Member Development Panel AGENDA

DATE: Wednesday 7 November 2012

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP   (Quorum 3)

Chairman: Councillor Mrs Rekha Shah

Councillors:

Ann Gate (VC)	Jean Lammiman
Varsha Parmar	Yogesh Teli

Reserve Members:

1. Nana Asante	1. Paul Osborn
2. Mitzi Green	2. Stephen Greek
3. Bill Phillips	

Contact: Manize Talukdar, Democratic & Electoral Services Officer
Tel: 020 8424 1323   **E-mail:** manize.talukdar@harrow.gov.uk

HarrowCOUNCIL
LONDON

AGENDA - PART I

1. **ATTENDANCE BY RESERVE MEMBERS**

   To note the attendance at this meeting of any duly appointed Reserve Members.

   Reserve Members may attend meetings:-

   (i)   to take the place of an ordinary Member for whom they are a reserve;
   (ii) where the ordinary Member will be absent for the <u>whole</u> of the meeting; and
   (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
   (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **DECLARATIONS OF INTEREST**

   To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

   (a)   all Members of the Panel;
   (b)   all other Members present.

3. **MINUTES** (Pages 1 - 4)

   That the minutes of the meeting held on 12 September 2012 be taken as read and signed as a correct record.

4. **PUBLIC QUESTIONS**

   To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

5. **PETITIONS**

   To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

6. **DEPUTATIONS**

   To receive deputations (if any) under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

7. **INFORMATION REPORT: MEMBER DEVELOPMENT PROGRAMME UPDATE** (Pages 5 - 28)

8. **DATE OF NEXT MEETING**

   5 February 2013.

AGENDA - PART II - NIL

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MEMBER DEVELOPMENT PANEL
MINUTES

12 SEPTEMBER 2012

Chairman:	* Councillor Mrs Rekha Shah		
Councillors:	* Ann Gate	* Bill Phillips (3)	
	* Jean Lammiman	† Yogesh Teli	

*   Denotes Member present
(3) Denotes category of Reserve Member

47.   Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member	Reserve Member
Councillor Varsha Parmar	Councillor Bill Phillips

48.   Declarations of Interest

RESOLVED: To note that there were no declarations of interest.

49.   Appointment of Vice-Chairman

RESOLVED: That Councillor Ann Gate be appointed Vice-Chairman of the Panel for the Municipal Year 2012/13.

50.   Minutes

RESOLVED: That the minutes of the meeting held on 3 April 2012 be taken as read and signed as a correct record.

51. **Terms of Reference of the Member Development Panel**

   RESOLVED: That the Terms of Reference be noted.

52. **Public Questions, Petitions and Deputations**

   RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting.

RESOLVED ITEMS

53. **Information Report: Charter Mark - Current State, Actions and Future Steps**

   The Divisional Director introduced the report which detailed the current state of Member Development against the Charter, stated the actions required to meet the requirements of Charter and the highlighted the future steps to attain Charter Plus.

   The officers then explained the current situation and made the following comments:

   - the evidence had been evaluated against the requirements for Charter and then restructured against the criteria;

   - new and old evidence had been evaluated against the criteria for Charter Plus. There were some gaps in the evidence for Charter Plus, such as personal development plans for Members, 360 degree appraisals and shared Member and officer development and training events;

   - there were some criteria for the Charter which did not have evidence at present and these were Member feedback from training events, examples of Members sharing knowledge with external partners and feedback from the induction process;

   - it was suggested that a survey of Members was carried out to obtain the required feedback and that some development events involving Members and officers would be held;

   - the re-assessment of Charter status could take place at present and an assessment for Charter Plus status could be considered after the next election and evidence from the induction programme could be included;

   - the Corporate Strategy Board had considered the gap analysis and were supportive of shared development events for Members and officers, especially for key strategic issues.

   Members made a number of comments on the current status of the Charter which the officers responded to as follows:

- in the past, there had been action learning teams which involved Members and officers but these had not been built on as successfully as they could have. 360 degree appraisals had been piloted, which some Members had found useful, and personal development plans for Members had been included in the e-learning package but these had not had the desired take up;

- there was a need to offer support for development processes, such as 360 degree appraisals and it was likely that this support would continue to be IT enabled;

- it was accepted that Member development events would be unlikely to achieve attendance by all Members and that there were difficulties engaging some Members in the process. One of the values of the Charter was that it was a tool to assess Member Development against benchmarks and good practice. It provided assurance that the Council was meeting the standard for a good organisation in relation to Member development;

- the cost of the re-assessment was £2,000 for a three year period. The cost of officer time would need to be calculated.

The Members of the Panel made the following comments:

- a wider analysis of the benefits of the Charter was required rather than a simple cost per capita analysis;

- there was need to be aware of the actual costs;

- attendances at development events was cyclical and dependent on various factors, such as the point in the electoral cycle as attendances tended to be lower towards the end of the 4 year Council term;

- the training facilitated by the Office for Public Management (OPM) had been well received and development events were important because they provided a forum for cross party discussions and team building.

RESOLVED: That the report be noted.

54. **Information Report: Member Development Programme Update**

The Divisional Director introduced the report which updated the Panel on the Member Development Programme of events which had taken place since April 2012 and the progress of the Member Development Programme in 2012.

During the discussion on the Member Development Programme, Members raised a number of issues which the officers responded to as follows:

- the quarterly briefings were popular and the format worked well. It was anticipated that a similar format would be used for shared Member and

officer events considering more strategic issues, such as welfare reform;

- there was a need to reconsider the remainder of the Member Development Programme for 2012 as a number of the courses were being repeated and were mandatory. Consideration would be given to holding repeated sessions on the same evening as this would create additional capacity in the Programme for development events on other topics;

- OPM would be approached and asked to consider some development events based on real issues with tangible outcomes. It was likely that attendance levels would increase if the development events were outcome related;

- a report considering alternative development event ideas would be submitted to the next meeting.

A Member of the Panel expressed support for shared development events and stated that action learning sets should be considered. In addition, events which involved Members, officers and local residents could usefully be included as part of a revised Development Programme. Another Panel Member stated that Member Development events were promoted at Group meetings and this would continue.

RESOLVED: That the report be noted.

55. **Date of Next Meeting**

RESOLVED: To note that the next meeting would be held on 7 November 2012.

(Note: The meeting, having commenced at 7.33 pm, closed at 8.16 pm).

(Signed) COUNCILLOR MRS REKHA SHAH
Chairman

REPORT FOR:	**MEMBER DEVELOPMENT PANEL**
Date:	7 November 2012
Subject:	INFORMATION REPORT – Member Development Programme Update
Responsible Officer:	Jon Turner, Divisional Director of Human Resources and Development and Shared Services
Exempt:	No
Enclosures:	Appendix A – Office For Public Management: Proposed Joint Member and Officer Training
	Appendix B – Member Development Assessment Day Schedule

Section 1 – Summary

This report updates the Panel on the Member Development Programme of events that have taken place since the September 2012 Panel meeting and on the progress of the Member Development Programme in 2012.

FOR INFORMATION

Section 2 – Report

2.1 **Overall Evaluation of Members' Training Events Since the last Panel meeting in September 2012**

Training Event	Attended	Did not attend	Very Useful	Fairly Useful	Not useful	No Feed back	More know ledge/ skills required Yes / No
IT Training: (Word Basic) Wed 3 October	0	12*	-	-	-	-	-
IT Training: (Excel Basic) Tuesday 9 October	2	8*	-	-	-	2	-
IT Training: (PowerPoint Basic) Wednesday 10 October	3	12*	-	-	-	3	-
IT Training: (Word Intermediate) Wednesday 17 October	6	12*	3/6	0	1/6	2/6	2/6
Members' Quarterly Briefing: **-** The Work of the Education Strategy & School Organisation Section **-** Equalities & Diversity - Legislative Update: Member Code of Conduct;	13	50	6/9	1/9	1/9	4	6/9

Regulation and Investigatory Powers Act; Community Right to Challenge Thursday 18 October							

* indicates those who had completed the online IT TNA and requested this training.

What else do I need to learn on this topic/Any Other Comments:

(taken directly from the learning evaluation sheets)

IT Training:

(Powerpoint)

- less work for Council staff; take it to the next level.

(Word Intermediate)

- wrong level – should have used information from the TNA;
- very helpful;
- excellent training.

Members' Quarterly Briefing:

- more presentations from Environment and Enterprise - ask partners to attend, eg, Police, Clinical Commissioning Groups. Education, too much content, should be a separate event. Their performance information could be included in the monthly Member bulletin. Session over ran;
- more interpretation of these developments;
- updates when necessary. ESSO – thanks to all the officers attending, Legal & Equalities;
- more information about school admissions;
- I would like a ICT programme. Excellent;
- Valuable update;
- great flowchart – information from legal helpful. Equalities, very good, informative and a follow up will be forthcoming in emails;
- regular updates - an excellent learning session as usual.

2.2 Planned Activity for remainder of municipal year

Event	Provider/ Facilitator	Venue/ Time	Activity and target audience
Finding out what you need to know: getting the best out of performance information Monday 22 October	Heather Smith & Guy Fiegehen (Scrutiny officers)	7.00 pm CR 1&2	Scrutiny Members, but is open to all Members
IT Training: (Excel Intermediate) Tuesday 30 October	Capita	Room M28 5.30-8.30 pm	All Members
IT Training: (PowerPoint Intermediate) Wednesday 31 October	Capita	Room M28 5.30-8.30 pm	All Members
1. The Role of a Councillor During a Major Incident **2. Equalities & Diversity** **3. Safeguarding (adults)** **4. Safeguarding (children)** Tuesday 20 November 2012	Kan Grover (Service Manager Emergency Planning & Business Continuity) David Ward (Divisional Director Risk, Audit & Fraud) Mohammed Ilyas (Equalities & Diversity Policy Officer) Seamus Doherty (Safeguarding Adults Co-Ordinator) Andreas Kyriacou (Quality Assurance Manager, Vulnerable Children)	7.00pm	All Members (MANDATORY)

OPM – TBC 20 December 2012	TBC	Committee Room 1 & 2 7.00 pm	All Members
Chairing Skills 24 January 2013	Sue Keogh South East Employers	Committee Room 1 & 2 7.00 pm	All Members
Members Quarterly Briefing **1. Legislative Update** **2. Hate Crime** **3. Planning**	28 February 2013 Jessica Farmer (Head of Legal Practice) Jasbinder Badhan (Hate Crime Co-Ordinator) Stephen Kelly (Divisional Director of Planning)	Committee Room 1 & 2 7.00 pm	All Members
The Council's new service delivery model/commissioning 18 March 2013	Alex Dewsnap (Divisional Director, Partnership Development & Performance)	Committee Room 1 & 2 7.00 pm	All Members
OPM - TBC 22 April 2013	TBC	Committee Room 1 & 2 7.00 pm	All Members

2.3   **Office For Public Management**

At its September meeting, the Panel requested that the Member Development Programme be reorganised on the basis of discussion with the Office for Public Management (OPM) and that some joint Member and officer training, following the quarterly briefing format, be arranged.

The OPM proposal for a joint Officer and Member Development programme is attached at Appendix A. There are sufficient funds in the Member Development Training budget for 2012/13 to cover the cost of this training.

The following potential dates for this training have been identified:

Monday 7 January

Monday 28 January

Monday 4 February or Thursday 7 February (same week)

Tuesday 19 February

Monday 29 April

Monday 13 May

2.4   **Other Training**

- five Members of the Personnel Appeals Panel Pool remain to be trained, officers have agreed with Members that they will offer the training as and when required;

- officers are looking at providing further Mental Health Awareness training, one with MIND and one with MENCAP;

- officers are looking at the possibility of Mental Health awareness training being linked to the work of the Adult Social Care section being provided at a future date;

- refresher EqIA training for Cabinet Members is being planned for November 2012.

3.   **London Boroughs Charter for Elected Member Development**

All Members and relevant officers have been informed of the date for Charter Assessment, which is Wednesday 21 November 2012. A draft timetable for the day is attached at Appendix B. Officers will circulate a briefing document and will hold a briefing session with those Members and officers taking part in the Assessment within the next few weeks.

Section 3 – Further Information

None

Section 4 – Financial Implications

Funding for the member development activities and events in this report is within the current budget provision.

Section 5 - Equalities implications

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below:

N/A

Section 6 – Corporate Priorities

N/A

Section 7 - Statutory Officer Clearance

Name: Steve Tingle	X	on behalf of the Chief Financial Officer
Date: 23 October 2012		

Section 8 - Contact Details and Background Papers

Contact: Jon Turner, Divisional Director of Human Resources & Development & Shared Services

Email: jon.turner@harrow.gov.uk   Tel: 0208 424 1225

Background Papers: None

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Member and Officer Development Programme

London Borough of Harrow

October 2012

Client	London Borough of Harrow
Document title	Proposal for a member development programme
Date modified	18 October 2012
Status	Final
OPM project number	
Author	Paul Tarplett
Quality assurance by	Paul Tarplett
Contact details	
Main point of contact	Paul Tarplett
Telephone	07775845859
Email	ptarplett@opm.co.uk

If you would like a large text version of this document, please contact us.

Contents

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Introduction

We are pleased to respond to your request for a development programme for members and officers. We have provided:

- A brief summary of the context for this work
- A summary of what we believe you wish to achieve through this programme
- Our proposed approach to this work
- Suggested timescales
- Proposed staff
- Estimated costs, with our standard terms and conditions
- Some of our standard policies, in the appendices

Context

The council is pursuing "charter mark" status. This requires that members and officers are aware of strategic challenges and the council's response to them. Both groups need to be able to work well together and with external stakeholders.

The Council already provides substantial training opportunities for officers and members. There are mandatory training sessions that members are required to attend, some are needed by all members e.g. equalities and diversity and some are designed for those with particular roles e.g. licensing. Some of these latter types of sessions could be run in parallel in order to free up time for other development activities.

Our understanding of your objectives/requirements

The purpose of this programme is to:

- Complement other training, especially the mandatory sessions offered for members and the master classes, which are aimed at CLG but are open to all
- Build members' awareness of the strategic challenges faced by the council, current and possible responses to these
- Acknowledge the political choices that exist but also prompt non party political discussion and potential responses to issues faced by the council and the communities it serves
- Enthuse members and officers to work together on issues of common concern both within the sessions and outside of them. This might involve the establishment of learning sets/project groups to take work forward between sessions

You want the programme to have an overarching narrative, so that people can see how the various parts fit together, even if they only choose to attend parts of the programme.

Our proposed approach

Overview

We'll work with you to agree an overarching theme. This could be something like "***serving and leading our communities in challenging times***". This would encompass the external national and local drivers, possible responses and what these mean for the role of the council and how it fulfils it. E.g.

The external environment

- The economic/financial climate and continuing pressure on budgets
- The national policy framework – the main drivers to which the council will have to respond – opportunities as well as threats e.g. Adult Social Care; Housing, welfare/benefits
- Local factors – assets as well as needs

The Council's response and future options

- Making savings – cuts, demand reduction, alternative ways of achieving outcomes
- Learning from elsewhere – characteristics of different sorts of councils
- Exploring how we see our role as a council
- Leadership role – seeing opportunities to add value, building support for it and the capacity to deliver it[1]

Working with partners, stakeholders and communities

- Co-design of services and strategies; and co-production of outcomes
- Learning from community budget pilots
- Using Community Based Leadership to leverage the capacity of communities, businesses and specific groups such as tenants

Programme structure

As already discussed you'd like a launch event in December 2012 and are looking for approximately 6 events p.a. Given the elections in May 2014 it seems sensible to plan a programme that would run through till shortly before that date. These sessions would run in the evenings 7.00-9.00 pm.

It is expected that participants in the programme may wish to form groups to take forward ideas generated in the sessions. They may also wish to visit other authorities or undertake other activities to investigate options/ alternative approaches, explore and test ideas. We can provide information and contacts to guide people to appropriate places to visit.

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[1] This is based on the Mark Moore approach to Strategic Leadership

Each event after the launch will stand alone but also be connected as part of the bigger picture. Some participants may wish to work in more depth around some of the issues that arise.

Programme Content

The launch event

Prior to the launch event we would check our understanding of the main issues with you, using the framework outlined under "overview" above. Subject to the outcome of these discussions we would use this framework at the launch event to begin a conversation and build a shared understanding of the environment, current and future challenges, current approaches and areas to explore. This would help us to co-create the agenda for future events.

Subsequent events

These would in part depend on the outcome of the launch event but we would expect them to cover the big strategic issues. Using our understanding of the Council, the sector and the external environment we can see that these might well include:

- The future role of the council. We can draw upon recent work we've done[2], plus our ongoing work with several other councils and the learning from the Community Budget pilots, which we are undertaking for the LGA. We could also bring in external speakers to stimulate thinking.

- Achieving outcomes through partnerships. Again we can draw on our involvement with community budget pilots and with Health and Wellbeing Boards

- Achieving outcome goals through increased community involvement. We have already run some sessions on Community Based Leadership, which drew on our experience in other authorities and the national "Ageing Well" programme[3]. In essence these use an asset based approach, and emphasise the role of the elected member in galvanising local capacity.

- Radical approaches to savings. The OPM paper on this has been used by CLG to think about the future. We could take that output and build on it, e.g. to explore areas that may have been off limits by using "what ifs" e.g. what if we had libraries but no librarians?

- Building a shared vision of the future (say 2016) as a way of identifying which actions will have greatest impact between now and then.
    - One way of doing this is to imagine that the authority is entering the LGC awards in 2016 – what does Harrow look like e.g. demographics, local businesses, economic growth; what's been achieved and how? E.g. a successful business growth strategy might underpin many other objectives.

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[2] See for example "The productive council of the future" – a report by OPM for the LGA, based on some futures summits that OPM ran

[3] For more information see the reports "unlocking local capacity"; and "ageing well" both available on the OPM web site.

– Another approach might be to create and use different future scenarios to think through what actions are needed now to achieve, desired results; e.g. which actions are "robust" i.e. fit all scenarios, which are contingent on particular situations.

Methodology

We recognise that these events need to engage people – so they need to see how what we're doing connects to their concerns but also needs to help them see how these issues fit into a larger more strategic picture. This can be achieved by ensuring that the events:

- Are interactive
- Draw on participants' experiences, including learning from visits to other organisations,
- Use stimulating external speakers
- Lead to action (or at least could if people wished)
- Are connected e.g. by work between events and by common themes

Inevitably people may have difficulty taking some work forward. In which case we can help people learn from such difficulties. We sue an OD mind set, e.g. if things are or feel "stuck", the new can investigate and learn from this "stuckness". This provides the basis for double loop learning, which is more effective than simply re-doing action plans.

Time scales

We understand that the first two events would fit into the existing programme of events for members i.e. 20th December 2012 and 22nd April 2012. The subsequent 4-6 sessions would be completed by end of March 2014.

Project Team

The Project Manager will be Paul Tarplett. The Project Director will be Lesley Campbell.

The initial delivery team will be Paul and Tim Whitworth. We will draw upon other OPM staff and our close associates as needed and with your agreement.

CVs can be provided on request

Appendix 1. Project management and quality assurance

OPM has a comprehensive quality management system in place to ensure that we provide services of a consistently high quality. This has been designed to meet the requirements of the International Standard for Quality and is subject to regular internal and external assessment and review.

OPM's quality management system has been approved and certified as complying with BS EN ISO 9001:2008.

We also have accreditation arrangements for certificates and postgraduate level diplomas with the Institute of Leadership and Management and are experienced in collaborating with other organisations in the validation and assessment of programmes

If we are awarded the contract, we will agree with you performance measures and quality assurance processes that are specific and appropriate to the project.

For each major project we appoint a project manager, a project director and a project co-ordinator.

The project manager has accountability for quality in respect of the management and delivery of day-to-day project activities. The role is twofold: managing activities to achieve your objectives and managing relationships. This includes:

- confirming objectives, quality indicators and scope, planning the detailed approach, defining and scheduling tasks, and identifying key milestones for reporting back

- choosing the team, allocating tasks, defining quality expectations for individuals, managing resources within budget

- managing the quality of services from sub-contractors, associates, partners and suppliers as appropriate to the contract

- risk management - spotting potential problems and taking action to avoid or minimise them

- making sure all strands of the project come together, monitoring inputs, outputs, quality and use of resources, maintaining appropriate records

- agreeing liaison arrangements with the client, keeping the client regularly informed of progress, any issues arising and any corrective action being taken, and dealing with any variations to the work programme

- ensuring particular contract requirements are complied with (e.g. confidentiality, management information requirements)

- post-assignment review of the project as a whole, taking account of client feedback, and dissemination of learning to improve future quality.

One of OPM's directors or principals takes on a quality assurance role as **project director**, working alongside the project manager: The named project director has overall accountability for the quality of the project delivery, including:

- playing a major role in developing the thinking and shaping the outputs for the project

- overseeing quality assurance of all outputs, to meet client requirements

- acting as a second line of communication with the client in case of any problems.
- ensuring any complaints are dealt with quickly and in accordance with our policy and addressing contractual issues should they arise.

The **project co-ordinator** supports the project manager and the team. This includes:

- keeping project documentation and files up to date and ensuring team members have access to the information they need
- organising project activities , meetings and events, and arranging production of materials
- client liaison
- project finance and monitoring.

A **project accountant** will work with the project manager and project co-ordinator to comply with all the requirements of the client's financial processes.

Appendix 2. Quality policy

Quality policy statement

OPM's approach to quality is set in the context of our values as an independent, employee-owned, social results business.

At OPM, we are committed to achieving standards of excellence in the provision of all our services. We aim to become the provider of choice for relevant services in our sectors by consistently meeting our clients' requirements and providing services of the highest quality.

OPM's Directors accept total responsibility for ensuring that we achieve high quality in everything we do. They are responsible for ensuring that every client assignment is carried out by suitably qualified, trained and experienced staff working to proven quality procedures and with appropriate management and support.

One of OPM's Directors is nominated by the Board to act as a quality champion. The quality champion works closely with our quality manager, who is responsible for supporting the implementation of OPM's quality policy and procedures on a day-to-day basis.

All OPM members are expected to up-hold the quality policy and follow quality procedures. Partners, associates, and suppliers are also expected to comply with these requirements.

At OPM we pride ourselves on offering innovative services that meet new or emerging, as well as established, client needs. For every project, and especially when conducting highly innovative work, we work closely with our clients to identify appropriate indicators of quality and to ensure these are met consistently.

Quality policy

To ensure that we provide services of a consistently high quality, OPM has a comprehensive quality management system in place. This has been designed to meet the requirements of the International Standard for Quality and is subject to regular internal and external assessment and review.

OPM's quality management system has been approved and certified as complying with BS EN ISO 9001:2008.

OPM's commitments to quality are set out in our Quality Manual. We also have detailed quality procedures covering every aspect of our work.

The most important components of OPM's quality system, which are set out in more detail in our quality procedures, are as follows:

- Ensuring that high quality and suitably qualified staff are recruited into the organisation, by having rigorous and fair recruitment procedures in place.

- Ensuring all staff are supported in carrying out their role and exercising their responsibilities to a high standard through robust line management arrangements, regular appraisal and appropriate training and development opportunities.

- Working closely with our clients to establish appropriate indicators of quality, monitoring these on a regular basis, and seeking regular feedback, including at the end of each project.

- Employing robust project management arrangements, with clear roles and responsibilities and appropriate procedures for client liaison and managing risk.

- Having clear procedures in place to identify and quickly resolve concerns and complaints.

- Ensuring that we comply with all relevant legal requirements and meet industry standards, including in relation to health and safety and the storage of sensitive information.

- Ensuring that we continue to meet our clients' expectations by setting quality objectives, monitoring our progress against these, and regularly reviewing and improving our approach to quality through internal and external assessment.

OPM's Chief Executive and Directors are firmly committed to this policy and to ensuring that it is implemented in full.

Appendix 3. Confidentiality

Commercial in confidence information provided in this proposal

Under section 43 (commercial interests) of the Freedom of Information Act, certain types of information are considered confidential because their disclosure to unrelated parties would prejudice an organisation's commercial interests.

Relevant examples here are:

- OPM's method statement
- OPM's pricing schedule, including our rates and breakdown of costs
- CVs of OPM staff

We provide this information within our proposal on the assumption that you will regard it as confidential. We specifically ask you not to disclose it to third parties – particularly our competitors – nor to publish it.

Appendix 4. Equality and diversity

We recognise our duties as an employer and, although we are not a public body, we strive to meet the standards set out in the legislation for public service organisations. We also recognise the strong business case for embracing diversity. Within the workforce, it has been demonstrated that promoting diversity encourages creativity amongst staff, assists in the retention of human capital, and helps to attract talented employees. It is also clear that a positive and pro-active approach to equality and diversity helps equip us to meet the needs of our diverse client base.

As part of our commitment to improved social outcomes, we are also determined to ensure that our wider activities contribute to equality and diversity. OPM is involved in a range of volunteering activities in our local area – a busy and diverse part of London. Recent volunteering activities have included: literacy and reading support at a local school where 65% of the children are second-language English speakers; e-mentoring pupils at a large, inner city, multi-ethnic comprehensive school for girls; and lunch-time support at a special day school for children with physical disabilities and special educational needs.

Our equality and diversity policy sets out our key commitments to equality and diversity and demonstrates how we will meet these commitments in practice.

In order to fulfil our overall commitments we aim specifically to be an inclusive public services consultancy that:

- provides sensitive, appropriate and high quality professional services to diverse clients, and is widely known for this
- recognises the particular challenges faced by some clients, their users and communities
- continues to provide high quality specialist services in the area of equality and diversity, which reflect and inform our broader consultancy activities
- strives, in all client work, to promote a positive engagement with equalities legislation and a commitment to good practice in this area.

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**London Boroughs Charter for Elected Member Development
Authority : London Borough of Harrow**

**Assessment Schedule
Date : Wednesday 21 November 2012**

The assessment team to comprise:
§   Peer Assessor   -   Cllr TBC
§   Mark Palmer   -   Development Director, South East Employers
§   Officer Assessor   -   TBC
§   Janine Gill   -   Business Development Officer, South East Employers

10.00   Assessment team arrival - Locate to room

10.30   Interview 1   -   **Key officers**, ie
                                          Project Manager
                                  -       Head of Democratic Services
                                  -       Head of Human Resources

11.15   *Break*

11.30   Interview 2   -   **Leader of the Council**

12.15   *Lunch*

13.00   Interview 3   -   **Elected Member Development Group**

13.30   Interview 4   -   **Officer, Front line Service**

13:45   *Break*

14:00   Interview 5   -   **Chief Executive**

14.45   Interview 6   -   **Leaders of Opposition Parties**
                                          Cllr   Leader (minority group)
                                          Cllr   Leader (minority group)

15.30   Workshop   -   **Non Executive councillors (8 - 12 members)**
                                          to be as representative as possible of councillor
                                          gender ,age profile, ethnicity
                                          Cllr   Cllr
                                          Cllr   Cllr
                                          Cllr   Cllr

16.15	Assessment Team Meeting
17.00	Assessment Team Feedback session with Project Manager. Please feel free to invite any Councillor of your Leader to attend this section of the day.
17.30	Close

Within one month of the assessment visit a report will be sent to the council outlining whether they have achieved Charter status. This will include the positive areas where the council has excelled and areas in need of future improvement.