

Agenda Item	9
Report No	HC/46/24

The Highland Council

Committee: Highland Council

Date: 12 December 2024

Report Title: Members' Learning and Development 2024/2025

Report By: Chief Officer, Legal & Corporate Governance

1. Purpose/Executive Summary

- 1.1 This report provides an update on Members' Learning and Development activities delivered between November 2023 to November 2024, and further proposes an outline programme for Members' Learning and Development in 2025.
- 1.2 The Members' Learning and Development Framework ('the Framework') **Appendix 2** was agreed by Council on 26 October 2023. The Framework sets out the Council's commitment to Members' Learning and Development, the relevant roles and responsibilities, the Learning and Development Cycle (which aligns to the electoral cycle) and available resources.
- 1.3 The Framework was implemented and underpinned the Members' Learning and Development programme that was delivered during 2024. The Framework has been refreshed for 2025 drawing upon the views emerging from the short life Members' Working Group and key officers.
- 1.4 During 2023/2024, Members undertook a range of learning and development activities. A key aim of the activities was to develop Members' knowledge and skills to support their scrutiny and decision-making role. **Appendix 3** highlights some of the key activities undertaken.
- 1.5 The proposed Members' Learning and Development Programme for 2025 ('the Programme') is presented at **Appendix 4**. As well as being informed by views from the Members' Working Group the proposed Programme reflects benchmarking with other local authorities, input from across all Service Clusters and engagement with the Improvement Service. The annual Programme of learning and development activities will be updated throughout 2025.

2. Recommendations

- 2.1 Members are asked to:
 - i. **Approve** the refreshed Members' Learning and Development Framework
 - ii. **Approve** the draft Members' Learning and Development Programme for 2025

- iii. **Agree** the Members' Learning and Development Programme for 2025 will be kept under review by the Governance Review Steering Group
- iv. **Agree** a future report is considered at Council in December 2025
- v. **Agree** Committee Chairs in consultation with Committee Members will establish individual committee learning and development pathways
- vi. **Agree** to deliver an all Members event in 2025.

3. Implications

- 3.1 **Resource** – There is a modest budget available to support Members' training and development. Any additional resource required in 2025/26 will be identified from within existing service budgets. Officer resource will be required to support delivery of the programme for 2025 from across a number of Services, most notably, People Development, Senior Leadership Support, Legal, Democratic, Communications and the Corporate Management Support Team.
- 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. The delivery of an appropriate programme of training and development for elected Members is consistent with the Code of Corporate Governance.
- 3.4 **Risk** - A failure to follow appropriate governance and scrutiny in making decisions at Committee and Council presents potentially significant legal, financial, and reputational risks for the Council. The Learning and Development Programme seeks to mitigate those risks.
- 3.5 **Health and Safety** - (risks arising from changes to plant, equipment, process, or people) There are no Health and Safety implications arising as a direct result of this report. The proposed Programme includes a session on promoting Members' individual safety.
- 3.6 **Gaelic** - There are no direct implications for the Gaelic, however, the Learning and Development Programme will provide opportunities to raise awareness of the Gaelic language and to acquire Gaelic language skills, to align with the Council's Gaelic Language Plan.

4. Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 An Integrated Impact Assessment screening has been undertaken on the Member Learning and Development Programme for 2025/26.

4.4 The Screening process has concluded that there are potential positive impacts as a result of the existing programme in relation to equality and children’s rights impacts in the main related to improving Member understanding. The assessment identified 3 key areas for development which are summarised in Appendix 1 and have been incorporated in the programme. This would increase the positive impacts identified. Members are asked to consider the summary in **Appendix 1** to support the decision-making process.

4.5

Impact Assessment Area	Conclusion of Screening
Equality	Positive impacts across all characteristics
Socio-economic	<i>Positive following inclusion of additional training activity</i>
Human Rights	<i>No impact</i>
Children’s Rights and Well-being	<i>Indirect positive impacts</i>
Island and Mainland Rural	<i>No impact</i>
Climate Change	<i>No impact</i>
Data Rights	<i>No impact</i>

5. Members’ Learning and Development Framework (“the Framework”)

5.1 The Members’ Learning and Development Framework has been produced to support the learning and development needs of all elected Members of the Highland Council. The Framework was agreed on 26 October 2023. Since this time, the Framework has been implemented to ensure that all Members have full opportunity to develop their knowledge and skills to support the Council in achieving its objectives and to undertake their scrutiny responsibilities. The Framework is available to all existing and newly elected Members and is included as part of Member induction. This can be accessed via the Members’ intranet.

5.2 The Framework has been refreshed for 2025, taking cognisance of discussions with the Members’ Short Life Working Group, officers from across each Service Cluster and the Improvement Service. Key changes include the addition of the role of the newly established Community Development Managers and the support which Members can expect at the local level.

6. Members’ Learning and Development Programme 2023/2024

6.1 During 2023/2024 Members undertook a range of learning and development activities as shown in **Appendix 2**. It is important to recognise there will be additional learning and development opportunities being made available by each strategic Committee which may not have been captured. It is proposed for 2025 that Committee Chairs in discussion with the Committee Members review their respective learning and development needs to establish individual committee learning and development pathways.

6.2 During 2023/2024, all learning and development sessions were delivered either in person and/or on a hybrid basis. Where possible, sessions were recorded and uploaded to the Members’ intranet. Levels of attendance across sessions varied, however, where records of attendance are available, there appears to be a slight increase in attendance during 2024.

7. Focus for Members' Learning and Development in 2025

7.1 It is vital that Members are provided with learning and development opportunities to enhance their knowledge and skills and to support them in their role as Councillors. During 2025 the proposal would be to arrange an all-Members' event. The event would be delivered in 2025 with a particular focus on the following areas:

- Governance, Conduct and Scrutiny
- Budget and Financial Management
- Community Leadership and Partnership working
- Decision-making
- Equality and Diversity
- Member Safety and Security.

It is proposed that both the Improvement Service and other key guest speakers be invited to support the event. Members will also be given the opportunity to participate in an interactive session to inform future Members' Learning and Development. This will also offer an opportunity to identify any specific or targeted learning which would be of benefit to smaller groups or subsets of Members.

7.2 A series of all-Member Climate Literacy workshops will be held throughout 2025 to enhance understanding while focusing on practical solutions to accelerate the Council's transition to Net Zero and becoming a climate-ready organisation. The [Net Zero Strategy](#), approved by Council in June 2023, includes the delivery of mandatory Climate Literacy Training to all members of staff as a priority action. Interactive, bite-sized e-learning modules are being developed for staff and will be launched in early 2025. These modules will be hosted on the Traineasy platform and promoted to all Members.

8. Learning and Development Programme Delivery and Evaluation

8.1 The Programme for 2025 will be delivered using the following approaches:

- Briefings and Webinars on topical issues
- Guidance for Members on key areas of work
- Subject specific training courses
- Bespoke/tailored on request support.

8.2 The delivery method will be a mix of Microsoft Teams, in-person and blended depending on the topic, approach and intended outcomes.

8.3 Evaluation and monitoring are a vital part of the Framework and Programme to ensure successful outcomes are achieved and to identify areas for improvement. Members will be provided with feedback forms following Programme sessions to assist with this process.

8.4 Online learning and development resources are available on the Members' Intranet Site. The Traineasy platform which can be accessed via the Members' Intranet Site and offers relevant training resources which are being updated and added to regularly (See **Appendix 3**).

Designation: Assistant Chief Executive (Corporate), Allan Gunn

Date: 12 December 2024

Author: Business Manager, Shelley Rennie

Background Papers:

Appendices: Appendix 1 – Summary of Integrated Impact Screening
Appendix 2 – Members' Learning & Development Framework
Appendix 3 – Learning & Development Programme 2023/24
Appendix 4 – Learning & Development Programme 2025

Integrated Impact Assessment Screening Summary

A screening for impact has been carried out on the Learning and Development Programme for 2025/26. This highlighted:

- **Equality and Poverty**

Potential positive impacts as a result of the existing programme which provides r specific equality training for Mmembers and therefore building learning and understanding amongst Members regarding the equality agenda and supporting decision making.

The screening does note that work is required to review how best to support Members with work/caring responsibilities to ensure that they can access the same training opportunities. This should be considered by the Governance Review Steering Group.

No specific poverty impacts as a result of the training programme were identified however it is proposed to incorporate poverty informed practice training as part of the programme to support Members in their understanding of poverty and decision making.

- **Children's Rights**

Indirect positive impacts were identified through the screening which was based on the existing programme assisting to build member understanding of children's rights, for example through the corporate parenting programme.

It is proposed however to enhance this by providing specific training in children's rights during the 2025/26 programme.

Members' Learning and Development Framework

Introduction

This framework describes the Council's commitment to Member Learning and Development, the relevant roles and responsibilities and the learning and development cycle through Members' term/s of office. In each year a Members' Learning and Development Programme will be produced in draft form with the content informed (amongst other things) by local council elections, Member consultation and statutory and regulatory developments. Members will develop different aspects and skills as they progress through their term of office and this framework is designed to reflect those, specifically building on skills that each Member brings to the Council.

Members play a pivotal role in ensuring that the strategic aims and objectives of the Council are achieved. Learning and development is essential to ensure that Members are able to fulfil their responsibilities in making local decisions, undertaking scrutiny and enhancing outcomes for Highland Communities. It is a priority of the Council to ensure that all Members are thoroughly prepared to meet the demands of their role.

The Highland Council is committed to ensuring that:

- Members' learning and development aligns with the Council's objectives as outlined in the Council Programme, the Operational Delivery Plan 2024-2027, and the Performance Plan, formally known as the Corporate Plan
- Members have equitable access to learning and development opportunities throughout their term/s of office
- Members have the opportunity to share their life experiences for the mutual benefit of other Members and the Council generally
- Members have access to suitable learning and development opportunities to acquire the skills and knowledge necessary for effective role performance
- There is a planned and structured approach to Members' learning and development, implemented through a programme of events and activities to support their development
- The Members' learning and development programme is continually updated to align with Council plans and addresses key challenges impacting the Council's priorities
- Members have the capacity to self-assess their skills against a recognised framework provided by the Improvement Service
- Member learning and development activities are adequately resourced within available budgets.

Roles and Responsibilities

Chief Executive's Business Manager

The Business Manager will produce, monitor and update the Members' learning and development programme in consultation with Members.

The Business Manager will also review during the term of Council:

- The Members Learning and Development Framework (annually)
- The Members Learning and Development Programme (annually)
- Identify opportunities which support Members' well-being and resilience.

Governance Review Steering Group

The Steering Group will have Members' learning and development as a standing item on its Agenda.

Democratic Services

Democratic Services will support Member learning and development by:

- Reviewing (in consultation with the Business Manager) the Members' induction plan and materials
- Identify requirements for priority training as appropriate e.g. Planning, Licensing.

Community Development Manager (CDM)

The Community Development Manager role supports the Council's functions and empowers communities to deliver results for themselves. Referencing across all the Council services, partner agencies and the third sector, the CDM is a multi-skilled resource often acting as the primary contact for Community Asset Transfer requests and enables solutions to complex issues. The CDM supports areas of activity across the Council and with partners including equalities, inequalities and child poverty as well as community engagement.

Political Group Leaders

Political Leaders will:

- Promote and encourage participation by their Group Members in the learning and development programme.

Individual Members

Members will:

- Identify their own learning and development needs
- Seek opportunities to increase effectiveness
- Attend planned learning and development events and activities
- Share their knowledge and skills with other Members
- Participate in the skills assessment provided by the Improvement Service.

Corporate Management Team

The Corporate Management Team will:

- Identify and facilitate service specific learning and development in co-ordination with the Business Manager.

The Learning and Development Cycle

Members will be provided with learning and development opportunities starting from their election and throughout their term/s of office, as follows:

Post Election Induction Process

All newly elected Members will be provided with a comprehensive induction at the beginning of their term of office. Returning Members may also attend any of the sessions. The elected Members induction will be delivered in 3 phases, as follows:

Phase one

During the first week in office, all newly elected Members will be required to complete their Acceptance of Office and their Declaration of Interests. Members will also be required to attend an introductory session to cover the following:

- Provision of ICT equipment and creation of ICT account
- Completion of personal information to set up remuneration payments
- An introduction to the Highland Council and the facilities available to Members
- Official photographs for the use on the Highland Council website, social media platforms and any other Council publications.
- Awareness how local ward support operates and a link to their single point of contact for the Community and Development team.

Phase two

A planned programme of events and activities will be established for all newly and returning elected Members. All events and activities will focus on providing Members with sufficient knowledge to undertake their role as a Councillor. This programme of activity is not exhaustive but will cover the following:

- Introduction from the Chief Executive
- An overview of the Council's Services and the Corporate Structure
- An overview of Policy and Service Provision
- Code of Conduct
- Standing Orders
- Governance and Scrutiny
- Corporate Communications
- How to support their communities including a list of service contacts
- Immediate responsibilities that may include local Ward meetings and Area Committee meetings.

The expectation is that Members will have completed the preparation sessions during their first month in office.

Phase three

During the final phase of the induction, Members will be equipped with the knowledge and skills to enable them to carry out their role and responsibilities as an elected Member. This programme of activity is not exhaustive but will include the following:

- Community Leadership & Partnership Working
- Resilience
- Corporate Parenting & Safeguarding
- Equalities and Diversity, including Trauma Informed Practice
- Decision Making
- Health, Safety & Wellbeing.

The expectation is that Members will have completed any core sessions during their first three months in office.

Committee Specific Training

All Committee Members will be provided with an induction to their Committee/s. It is the responsibility of the relevant Assistant Chief Executive and/or Chief Officer to discuss with their Committee Chair any additional learning and development requirements of Committee Members. All Committee Chairs will have the opportunity to attend Committee Chair specific training and are strongly encouraged to attend.

Continued Learning & Development

Members will continue to be provided with learning and development opportunities via the Council's online portal (Traineasy) and through the current annual learning and development programme. Members will be afforded the opportunity to shape the annual programme in consultation with the Chief Executive's Business Manager. The annual programme will be available on the Members' learning and development SharePoint site.

Members' Workshops/Seminars

Throughout the year, Members will be offered the opportunity to attend a number of seminars and workshops covering a range of topical issues. The workshops and seminars will be planned throughout the year and will be included in the Members' learning and development programme. Importantly, this will include an opportunity for Members to feed back into the programme with comments and suggestions and also provide an important forum to share good practice. Session dates are added to the Members' [training and development](#) on the intranet.

Online Members' Training

The People Development Team (Corporate Learning & Development) have created a range of e-learning materials to support Members. E-learning resources are accessed through the [Traineasy](#) platform and are regularly updated. There are several themes in the course catalogue, with over 100 e-learning modules that may be of interest.

The Traineasy Video Library includes resources and webinars which Members may find useful e.g. Introduction to Personal Resilience, Engaging with constituents through the use of social media, The Green Recovery and Net Zero, Fairer Scotland Duty, Local Child Poverty Action Reports and Community, Child Poverty, Digital Transformation, Planning System in Scotland and Community Wealth Building.

Members' Intranet

The Members' [training and development](#) intranet page provides links to Traineasy and the Improvement Service. It also includes useful information on expenses, the planning system and understanding Annual Accounts.

Evaluation

It is important for the Council to monitor and evaluate the learning and development of its elected Members, to ensure that it has met its objectives and to identify where improvements can be made for the future. To evaluate the learning outcomes, Members will be provided with feedback forms following individual training sessions to ensure that opportunities are taken to improve the content and delivery of future learning and development sessions. Feedback forms will specify the outcomes expected at the individual Member, corporate and community level.

Reporting

The Chief Executive's Business Manager will record all learning and development activities as well as Member attendance. This ensures elected Members can review their learning and development activities, as well as allowing the Business Manager to include this information within the Members' annual learning and development report to Council

Appendix 3

Members Learning and Development 2024

During 2024 Members undertook a range of learning and development activities. It is important to recognise that the table below does not include those learning and development activities undertaken by each Committee.

Table 1 below provides an overview of the learning and development activities delivered from November 2023 to November 2024.

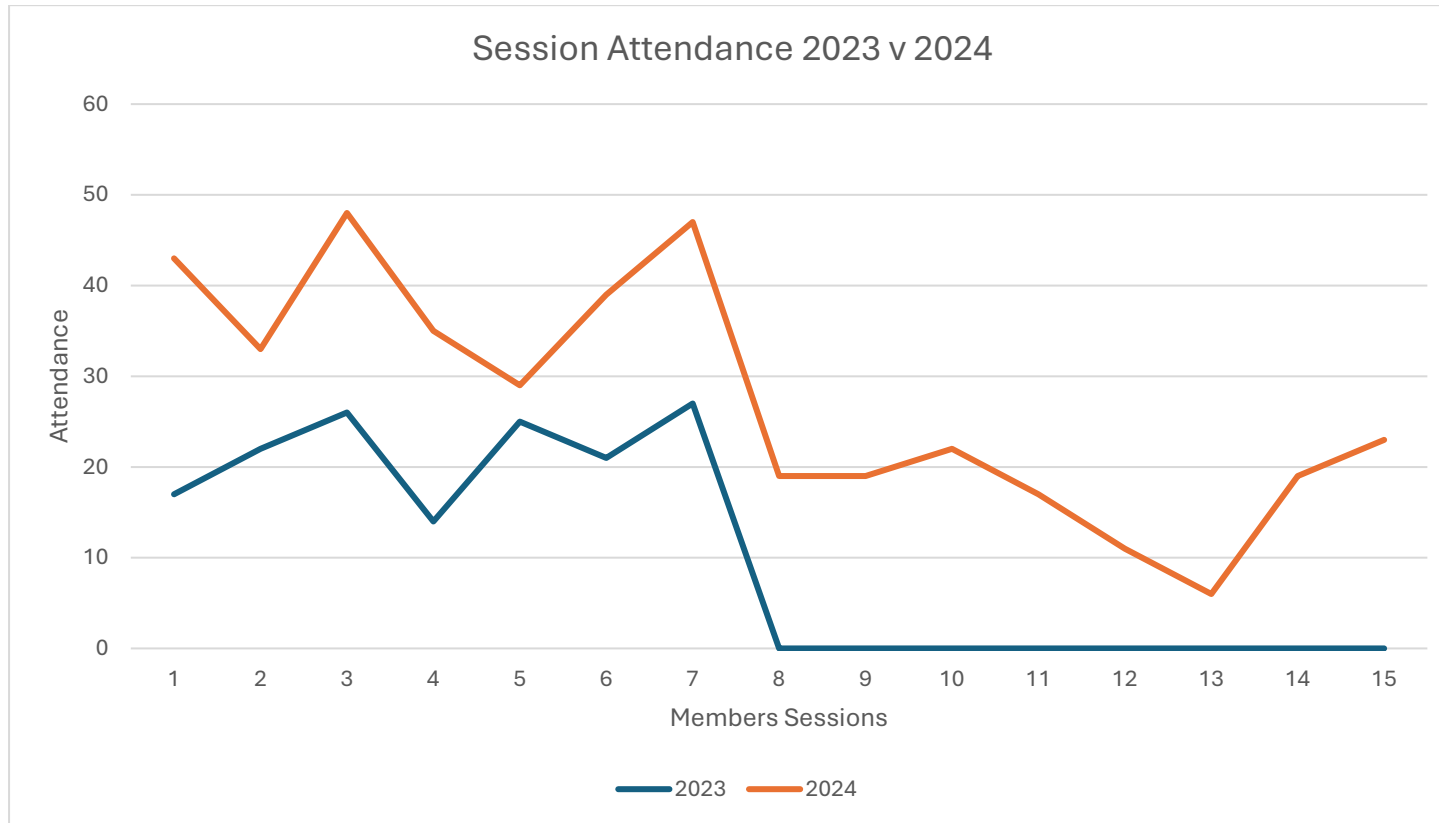
Activity	Date	Attendance
Corporate Governance	14 November 2023	All Members
Committee Chair Training	2 November 2023	Strategic Committee Chairs & Vice Chairs
Net Zero Action Plan (part 1)	15 January 2024	All Members
Net Zero Action Plan (part 2)	25 January 2024	All Members
Highland Outcome Improvement Plan Reset	1 February 2024	All Members
Budget Briefing	22 February 2024	
Delivery Plan, Strategic Capital Planning & Asset Management	11 March 2024	
Seminar on Draft Delivery Plan	15 April 2024	All Members
Scottish Fire and Rescue Service	17 April 2024	All Members
Climate Change Impact Assessment	25 April 2024	All Members

Activity	Date	Attendance
SFRA Strategic Services Review Programme (SSRP)	6 June 2024	All Members
Members Briefing Council Reports	17 June 2024	All Members
School Visit Protocol	17 June 2024	All Members
Health, Social Care & Well-being Briefing	9 August 2024	
Local Heat and Energy Efficiency Strategy Delivery Plan	2 September 2024	All Members
National Care Service Consultation	16 September 2024	All Members
Integrated Impact Assessment	11 October 2024	All Members
Post Highland Housing Summit	21 November 2024	All Members
Integrated Impact Assessment	28 November 2024	All Members

Attendance 2024

Members attendance, where possible, has been recorded for each session. However, this does not capture sessions that were recorded and uploaded to the Members intranet which may have been viewed later. The diagram below presents an overview of the levels of attendance during 2023 and 2024.

Levels of attendance during 2023-2024



Member Induction 2023-2024

All newly elected Members were provided with an induction at the beginning of their term/s in office, this includes the following:

- Introduction from the Chief Executive
- An overview of the Council's Services and the Corporate Structure
- An overview of Policy and Service Provision
- Code of Conduct
- Standing Orders
- Governance and Scrutiny
- Financial Management
- Corporate Communications
- How to support their communities including a list of service contacts
- Immediate responsibilities that may include local Ward meetings and Area Committee meetings.

Corporate Governance

A session was held on 14 November 2023 for Members to refresh their understanding of Corporate Governance. The session provided an opportunity to further understand the Code of Conduct, Scheme of Delegation and Standing Orders. Further advice was provided in relation to gifts and hospitality, how to declare an interest, Freedom of Expression and Application of Article 10 ECHR.

Committee Chair Training

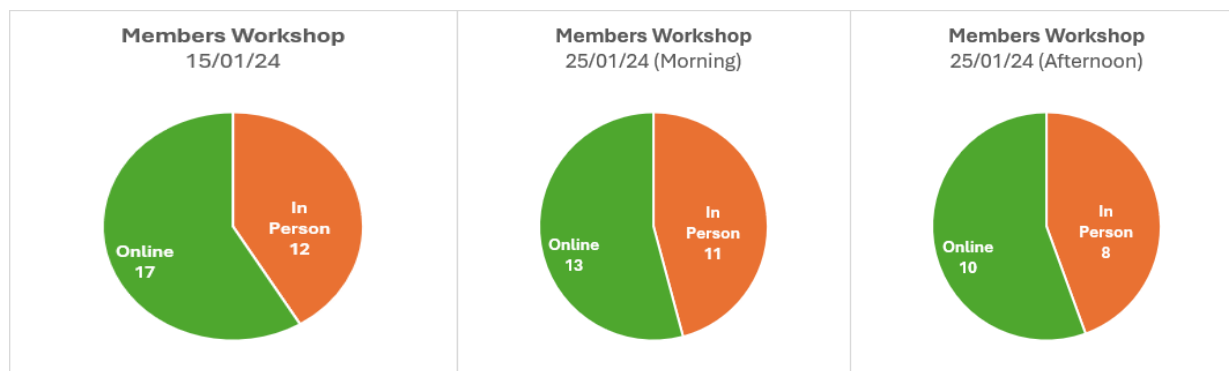
Committee Chair training was provided for Strategic Committee Chairs on 2 November 2023. During 2025, further Committee Training sessions will be offered to all Committee and/or Board Chairs.

Net Zero Programme

Workshops were held on 15 January and 23 January covering the following themes: Built Estate & Energy; Planning, Land Use & Environment; Social Housing & HRA; Waste & Circular Economy; Fleet & Staff Travel; Capital Programme & Net Zero Funding Strategy; and Procurement & Community Wealth Building. The purpose of these workshops was to upskill knowledge around

climate literacy and to provide Members with the opportunity to discuss and provide input to the development of the Council's Net Zero Programme.

All Members were invited to attend these hybrid workshops, and a summary of attendance is provided below:



Draft Scottish National Adaptation Plan 3: Consultation

An online workshop was held on 22 April 2024 to provide Climate Change Committee Members with an opportunity to review and provide input prior to the draft response from the Council in respect of the Draft Scottish National Adaptation Plan 3: Consultation.

The workshop was attended by five members of the Climate Change Committee.

Climate Change Impact Assessment

A workshop was held on 25 April 2024 to provide Members with the opportunity to provide input to the development of the Climate Change Impact Assessment (CCIA) which is part of the Integrated Impact Assessment that was introduced during 2024.

All Members were invited to attend this hybrid workshop, prior to the draft CCIA being brought to the Climate Change Committee in May for approval.

A summary of attendance is provided below:



Local Heat and Energy Efficiency Strategy Delivery Plan Members workshop

A workshop was held on the 2 September 2024 to provide Climate Change Committee Members with an opportunity to discuss and contribute to the development of the Local Heat and Energy Efficiency Strategies (LHEES) Delivery Plan.

Presentations from the Climate Change and Energy Team, Housing and Building Maintenance, and Property and Facilities Management offered insights into decarbonising domestic and non-domestic buildings across the Highlands.

The workshop was attended by five Members of the Climate Change Committee.

Energy Efficient Homes

Officers provided updates and attended several Area Committees, listed below, to provide an overview of external funding available and current domestic projects delivered by the Climate Change & Energy Team:

09-Oct-24 Lochaber Area Committee
04-Nov-24 Black Isle & Easter Ross Area Committee
11-Nov-24 Dingwall & Seaforth Area Committee

E-learning Resources

In the last year Members have accessed 18 modules including Members Scrutiny Role, Performance and Risk Management System, Fire Awareness and Cyber Security. Information Management is the module accessed by highest number of Members (33).

Appendix 4

Members' Learning and Development Opportunities 2025

The People Development Team (Corporate Learning & Development) is made up of specialist learning and development advisers who provide interventions to support staff to develop their knowledge and skills to perform their roles to a high standard. In addition, it supports the Business Manager by creating a range of learning interventions to support elected Members. Learning and development options, design and delivery are informed by:

- The values of the organisation: Ambitious, Sustainable, Connected
- The overall objectives set out in the Councils Programme for 2022 - 2027: [The Administration Programme](#)
- The Council's [Delivery Plan](#) – our deliverables
- The Council's [Performance Plan](#) – our measures
- The [Highland Outcome Improvement Plan](#) – our community partnerships
- The future direction, ambition and organisational development of the organisation as part of **People Service Strategy** and aligned to other key strategies e.g. Digital
- Regulated and statutory training standards e.g. SQA, SSSC
- Best practice: [Charter Institute of Personnel Development](#), [Charter Management Institute](#) and [Institute of Leadership](#)

Learning and Development – Methods of Delivery

The Council is committed to providing blended (also known as hybrid) learning and development, utilising e-learning, digital and in-person opportunities to ensure resources are available at a suitable time and place for everyone. The Council will make best use of the resources provided by the [Improvement Service](#) who are the 'go-to' organisation for Local Government improvement in Scotland

E-learning Resources

1. The Members' [training and development](#) intranet page provides links to [Traineasy](#) and the Improvement Service resources and useful information on expenses, the planning system and understanding annual accounts.
2. E-learning resources are accessed through the Traineasy platform. Resources are being added regularly and suggestions and recommendations are encouraged from all users.
3. Traineasy Video Library – A number of resources and webinars are available which Members may find useful. These include an Introduction to Personal Resilience; Engaging with constituents through the use of social media; The Green Recovery and Net Zero; Fairer Scotland Duty, Local Child Poverty Action Reports and Community; Digital Transformation; Planning System in Scotland - A guide for elected Members; and Community Wealth Building.
4. Induction – the current module in Traineasy is aimed at new members of staff, however, an Induction to The Highland Council specifically for Members is to be developed.
5. Trauma Informed Practice – sessions to be developed and delivered during 2025 – 2026.

One-to-one or small group sessions on how to use Traineasy can be provided by the People Development Manager, either in person or via Teams. Queries on all aspects of Traineasy can be directed to People Development Manager, Nicky Maclennan nicky.maclennan@highland.gov.uk

Table 1 below summarises the e-learning modules currently available. All Members are encouraged to complete the modules in the mandatory training tile on Traineasy. These modules improve knowledge and awareness of how the Council can keep its people (Members, staff, visitors and contractors), information, systems and buildings safe. There are currently four modules in the elected Members' tile, this includes Members' Scrutiny Role, Head Teacher and Depute Head Teacher recruitment training, the role of Audit Committee, and Equalities for elected Members. A recording of the Integrated Impact Assessment will be added to the resources during December 2024.

Table 1 – E-learning Resources for Members

Catalogue Name	Course Name	Description	Time to Complete
Mandatory Training	Cybersecurity Awareness	The training introduces why cyber security is important and how attacks happen and covers four key areas of defending yourself against phishing, using strong passwords, securing your devices and reporting incidents ('if in doubt, call it out').	30 minutes
Mandatory Training	Display Screen Equipment (DSE)	This course is mandatory for any elected Member or employee who is required to use display screen equipment habitually or as a significant part of their normal work or working day, e.g. for continuous periods of at least an hour or more at any one time.	30 minutes
Mandatory Training	Financial Regulations	Everyone should complete sections 1,7,8 and 9. Other sections to be completed are dependent on job role. This course sets out the financial regulations to Council staff that have responsibilities for: budgets, banking and receiving income, ordering of goods and services, payment of invoices, petty cash and project governance.	Each section approx.10 minutes
Mandatory Training	Fire Awareness	This eLearning package will help you think about situations you may face in your workplace, and how you must take responsibility for your own safety and those around you.	30 minutes
Mandatory Training	Information Management	Information is vital in our work. This is true for all of us, whatever our role in The Highland Council. This eLearning package will help you think about some situations you may face in your work, and how you must take responsibility for the information you use.	30 minutes including assessment
Mandatory Training	Introduction to Health Safety and Wellbeing	This course will provide you with an overview of the key responsibilities for managing your health, safety and wellbeing at work.	45 minutes including assessment
Mandatory Training	Run, Hide, Tell	This film gives advice about what to do in a firearms attack.	3 minutes
Elected Members	Members' Scrutiny Role	This module has been designed as a learning aid for all elected Members. This module should serve as a useful reminder of some of the key skills, approaches and tactics that make for an effective Councillor.	20 minutes

Catalogue Name	Course Name	Description	Time to Complete
Elected Members	Head Teacher and Depute Head Teacher Recruitment Training	This training is for elected Members who are involved in the recruitment of a head teacher or depute head teacher.	30 minutes
Elected Members	The Role of the Audit Committee	Audit committees are a key component of an Authority's governance framework. Their function is to provide an independent and high-level resource to support good governance and strong public financial management. This e-learning course is for all Members sitting on the Audit Committee. It is based upon best practice published by CIPFA on the role of Audit Committees.	20 minutes
Elected Members	Equalities Training for Elected Members	This module highlights the importance of understanding what equality, diversity and inclusion means for The Highland Council. The e-learning module has been developed based on content of Local Government Association (LGA) Workbook for Councillors.	30 minutes
Elected Members	Integrated Impact Assessing	This video recording of The Members' briefing session delivered by Chief Officers outlines the new approach to Integrated Impact Assessment agreed in June 2024 and the change to Standing Orders agreed in September 2024 which requires all notices of motion to have an integrated impact assessment as well as a financial impact assessment. <i>(recording will be available in December 2024)</i>	40 minutes

Members' Learning and Development Programme 2025

The proposed Members' Learning and Development Programme ('the Programme') for 2025 is summarised in **Table 2** below. The content of the Programme has been informed by Member and Officer consultation, the Improvement Service and statutory and regulatory requirements. The Programme is designed to support Members to ensure that they can access learning and development that enables them to be effective in their role as a Councillor.

Table 2 – Members Learning and Development Programme 2025

Activity/Event	Audience	Delivered By	Format	Details
Standards Commission Workshop	All Members Advisory	The Standards Commission	Virtual Session	To cover Ethics and Values/Code of Conduct
Local Government Finance	All Members Advisory	LGiU/CIPFA tbc Supported by Chief Officer, Corporate Finance	Virtual Session	Record session and develop additional e-learning resources as required
Corporate Governance and Risk Management	All Members Advisory	Chief Officer, Legal and Corporate Governance	Blended	Record virtual session and source additional e-learning content
Information Management and Security	All Members Advisory	Information Governance Manager	Blended	e-learning: Information Management module
The role of Trade Unions	All Members Advisory	People Development Team	Virtual Session	Resources to be developed and rolled out during 2025
Social media – A guide for Elected Members	All Members Advisory	Communications and Resilience Manager	Blended	Record virtual session and source additional e-learning content
Elected Members' Roles and responsibilities as a Trustee	All Members Advisory	Chief Officer, Legal and Corporate Governance and Chief Officer, Corporate Finance	Blended	Record virtual session and source additional e-learning content

Activity/Event	Audience	Delivered By	Format	Details
Planning Committee Training	All Members appointed to this Committee	Area Planning Manager	Face to face	Record virtual session and source additional e-learning content
FOR NEW MEMBERS Planning Review Body Training	Planning Review Body Members (mandatory – all board members complete the training once per term)	Legal Team (Regulatory)	Face to face	Record virtual sessions and source e-learning content
FOR NEW MEMBERS Licensing Board Mandatory Training & Exam	Licensing Board Members (mandatory - all Board members complete the training once per term)	Legal Team (Licensing) (Supported by Alcohol Focus Scotland)	Face to face	Training will be given to those Members joining the Board as vacancies arise
Scrutiny for Audit Members	Audit Committee Members All Members Advisory	Strategic Lead, Corporate Audit	Blended	e-learning: Members Scrutiny Role and Role of Audit Committee Record virtual session
Community Leadership	All Members Advisory	External Provider Chief Officer, Housing & Communities	Blended	New session to be developed (to be recorded and hosted on web). Supplementary e-learning to be developed as required
Corporate Parenting	Wellbeing Joint sub-committee Members All Members Advisory	Chief Officer, Health & Social Care	Face to face	Record virtual session

Activity/Event	Audience	Delivered By	Format	Details
Poverty Informed Practice Training	All Members Advisory	Chief Officer, Housing & Communities & supported by NHS Highland	Virtual	To support Members in their understanding of poverty to shape and inform decision making
Children's Rights Training	All Members Advisory	Education Psychology	Virtual	To support Members in their understanding of children's rights to shape and inform decision making
Equalities & Diversity	All Members Advisory	Equalities Officer and People Development Manager	E-learning	Module can be accessed via the Traineasy platform
Climate Literacy	All Members Advisory	Climate Change Manager	Face to face	Interactive, bite-sized e-learning modules are being developed and will be launched in early 2025. These modules will be hosted on the Traineasy platform and promoted to all elected Members
Members Personal Safety & Security	All Members Advisory	External Provider TBC	Face to face	
Health & Safety for Elected Members	All Members Advisory	Occupational Health Safety & Wellbeing Manager	Blended	e-learning: Introduction to Health, Safety and Wellbeing in Traineasy
Personal Resilience/ Work-life balance	All Members	Improvement Service	Virtual Session	Record virtual session
Partnership Working and Collaboration	All Members Advisory	Improvement Service	Face to face	Record virtual session
Self-management and self-directed learning	All Members Advisory	Improvement Service	Virtual Session	

Activity/Event	Audience	Delivered By	Format	Details
Member self-assessment and support sessions	All Members Elective	PD Manager/Business Manager	Face to face	Members can book one-to-one sessions with the Business Manager or People Development Manager