Councillor Induction

May 2022

Contents

Welcome to your Induction Programme

Welcome to your Elected Members' Induction Programme. To ensure that the immediate and ongoing training and development needs of both new and re-elected Members is provided, this booklet offers you information and guidance as well as the facility to track your understanding and knowledge.

A programme of training and development is in place for the first 7 (orientation) days, extending to the first 100 days thereafter with core, collective and individual training and development opportunities. This will provide a foundation for continuous learning and development for all Members for the duration of the elected term.

Aims

To help newly elected and returning Members understand the importance and purpose of their role within the context of the strategic requirements of the Council by establishing a consistent knowledge base about council business so that they can understand how decisions are made, be aware of priorities and possible future developments, develop a high level understanding of major issues facing the Council and adjust to the role and reach full capacity as soon as possible;

To provide newly elected and returning Members with the skills, knowledge, tools and experience they need to become successful modern Councillors, able to be effective decision takers and scrutineers and respected advocates for their communities;

To engender a collaborative culture between Members and Officers, working together respectfully; questioning and listening to achieve clear decision making for the Council, its services and the communities it serves.

Outcomes

That councillors should:

1. understand the importance and purpose of preparing the next corporate plan
2. understand the complexities of the role of the councillor at ward and strategic level
3. are ready to identify collective and individual training needs
4. understand how decisions are made and general workings of the committee system
5. complete statutory training to enable planning and licensing committees to operate early in the first 100 days

Through training, mentoring and the sharing of information and experiences, this programme aims to establish:

- a basis for developing effective modern community leaders in a dynamic and changing external environment
- an understanding of the constraints upon service delivery in current economic and social climates
- good working relations between Members and Officers with clear role boundaries
- expected standards of behaviour from Members in their public life
- a platform for ongoing learning for every Member

Key Officers

Roddy Burns
Chief Executive

Denise Whitworth
Depute Chief Executive (Education, Communities and Organisational Development)

Rhona Gunn
Depute Chief Executive (Economy, Environment and Finance)

Economy, Environment, and Finance

Edward Thomas
Head of Housing & Property

Jim Grant
Head of Economic Growth & Development

Nicola Moss
(Interim) Head of Environmental & Commercial Services

Lorraine Paisey
Head of Financial Services (S95 Officer)

Education, Communities and Organisational Development

Vivienne Cross
Head of Education

Jo Shirriffs
Head of Education Resources & Communities

Frances Garrow
Head of HR, ICT & Organisational Development

Alasdair McEachan
Head of Governance, Strategy & Performance

Vacant
Head of Transformation

Health and Social Care Moray

Simon Bokor-Ingram
Chief Officer

Jane Mackie
Chief Social Work Officer

Vacant
Chief Finance Officer / Head of Performance

██████████
(Interim) Head Children and Families & Criminal Justice (SW)

Sean Coady
Head of Service

Vacant
Clinical & Professional Leadership

The Elected Member Training Plan

Member induction

- orientation
- training and meeting dates
- getting online

Member development

- development programme
- masterclasses
- online programme

Annual review

- training needs analysed

Orientation

Review notes

Day 1: Welcome and introductions

Time	Item	Led by	Venue
09:00	Coffee and networking		
09:30	Welcome to Moray Council	Roddy Burns	Council Chambers
09:50	How the Council works	Denise Whitworth	Council Chambers
10:20	Coffee and networking		
10:40	Local Government in Practice	Roddy Burns Rhona Gunn	Council Chambers
11:30	Councillors Roles and Responsibilities	Roddy Burns Rhona Gunn Denise Whitworth	Council Chambers
12:45	Getting started – support and practical information (link to Notebook 1 – section 4)	▄▄▄▄▄▄ Frances Garrow	Council Chambers
13:00	Review of Learning	▄▄▄▄▄▄	Council Chambers
13:15	Meet and Greet Lunch (including tour of Council HQ)	CMT and SMT	Council Chambers
14:00	Collection of IT Equipment	ICT	Members Support Room

Day 2: Role of the Council and Councillors

Reference Material for Day 2

• Constitutional Documents

Time	Item	Led by	Venue
09:00	Government Community Planning Partnership and Council – interdependencies and cascading the issues	Roddy Burns Rhona Gunn Denise Whitworth Simon Bokor-Ingram	Training Rooms
09:45	Legal Framework, Code of Conduct, GDPR	Alasdair McEachan	Training Rooms
10:45	Coffee and networking		
11:00	Governance	Roddy Burns Alasdair McEachan Rhona Gunn Denise Whitworth Simon Bokor-Ingram	Training Rooms
12:30	Review of Learning	████████	Training Rooms

Review notes

Day 3: Council Finances, Improvements, and Priorities

Reference Material for Day 3

• Corporate Plan
• Moray 10 Year Local Outcomes Improvement Plan
• Budget 2022/23

Time	Item	Led by	Venue
09:00	Council finances	Lorraine Paisey	Training Rooms
09:30	Financial Planning	Rhona Gunn	Training Rooms
09:50	Improvement and Modernisation – Transform to Achieve	Denise Whitworth	Training Rooms
10:10	Morayopoly	Roddy Burns Denise Whitworth Rhona Gunn	Training Rooms
11:45	Corporate Planning and Priorities	Rhona Gunn Denise Whitworth Frances Garrow ███████	Training Rooms
13:00	Review of Learning	███████	Training Rooms

Review notes

Day 4: Understanding Council Services: Market Place Event

Time	Item	Led by	Venue
09:00	Council services	CMT and Senior Council Officers	Supper Room, Elgin Town Hall
10:30	Coffee and networking		
10:50	Council services continued	CMT and Senior Council Officers	Supper Room, Elgin Town Hall
12:35	Review of Learning	███████████	Supper Room, Elgin Town Hall

Review notes

Day 5: Major Projects and the Future

Time	Item	Led by	Venue
09:00	Major Projects	Roddy Burns Rhona Gunn Council Officers	Training Rooms
10:00	Introduction to the Profile of Moray	███████	Training Rooms
10:50	Coffee and networking		
11:10	Corporate Planning and Priorities: Challenges and Planning for the Future	Denise Whitworth Rhona Gunn	Training Rooms
12:10	Review of Learning	███████	Training Rooms

Review notes

Day 6: Working with Officers and the Council Chamber

Time	Item	Led by	Venue
09:00	Leadership, Relationships, and Effective Working	Roddy Burns Rhona Gunn Denise Whitworth	Council Chambers
10:30	Coffee and networking		
10:50	Webcasting, Microphones, and Voting Systems	███████	Council Chambers
11:10	Communications and Security	Alasdair McEachan ███████	Council Chambers
11:55	Elected Member Development	Frances Garrow	Council Chambers
12:30	Review of Learning	███████	Council Chambers

Review notes

Day 7: Partnership Session

Time	Item	Led by	Venue
09:00	Introduction to partners	Roddy Burns	Supper Room, Elgin Town Hall
10:30	Coffee and networking		
10:50	Introduction to partners	Key Partners	Supper Room, Elgin Town Hall
12:35	Next Steps	Roddy Burns	Supper Room, Elgin Town Hall
12:40	Review of Learning	███████████	Supper Room, Elgin Town Hall

Review notes

Timetable of Meetings and Training up to 31 August 2022

Council business and corporate training:

May 2022		
18/05/2022	Moray Council – full council meeting	09:30
19/05/2022	Introduction to Planning	TBC
25-26/05/2022	Planning Training for Committee Members	09:30
30/05/2022	Recruitment and Selection Training	14:00
31/05/2022	Planning and Regulatory Committee	09:30

June 2022		
01/06/2022	Appeals Committee (staffing)	09:30
02/06/2022	Police and Fire and Rescue Services Committee	09:30
08/06/2022	Education, Children's and Leisure Committee	09:30
09/06/2022	Participatory Budgeting – training	TBC
14/06/2022	Corporate Committee	09:30
15/06/2022	Elected Member Briefing – the Learning Estate	09:00
21/06/2022	Economic Development and Infrastructure Committee	09:30
21/06/2022	Housing and Community Safety Committee	14:00
22/06/2022	Licensing Committee	09:30
22/06/2022	Licensing Board	14:00
28/06/2022	Audit and Scrutiny Committee	09:30
29/06/2022	Moray Council – full council meeting	09:30
30/06/2022	Moray Local Review Body Committee	09:30

August 2022		
10/08/2022	Moray Council – full council meeting	09:30
16/08/2022	Planning and Regulatory Committee	09:30
17/08/2022	Appeals Committee (staffing)	09:30
24/08/2022	Education, Children's and Leisure Committee	09:30
25/08/2022	Moray Local Review Body Committee	09:30
30/08/2022	Corporate Committee	09:30
31/08/2022	Time Management – training	09:30

Upcoming Training:

Date	Course Title	Provider
TBC	Scrutiny Workshop	The Improvement Service
TBC	Personal Impact With Confidence (Jigsaw Tool)	Organisational Development

Throughout your term in office, you will have an opportunity to meet with members of the Organisational Development Team, who will discuss any development needs you require.

We will also look at offering training that will benefit you in your role, not just during your first 100 days in office, these will be courses that are identified from changes to legislation / policy through to briefings from the CMT.

Security Guidance

Please see the links below to the documents that were referred to during your orientation induction:

- Lone Working Guidance
- Personal Safety Checklist for MPs and Councillors
- Personal Safety for Councillors
- Protect Yourself Guide

Further Reading

All links available at: www.interchange.mory.gov.uk/members

Improvement Service Booklets

- First Few Weeks in Office
- Roles and Responsibilities at Ward Level
- Roles and Responsibilities at Council Level
- Standards, Ethics, and Information Handling
- Financial Regulations Policy
- Moray 2026
- Financial Capability in Scotland
- Your Money
- Guide to Social Media
- Public Bodies (Joint Working)
- Standards Commission for Scotland
- Community Asset Transfer
- Interchange
- HQ Campus Map
- Find a Service or System

Additional Learning

The Organisational Development Team and Members' Support have a catalogue of courses on offer combined with an online eLearning site, (CLIVE) to ensure we provide or arrange any training requirement you have.

CLIVE (Corporate Learning in Virtual Environment)

http://council.learnprouk.com

- **Username:** Firstname.Lastname
- **Password:** Welcome1

Essential E-Learning Modules

- Moray: Equality and Diversity Awareness
- Moray: Information Governance
- Getting Started on CLIVE
- Performance Management
- Know Your Workforce
- Employee Engagement and Workforce Culture

Catalogue Courses

- Recruitment and Selection
- Speed Reading
- Managing your Caseload
- Active Listening
- Critical Thinking
- Understanding Statistics
- Pensions
- Expenses
- Media
- Social Media
- Safety in Surgeries

Knowledge Development

To track your learning, each day you will be asked to grade your knowledge development. To assess what level of understanding you had at the beginning of this induction, compared with the level of understanding you have at the conclusion, with regards to Key Learning Points highlighted in the table.

Self-appraisal rankings:	1	2	3
	Basic	**Adequate**	**Good**
	further learning and development required	further learning and development welcomed	no further learning and development required

Day 1: Welcome & Introductions

Key Learning Points	Start (9 May)	End (17 May)
The statutory basis for council services and the difference between statutory and discretionary services		
How services are managed on a day to day basis and where to secure expertise and advice		
Requirements of members and the boundaries to the role		

Day 2: Role of the Council and Councillors

Key Learning Points	Start (9 May)	End (17 May)
Understanding of the interdependencies and cascading the priorities within the corporate plan and financial planning		
The legal framework in which EMs operate		
Understanding the EM's statutory responsibilities and particularly the Code of Conduct for EMs		
The EM role and function within the governance arrangements		

Day 3: Council Finances, Improvements, and Priorities

Key Learning Points	Start (9 May)	End (17 May)
The main sources of council funding		
How council budgets are managed, including capital and revenue		
What the corporate plan is and what it needs to do		

Day 4: Understanding Services: Market Place Day

Key Learning Points	Start (9 May)	End (17 May)
Increased understanding of the work and responsibilities of each service		
Increased understanding of the range and scale of service priorities, projects, and goals		
Increased awareness of the future risks and challenges that services are facing		

Day 5: Major Projects and the Future

Key Learning Points	Start (9 May)	End (17 May)
An overview of major projects		
An overview of the community profile data in Moray		
An introduction to structured thinking about planning for the future		

Day 6: Working with Officers and the Workings of the Chamber

Key Learning Points	Start (9 May)	End (17 May)
Increased understanding of effective working, relationships, and leadership as an Elected Member representing the people of Moray		
How to use the voting system, webcasting, and an understanding of council meeting etiquette		
Increased understanding communications		
Increased awareness of personal security		

Day 7: Partnership Session: Market Place Day

Key Learning Points	Start (9 May)	End (17 May)
To find out more about the wide range of services that support the council		
To gain a better understanding of joint working		
How we can support each other in achieving local and national targets		

First 100 Days – understanding the council

The following list has been prepared to assist members to focus on areas where they may require to develop knowledge and understanding in order to fulfil the role of a councillor. It is anticipated that each member will tailor the list to meet their own specific requirements, for example the Chair of Education, Children's and Leisure Services Committee is likely to want to achieve a 'confident' level in areas within that committee remit, whereas a councillor not on that committee is likely to have other learning priorities. The list will be used to assist Councillors and the Organisational Development Team to prepare training plans for members.

Self-appraisal rankings:	1	2	3
	Basic	**Adequate**	**Good**
	further learning and development required	further learning and development welcomed	no further learning and development required

Confidential Documents etc.

Development areas	Current	Aspiration
Scheme of Administration		
Standing Orders		
Financial Regulations		
Leadership		
Effective Council Meetings		
Scrutiny		
Statutory Officers		

Corporate (council wide)

Development areas	Current	Aspiration
Councillor's Code of Conduct		
Use of Council ICT equipment (laptop and phone)		
Finance: • Financial Planning (Revenue & Capital) • Main sources of income • Housing Revenue Account • Prudential Code • Treasury Management • Annual Accounts • Budget and Capital Plan Monitoring		
Asset Management		
Workforce Planning		
Health and Safety		
ICT Action Plan		
Risk Management		
Internal Audit		
External Audit		
Procurement		
Community Asset Transfer		
Community Planning: • Community Planning Board • Local Outcome Improvement Plan • Partnership Groups • Community Engagement Group		

Education, Children's and Leisure Services Committee

Development areas	Current	Aspiration
Performance in Schools (Inspections)		
Additional Support Needs and Educational Psychology		
Learning Estate		
Attainment and Achievement		
Home Education		
Child Protection		
Looked After and Accommodated Children and out of area placements		
National Improvement Framework		
Libraries and Heritage Service		
Exclusion and Placing Request Appeals		
Fostering and Adoption Services/Kinship care		
Leisure Services performance and leisure estate		
Criminal Justice Services		
Getting it Right for every Child		
Curriculum for Excellence		
Throughcare / Aftercare services		
Early Learning and Childcare		
United Nations Convention on the Rights of the Child		
Children's Promise		

Economic Development and Infrastructure Committee

Development areas	Current	Aspiration
Moray Economic Strategy, Scottish Economic Strategy, UK Industrial Strategy		
Moray Growth Deal		
Moray Economic Partnership		
Inward Investment and Development • Housing – private and affordable • Commercial – Private lets, Enterprise Parks and the Council's Industrial Estate Portfolio. • Harbours • Transport and Supporting Infrastructure • Roads, street lighting and Bridges • Public Transportation • Flood Prevention, Coastal Protection and Surface Water Management • Digital Services		
Business Support Services		
Social Enterprise/The Third Sector		
Employability Initiatives		
Tourism		
Street Cleaning, Waste Management and Collection		
External Funding of Economic Development		

Planning and Regulatory Services and the local Review Body

Development areas	Current	Aspiration
Planning applications •Pathways for consideration – officer, Planning Committee, full Council •Appeal Pathways •Material Considerations •Scottish Planning Policy – Key Aspects •Local Planning Policy – Key Aspects •Enforcement		
Local Development Plan – Project Plan		
Regulatory Services		
Climate Change Agenda		
Procedure for Hearings and Site Visits		
Conflict of Interest and Lobbying		
Robust Decision Making		
The Use of Conditions and Agreements		
Planning Gain and Developer Obligations		

Police and Fire Service and Rescue Services Committee

Development areas	Current	Aspiration
Scrutiny Role of Police and Fire		
Local Police and Fire Plans and Performance Measures		

Licensing Board

Development areas	Current	Aspiration
Licensing applications		

Housing and Community Safety Committee

Development areas	Current	Aspiration
Moray Housing Business Plan		
Moray Housing Needs and Demands Assessment		
Moray Local Housing Strategy		
Moray Strategic Housing Investment Plan		
Homelessness Strategy		
Housing Support		
Gypsy Travellers		
Council housing management		
The Housing Revenue Account		
The Housing DLO		
Antisocial behaviour		

Integration Joint Board

Development areas	Current	Aspiration
Integration Scheme		
Moray IJB Strategic Plan		
Transfer of Children's Services		
Board Members Handbook		
Strategic Commissioning Briefing		
Adult Support and Protection		
Performance of current health and care services		
Chief Officers Operational Responsibilities		
Quality assurance framework		

Your notes

An electronic version of this booklet
is available online, along with other
useful information:

interchange.moray.gov.uk/members