

## TfN Audit & Governance Committee - Competency Framework

*The competency framework detailed below has been developed based on best-practice guidance set out within the HM Treasury Audit & Risk Assurance Committee Handbook (March 2016) specifically for use within Transport for the North (TfN).*

*It is recommended that this framework is reviewed on an annual basis to ensure that it remains fit for purpose in terms of legal compliance, best practice, and the emerging business needs of TfN.*

*An annual skills audit of the Audit & Governance Committee (Members, Independent Members, Officers, and Attendees) will be undertaken (see Skills & Knowledge Matrix below) and a training plan thereafter developed and implemented to ensure the on-going effectiveness and collective competency of the Committee to carry-out its key functions and responsibilities.*

### **All members of TfN's Audit & Governance Committee should have, or acquire as soon as possible after appointment:**

- Understanding of the objectives of TfN and its current significant issues and risks
- Understanding of TfN's structure, governance arrangements and key relationships such as that with DfT, its member authorities and other major partners/stakeholders
- Understanding of TfN's culture and ways of working
- Understanding of any relevant legislation or other rules governing TfN; and
- Broad understanding of the government environment, particularly accountability structures and current major initiatives/funding/policy positions

### **The TfN Audit & Governance Committee should collectively possess:**

- knowledge/skills/experience (as appropriate and required) in:
  - Accounting/Financial Reporting
  - Risk Management
  - Internal Audit
  - External Audit
  - Corporate Governance
  - Legal
  - Anti-Fraud / Anti-Corruption
  - IT & Cyber Security

- HR & People Management
- Transport Planning, Policy & Strategy
  
- Experience of managing similar sized organisations and/or membership of Boards/Committees
  
- Understanding of the wider relevant environments in which TfN operates; and
  
- Detailed understanding of the government environment and accountability structures

**TfN Audit & Governance Committee – Skills & Knowledge Matrix – Member Annual Self-Assessment**

<b>Committee Member:</b> _____		<b>Date</b>	
<b>Completed:</b> _____			
<b>Skill/Knowledge/Experience</b>		<b>Self-Assessment Level</b>	<b>Comments</b>
<b>Area</b>	<b>Indicator</b>	<b>1. No Experience</b> <b>2. Basic Understanding</b> <b>3. Well Informed</b> <b>4. Specialist Knowledge</b>	
<b>TfN Objectives &amp; Priorities</b>	<i>An understanding of the objectives of TfN and its current significant issues and risks.</i>		
<b>TfN Structure &amp; Governance</b>	<i>An understanding of TfN's structure, governance arrangements and key relationships such as that with DfT, it's member authorities and other major partners/stakeholders.</i>		
<b>TfN Culture</b>	<i>An understanding of TfN's culture (including its values and ways of working).</i>		
<b>TfN Governance</b>	<i>An understanding of any relevant legislation or other rules governing TfN.</i>		
<b>TfN Political/Stakeholder Environment</b>	<i>An understanding of the government environment, particularly accountability structures and current major initiatives/funding/policies positions.</i>		
<b>Committee Experience</b>	<i>An understanding of the purpose of an Audit &amp; Governance Committee (AGC) and the specific remit and responsibility of the AGC at TfN.</i>		

<b>Accounting/Financial Reporting</b>	<i>An understanding of local government accounting rules, policies, processes, procedures, and financial reporting requirements at TfN. Knowledge of how TfN meets the requirements of the role of the chief financial officer, as required by the CIPFA Statement on the Role of the Chief Financial officer in Local Government.</i>		
<b>Risk Management</b>	<i>An understanding of the purpose of Risk Management (RM), the RM cycle and TfN's RM policy/framework.</i>		
<b>Internal Audit</b>	<i>An understanding of the role and responsibilities of Internal Audit in a local government body, including reporting requirements for assurance and consultancy work, as well as statutory powers. Awareness of the key principles of the Public Sector Internal Audit Standards.</i>		
<b>External Audit</b>	<i>An understanding of the role and responsibilities of External Audit in a local government body, including appointment, reporting requirements, grant claims, value for money and statutory powers.</i>		
<b>Corporate Governance</b>	<i>An understanding of what Corporate Governance (CG) is, knowledge of the six principles of the CIPFA/SOLACE Good Governance Framework and the AGC's role in ensuring good CG. Also, an understanding of TfN's CG framework and the purpose of the Annual Governance Statement.</i>		
<b>Legal</b>	<i>An understanding of the legal and regulatory framework in which a local government body such as TfN operates.</i>		

<b>Anti-Fraud / Anti-Corruption</b>	<i>An understanding of anti-fraud and anti-corruption frameworks and roles and responsibilities set out within TfN's Anti-Fraud &amp; Corruption Policy.</i>		
<b>IT &amp; Cyber Security</b>	<i>An understanding of IT &amp; Information policy, strategy, infrastructure, and cyber security requirements within a local government body, including associated legal requirements and recognised best practice.</i>		
<b>HR &amp; People Management</b>	<i>An understanding of HR, people management, health, safety, and well-being within a local government body including associated legal requirements and recognised best practice.</i>		
<b>Transport Planning, Policy &amp; Strategy</b>	<i>An understanding of transport planning, policy and strategy and it's practical application within TfN's operating environment.</i>		

<b>Skill/Knowledge Level</b>	<b>Description</b>
<b>1. No Experience</b>	No knowledge or previous experience/ training.
<b>2. Basic Understanding</b>	A basic awareness of the skill gained from working experience (usually over 1 year) or appropriate training and development. Or where knowledge possessed is not current (more than 3 years out of date).
<b>3. Well Informed</b>	Practical training and experience (a minimum of 2 years, gained during the last 10 years) in the specified skill or application of knowledge.
<b>4. Specialist Knowledge</b>	Formal training, appropriate qualification (degree or professional qualification) and/or considerable practical experience (3 years or more, gained in the last 10 years) in the specified skill.