

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.

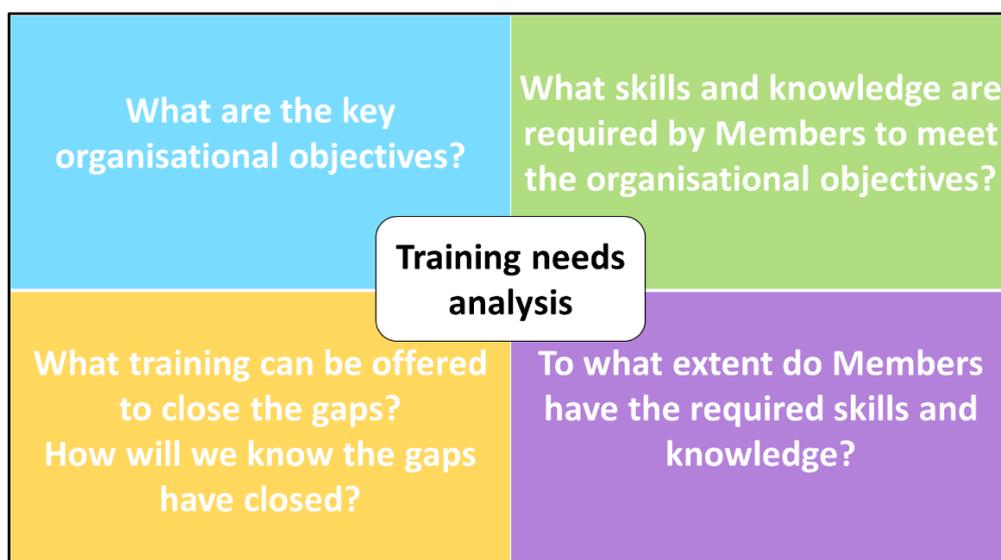
Since the implementation of the current strategy in 2022 the training and development offered to Members has increased significantly and as consequence so has Members engagement and attendance at training increased.

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.

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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.

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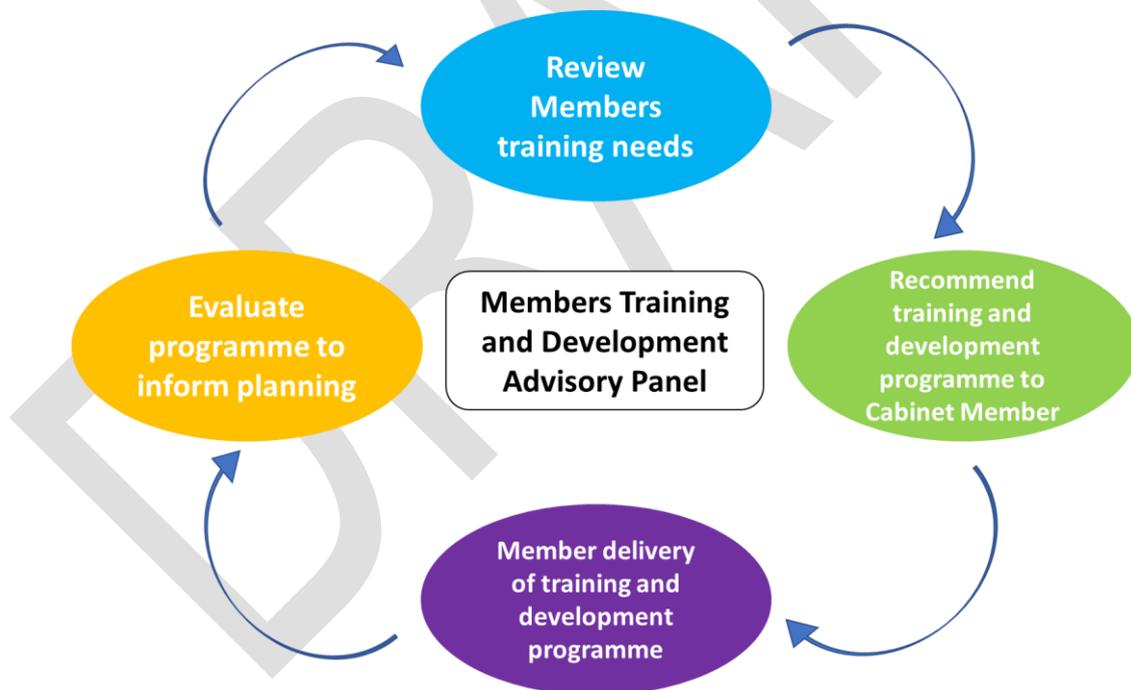
In addition to an in-house programme, Elected Members may request to attend ad hoc *one-off training* delivered by external organisations, such as the LGA. There will be a budget allocated to this and a training request pro-forma managed by Governance Services and requests will be reviewed and considered 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.

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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.

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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.