

9. **Elected Members Training and Development Strategy 2026-30** (Pages 3 - 24)

From the Meeting of the Cabinet Member for Policing and Equalities held on 23 March 2026



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Ethics Committee	19 March 2026
Cabinet Member for Policing and Equalities	23 March 2026
Council	24 March 2026

Name of Cabinet Member:

Cabinet Member for Policing and Equalities – Councillor AS Khan

Director approving submission of the report:

Director of Law, Governance and Safer Communities

Ward(s) affected:

N/A

Title:

Elected Members Training and Development Strategy 2026-30

Is this a key decision?

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

Executive summary:

The environment in which Councillors' work is constantly changing. Ensuring that Councillors are properly supported to help them meet the high demands placed on them to carry out this challenging role effectively is increasingly important. To respond to this need, the Elected Members Training and Development Strategy was agreed at Council on 22 March 2022 which provided a strategic approach to the training and development offer to Elected Members. To ensure that the offer to Elected Members is still relevant the strategy has been refreshed to ensure it still meets those needs.

During the lifetime of the current strategy the offer and uptake of training by Elected Members has increased from 5 courses delivered internally or organised for Elected Members in 2018-19, resulting in 57 attendances to 41 courses delivered or arranged internally resulting in 206 attendances, in 2024-25.

A further consultation with Members took place between December 2025 and March 2026. The result of this suggests there is increased support for a core training programme, as well as improved communication and satisfaction with the offer provided.

The strategy covers:

- Purpose of the Strategy
- Assessing Need and Requesting Training
- Training Matrix
- Governance and Delivery

Recommendations:

The Ethics Committee is requested to:

- 1) Support the refreshed Elected Members Training and Development Strategy
- 2) Agree to receive an annual report on delivery of the Strategy as well as any progress reports as requested

The Cabinet Member for Policing and Equalities is requested to:

- 1) Recommend that Council approve the refreshed Elected Members Training and Development Strategy as appended to the report
- 2) Recommend that Council approve the proposals for core training for Elected Members as identified in Section 3 of the report.

Council is recommended to:

- 1) Approve the refreshed Elected Members Training and Development Strategy as appended to the report
- 2) Approve the proposals for core training for Elected Members as identified in Section 3 of the report.

List of Appendices included:

The following appendices are attached to the report:

Appendix A – Refreshed Elected Members Training and Development Strategy 2026-2030
Appendix B – Data 2026

Background papers:

None

Other useful documents

None

Has it or will it be considered by Scrutiny?

No

Has it or will it be considered by any other Council Committee, Advisory Panel or other body?

Yes

Members Training and Development Cabinet Member Advisory Panel – 5 March 2026
Ethics Committee – 19 March 2026

Will this report go to Council?

Yes - 24 March 2026

Report title: Elected Members Training and Development Strategy 2026-30

1. Context (or background)

- 1.1. The Elected Members Training and Development Strategy was agreed at Council on 22 March 2022 and provided a strategic approach to the training and development offer to Elected Members.
- 1.2. In the four years since the Strategy's implementation there has been an increase in the offer of training for Elected Members, as well as a broader offer and a higher uptake of training by Elected Members.
- 1.3. This can be seen in the fact that in the municipal year 2018-19 there were 5 courses delivered internally or organised for Elected Members, resulting in 57 attendances, in 2024-25 there were 41 courses delivered or arranged internally resulting in 206 attendances. The data from 2024-25 does not include one off external training, as this was not recorded during 2018-19, however there were 17 external opportunities taken up, resulting in an additional 43 sessions attended. More detailed data can be found in Appendix B of this report.

2. Options considered and recommended proposal

- 2.1. **Do nothing** (Not recommended)
- 2.2. The current Elected Members Training Strategy was agreed in 2022. It is good practise to review and refresh all strategies to ensure that they reflect changing needs and practice of those intended to benefit from the implementation of the strategy. To ensure that the Strategy remains relevant to Elected Members training needs this option is not recommended.
- 2.3. **Not have an Elected Members Training Strategy** (Not recommended)
- 2.4. Before the implementation of the current Elected Members Training Strategy there was an ad hoc approach to Elected Members training, which resulted in a poor offer and subsequently a poor uptake of training by Elected Members. Therefore, this option is not recommended.
- 2.5. **Approve the refreshed Elected Members Training and Development Strategy** (Recommended proposal)
- 2.6. The role of an Elected Member is ever changing as demands from residents and Council policy and services evolve over time. In addition, there are legislative changes and requirements (for example in relation to planning) that need to be taken in account. Therefore, to be able to ensure that the Elected Members Training and Development Strategy is relevant to those demands and changes it is considered necessary to review and refresh the Strategy which had been in place since 2022.
- 2.7. The timing of this refresh means that all current Elected Members will have served their term of office under the previous Strategy, so are able to contribute to the review of that Strategy through a process of surveys and via the Members Training and Development Cabinet Member Advisory Panel. The proposed refreshed Strategy can be found at Appendix A of this report. The Strategy covers:
 - Purpose of the Strategy
 - Assessing Need and Requesting Training

- Training Matrix
- Governance and Delivery
- Appendix 1 – Example Training Matrix
- Appendix 2 – Revised Terms of Reference for Elected Members Training and Development Advisory Panel

- 2.8. To support the refresh of the strategy, the survey undertaken in 2019 was repeated to provide a comparison on how training is viewed by Elected Members compared to before there was a strategy in place. There has been an increase in support for a core training programme for all Elected Members (94.4% in 2026 compared to 83.3% in 2019).
- 2.9. There has also been improved communication about training. 94% receive information from Internal Communication compared to 78% in 2019. Also, in 2019 28% of respondents said they received no information about training. In 2026 this was 0%.
- 2.10. Elected Members feel the Council is better meeting their training needs. 89% feel the Council is meeting their training needs “A lot” or “A Moderate amount” compared to 62.5% in 2019. Also, in 2019 12.5% said the Council wasn’t meeting their needs at all. In 2026 this was 0%. More information on the results can be found at Appendix B.
- 2.11. As well as being based on more recent Elected Member feedback, the updated Strategy reflects the changes in how the Strategy is administered by Governance Services, as well identifying a process to assess the added value of one-off training requests that have a cost associated with it. It is proposed that this will be assessed by the Monitoring Office in consultation with the Chair of the Member Training and Development Cabinet Member Advisory Panel.
- 2.12. In reviewing the Strategy, it was considered that the terms of reference for the Member Training and Development Cabinet Member Advisory Panel should also be reviewed to ensure that they reflect the way in which the delivery of the Strategy has evolved over time. The membership of the Advisory Panel is cross-party, chaired by a representative from the controlling group, and also invites newly elected Members to attend as observers.
- 2.13. The terms of reference have been amended to include a requirement to submit an annual report to the Ethics Committee who have taken an interest in Elected Member training and have requested regular reports on delivery of the Strategy, including receiving an update of the core training requirements. The amended terms of reference can be found in Appendix 2 of the Strategy.

3. Core Training

- 3.1. In order to ensure that a wide range of training and development is offered to Elected Members, a training matrix will be developed and endorsed by the Members Training and Development Advisory Panel. The training matrix will be regularly reviewed and evaluated to ensure it meets Elected Members’ training needs.
- 3.2. The training matrix will provide a programme of core training which all Elected Members will be required to complete throughout their term of office. In addition to this there will be role specific core training for those Elected Members with special responsibilities, or who sit on specific Committees. An example of the training matrix can be found at Appendix 1 of the Strategy document.

3.3. Core training for all Elected Members will include:

- Code of Conduct
- Induction programme for newly elected Members
- Personal Safety
- Equalities
- Data Protection and Cyber Security
- Health and Safety

3.4. Elected Members appointed to Planning Committee and Licensing and Regulatory Committee will also be required to complete training to sit on those Committees in accordance with the Constitution.

4. Supplementary Training and Development

4.1. There will also be a programme of regular in-house supplementary training, identified by regular training needs analysis through consultation with Elected Members. This will be organised and arranged, but not necessarily delivered, internally by Council officers.

4.2. In addition to an in-house programme, Elected Members may request to attend ad hoc one-off training requests delivered by external organisations, such as the Local Government Association (LGA). A training request pro-forma will be developed and managed by Governance Services. There will be a budget allocated to enable one-off requests.

4.3. Elected Members will also be able to request additional training, where several Elected Members have identified that a greater understanding of an issue is required and is not covered by the current offer. This will enable the training and development programme to be responsive and flexible to Elected Members training needs.

4.4. The training strategy provides a framework in which there is flexibility to offer a variety of training methods as well as insight from Members directly through surveys as well as strategic oversight from a Members advisory panel

5. Results of consultation undertaken

5.1. Elected Members are regularly consulted on their training needs to ensure that the offer is relevant and accessible. An additional survey repeating the original survey in 2019 was conducted in December 2025- February 2026. The findings of this survey have informed the development of this Strategy. The Members Training and Development Cabinet Member Advisory Panel considered and supported the proposed refreshed Strategy as their meeting on 5 March, 2026.

6. Timetable for implementing this decision

6.1. Once agreed by Council the Strategy can be implemented from May 2026.

7. Comments from Director of Finance and Resources and Director of Law and Governance

7.1. Financial Implications

There is no cost of developing the strategy other than officer time as this will be delivered by existing officers. There is already a budget allocated for Members training and development. These proposals would be delivered within the existing budget allocation.

7.2. Legal Implications

The provision of a training and development Strategy and core training will further the ability of Elected Members to undertake their roles and make robust and informed decisions

8. Other implications

8.1. How will this contribute to the One Coventry Plan?

By enabling a well-trained cohort of Elected Members with the skills and knowledge to deliver the One Coventry Plan.

How is risk being managed?

By providing the opportunity for Elected Members to have access to good quality training and development, the risk to the organisation is reduced. Elected Members with appropriate skills and knowledge leads to good decision making. In Councils where poor decision making has taken place, this has led to poor management and significant risks to the organisation.

8.2. What is the impact on the organisation?

By delivering the Strategy, Elected Members will continue to have access to relevant training, meaning the Council will be better equipped to deliver the ambitions in the One Coventry Plan. Responsibility for managing the Elected Members Training and Development Strategy lies with the Head of Governance Services.

8.3. Equalities / EIA?

The implementation of an Elected Members Training and Development Strategy will include needs assessment in terms of accessibility, to ensure that there are no negative impacts on any protected group.

8.4. Implications for (or impact on) climate change and the environment?

There will be no implications or impact on climate change or the environment as a result of implementing the Elected Members Training and Development Strategy

8.5. Implications for partner organisations?

None

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Adrian West	Head of Governance Services	Law, Governance and Safer Communities	27/2/26	6/3/26
Other Members				
Names of approvers for submission: (officers and members)				
Finance: Richard Shirley	Lead Accountant	Finance	27/2/26	27/2/26
Legal: Amy Wright	Solicitor	Law, Governance and Safer Communities	5/3/26	5/3/26
Director: Julie Newman	Director of Law, Governance and Safer Communities	-	27/2/26	4/3/26
Members: Councillor AS Khan	Cabinet Member for Policing and Equalities	-	26/2/26	27/2/26
Councillor Nazir	Chair of Ethics Committee	-	27/2/26	2/3/26

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Appendix A - Coventry City Council Elected Members Training and Development Strategy 2026-2030

Introduction

This refreshed Elected Members Training and Development Strategy builds on the work delivered through the original strategy agreed in 2022.

The underlying purpose of the strategy remains – that Elected Members are at the heart of the One Coventry Plan. They need the skills and knowledge to be able to deliver Coventry's ambitions. A well-trained and informed cohort of Elected Members is key to the success of the One Coventry Plan.

Elected Members are also required to work within the 7 Principles of Public Life, also known as the Nolan Principles. These are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

The Elected Members Training and Development Strategy will continue to underpin the Nolan Principles, with the Code of Conduct being at the core of the training programme offered.

In order to do this the One Coventry Members Training and Development Strategy aims to provide:

- A clear purpose
- A framework to assess the training and development needs of Members including a clear process for Members to request one off training
- A training matrix that provides a core training programme covering the fundamental skills and knowledge Members need, as well as supplementary training for Members
- Governance and support for the development and delivery of the strategy

Purpose of the Strategy

The environment in which councillors work is constantly changing. Ensuring that councillors are properly supported to help them meet the high demands placed on them to carry out this challenging role effectively is increasingly important.

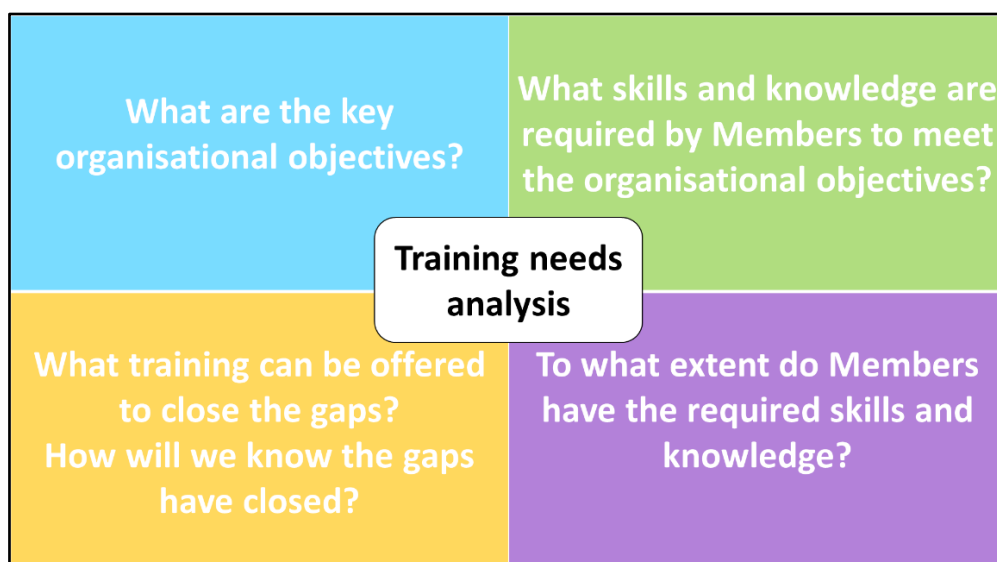
Since the implementation of the current strategy in 2022 the training and development offered to Members has increased significantly and as consequence so has Members engagement and attendance at training increased.

Assessing Need and Requesting Training

Through the training needs assessment, in addition to the core training offer, there will be a supplementary training offer open to those Elected Members who would like to benefit from attending training not offered as part of the core programme.

Appendix A - Coventry City Council Elected Members Training and Development Strategy 2026-2030

Members will also be able to request to attend training offered by external providers, or arrange in-house training not covered by the core or supplementary offer. Where there is a cost associated with external one-off training, this request will be evaluated by the Monitoring Officer in consultation with the Chair of the Members Training Advisory Panel. A pro-forma is available on the Members section of the intranet to request additional one-off training that has a cost.



There will be six different categories of training available to Members. Training will be categorised as either “knowledge based” or “enabling skills”, in the core, role specific and supplementary training offer, as well as training by request. These will be detailed in the training matrix.

Training needs will be assessed through annual consultation with all Elected Members as well as senior officers within the organisation. Consultation will cover accessibility to training as well as the training subject areas, to ensure maximum take up of training by Members. Members will also be able to access one to one training needs analysis.

Training Matrix

In order to ensure that a wide range of training and development is offered to Members, a training matrix has been developed and is endorsed by the Members Training and Development Advisory Panel. The training matrix will be regularly reviewed and evaluated by the Members Training and Development Advisory Panel to ensure it meets Members’ training needs.

The training matrix will provide a programme of *core* training which all Elected Members will be expected to complete during their term of office. In addition to this there will be *committee specific mandatory training* for those Elected Members who sit on committees where this is a requirement.

There will also be a programme of regular in-house *supplementary training*, identified through training needs analysis. This will be organised and arranged, but not necessarily delivered, internally by Council officers within Governance Services.

Appendix A - Coventry City Council Elected Members Training and Development Strategy 2026-2030

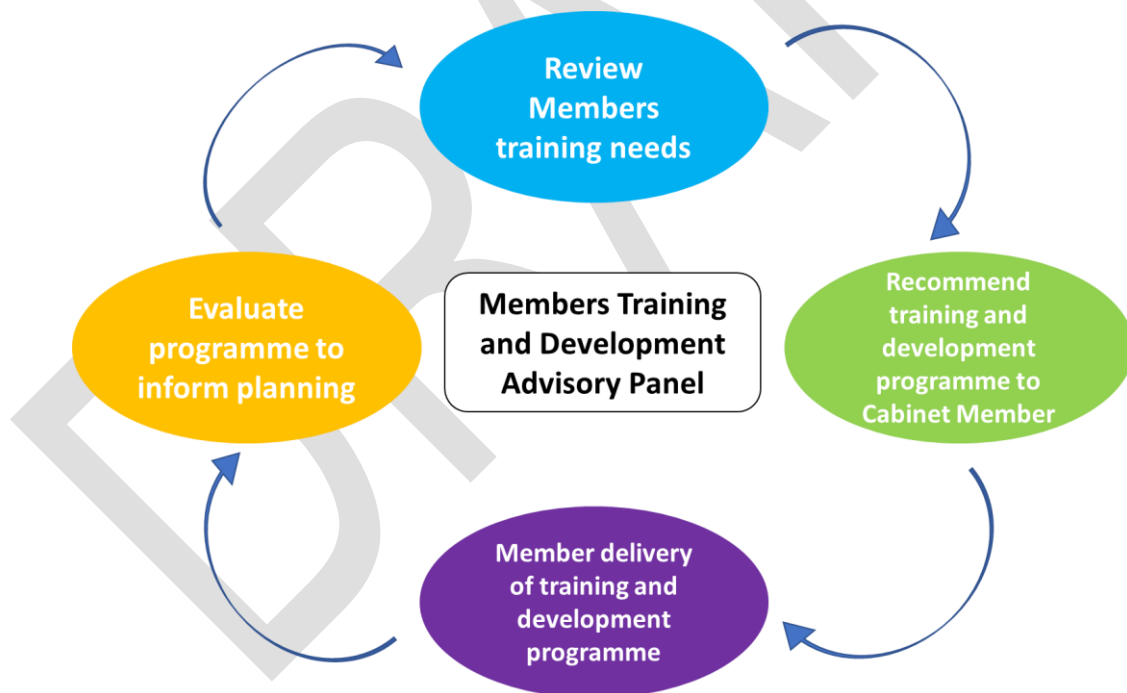
In addition to an in-house programme, Elected Members may request to attend ad hoc *one-off training* delivered by external organisations, such as the LGA. There will be a budget allocated to this and a training request pro-forma managed by Governance Services and requests will be reviewed and considered by the Monitoring Officer following consultation with the Chair of the Advisory Panel (see below)

Members will also be able to request *additional training*, where several Members have identified that a greater understanding of an issue is required and is not covered by the current offer. This will enable the training and development programme to be responsive and flexible to Members training needs.

An example of the training matrix from 2024-25 can be found at Appendix 1

Governance and Delivery

The programme of training and development should be regularly reviewed and evaluated to ensure that it still meets the requirements of Elected Members. In order to do this a Cabinet Member Advisory Panel made up of cross-party Elected Members and senior officers will meet on a regular basis to review Members training needs, recommend a training and development programme to the Cabinet Member, monitor delivery of the training and development programme and evaluate the programme to inform future planning.



Members of the advisory panel will promote the training and development programme to all Elected Members. . Terms of Reference for this panel can be found at Appendix 2.

The Elected Members training and development programme will be delivered and supported by colleagues in Governance Services.

Appendix A - Coventry City Council Elected Members Training and Development Strategy 2026-2030

Appendices

Appendix 1 – Example Training Matrix

	Core Training	Role Specific Mandatory Training	Supplementary Training
Knowledge Based	New Members Induction Programme	Licensing	Scrutiny Work Programming
	Code of Conduct and Declarations	Planning	Audit and Financial Scrutiny Board Training
	Data Protection and Cyber Security	Planning Advisory Service – Making Defensible Decisions	All Scrutiny Financial Training
	Local Government Finance and Budget Setting		Bus Franchising – All Members Seminar x 2
Enabling skills	Case work management tool	Chairing Skills	Pre-election Personal Safety
			Cabinet Member Media Training
			Diversity and Inclusion in Recruitment – All Members Seminar
			LGA – Handling Online Abuse and Harassment
			Windows 11
			West Midlands Police - Operation Ford – Personal Safety
			Public Speaking

Examples of one off or additional training are the LGA run Leadership programmes or regular seminars circulated for Members to sign-up to.

Appendix A - Coventry City Council Elected Members Training and Development Strategy 2026-2030

Appendix 2 - Draft Revised Terms of Reference for the Advisory Panel

1. The Panel will be constituted as a Cabinet Member Advisory Panel with representation from all political groups. Chair to be from majority group.
2. The purpose of the Panel is to:
 - i. review Members training needs,
 - ii. recommend a Members' training and development programme to the Cabinet Member,
 - iii. monitor delivery of the training and development programme,
 - iv. evaluate the programme to inform future planning
3. Elected Members on the advisory panel will promote the training and development programme to all Elected Members.
4. The panel will meet for a minimum of two times, each municipal year
5. The Panel will agree an annual report to be considered by Ethics Committee, as well as any progress reports as requested.

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Introduction and Background

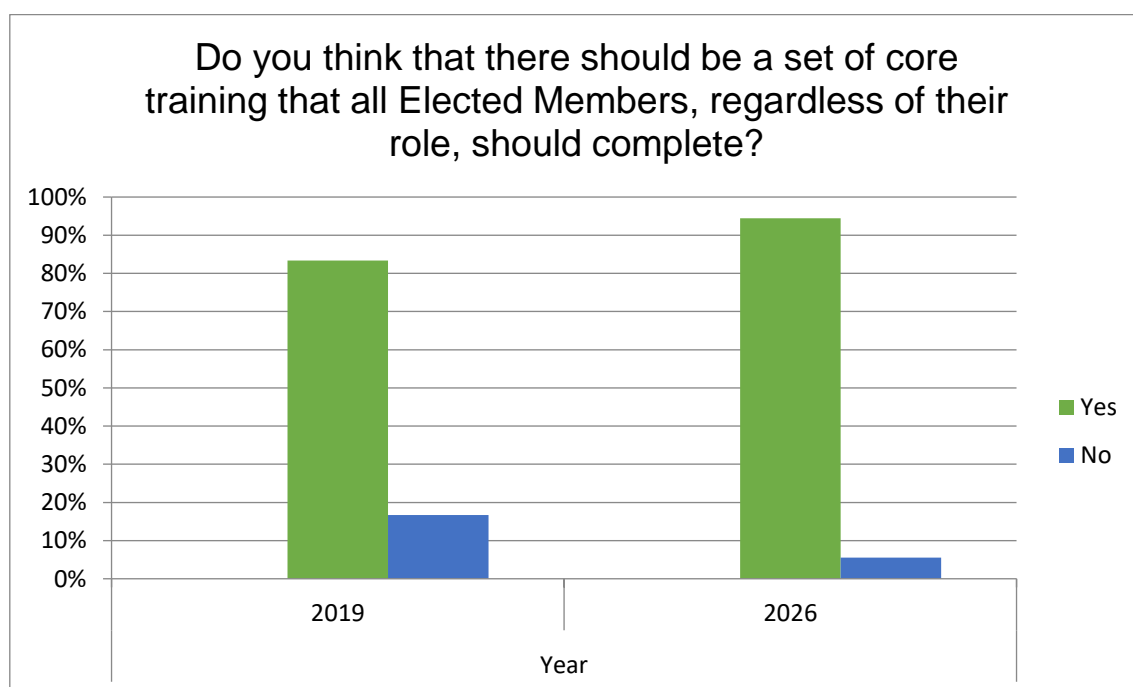
To support the refresh of the training and development strategy for Members, the survey that was originally conducted in 2019 to identify a baseline in terms of training delivered, take-up of training and Members views on training, was repeated. To do this an online questionnaire, was circulated to all Elected Members between December 2025 and March 2026. Hard copies were also made available. The questions in the 2026 version mirrored the original 2019 version, to enable a comparison over time from before the strategy was in place and four years on.

In addition to the data from the questionnaire data on attendance at training was also considered.

The key messages from the data are:

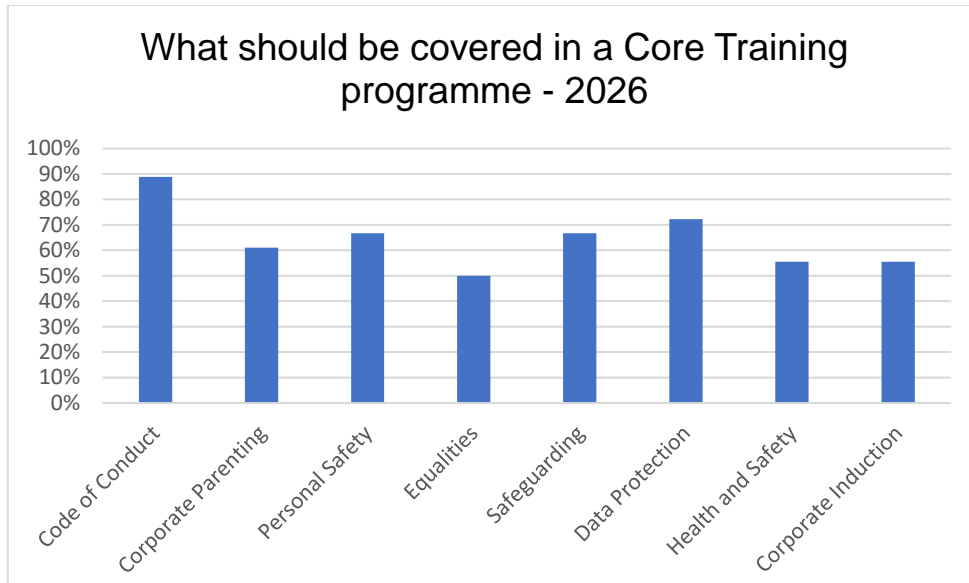
1. There are key skills and knowledge that Elected Members need, to be able to undertake their roles effectively

Do you think that there should be a set of core training that all Elected Members, regardless of their role, should complete? (25/2/26)



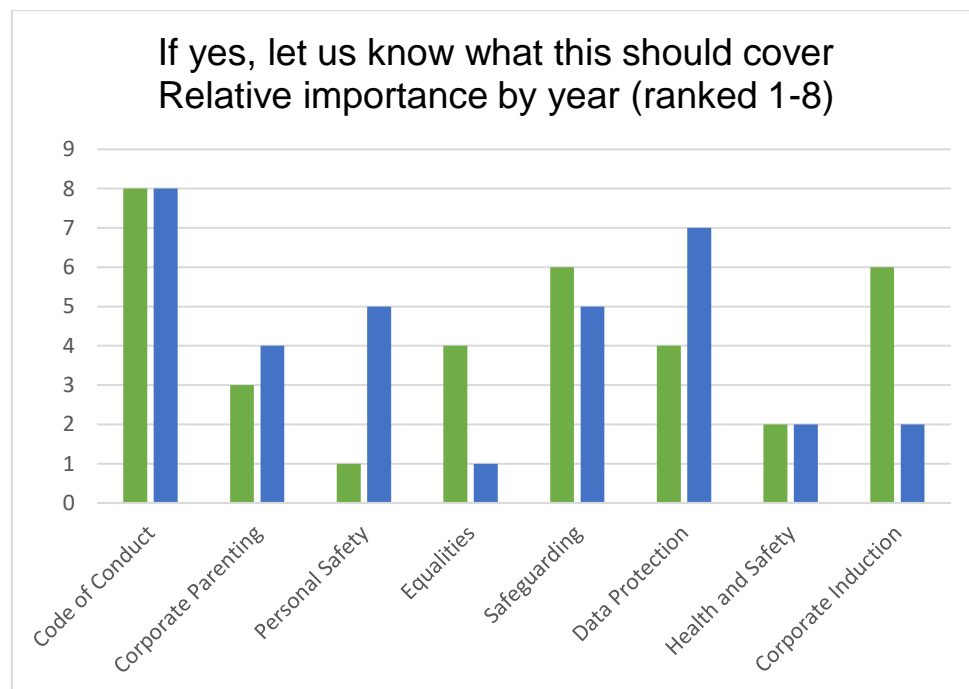
The percentage of Members who consider that there should be a set of core training has increased between 2019 and 2026 from 83% to 94%. This shows an increased support for a core training programme.

If yes, let us know what this should cover



Elected Members who completed the questionnaire were also given several options as to what should be included in a mandatory training programme. 89% of the respondents thought that Code of Conduct should be included in a core training programme.

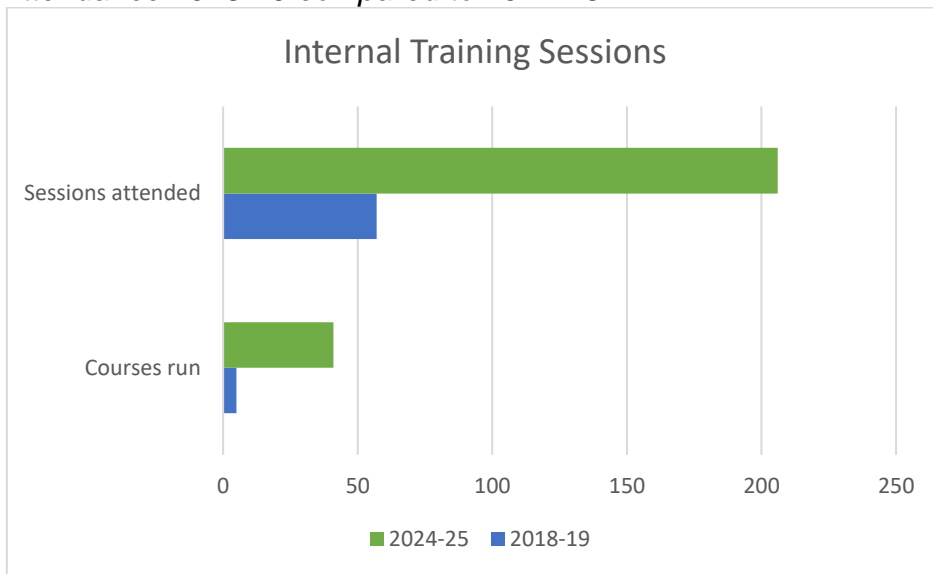
The relative importance of courses in the core offer has changed since 2019, with Personal Safety and Data Protection, being ranked significantly higher in 2026 than in 2019 and Equalities and Corporate Induction being ranked lower.



2. Take up of training and attendance has significantly improved since the introduction of the strategy

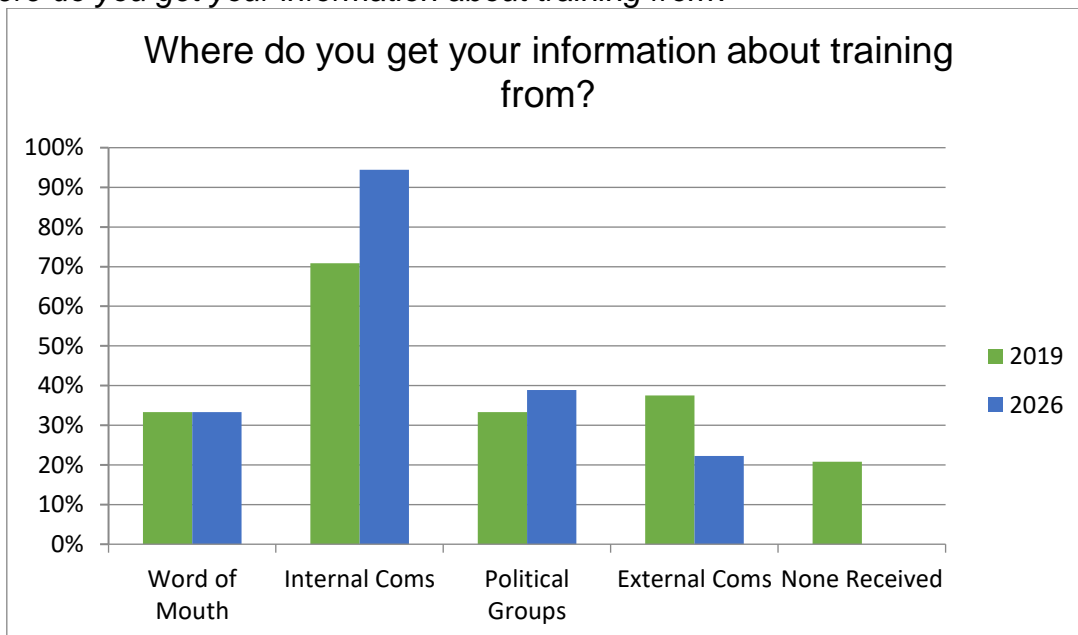
Attendance at training offered was poor in 2019, as was the offer to Members. The highest attendance of 63% of all Elected Members was for Data Protection and Information Security, which was a mandatory training session for all employees and Elected Members. However, this may not reflect a true picture as there could have been training provided which was not included within these figures as there was no co-ordinated approach to training for Members. In total there were 57 recorded training session attendances arising from 5 courses offered to Members. This compares with 41 internally arranged or delivered courses resulting in 206 attendances. In addition to this there were 17 external courses that Members accessed resulting in an additional 43 attendances.

Training Attendance 2018-19 compared to 2024-25



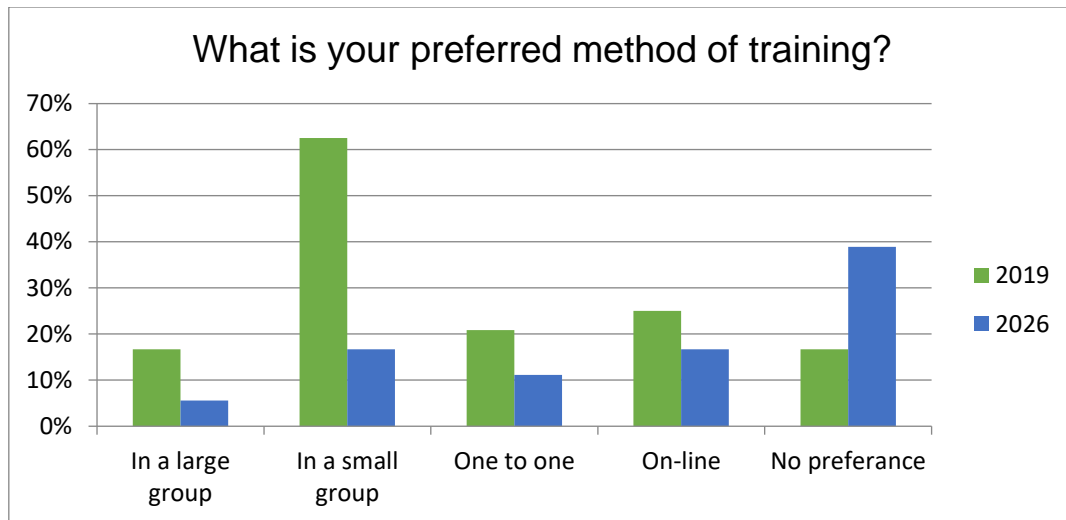
3. Communication with Members about training has improved

Where do you get your information about training from?

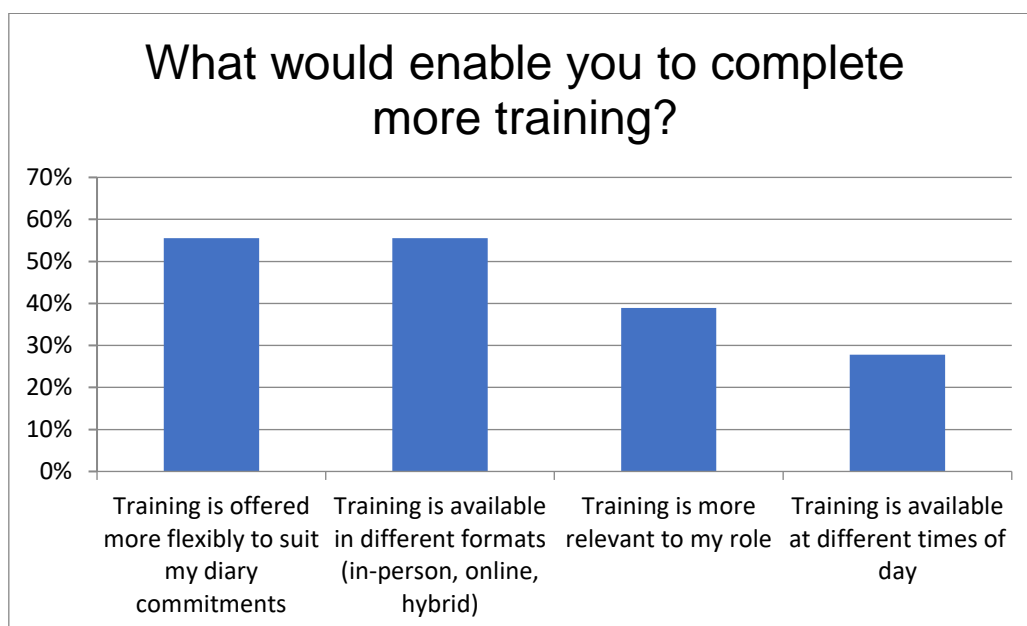


Internal coms is still the highest source of information about training, and no respondents have said they receive no information about training in 2026, whereas in 2019 about 20% chose this option.

4. What type of training do you prefer?

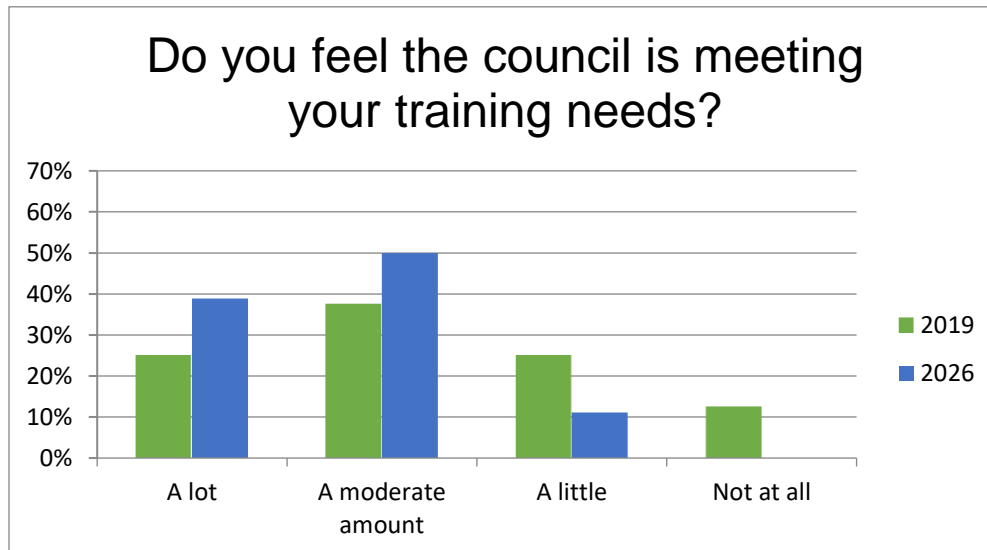


Preference for training delivery has shifted overtime, which reflects the growing confidence in using technology to access training delivery. In 2026, the most popular response was that they had “no preference” on method of training delivery, compared to “In a small group” in 2019. During the lifetime of the previous strategy there has been a moved to offer a wider mix of formats, including hybrid. This mixed offer will increase, including a variety of times of the day. This is to reflect the feedback shown in the chart below from the 2026 survey.



5. Meeting Members Needs

There has also been an increase in the percentage of Members who feel that the Council is meeting their training needs. As can be seen in the chart below in 2019 12.5% of respondents felt that the Council wasn't meeting their training needs at all. No respondents chose this option in 2026. There was also an increase in responses for "A lot" and "A moderate amount".



The training strategy provides a framework in which there is flexibility to offer a variety of training methods as well as insight from Members directly through surveys as well as strategic oversight from a Members advisory panel.

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**Agenda Item 9
Council – 24th March 2026**

**Recommendation from
Cabinet Member for
Policing and Equalities -
23rd March 2026**

**Coventry City Council
Minutes of the Meeting of Cabinet Member for Policing and Equalities held at
9.30 am on Monday, 23 March 2026**

Present:

Members: Councillor AS Khan (Cabinet Member)
 Councillor P Akhtar (Deputy Cabinet Member)
 Councillor J Lepoidevin (Shadow Cabinet Member)

Employees (by Directorate):

Finance and Resources: E Dewar

Law, Governance and J Newman (Director of Law, Governance and Safer
Safer Communities Communities), F Cartwright, L Knight, J Redfern, A Wright

RECOMMENDATIONS

51. Declarations of Interest

There were no disclosable pecuniary interests.

53. Elected Members Training and Development Strategy 2026-30

The Cabinet Member for Policing and Equalities considered a report of the Director of Law, Governance and Safer Communities, that sought approval of the Elected Members Training and Development Strategy 2026-30.

The Cabinet Member noted that the report had also been considered by the Ethics Committee at its meeting held on 19th March 2026 (their Minute 26/25 refers).

The environment in which Councillors' work is constantly changing. Ensuring that Councillors are properly supported to help them meet the high demands placed on them to carry out this challenging role effectively is increasingly important. To respond to this need, the Elected Members Training and Development Strategy was agreed at Council on 22nd March 2022, which provided a strategic approach to the training and development offer to Elected Members. To ensure that the offer to Elected Members is still relevant the strategy has been refreshed to ensure it still meets those needs.

During the lifetime of the current strategy, the offer and uptake of training by Elected Members has increased from 5 courses delivered internally or organised

for Elected Members in 2018/19 resulting in 57 attendances, to 41 courses delivered or arranged internally resulting in 206 attendances in 2024/25.

A further consultation with Elected Members took place between December 2025 and March 2026. The result of this suggests there is increased support for a core training programme, as well as improved communication and satisfaction with the offer provided.

The Strategy, set out in Appendix A, covers:

- Purpose of the Strategy
- Assessing Need and Requesting Training
- Training Matrix
- Governance and Delivery

The training matrix will provide a programme of core training which all Elected Members will be required to complete throughout their term of office. In addition to this, there will be role specific training for those Elected Members with special responsibilities, or who sit on specific Committees. Core training for all Elected Members will include:

- Code of Conduct
- Induction programme for newly elected Members
- Personal Safety
- Equalities
- Data Protection and Cyber Security
- Health and Safety

Elected Members appointed to Planning Committee and Licensing and Regulatory Committee will also be required to complete training to sit on those Committees, in accordance with the Council's Constitution.

RESOLVED that, the Cabinet Member for Policing and Equalities recommends that Council:

- 1. Approve the refreshed Elected Members Training and Development Strategy as appended to the report.**
- 2. Approve the proposals for core training for Elected Members as identified in Section 3 of the report.**