

One Coventry Elected Members Training and Development Strategy

1. Introduction

- 1.1. Through the One Coventry Plan, Coventry aims to be:
 - Globally Connected – promoting the growth of a sustainable Coventry economy
 - Locally Committed – Improving the quality of life for Coventry people
 - Delivering out Priorities with fewer resources
- 1.2. Elected Members are at the heart of this 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.
- 1.3. 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
- 1.4. The One Coventry Elected Members Training and Development Strategy will underpin the Nolan Principles, with the Code of Conduct being at the core of the training programme offered.
- 1.5. 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 mandatory training programme, as well as supplementary training for Members
 - Governance and support for the development and delivery of the strategy

2. Purpose of the Strategy

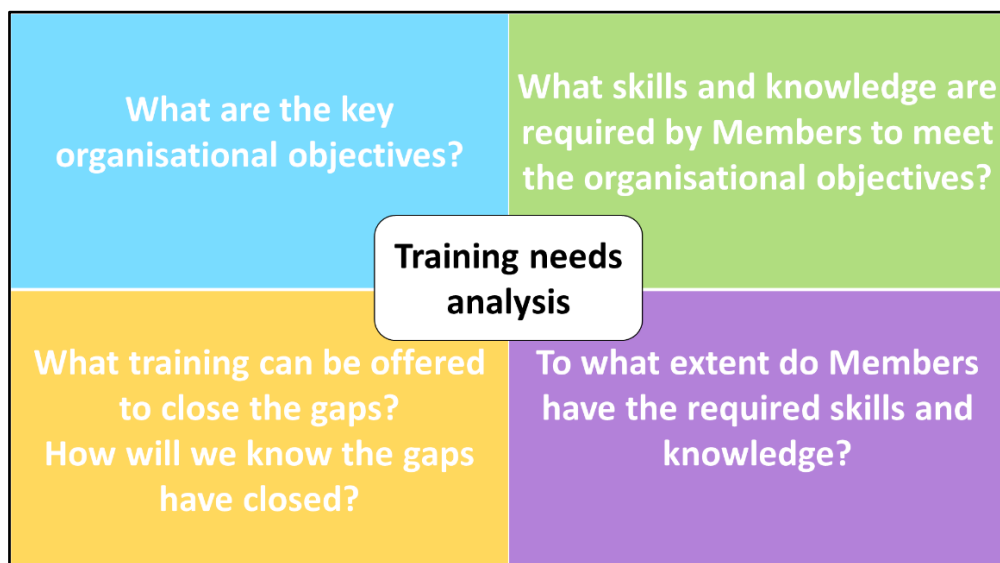
- 2.1. The environment in which councillors work is constantly changing. Ensuring that councillors are properly supported to help them meet the high demands placed on them to carry out this challenging role effectively is increasingly important.
- 2.2. The Council provides a range of training and support for councillors. Members also attend training and events run by other organisations. However, the way training is organised has changed over time and there is currently no strategy to manage a co-ordinated programme of training.
- 2.3. Providing the right kind of support in a way that meets individual needs and delivering it so that it is accessible and manageable in what are already very busy diaries is challenging.
- 2.4. The purpose of this strategy is to provide the framework for Elected Members to access a programme of training that meets their needs, as well as the needs of the organisation to deliver the ambition set out in the One Coventry Plan. The strategy

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will help to continue to support the development of a training culture for Elected Members.

3. Assessing Need and Requesting Training

- 3.1. Through the training needs assessment, in addition to the mandatory 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 mandatory programme.
- 3.2. Members will also be able to request to attend training offered by external providers, or arrange in-house training not covered by the mandatory or supplementary offer.



- 3.3. There will be eight different categories of training available to Members. Training will be categorised as either “knowledge based” or “enabling skills”, in the mandatory, role specific and supplementary training offer, as well as training by request. These will be detailed in the training matrix.
- 3.4. Training needs will be assessed through regular 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.

4. Training Matrix

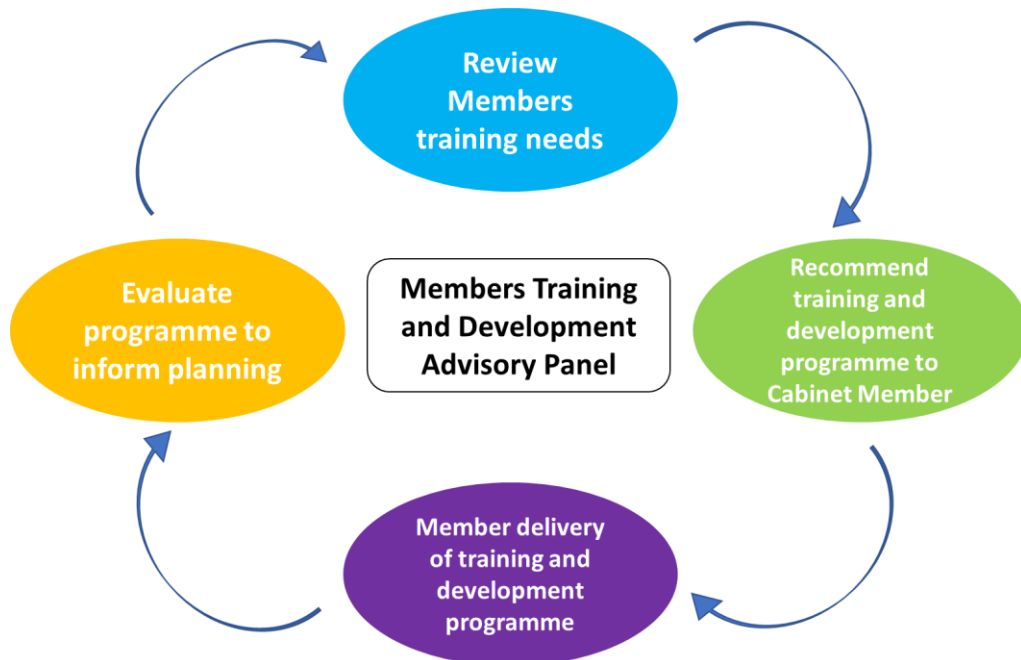
- 4.1. In order to ensure that a wide range of training and development is offered to Members, a training matrix will be developed and endorsed by the Members Training and Development Advisory Panel. The training matrix will be regularly reviewed and evaluated to ensure it meets Members’ training needs.
- 4.2. The training matrix will provide a programme of *mandatory* training which all Elected Members will be required to complete. In addition to this there will be *role specific mandatory training* for those Elected Members with special responsibilities, or who sit on specific committees. These training sessions will cover both knowledge based and enabling skills.

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- 4.3. 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.
- 4.4. 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 LGA. A training request pro-forma will be developed and managed by Members Services. There will be a budget allocated to this
- 4.5. 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.
- 4.6. An example of a potential training matrix can be found at Appendix 1

5. Governance and Delivery

- 5.1. 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.



- 5.2. Members of the advisory panel will promote the training and development programme to all Elected Members. Draft terms of reference can be found at Appendix 2
- 5.3. The Elected Members training and development programme will be delivered and supported by colleagues in Law and Governance, supported by Organisational Development.

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6. Appendices

Appendix 1 - Example training matrix

	Mandatory Training	Role Specific Mandatory Training	Supplementary Training	One-off and additional training requests
Knowledge based	GDPR and Data Protection	Licensing	Health and Safety	Requests to be made by pro-forma to Members Services
	Members Induction for new Members	Planning	ICT and Digital	
	Safeguarding and Corporate Parenting	HR Appeals	Introduction to scrutiny	
	Code of Conduct			
Enabling skills	Equalities	Chairing	Personal safety	
	Using Modern.gov		Case work management	
	Social Media and Comms		Questioning skills	

Appendix 2 - Draft 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.
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