Authority and Brigade strategic direction and background.

### **Member Equality, Diversity and Inclusion Champion**

The Chair of the Authority will sit on the Brigades Equality, Diversity and Inclusion Board and will promote the values and behaviours of the Authority.

## **CLEVELAND FIRE AUTHORITY MEMBER - ROLE**

1. To fulfil the statutory and locally determined requirements of an elected member of a local Fire Authority and the authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the fully Authority (eg setting budget, overall priorities and strategy).
2. To participate effectively as a member of any committee to which the Authority is appointed, including related responsibilities for the services falling within the committee's terms of reference, and its liaison with other public bodies to promote better understanding and partnership working.
3. To participate in the activities of an outside body to which 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.
4. To participate in the scrutiny or performance review of the services of the authority including, where the authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the authority.
5. To participate, as appointed, in consultative processes with the community and with other organisations.
6. To provide a link between the authority to the community, through the various forums available.
7. To develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties and constraints and to develop good working relationships with relevant officers of the Authority.
8. To develop and maintain a working knowledge of the other organisations and services which serve the Authority.
9. To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the democratic process.
10. To conduct the business of the Authority within the Authority and not through the written or broadcast media.
11. To maintain confidentiality in all relevant Authority business.
12. To individually not seek to instruct officers.
13. To be responsible for identifying self-development so as to maximise effectiveness in performance.

## CLEVELAND FIRE AUTHORITY MEMBER SKILLS/KNOWLEDGE

<b>POLITICAL SKILLS</b>	
Internal/external stakeholders	Political judgement
<b>COMPLIANCE</b>	
Codes of Conduct	Compliance
<b>ACCOUNTABILITY</b>	
Internal/external stakeholders	Public Consultation
Client orientation – external stakeholders	
<b>GOVERNANCE</b>	
Ensuring Equity	Transparency
Probity	Equality & Diversity
<b>COMMUNICATION</b>	
Formal presentations	Media Skills
Interpersonal/Listening	Public Speaking
Written (Formal)	Facilitation Skills
Persuasion	Report Writing
Influencing Skills	
<b>BUSINESS AWARENESS</b>	
Business Strategy	Flexibility & Adaptability
Awareness	Integrity
Client orientation – Internal Stakeholders	Managing Own Stress
Negotiation Skills – Internal Stakeholders	Self-awareness & sensitivity
Awareness of Decision	Self-confidence
Managing Structures	Willingness to learn
Partnership Working	Time Management
Performance Management	Speed Reading
Community Engagement	Leadership
Health & Safety	Diplomacy
Advocacy	Assertiveness
Interview Skills	
<b>POTENTIAL &amp; PERFORMANCE</b>	
Clarity of goal setting	Shared goal setting
Empowering	Promoting Equality & Diversity
<b>WORKING AS A TEAM</b>	
Collaborative working	Managing Change
Managing Change	Managing Conflict
<b>GOAL-ORIENTATION</b>	
Commitment to excellence	Seizing opportunities
Drive for improvement	Tenacity/resilience
Drive for results	
<b>MANAGING THE ROLE</b>	
Chairing meetings	Understanding
Monitoring progress constructively	

## EXECUTIVE MEMBER - ROLE

1. Participate effectively as a Member of the Executive Committee – take joint responsibility with colleague Members for all actions and be accountable collectively.
2. Challenge issues prior to making decisions if felt appropriate to do so.
3. Ensure appropriate regard to the community's interests and to any equality and diversity issues.
4. Encourage openness and honesty.
5. To exercise delegated powers as stated within the remit of the committee.
6. Build good relationships with appropriate senior officers.
7. Be supportive in dealing with any problems at a strategic level.
8. Keep abreast of related developments and policies at national regional and local level.
9. Enhance the Authority's reputation through taking the national stage where possible and participating in regional and national networks.
10. Be aware of issues of importance to the community and other stakeholders.
11. Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills.
12. To maintain confidentiality in all relevant Authority business.
13. Along with the Executive Leadership Team be available as appropriate for other Members to discuss any queries or matters of concern.
14. 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.

EXECUTIVE MEMBER SKILLS/KNOWLEDGE	
<b>POLITICAL SKILLS</b> Internal/external stakeholders	Political judgement
<b>ACCOUNTABILITY</b> Internal/external stakeholders Client orientation – external stakeholders	Public Consultation
<b>GOVERNANCE</b> Ensuring Equity Probity	Transparency Equality & Diversity
<b>COMMUNICATION</b> Formal presentations Interpersonal/Listening Written Persuasion	Influencing Skills Media Skills Public Speaking
<b>BUSINESS AWARENESS</b> Business Strategy Awareness Client orientation – internal stakeholders Awareness of Decision Making Structures Partnership Working	Performance Management Community Engagement Advocacy Interview Skills Analytical Skills
<b>CO-OPERATION</b> Inter-agency co-operation Inter-department co-operation Negotiation skills–external/internal stakeholders	Networking Mentoring skills
<b>PROBLEM SOLVING</b> Sound judgement	
<b>DEVELOPMENTALLY ORIENTATED</b> Entrepreneurial	Innovative
<b>PERSONAL QUALITIES</b> Decisiveness Flexibility & Adaptability	Integrity Managing own stress
<b>POTENTIAL &amp; PERFORMANCE</b> Clarity of goal setting Empowering	Shared goal setting
<b>WORKING AS A TEAM</b> Collaborative working Managing change	Managing Conflict
<b>MANAGING THE ROLE</b> Monitoring progress constructively	Understanding organisational processes
<b>PLANNING</b> Financial Planning Risk Management	Strategic Planning



## **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 receive evidence in an impartial manner.
6. To analyse information presented to the Committee.
7. The ability to challenge the Authority if required.
8. To make recommendations based on the Committee's deliberations.
9. To provide leadership and direction for scrutiny.
10. 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.
11. Give the Authority advice on adopting a Local Code of Conduct.
12. Promote and maintain high standards of conduct for Members and help Members to follow the Code of Conduct.
13. 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.

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

### ACCOUNTABILITY

Internal/external stakeholders

Public Consultation

Client orientation – external stakeholders

### GOVERNANCE

Probity

Transparency

Equality & Diversity

### COMMUNICATION

Facilitation Skills

### BUSINESS AWARENESS

Negotiation Skills – Internal stakeholders

Interview Skills

Performance Management

Analytical Skills

### PROBLEM SOLVING

Sound judgement

### PERSONAL QUALITIES

Decisiveness

Diplomacy

Integrity

### WORKING AS A TEAM

Managing conflict

### GOAL-ORIENTATION

Tenacity

Resilience

OUTSIDE BODY MEMBER	
<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. To attend meetings and follow rules on Declarations of Interests.</li> <li>4. Take responsibility of all main decisions in relation to the body to which you are appointed.</li> <li>5. To explain the views and keep the Authority informed of the proceedings of that Outside Body.</li> </ol>	
OUTSIDE BODY MEMBER SKILLS/KNOWLEDGE	
<b>COMPLIANCE</b> Codes of Conduct	Compliance
<b>ACCOUNTABILITY</b> Internal/External Stakeholders	
<b>GOVERNANCE</b> Probity Transparency	Equality & Diversity
<b>COMMUNICATION</b> Interpersonal/Listening	
<b>BUSINESS AWARENESS</b> Awareness of Decision Making Structures Partnership Working	Performance Management
<b>CO-OPERATION</b> Inter-agency co-operation	
<b>PERSONAL QUALITIES</b> Clarity of goal setting	Shared goal setting
<b>WORKING AS A TEAM</b> Collaborative working	
<b>GOAL-ORIENTATION MANAGING THE ROLE</b> Seizing opportunities	
<b>MANAGING THE ROLE</b> 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 four times 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 promote the Values and Behaviours of the Authority.
11. To be the Member Champion for Equality, Diversity and Inclusion and attend EDI Board meetings.
12. 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	
<b>POLITICAL SKILLS</b> Internal/external stakeholders	Political judgement
<b>COMPLIANCE</b> Codes of Conduct	Compliance
<b>ACCOUNTABILITY</b> Internal/external stakeholders Community orientation	Public Consultation
<b>GOVERNANCE</b> Ensuring Equity Probity	Transparency
<b>COMMUNICATION</b> Formal presentations Interpersonal/Listening Written (Formal) Persuasion Influencing Skills	Media Skills Public Speaking Facilitation Skills Report Writing
<b>BUSINESS AWARENESS</b> Business Strategy Awareness Client Orientation – Internal Stakeholders Negotiation Skills – Internal Stakeholders	Awareness of Decision Making Structures Partnership Working
<b>CO-OPERATION</b> Inter-agency co-operation Inter-department co-operation	Networking Mentoring Skills
including Values and Behaviours	
<b>POTENTIAL &amp; PERFORMANCE</b> Clarity of goal setting Developmental Orientation	Shared goal setting Promoting Equality & Diversity
<b>WORKING AS A TEAM</b> Collaborative working Managing change	Managing conflict
<b>GOAL-ORIENTATION</b> Commitment to excellence Drive for improvement	Drive for results Seizing opportunities
<b>MANAGING THE ROLE</b> Chairing meetings Monitoring progress constructively	Understanding organisational processes
<b>PLANNING</b> 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	
<b>POTENTIAL &amp; PERFORMANCE</b> Clarity of goal setting Developmental Orientation	Shared goal setting Promoting Equality & Diversity
<b>WORKING AS A TEAM</b> Collaborative working Managing change	Managing conflict
<b>GOAL-ORIENTATION</b> Commitment to excellence Drive for improvement	Drive for results Seizing opportunities
<b>MANAGING THE ROLE</b> Chairing meetings Monitoring progress constructively	Understanding organisational processes
<b>PLANNING</b> 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.

## SKILLS/KNOWLEDGE DESCRIPTION

### **BUSINESS AWARENESS**

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

## SKILLS/KNOWLEDGE DESCRIPTION

### 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.
- 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 performing 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.

## SKILLS/KNOWLEDGE DESCRIPTION

### 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 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