

# **REPORT FOR: MEMBER DEVELOPMENT PANEL**

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**Date:** 12 September 2012

**Subject:** INFORMATION REPORT –  
Charter Mark – Current State, Actions and  
Future Steps

**Responsible Officer:** Jon Turner, Divisional Director of Human  
Resources & Development

**Exempt:** No

**Enclosures:** Appendix A – Evidence Matrix  
Appendix B – Assessment Day Schedule

## **Section 1 – Summary**

This report updates the Panel on the attainment process of Member Development Charter Mark. The report details the assessment of the current state of Member Development against the Charter Mark; states the actions required to meet the requirements of the Charter Mark and highlights future steps to attain Charter Mark Plus.

### **FOR INFORMATION**

## **Section 2 – Report**

### **2.1 Current State**

The evidence gathering phase for Charter Mark assessment has been completed and the results of this are given in Section 2: Appendix A: Charter Mark Evidence Matrices.

The results show that:

- For Charter Mark – 9 Evidence Requirements remain to be closed (RED Boxes)

- For Charter Mark Plus – 18 Evidence Requirements remain to be closed (GREY Boxes)

Currently checks are being made with South East Employers (SEE) on the evidence gathering approach and to confirm the assessment process. The conversation has so far ascertained:

- That assessment can be completed in November.
- That a guide for the assessment day will be forwarded so that the day may be set up correctly.
- That we might apply for Charter Mark Plus based upon an indication of our direction of travel that embeds the evidence for Charter Mark achievement and indicates actions to meet Charter Mark Plus

## 2.2 **Actions to Close Gaps**

Research is on going to ascertain if evidence requirements can be closed, however, the following actions are proposed to close the current gaps for Charter Mark.

Actions for Charter Mark:

- Complete the SEE Assessment Proforma
- Complete a member development storyboard to accompany the evidence
- 2.4.2 – Organise a Member and Officer event concerning a development project within the Council. An opportunity exists based upon recent OPM work concerning Community Based Leadership and a known officer interest group.
- 2.5.2 – Conduct a ‘Survey’ to substantiate that assessment and action on Member Development takes place. A survey can also be used to cover further items and be used for Charter Mark Plus direction of travel.
- 2.7.1 – Survey
- 2.7.2 – See 2.4.2
- 2.9.3 – Survey
- 3.2.1 – Survey
- 3.3.2 – Survey
- 4.2.2 – Survey
- 4.3.3 – Survey

Note that the survey can also be used as a data-gathering device with regards Member Development views and the future of Member Development in the context of Council direction of travel.

The use of the survey will require that all Members complete it so that we show commitment to the Charter mark and it will enable the further quantification of evidence.

### **2.3 Future Steps (Charter Mark Plus)**

The actions for Charter Mark Plus are given as a series of Member Development projects and not against evidence indicators. This will enable the Member Development Panel to prioritise changes and develop an improvement strategy.

The project work proposed is as follows:

- Role Descriptions and Needs Assessment – To develop for all roles including those on committee's a set of role profiles with a method of role self assessment.
- Personal Development Planning – to review the current Personal Development Planning process to identify if improvements can be made and provide a sign off process for those who do not want to complete personal development planning.
- Member Development Programme: The Future – To review the Member Development Programme in light of the implications of the Council's future organisational form and the need to develop the relationship between Members, Officers and other Stakeholders through joint learning and development events.
- Buddy System Improvement – to improve the current Harrow 'buddy' system to include pre-election briefings and mentoring.
- Event Evaluation Process Improvement – To include in the event process a follow up evaluation to assess performance improvement and include the use of this feedback as a standing item at the Member Development panel.
- Development Conversations – To enable Members and Officers to share perspectives outside events and formal processes. The potential exists to make these open events to officers and the public as part of an engagement approach for the Council.

For Charter Mark Plus these projects can be outlined using a project specification and timetable process. The projects then indicate the Council direction of future travel.

## **Section 3 – Further Information**

The format of the assessment day in November has been received and is given in Appendix B: Assessment Day Schedule.

Note that 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.

Planning for the day must include Officer and Member briefings so that the interviewed officers and Members know what is required of them and the evidence that they will be substantiating.

Further work on this will be completed once SEE the assessing body have commented on current evidence and planned actions.

The assessment date will be requested from SEE and Members informed of the date that they will need to make themselves available.

## **Section 4 – Financial Implications**

None

## **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	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	20 <sup>th</sup> August 2012	

## **Section 8 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director Human Resources & Development  
**Email:** [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)  
**DD:** 0208 424 1225

**Background Papers:** None

## Section 2 – Appendix A: Charter Mark Evidence Matrices

### 1. Commitment

Document Number	Evidence Title	Criteria				
		1.1	1.2	1.3	1.4	1.5
1.1.1	Chair Member Development Commitment Letter					
1.1.2	CEO Commitment Letter					
1.1.3	Named Councillors and Officers					
1.1.4	Member Development Strategy					
1.1.5	Member Development Meetings and Events					
1.1.6	Member Commitment					
1.1.7	Strategy and Actions					
1.1.8 +	2009 Policy on Member Development					
1.1.8 +	Clear Commitment to Share Development					
1.1.9 +	Re-commitment Signing April 3rd, 2012					
1.2.1	Statement of Commitment Policy					
1.2.2 +	Policy Member Led					
1.2.3 +	Policy Reviewed					
1.3.1	Account of Cultural and Personal Circumstances					
1.3.2	Action taken to ensure Equality of Opportunity to Development					
1.3.3	Methods to meet the Different Learning Styles of Members					
1.3.4 +	Statistical Evidence of Cultural Circumstances					
1.4.1	Budget Identified and Monitored					
1.4.2 +	Evidence that the Budget is Reviewed and Prioritised					
1.5.1	Member Support Proforma					
1.5.2 +	Members and Staff have their own Development Programme					
1.5.3 +	Members and Staff Involved in Networks					





### 3. Learning

Document Number	Evidence Title	Criteria			
		3.1	3.2	3.3	3.4
3.1.1	Evaluation Sheet for Events				
3.1.2	Are Able To Describe The Improvements That Training And Development Have Bought To The Performance Of Individuals, Functions And The Council				
3.1.3	Members Can Describe Why They Did Certain Activities, What They Learnt And What Difference I Has Made To Them Carrying Out Their Various Roles As An Elected Council				
3.1.4 +	Clear Process Showing How End Of Event Evaluation Feeds Into Impact Evaluation And to Review And Development Of The Training Programme				
3.1.5 +	Evidence Of Post-Event Follow-Up Evaluation To Assess Performance Change				
3.2.1	Elected Member Can Describe How They Learnt From Or Shared Their Learning With Their Peers, Officers And Others				
3.2.2 +	Formal Process For Disseminating Information/Learning That All Members Are Aware Of And Is Useful				
3.3.1	Evaluation Strategy In Place				
3.3.2	Case Studies of how Learning & Development Has Impacted On Performance				
3.3.3	Political And Managerial Leadership Display A Good Understanding Of Both The Costs And Benefits Of Development Activities and Are Able to explain Why Their Commitment To Councillor Development Is Worthwhile				
3.3.4 +	Reports To Top Political And Managerial Leadership Showing Regular Analysis Of Cost Of And benefits From Member Training & Development				
3.4.1	Minutes of Meetings, Reports etc. Providing Examples Of Improvements To Learning				
3.4.2	Top Political And Managerial Leadership Can Demonstrate Continuous Improvement In The Approach To Developing People				
3.4.3	Elected Members And Their Representatives Can Describe What Has Been Done To Improve Development Activities Whenever Improvements Were Needed				
3.4.4 +	Links to Evaluation Strategy				



## 4. Supporting

Document Number	Evidence Title	Criteria				
		4.1	4.2	4.3	4.4	4.5
4.1.1	Approved duties for Carers' Allowance					
4.1.2	Special Responsibility Allowances					
4.1.3	Examples of Support to Carers					
4.1.4	Work Life Balance Statement – Citizens					
4.1.5	Councillor's Rights and Duties					
4.1.6 +	Reference 4.1.5 and member Development Panel					
4.1.7 +	Evidence of Support covering IT, Sec, Research and Casework					
4.2.1	Council Meetings Diary 1.1.5					
4.2.2	Feedback from Members – Equality of Access					
4.2.3	Council Meetings Diary 1.1.5					
4.2.4 +	Reviewing Arrangements					
4.3.1	Local Democracy Week Action Plan					
4.3.2	The Youth Parliament					
4.3.3	Links with Schools and Collages					
4.3.4	London Council's Website Initiative					
4.3.5	London Council's Website Initiative – Campaigns					
4.3.6 +	London Council's Website Initiative – X Factor pdf					
4.3.7 +	London Council's Website Initiative – recruitment pdf					
4.3.8 +	Let's Talk					
4.3.9 +	Harrow Council MyHarrow excerpt					
4.3.10 +	Business Links and Councillors					
4.4.1	Information Circulars					
4.4.2	Community Leadership Training and Evidence Documents					
4.4.3 +	Sharing Perspectives and Views on Policy and Changes					
4.5.1	Report on Valuing what we do support better decision making.					
4.5.2 +	Identifying Income/Grant Schemes					

## Appendix B: Assessment Day Schedule

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 <b>Project Manager</b> - <b>Head of Democratic Services</b> - <b>Head of Human Resources</b>
11.15	<b>Break</b>	
11.30	Interview 2	- <b>Leader of the Council</b>
12.15	<b>Lunch</b>	
13.00	Interview 3	- <b>Chief Executive</b>
13.45	Interview 4	- <b>Elected Member Development Group</b>
14.15	Interview 5	- <b>Officer, Front line Service</b>
14.30	<b>Break</b>	
14.45	Interview 6	- <b>Leaders of Opposition Parties</b> Cllr Leader (minority group) Cllr Leader (minority group)
15.30	Workshop	- <b>Non Executive councillors (8 - 12 members)</b> 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 or your Leader to attend this section of the day.	
17.30	Close	