Agenda Item	8
Report No	HC/12/23

HIGHLAND COUNCIL

Committee: **Highland Council**

Date: **11 May 2023**

Report Title: **Members Survey Results and Learning and Development Programme**

Report By: **Interim Chief Executive**

1. Purpose/Executive Summary

1.1 This report presents the findings of the recent survey undertaken by elected Members. Overall, the feedback was positive with a great deal of good work to build on.

1.2 The report details some of the key results and analysis from the survey and a number of specific actions arising from these findings. In addition, the survey data will be used to inform the development of a refreshed Members' Learning and Development Programme which will be brought forward for Member approval in June.

2. Recommendations

2.1 Members are asked to note:

i. the findings of the Members' Survey;

and agree:

ii. to establish a short life Members' Working Group to scope future requirements, with a view to bringing forward a Members' Learning and Development programme for Council approval in June 2023;
iii. to implement a range of evaluation metrics to assess the effectiveness of learning outcomes; and
iv. to re-establish the Governance Review Steering Group with refreshed membership, to take forward a review of governance arrangements, supported by the ECO for Performance and Governance.

3. Implications

3.1 Resource: Staff resources will be required to support the ongoing Learning and Development Programme for Members. There will also be a time commitment asked of Members assigned to the Working Group, this will include working with officers to develop and implement a Learning and Development Programme focusing on

Members' needs and effective learning outcomes. To be effective, the refreshed Learning and Development Programme will also require a time commitment from Members. Given the multiple calls already on Members' time it is essential for the Programme to be relevant, effective and proportionate and the Members Working Group input will be critical in tailoring the programme appropriately.

3.2 Legal: There are no direct legal implications arising from the report. There are specific requirements for Members appointed to the Licensing Board and for those who are involved in the determination of planning applications to undertake mandatory training to fulfil regulatory functions and obligations.

3.3 Risk: A failure to follow appropriate governance and scrutiny in making decisions at committee and council presents legal, financial, and reputational risks for the Council.

3.4 Gaelic: Gaelic development and the acquisition of Gaelic language skills will be included in the suite of learning opportunities being offered to members as part of the refreshed L&D Programme.

3.5 Community (Equality, Poverty and Rural); Climate Change / Carbon Clever: There are no direct implications arising from the proposals in this report.

4. Background

4.1 As part of our ongoing commitment to continuous improvement and to support future learning and development for Members, a survey was issued to Members on 30 March 2023 **(Appendix 1)**. The survey closed on 19 April 2023 with a response rate of 36%. The full report can be found at **Appendix 2**.

4.2 The survey covered six key areas: health, safety and wellbeing, working arrangements; governance; Members training and development; ICT and digital; and performance management. There were no mandatory fields, so Members were able to skip any questions they did not wish to answer. All responses were anonymous.

4.3 Following the May 2022 local elections, all Members were given the opportunity to undertake and participate in a comprehensive induction programme, this extended over a six-week period. **Appendix 3** provides an overview of the learning and development offered during this time, and further covers workshops, engagement and training sessions held throughout 2022-2023.

4.4 **Appendix 4** presents the uptake of those sessions by Members. Overall, attendance during the induction period was good; however, attendance at recent workshops and training sessions has been relatively low in comparison. Part of the next phase of work will be to understand what more needs to be done to assist in supporting good attendance and delivering successful outcomes. It is hoped that the establishment of a short life Members' working group will provide guidance to officers on how best to progress this.

5. Member Survey Results 2023

5.1 The survey results indicate that overall Members were satisfied with the information received prior to the local elections. There is scope to review the timeliness of information to candidates with clarity around expectations in terms of working hours and commitments. This will be taken forward in collaboration with the Council's Elections Team.

5.2 It is essential that the Council is pro-active in supporting Members' personal safety and security and the results indicate that Members do feel supported when seeking advice from officers in this regard. Whilst the survey results suggest a relatively low level of concern, this is an area that we are keen to develop to ensure that all Members are equipped with the tools and training to carry out their duties safely. To address this, the Highland Council will be hosting a personal safety and lone working talk for all Members on 13 June 2023. This will be delivered by the Suzi Lumplugh Trust. There will also be a review of protocols around elected Members safety and personal security.

5.3 The Council's Employee Assistance Programme (EAP) offers confidential counselling support and is available to all staff and Members, including their family members, free of charge to those accessing the service. The results from the survey show that 50% of respondents are unaware of this programme and so information on the Employee Assistance Programme and how to access the service if required will be circulated to all Members with annual reminders issued.

5.4 Members were positive about the level of support from the Council's in-house ICT service. Members have indicated that they would find it useful to have an updated contact card for key points of contact as well as an up-to-date organisational chart and structures. Members have also indicated they would benefit further from additional training on Microsoft Teams and Sharepoint.

5.5 96% of respondents reported that the induction training received following the Local Elections was sufficient and assisted in fulfilling their role as a Councillor. Members are keen to attend refresher training covering a range of areas, including social media, communications and cyber security; governance; and information and caseload Management. Members will be invited to attend a refresher session on Governance planned for the 30 May 2023, and further consideration is being given to delivering training on the areas identified in the survey.

6. Next Steps

6.1 Members approved a Learning and Development Programme in September 2019 (Members L&D Sept 2019). This fell into abeyance during Covid and then was overtaken by the requirement to design and then deliver induction and refresher training following the Local Government Elections in 2022. It is proposed that a refreshed Programme for the remaining term of the Council be developed that reviews the programme content and delivery methodology previously agreed and also reflects the feedback from the survey. It is proposed that a short-life Members' Working Group is established to inform this work, with a report and draft refreshed programme to come back to Council in June. If this is agreed, an email will be issued to all Members seeking expressions of interest for membership of the Group with a date for the first meeting arranged as soon as possible thereafter.

6.2 The survey also showed almost three quarters of respondents would support reviewing the current committee arrangements and a third of respondents were interested in reviewing Council Standing Orders. The Council initiated a Governance Review in 2019 which led to series of changes being made to governance arrangements in the latter part of that year. The Council agreed at its meeting in December 2019 that there would be a need to "keep all of the new arrangements under review in the first part of 2020 in order to assess the resource implications of the changes, identify and rectify any unforeseen issues that may arise and pick up on any matters that may have been

overlooked.” Due to the pandemic this review did not happen. However, it would be opportune to pick this up now, in the light of the original intention to review; the response to the survey; and the opportunity to reflect the experience of new members. It is consequently proposed that the Governance Review Steering Group is re-established, with refreshed membership, to take this forward supported by the ECO for Performance and Governance.

6.3 Alongside the refreshed L&D Programme, a range of evaluation metrics will be introduced to provide information and analysis of the effectiveness of the programme content and to inform development and improvement as the programme progresses. The implementation of evaluation metrics such as learning outcomes, behavioural change and performance improvements will ensure that the most benefit is being derived from members’ investment in their personal and professional development.

Designation: Interim Chief Executive

Author: Shelley Rennie, Business Manager
Date: 27 April 2023
Background Papers: Appendices

Appendix 1

The Highland Council - Member Survey 2023

This short survey should take no longer than 15 minutes to complete. All responses are anonymous so that you feel confident about answering questions in an open way.

The aim of this survey is to collect valuable feedback on your experience of working in the Council whether as a newly elected or returning Member. Whilst this survey is not compulsory, we encourage all Members to take part. All questions are individually optional so you can choose whether to answer some or all of them.

It is intended that the survey will enable the Highland Council to make improvements in the working arrangements and support provided for Members going forward.

The closing date is Tuesday 11 April 2023.

If you have any questions, please contact Shelley.Rennie@highland.gov.uk.

Thank you for completing the survey.

About You

1. How long have you been an Elected Member?

- ◯ Less than 1 year
- ◯ 1-5 years
- ◯ 5-10 years
- ◯ Over 10 years
- ◯ Prefer not to say

2. Which geographical area is your ward based in (under current arrangements)?

- ◯ Caithness
- ◯ Inverness City and Area
- ◯ Nairn
- ◯ Easter Ross
- ◯ Mid Ross - Dingwall and Black Isle
- ◯ Wester Ross and Lochalsh
- ◯ Sutherland
- ◯ Lochaber
- ◯ Badenoch and Strathspey
- ◯ Isle of Skye and Raasay
- ◯ Prefer not to say

3. Did you find the information provided by the Highland Council helpful prior to deciding to stand for the Local Election?

- ◯ Yes
- ◯ To some extent
- ◯ No

4. How could this have been improved?

Health, Safety & Wellbeing

5. Do you have concerns about your personal safety in your role as a Member?

6. Which of the following areas would you like to receive training or support in? (please select all that apply)

- [ ] Lone & front line working
- [ ] Identifying & assessing risk
- [ ] Traveling for work
- [ ] Setting boundaries & reporting
- [ ] Responding to physical & verbal aggression
- [ ] De-escalation & diffusion techniques
- [ ] Post-incident support
- [ ] Other

7. I know how to access information on the Employee Assistance Programme.

- ◯ Yes
- ◯ No

Working Arrangements & Governance

8. How helpful has the Highland Council been in responding to your requests for practical help i.e. for ICT, equipment, training, support etc.?

9. How has your experience been of attending Committee/Board meetings on Microsoft Teams?

- ◯ Very positive
- ◯ Positive
- ◯ Neither positive or negative
- ◯ Negative
- ◯ Very negative
- ◯ N/A

10. Do you have any other comments e.g. what could improve the experience?

11. To what extent do you agree that you get appropriate information in Committee and Council reports to support your scrutiny role?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

12. To what extent do you feel that you get too much information in Committee and Council reports?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

13. Are there any aspects of the current Committee arrangements that you think should be reviewed?

- ◯ Yes
- ◯ No

14. What potential changes to the current Committee arrangements do you think should be reviewed?

	Fewer	More	Stay the same
Number of strategic committees	◯	◯	◯
Number of strategic boards	◯	◯	◯
Number of area committees	◯	◯	◯

15. Do you have any other comments?

16. Are there any aspects of the Council's Standing Orders that you think need to be reviewed?
The Council's Standing Orders are available here:
https://www.highland.gov.uk/downloads/file/25339/standing_orders_relating_to_the_conduct_of_meetings

◯ Yes

◯ No

17. Which aspects and why?

Member Training & Development

All newly elected Members are provided with an induction to the Highland Council. This is an area we aim to continuously improve to ensure our Members are provided with the relevant support and information to carry out their role effectively.

18. As an Elected Member of the Highland Council, were you offered a comprehensive induction?

- ◯ Yes
- ◯ No

19. Did you take advantage of the induction and training offered to you as a Member?

- ◯ Yes, all of it
- ◯ Most of it
- ◯ Some of it
- ◯ No, none of it

20. Are there any areas of the induction you feel were particularly beneficial for your role as a Member?

21. Are there any areas of the induction you feel were not particularly beneficial for your role as a Member?

22. Are there any specific areas that you would have liked the induction to have covered that were not?

23. Are there any areas of training you think would be helpful as your term progresses?

24. To what extent do you feel that the induction was sufficient for you to do your job?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

25. Do you have any other comments on the induction?

26. To what extent do you agree that you have received sufficient opportunities for training and support in your role as a Member?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

27. To what extent do you feel you need additional support to fulfil your role as a Member?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

28. If additional support is required, what would be helpful?

29. Which training format do you prefer?

- ◯ In person
- ◯ Online
- ◯ Blended approach

30. Please rate the training and induction sessions that you have attended so far based on how well delivered and useful you found the session.

	Excellent	Good	Average	Poor	N/A
Registration & Orientation	○	○	○	○	○
Governance (How the Council Works)	○	○	○	○	○
Media, Comms & Cyber Security	○	○	○	○	○
Information & Caseload Management	○	○	○	○	○
Managing Microsoft Office Applications	○	○	○	○	○
Community Connections	○	○	○	○	○
Equalities & Diversity	○	○	○	○	○
Understandin g the Annual Accounts	○	○	○	○	○
Resilience & Emergency Planning	○	○	○	○	○
Gaelic Awareness	○	○	○	○	○
Audit & Scrutiny Committee Training	○	○	○	○	○
Planning Committee Training	○	○	○	○	○

Licensing Committee Training	○	○	○	○	○
Education & Learning - Meet the Team	○	○	○	○	○
Infrastructure, Environment & Economy - Meet the Team	○	○	○	○	○
Communities & Place - Meet the Team	○	○	○	○	○
Housing & Property - Meet the Team	○	○	○	○	○
Performance & Governance - Meet the Team	○	○	○	○	○
Health & Social Care - Meet the Team	○	○	○	○	○
Pensions Committee Training	○	○	○	○	○

31. Please indicate from the following options whether there are any areas in which you would like to receive refresher training. (please select all that apply)

- [ ] Governance (How the Council Works)
- [ ] Media, Comms & Cyber Security
- [ ] Information & Caseload Management
- [ ] Managing Microsoft Office Applications
- [ ] Community Connections
- [ ] Equalities & Diversity
- [ ] Understanding the Annual Accounts
- [ ] Resilience & Emergency Planning
- [ ] Gaelic Awareness
- [ ] Audit & Scrutiny Training
- [ ] Planning Committee Training
- [ ] Licensing Committee Training
- [ ] Pensions Committee Training
- [ ] Infrastructure, Environment & Economy - Meet the Team
- [ ] Education & Learning - Meet the Team
- [ ] Health & Social Care - Meet the Team
- [ ] Performance & Governance - Meet the Team
- [ ] Communities & Place - Meet the Team
- [ ] Housing & Property - Meet the Team

ICT & Digital Experience

32. How confident do you feel using the Council's online systems? (e.g. MS Teams; SharePoint; online expenses; MyView)

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

33. Do you know how to contact ICT Services Team if you need assistance?

- ◯ Yes
- ◯ No

34. Is there anything that could be improved about the service provided by the ICT Services Team?

35. What specific area/s of ICT and Digital Skills would you find helpful to have training on? (please select all that apply)

- [ ] Internet
- [ ] Outlook
- [ ] Microsoft Teams
- [ ] Word
- [ ] Office 365
- [ ] SharePoint
- [ ] Excel
- [ ] MyView
- [ ] PowerPoint
- [ ] Other

36. Do you have all the equipment you need to work at home effectively?

- ◯ Yes
- ◯ No

37. What equipment are you missing?

38. How user friendly do you find the Highland Council website?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

39. How user friendly do you find the Highland Council intranet?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

40. How user friendly do you find the Highland Council Members intranet?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

41. How user friendly do you find the online expenses system?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

42. Do you have any further comments on the above systems?

43. Do you know how to access the Highland Council SharePoint for downloading Committee papers?

- ◯ Yes
- ◯ No

44. How user friendly do you find the Highland Council SharePoint for downloading Committee papers?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

45. What type of training and support in using SharePoint would you find helpful e.g. downloading files, annotating papers etc?

46. What social media do you use or access in your role as a Member? (please select all that apply)

- [ ] None
- [ ] Facebook
- [ ] Instagram
- [ ] Twitter
- [ ] Other

47. I understand the Highland Council's Social Media policy and how it applies to me.

- ◯ Yes
- ◯ No

48. Please share your thoughts on how the Highland Council might digitally transform our services for the benefit of Highland Communities.

Performance Management

49. Do you understand your role as a Member in scrutinising performance across the Council?

- ◯ Not at all
- ◯ To some extent
- ◯ To a great extent

50. If additional support/ training is required, what would assist you to understand this role?

51. Is the information that you receive on performance (including reporting at Council, Strategic and Area Committees) sufficient in terms of the following:

	Not at all	To some extent	To a great extent
A clear picture how the Service/ function is performing	○	○	○
Intended outcomes are clear	○	○	○
Trend data is provided	○	○	○
Benchmarking data is provided	○	○	○
It is clear if targets are being met or not	○	○	○
Explanations are provided if targets are not met	○	○	○
The impact of any variances is clear	○	○	○
The information provided can be clearly understood	○	○	○

52. Do you need training in order to access and use the Performance and Risk Management System (PRMS)?

- ◯ Yes
- ◯ No

53. Do you have any other comments on performance and scrutiny?

Climate Change

Accelerating the Council's actions to address the climate and ecological emergency is one of the Future Highland Strategic Outcomes of The Highland Council Programme.

Combatting climate change is the most complex challenge facing the public sector. All employees and Elected Members will have a role to play in adapting the council to climate change and delivering Net Zero.

A programme of training and events on climate science and solutions is being developed to increase carbon literacy amongst council employees and Members and we would be grateful for feedback regarding the following.

54. Please choose your preferred method(s) of learning:

- [ ] Accredited Course (8 hours learning which can be split into increments)
- [ ] E-learning (self-led learning that is accessible and can be returned to)
- [ ] Workshops

55. Which areas would you like training/workshops to cover:

- [ ] Net Zero
- [ ] Foundations of Climate Change: What is Climate Change?
- [ ] Sustainability
- [ ] Climate Policy, Culture and Governance
- [ ] Circular Economy
- [ ] Energy Efficiency
- [ ] Low Carbon Travel
- [ ] Environment
- [ ] Biodiversity
- [ ] Other

Equality & Diversity

We are asking the following questions to ensure we receive a comprehensive range of responses and gain a better understanding of the different views of individuals. We would ask you to consider answering all of the questions and can assure you that this information will be treated in the strictest confidence. However, giving this information is voluntary and if there is something you don't want to answer, you can choose not to by selecting "prefer not to say" and moving on to the next question.

56. What is your sex?

- ◯ Female
- ◯ Male
- ◯ Prefer not to say

57. Do you consider yourself to be trans, or have a trans history? Here we use trans as a term to describe people whose gender identity is not the same as their sex registered at birth.

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

58. What is your age?

- ◯ 18-24
- ◯ 25-34
- ◯ 35-44
- ◯ 45-64
- ◯ 65-74
- ◯ 75 and over
- ◯ Prefer not to say

59. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

60. If yes, do any of these conditions or illnesses affect you in any of the following areas? (please select all that apply)

- [ ] Vision (e.g. blindness or partial sight)
- [ ] Hearing (e.g. deafness or partial hearing)
- [ ] Full or partial loss of voice or difficulty speaking
- [ ] Mobility (e.g. walking short distances or climbing stairs)
- [ ] Dexterity (e.g. lifting or carrying objects, using a keyboard etc)
- [ ] Learning or understanding or concentrating
- [ ] Memory
- [ ] Mental health
- [ ] Stamina or breathing or fatigue
- [ ] Socially or behaviourally (e.g. associated with autism spectrum disorder (ASD) which includes Asperger's or attention deficit hyperactivity disorder (ADHD))
- [ ] Prefer not to say
- [ ] Other

61. Do any of your conditions or illnesses reduce your ability to carry out day-to-day activities?

- ◯ Yes, a lot
- ◯ Yes, a little
- ◯ No
- ◯ Prefer not to say

62. What religion, religious denomination or body do you belong to?

- ◯ None
- ◯ Church of Scotland
- ◯ Roman Catholic
- ◯ Other Christian
- ◯ Muslim
- ◯ Hindu
- ◯ Buddhist
- ◯ Sikh
- ◯ Jewish
- ◯ Pagan
- ◯ Prefer not to say
- ◯ Other

63. Which of the following best describes your sexual orientation?

- ◯ Straight/heterosexual
- ◯ Gay or lesbian
- ◯ Bisexual
- ◯ Prefer not to say
- ◯ Other

64. What do you feel is your national identity? (please select all that apply)

- ☐ Scottish
- ☐ English
- ☐ Northern Irish
- ☐ Welsh
- ☐ British
- ☐ Prefer not to say
- ☐ Other

65. What is your ethnic background?

- ◯ White, Scottish
- ◯ White, Other British
- ◯ White, Irish
- ◯ White, Polish
- ◯ White, Gypsy or Traveller
- ◯ White, Roma
- ◯ White, Showman / Showwoman
- ◯ White, Other Ethic Group
- ◯ Mixed or multiple ethnic groups
- ◯ Pakistani, Scottish Pakistani or British Pakistani
- ◯ Indian, Scottish Indian or British Indian
- ◯ Bangladeshi, Scottish Bangladeshi or British Bangladeshi
- ◯ Chinese, Scottish Chinese or British Chinese
- ◯ African, Scottish African or British African
- ◯ Caribbean or Black, Scottish Caribbean, British Caribbean
- ◯ Arab, Scottish Arab or British Arab
- ◯ Prefer not to say
- ◯ Other

66. Do you have caring responsibilities?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

67. What is your legal marital or registered civil partnership status?

- ◯ Never married and never registered in a civil partnership
- ◯ Married
- ◯ In a registered civil partnership
- ◯ Separated, but still legally married
- ◯ Separated, but still legally in a civil partnership
- ◯ Divorced
- ◯ Formally in a civil partnership which is now legally dissolved
- ◯ Widowed
- ◯ Surviving partner from a civil partnership
- ◯ Prefer not to say

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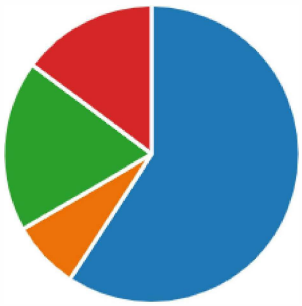
Microsoft Forms

The Highland Council - Member Survey 2023

27	38:10	Closed
Responses	Average time to complete	Status

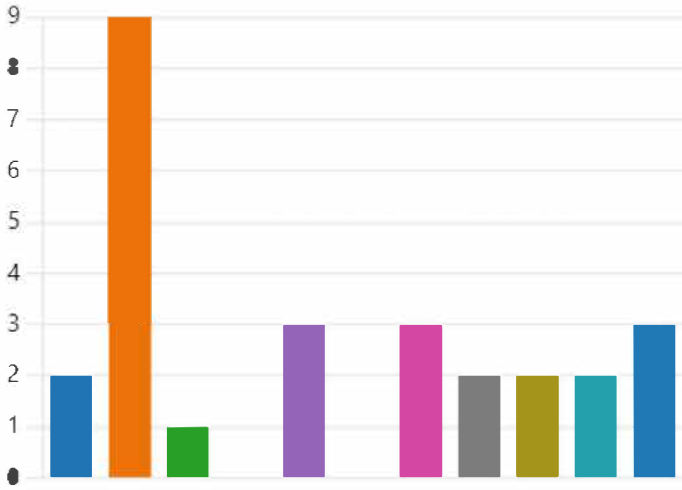
1. How long have you been an Elected Member?

Less than 1 year	16
1-5 years	2
5-10 years	5
Over 10 years	4
Prefer not to say	0



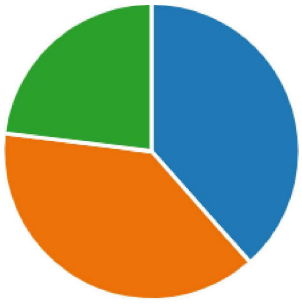
2. Which geographical area is your ward based in (under current arrangements)?

Caithness	2
Inverness City and Area	9
Nairn	1
Easter Ross	0
Mid Ross - Dingwall and Black Isle	3
Wester Ross and Lochalsh	0
Sutherland	3
Lochaber	2
Badenoch and Strathspey	2
Isle of Skye and Raasay	2
Prefer not to say	3



3. Did you find the information provided by the Highland Council helpful prior to deciding to stand for the Local Election?

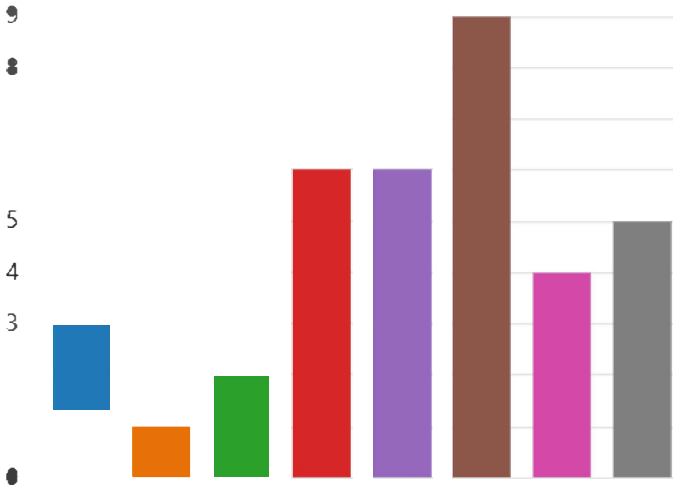
Yes	10
To some extent	10
No	6



5. Do you have concerns about your personal safety in your role as a Member?

6. Which of the following areas would you like to receive training or support in? (please select all that apply)

Lone & front line working	3
Identifying & assessing risk	
Travelling for work	
Setting boundaries & reporting	6
Responding to physical & verba...	6
De-escalation & defusion techni...	9
Post-incident support	4
Other	5



7. I know how to access information on the Employee Assistance Programme.

8. How helpful has the Highland Council been in responding to your requests for practical help i.e. for ICT, equipment, training, support etc.?

26
Responses

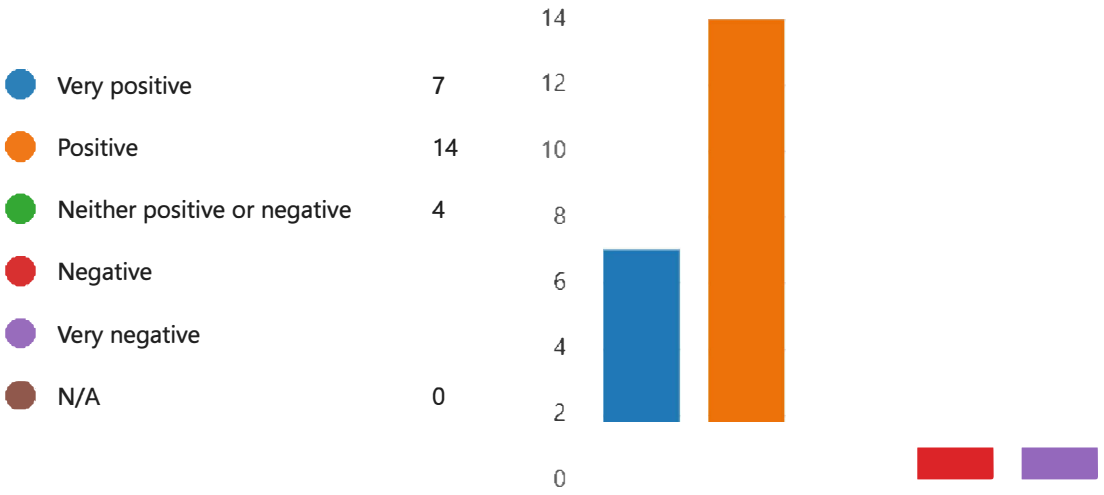
Latest Responses

"*Good ICT and excellent support when required.*"

"*Best ever, brilliant* "

"*Fantastically helpful.* "

9. How has your experience been of attending Committee/Board meetings on Microsoft Teams?



11. To what extent do you agree that you get appropriate information in Committee and Council reports to support your scrutiny role?

Not at all	2
To some extent	13
To a great extent	12

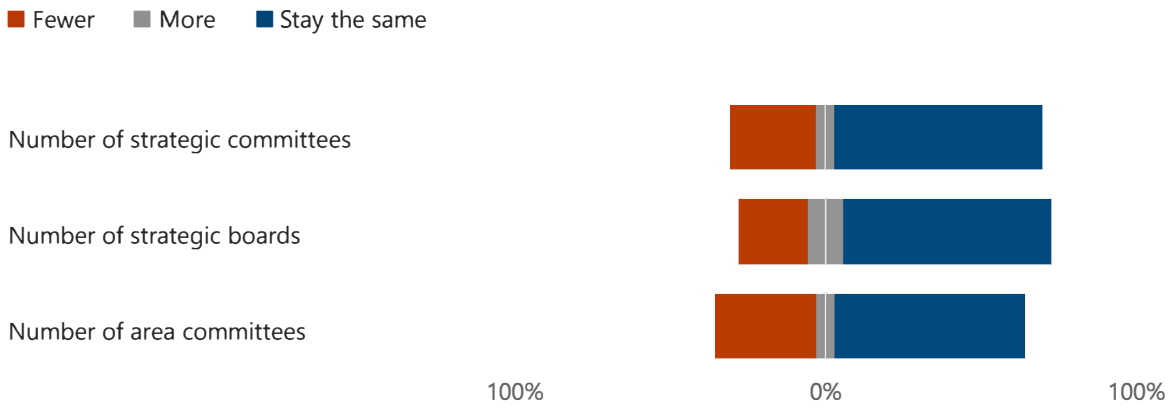
12. To what extent do you feel that you get too much information in Committee and Council reports?

Not at all	10
To some extent	17
To a great extent	0

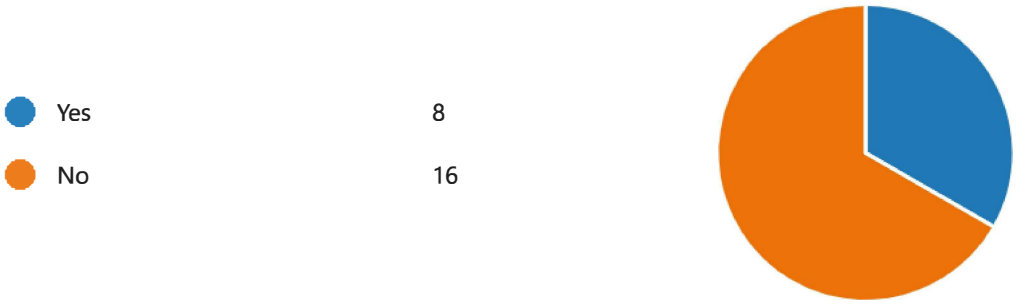
13. Are there any aspects of the current Committee arrangements that you think should be reviewed?

Yes	19
No	7

14. What potential changes to the current Committee arrangements do you think should be reviewed?



16. Are there any aspects of the Council's Standing Orders that you think need to be reviewed?
The Council's Standing Orders are available here:
https://www.highland.gov.uk/downloads/file/25339/standing_orders_relating_to_the_conduct_of_meetings



18. As an Elected Member of the Highland Council, were you offered a comprehensive induction?

Yes	24
No	3

19. Did you take advantage of the induction and training offered to you as a Member?

Yes, all of it	5
Most of it	16
Some of it	5
No, none of it	

24. To what extent do you feel that the induction was sufficient for you to do your job?

Not at all	
To some extent	13
To a great extent	13

26. To what extent do you agree that you have received sufficient opportunities for training and support in your role as a Member?

Not at all	0
To some extent	17
To a great extent	10

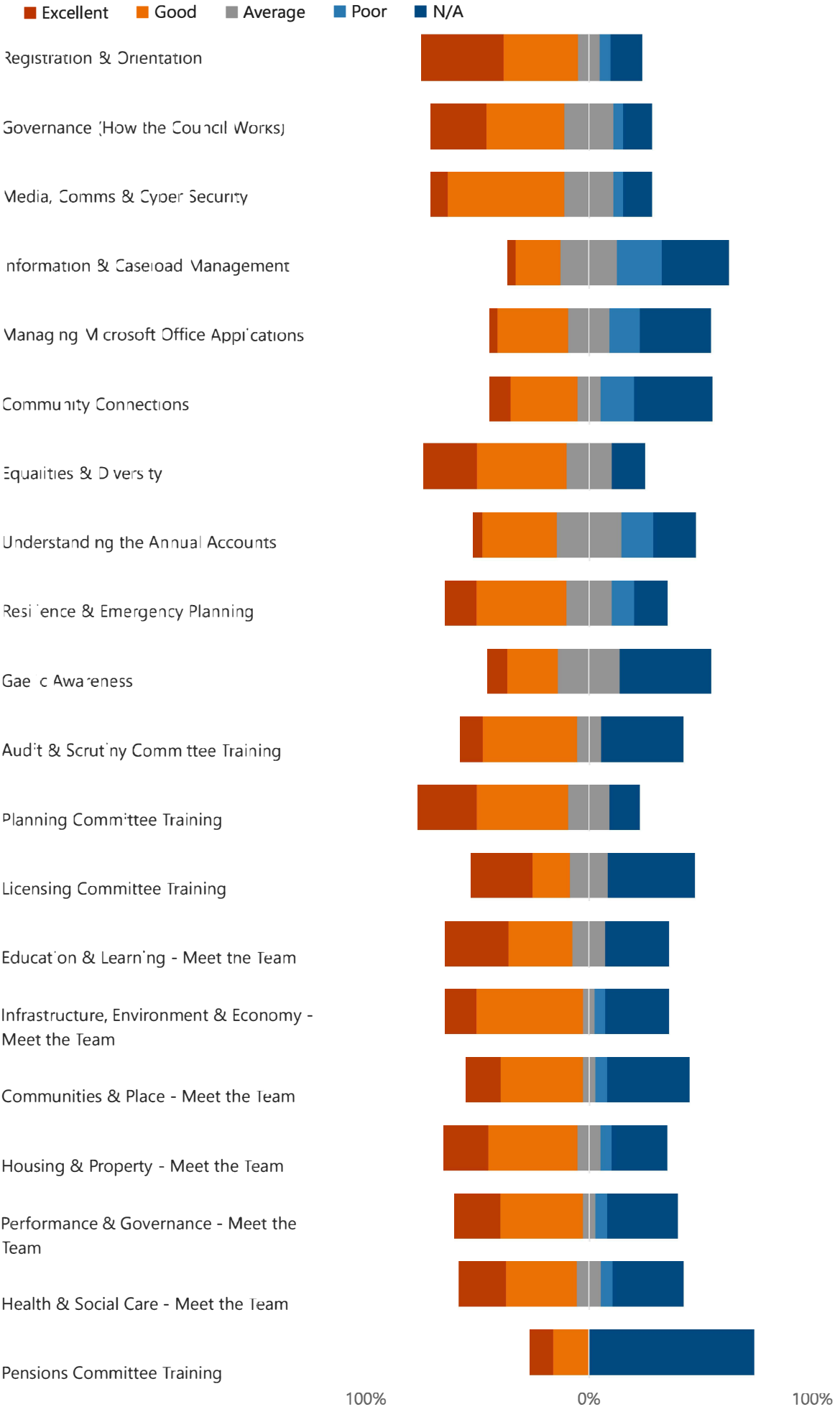
27. To what extent do you feel you need additional support to fulfil your role as a Member?

Not at all	9
To some extent	17
To a great extent	0

29. Which training format do you prefer?

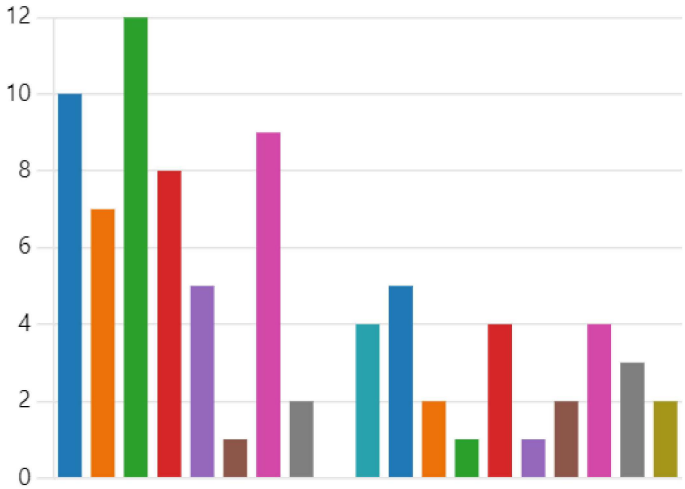
In person	8
Online	3
Blended approach	15

30. Please rate the training and induction sessions that you have attended so far based on how well delivered and useful you found the session.



31. Please indicate from the following options whether there are any areas in which you would like to receive refresher training. (please select all that apply)

Governance (How the Council ...	10
Media, Comms & Cyber Security	7
Information & Caseload Manag...	12
Managing Microsoft Office Appl...	8
Community Connections	5
Equalities & Diversity	1
Understanding the Annual Acco...	9
Resilience & Emergency Planning	2
Gaelic Awareness	0
Audit & Scrutiny Training	4
Planning Committee Training	5
Licensing Committee Training	2
Pensions Committee Training	1
Infrastructure, Environment & E...	4
Education & Learning - Meet th...	1
Health & Social Care - Meet the...	2
Performance & Governance - M...	4
Communities & Place - Meet th...	3
Housing & Property - Meet the ...	2



32. How confident do you feel using the Council's online systems? (e.g. MS Teams; SharePoint; online expenses; MyView)

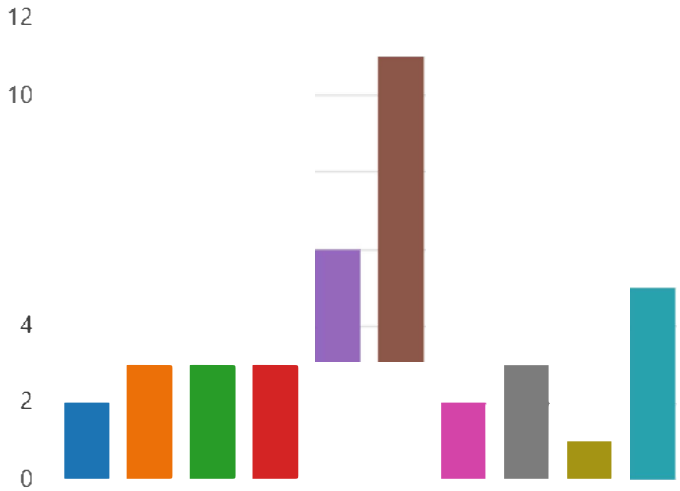
Not at all	2
To some extent	9
To a great extent	16

33. Do you know how to contact ICT Services Team if you need assistance?

Yes	26
No	

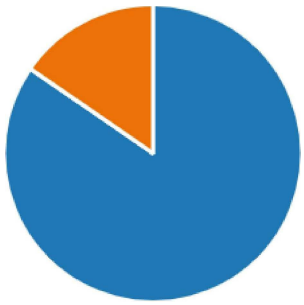
35. What specific area/s of ICT and Digital Skills would you find helpful to have training on? (please select all that apply)

Internet	2
Outlook	3
Microsoft Teams	3
Word	3
Office 365	6
SharePoint	11
Excel	2
MyView	3
PowerPoint	
Other	5



36. Do you have all the equipment you need to work at home effectively?

Yes	22
No	4



38. How user friendly do you find the Highland Council website?

Not at all	4
To some extent	19
To a great extent	3

39. How user friendly do you find the Highland Council intranet?

Not at all	1
To some extent	18
To a great extent	7

40. How user friendly do you find the Highland Council Members intranet?

Not at all	1
To some extent	15
To a great extent	9

41. How user friendly do you find the online expenses system?

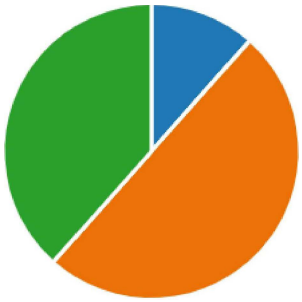
Not at all	1
To some extent	11
To a great extent	13

43. Do you know how to access the Highland Council SharePoint for downloading Committee papers?

Yes	23
No	3

44. How user friendly do you find the Highland Council SharePoint for downloading Committee papers?

Not at all	3
To some extent	13
To a great extent	10

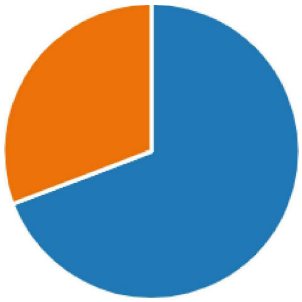


46. What social media do you use or access in your role as a Member? (please select all that apply)

None	5
Facebook	20
Instagram	2
Twitter	8
Other	

47. I understand the Highland Council's Social Media policy and how it applies to me.

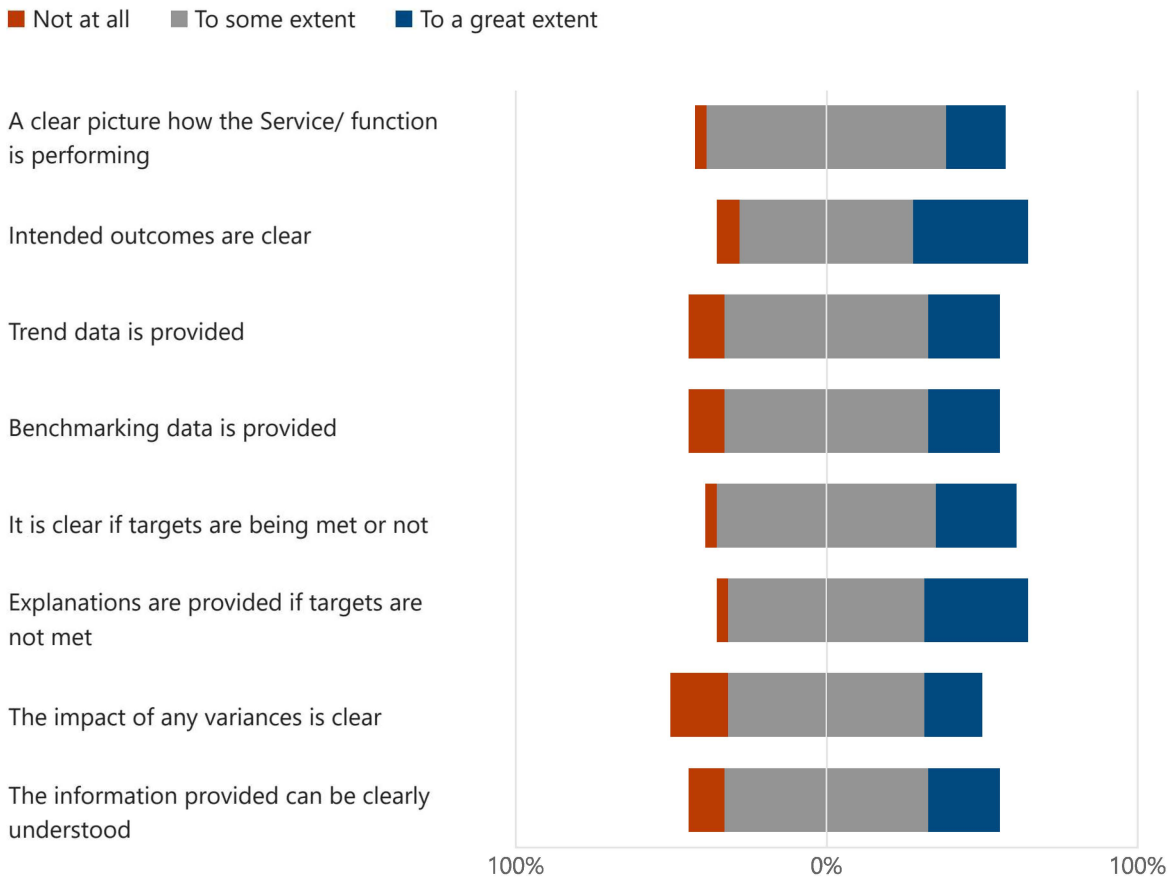
Yes	18
No	8



49. Do you understand your role as a Member in scrutinising performance across the Council?

Not at all	0
To some extent	15
To a great extent	12

51. Is the information that you receive on performance (including reporting at Council, Strategic and Area Committees) sufficient in terms of the following:



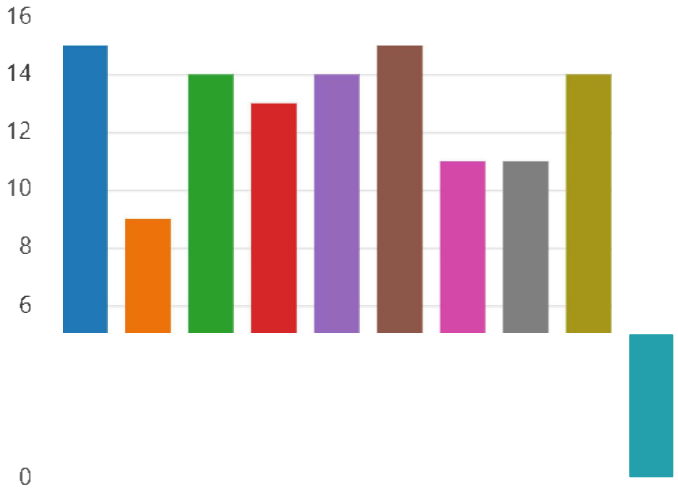
52. Do you need training in order to access and use the Performance and Risk Management System (PRMS)?

54. Please choose your preferred method(s) of learning:

Accredited Course (8 hours lear...	6
E-learning (self-led learning that...	13
Workshops	14

55. Which areas would you like training/workshops to cover:

Net Zero	15
Foundations of Climate Change:...	9
Sustainability	14
Climate Policy, Culture and Gov...	13
Circular Economy	14
Energy Efficiency	15
Low Carbon Travel	11
Environment	11
Biodiversity	14
Other	5

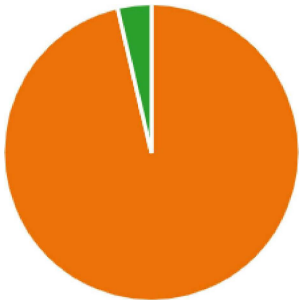


56. What is your sex?

Female	10
Male	15
Prefer not to say	2

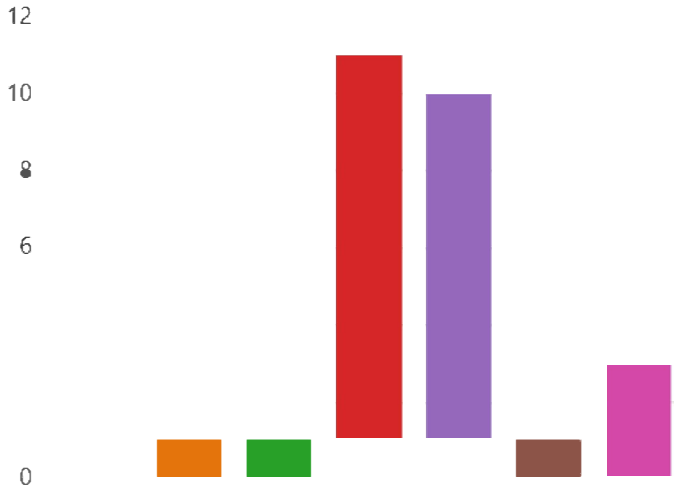
57. Do you consider yourself to be trans, or have a trans history? Here we use trans as a term to describe people whose gender identity is not the same as their sex registered at birth.

Yes	0
No	26
Prefer not to say	



58. What is your age?

18-24	0
25-34	
35-44	
45-64	11
65-74	10
75 and over	
Prefer not to say	3

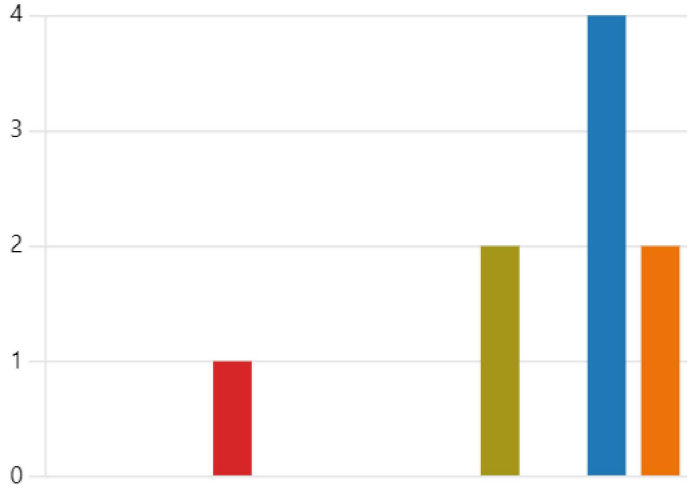


59. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Yes	4
No	22
Prefer not to say	

60. If yes, do any of these conditions or illnesses affect you in any of the following areas? (please select all that apply)

Vision (e.g. blindness or partial s...	0
Hearing (e.g. deafness or partial...	0
Full or partial loss of voice or dif...	0
Mobility (e.g. walking short dist...	1
Dexterity (e.g. lifting or carrying ...	0
Learning or understanding or co...	0
Memory	0
Mental health	0
Stamina or breathing or fatigue	2
Socially or behaviourally (e.g. as...	0
Prefer not to say	4
Other	2

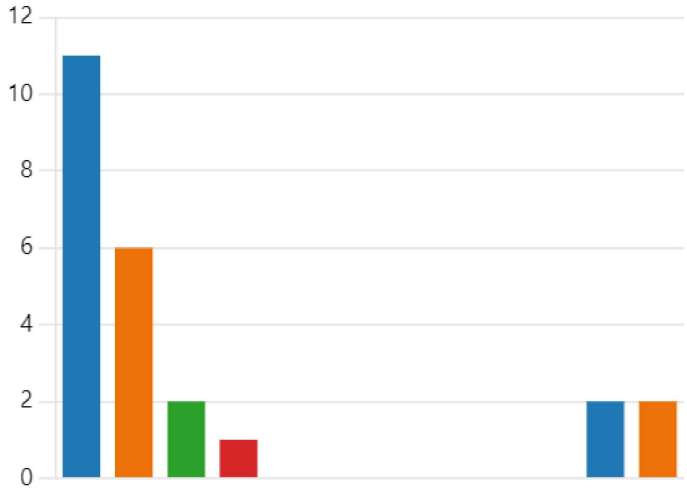


61. Do any of your conditions or illnesses reduce your ability to carry out day-to-day activities?

Yes, a lot	0
Yes, a little	4
No	16
Prefer not to say	0

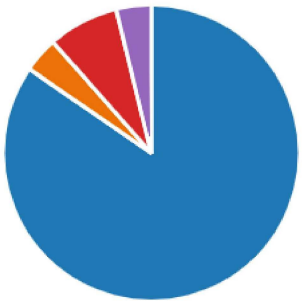
62. What religion, religious denomination or body do you belong to?

None	11
Church of Scotland	6
Roman Catholic	2
Other Christian	1
Muslim	0
Hindu	0
Buddhist	0
Sikh	0
Jewish	0
Pagan	0
Prefer not to say	2
Other	2



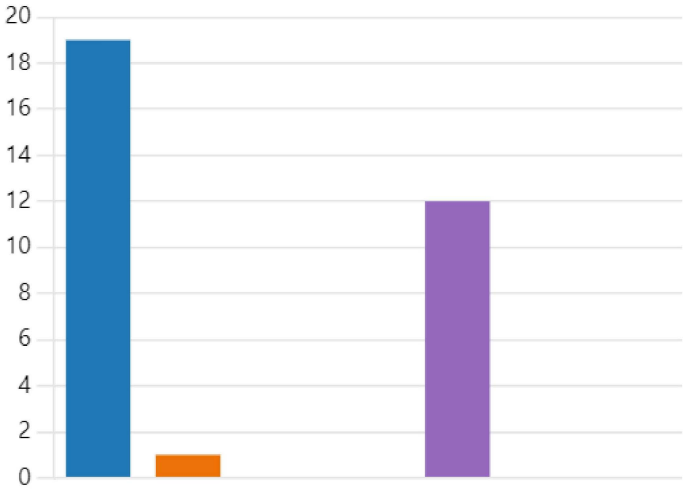
63. Which of the following best describes your sexual orientation?

Straight/heterosexual	22
Gay or lesbian	1
Bisexual	0
Prefer not to say	2
Other	1



64. What do you feel is your national identity? (please select all that apply)

Scottish	19
English	1
Northern Irish	0
Welsh	0
British	12
Prefer not to say	0
Other	0



65. What is your ethnic background?

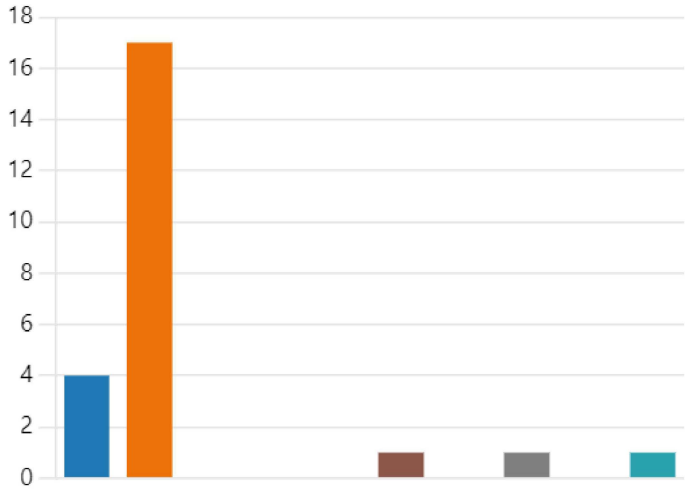
White, Scottish	17
White, Other British	7
White, Irish	0
White, Polish	0
White, Gypsy or Traveller	0
White, Roma	0
White, Showman / Showwoman	0
White, Other Ethic Group	0
Mixed or multiple ethnic groups	0
Pakistani, Scottish Pakistani or B...	0
Indian, Scottish Indian or British ...	0
Bangladeshi, Scottish Banglades...	0
Chinese, Scottish Chinese or Brit...	0
African, Scottish African or Britis...	0
Caribbean or Black, Scottish Cari...	0
Arab, Scottish Arab or British Ar...	0
Prefer not to say	0
Other	0

66. Do you have caring responsibilities?

Yes	6
No	16
Prefer not to say	3

67. What is your legal marital or registered civil partnership status?

Never married and never registe...	4
Married	17
In a registered civil partnership	0
Separated, but still legally marri...	0
Separated, but still legally in a ci...	0
Divorced	1
Formally in a civil partnership w...	0
Widowed	1
Surviving partner from a civil pa...	0
Prefer not to say	1



Members' Learning and Development Programme 2022 – 2023 **Appendix 3**

Date:	Type of training:	Invitees:	Provider:
9.5.22	Induction Day – Registration & Orientation (In person)	All Councillors	Internal
10.5.22	Governance (In person)	All Councillors	Internal
17.5.22	Media, Comms & Cyber Security (In person)	All Councillors	Internal
17.5.22	Information & Caseload Management (In person)	All Councillors	Internal
17.5.22	Managing Microsoft Office Applications (In person)	All Councillors	Internal
24.5.22	Infrastructure, Environment & Economy Service - Meet the Team (In person)	All Councillors	Internal
24.5.22	Education & Learning - Meet the Team (In person)	All Councillors	Internal
31.5.22	Health & Social Care - Meet the Team (In person)	All Councillors	Internal
31.5.22	Seminar (Hybrid): - Opportunity Cromarty Firth - Levelling Up Fund - Shared Prosperity Fund	All Councillors	Internal
6.6.22	Planning Training	All Councillors	Planning Aid Scotland
7.6.22	Licensing Board Training	Board Members only	Internal
7.6.22	Community Connections (In person)	All Councillors	Internal
13.6.22	Licensing Committee Training	Committee Members only	Internal

Date:	Type of training:	Invitees:	Provider:
14.6.22	Equalities & Diversity (In person)	All Councillors	Internal
21.6.22	Communities & Place - Meet the Team (In person)	All Councillors	Internal
21.6.22	Highland Cares - A Community Learning and Development Approach to Community Mental Health Services for young people aged 5 –24 (Hybrid)	All Councillors	Internal
28.6.22	Housing & Property - Meet the Team (In person)	All Councillors	Internal
3.8.22	Audit Scotland's Local Government Overview Report (External)	All Councillors	Improvement Service Webinar
4.8.22	Local Government Finance & Budgeting & Understanding the Annual Accounts (Hybrid)	All Councillors	Internal
11.8.22	Audit & Scrutiny Committee Training (In person)	Committee Members only	CIPFA
19.8.22	Climate Change Committee Workshop (Hybrid)	All Councillors	Internal
23.8.22	Social Media for Elected Members (External)	All Councillors	Improvement Service Webinar
24.8.22	Security briefing - North Scotland Councillors (External)	All Councillors	Police Scotland
25.8.22	Security briefing - West Scotland Councillors (External)	All Councillors	Police Scotland
25.8.22	Security briefing - East Scotland Councillors (External)	All Councillors	Police Scotland
29.8.22	Security briefing – Councillors unable to attend regional briefing (External)	All Councillors	Police Scotland
7.9.22	Fairer Scotland Duty (External)	All Councillors	Improvement Service Webinar
3.10.22	Resilience & Emergency Planning (Virtual)	All Councillors	Resilience Team
4.10.22	Gaelic Awareness (Virtual)	All Councillors	Roddy Maclean
5.10.22	Gaelic Awareness (repeat session) (Virtual)	All Councillors	Roddy Maclean

Date:	Type of training:	Invitees:	Provider:
16.11.22	Strategic Chair Training (Hybrid)	Strategic Chairs only	Internal
1.12.22	Corporate Resources Committee Briefing (Hybrid) *(in place of Resources & Finance - Meet the Team)*	Committee Members only	Internal
7.12.22	National Parks Consultation Workshop (Hybrid)	All Councillors	Internal
11.1.23	Health & Safety Briefing for Elected Members (Hybrid)	All Councillors	Internal
18.1.23	Capital Programme Seminar (Hybrid)	All Councillors	Internal
3.2.23	Local Policing Plan 23-26 Consultation (Virtual)	All Councillors	Internal
7.2.23	Net Zero Thematic Groups Workshop (Part 1) (Hybrid)	All Councillors	Internal
14.2.23	Corporate Plan Workshop (Hybrid)	All Councillors	Internal
6.3.23	Net Zero Thematic Groups Workshop (Part 2) (Hybrid)	All Councillors	Internal
20.3.23	Adaptation Workshop (Hybrid)	All Councillors	Internal
18.4.23	Review of the draft Net Zero Strategy (Hybrid)	Committee Members & SLG	Internal
20.4.23	Highland Health & Social Care Partnership – Strategic Plan Adult Services (In person)	All Councillors	H&SC/NHSH
21.4.23	On Board Training (Hybrid)	Board Directors only	David Nicholl
11.5.23	ICT Refresher Drop-in Sessions (In person)	All Councillors	Internal
30.5.23	Governance Refresher Training	All Councillors	Internal
13.6.23	Personal Safety & Lone Working Talk (Virtual)	All Councillors	Suzy Lamplugh Trust

Members' Learning and Development – Attendance **Appendix 4**

Date	Session	Total Number of Attendees
10 May 2022	Governance	42
17 May 2022	Media, Comms & Cyber Security	19
17 May 2022	Information & Caseload Management	19
17 May 2022	Managing Microsoft Office Applications	19
24 May 2022	Infrastructure & Economy Meet the Team	27
24 May 2022	Education & Learning Meet the Team	27
31 May 2022	Health & Social Care Meet the Team	27
14 June 2022	Performance & Governance Meet the Team	23
14 June 2022	Equality & Diversity	19
21 June 2022	Communities & Place Meet the Team	24
21 June 2022	Highland Cares	24
4 August 2022	Understanding the Annual Accounts	17
11 August 2022	A&S Committee CIPFA Training	10
19 August 2022	Climate Change Workshop	19
3 October 2022	Resilience & Emergency Planning	19

Date	Session	Total Number of Attendees
4 October 2022	Gaelic Awareness	8
16 November 2022	Strategic Chair Training	4
1 December 2022	Corporate Resources	9
11 January 2023	Health & Safety Briefing	17
3 February 2023	Local Policing Plan 23-26 Consultation	22
7 February 2023	Net Zero Thematic Groups Workshop	26
6 March 2023	Net Zero Thematic Groups Workshop (Part 2)	14
20 March 2023	Adaptation Workshop	25