



Borough of Telford and Wrekin

Governance Committee

Friday 17 April 2026

4.00 pm

Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

Democratic Services: Lorna Gordon / Millie Wallace 01952 384978 / 381542

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Committee Members: Councillors L Lewis (Chair), N Page (Vice-Chair), C Chikandamina, S Davies, S J Reynolds, W L Tomlinson, R Tyrrell and O Vickers

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1.0	Apologies for Absence	
2.0	Declarations of Interest	
3.0	Minutes of the Previous Meeting	
	To confirm the minutes of the previous meeting held on 14 January 2026.	
4.0	Member Development Update Report	3 - 12
	To receive an update on the recommendations of the Member Learning & Development Programme Working Group and the progress of the Induction 2027 planning.	
5.0	Councillor Code of Conduct Complaints Update	13 - 18
	For Members to consider standards cases from across the Borough.	

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Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin

Governance Committee

Tuesday 14 April 2026

Member Development Update Report

Cabinet Member:	Cllr Zona Hannington – Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Anthea Lowe – Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Lorna Gordon – Member Support Officer
Officer Contact Details:	Tel: 01952 384978 Email: lorna.gordon@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Governance Committee – 14 April 2026

1.0 Recommendations for decision/noting:

The Committee is asked to:-

- 1.1 Note the feedback received from the Working Group on the 2023-2027 Member Learning & Development Programme;
- 1.2 Approve the proposed actions set out in Section 4.6 of this report;
- 1.3 Approve the revised Personal Development Plan document, and
- 1.4 Endorse the development of an updated Member Learning & Development Programme for 2027-31, incorporating the improvements identified.

2.0 Purpose of Report

- 2.1 The purpose of this report is to provide Governance Committee with a summary of the feedback received during a working group meeting of the Governance

Member Development Update Report

Committee on the 2023–27 Member Development Programme and to set out the recommended actions to strengthen the design, accessibility, and effectiveness of the programme ahead of the next electoral term.

3.0 Background

- 3.1 A comprehensive Member Induction and Development Programme was delivered following the May 2023 elections, supplemented throughout the year with role-specific, mandatory and optional training. Feedback was collected from Members after each module, via Microsoft Teams forms emailed to Members individually and through feedback forms handed out at meetings. Additionally, attendance data was monitored regularly by Officers to understand levels of engagement.
- 3.2 Following a recommendation at its meeting on 9 October 2025, the Governance Committee agreed to establish a working group to undertake a more detailed review of the sessions offered as part of the Member Development Programme.

4.0 Summary of main proposals

- 4.1 The working group met on 10 February 2026 whereby Members considered each training session included in the programme based on its relevance and value, quality and delivery and impact and outcomes. Members also discussed additional areas that they would like to see included in the development programme and made suggestions to streamline the programme further. This report provides an outline of the working group's main conclusions drawn from their review of the development programme.

Findings of the Working Group

4.2 Attendance and Accessibility

The data collected found that attendance varied significantly between modules, with several sessions experiencing low engagement. Members expressed a strong preference for a hybrid approach to delivery, incorporating both Microsoft Teams and in-person sessions, alongside recorded sessions to support those with work or caring responsibilities.

Members also emphasised the value of having online learning modules available on the Council's e-learning platform, Ollie, so that training could be completed at a convenient time.

In addition, the Working Group highlighted the need for clear identification of required learning modules, including those that must be completed before serving on specific committees, as well as repeat sessions and a tailored induction package for Members elected through by-elections. These changes were viewed as essential to ensure consistent and equitable access to training across the Council.

4.2 **Quality, Relevance and Practicality of Training**

The Working Group emphasised the importance of training that is practical, scenario-based, and grounded in real casework or committee examples, supported by useful supplementary resources such as FAQs, quick-reference sheets, and briefing notes.

Members also valued demonstrative approaches, particularly for system-based sessions such as Councillor Connect, Member Enquiries, MyView, and IDT, and stressed the need for training to be regularly updated in response to legislative changes or real incidents, including information governance breaches or developments in planning and regulatory frameworks.

Modules such as Ethics, Corporate Parenting, Scrutiny, and Safety were identified as areas where Members particularly appreciated the use of practical examples and case studies to enhance understanding and application.

4.3 **Streamlining and Structuring the Programme**

Feedback highlighted opportunities to reduce duplication and improve the overall member experience by combining related soft-skill modules, such as negotiation, public speaking, and influencing, and by integrating Member Support and Media/Communications content where this would add value.

The Working Group also suggested reviewing the sequencing of modules to create a clearer and more logical development pathway. These proposals reflect a strong preference for a coherent, efficient, and strategically aligned training programme.

4.4 **Role-Specific Developments Needs**

Members of the Working Group highlighted the need for enhanced support for Chairs, including opportunities to develop chairing skills, regular “keep in touch” sessions beyond scrutiny committees, and direct introductions to relevant Directors and officers.

Members also emphasised the importance of clearer and more accessible information on mandatory requirements for regulatory and quasi-judicial committees, as well as additional resources such as action cards and quick-reference guides to support Members in emergency response duties.

In addition, Members expressed a desire for a structured and ongoing development offer specifically for Scrutiny Chairs and Vice Chairs. Collectively, these improvements are intended to strengthen Members’ confidence and capability in fulfilling specialist roles.

4.5 **Safety, Wellbeing and Casework Support**

Member Development Update Report

The Working Group identified an increasing need for training and support in areas such as personal safety, lone working, conducting ward surgeries, and carrying out venue assessments, as well as managing challenging casework and responding to aggression. Members also highlighted the importance of guidance on the safe use of social media and appropriate escalation routes, as well as greater awareness of Operation Ford, maintaining stronger links with police partners, and improved access to wellbeing and stress-management support.

In addition, Members requested clearer guidance on how to log IT issues and make effective use of the Member Enquiry system.

4.6 **Proposed Actions**

Based on the feedback themes, the following actions are recommended for approval by the Committee:

Improved Accessibility

- Record all appropriate sessions and host them on Ollie or Councillor Connect with viewing data tracking
- Create learning modules that can be completed on Ollie in Member's own time
- Provide hybrid delivery where possible
- Establish a by-election induction package covering core essential modules
- Clearly identify essential, mandatory and committee-specific training withing the annual programme

Enhance Practical Learning

- Expand the use of real-world case studies, examples and scenario-based learning
- Provide supporting material such as FAQs, cheat sheets and briefing notes for key modules
- Update content regularly to reflect changes in law, guidance and practice
- Deliver more practical demonstrations for system-based sessions

Streamline Programme Structure

- Combine related modules to minimise duplication and improve efficiency
- Strengthen the structure and sequencing of the core induction modules

Strengthen Role-Specific Training

Member Development Update Report

- Provide Chair Specific development, including keep in touch sessions and officer introductions
- Introduce a 'Committee Ready' checklist for Members appointed to Committees mid-year/term
- Liaise with Parish Councils to produce emergency response guidance at ward-level

Support Member Safety and Wellbeing

- Enhance personal safety training with police involvement and updated guidance on lone working and social media risk
- Develop a Councillor Safety Pack, including a surgery venue risk assessment template and ward walk guidance
- Provide regular IDT drop-ins and clearer information on logging issues
- Expand awareness of wellbeing support and casework escalation pathways

4.7 Named Support Officers and Personal Development Plans

The Named Support Officer (NSO) arrangement and Personal Development Plans (PDPs) were introduced as part of the 2023 Member induction programme. However, uptake for both initiatives was lower than anticipated. In light of this, the approach to each initiative has been reviewed in advance of the 2027 local elections.

It is proposed that Named Support Officers within the Democracy Team be allocated by ward prior to the election, enabling this information to be included in the induction packs issued on election night. This will allow newly elected Members to meet their assigned NSO at the essential registration events, rather than receiving notification and introductions after the Annual General Meeting, as was the case in 2023.

Similarly, the PDP template was not distributed until after the AGM in 2023. It is therefore proposed that the revised PDP be included within the induction pack alongside other initial materials. The PDP has also been significantly streamlined and is now presented as a two-page document (attached at Appendix A), compared to the previous five-page version, which required a detailed self-assessment.

The revised PDP adopts a more focused and accessible approach, asking Members to identify up to three development areas they wish to prioritise and to briefly outline their reasons for doing so. This exercise is intended to be completed ahead of the Essential Member Induction sessions held shortly after the election.

To support completion and encourage engagement, it is proposed that a dedicated station be available during the induction events to collect completed

Member Development Update Report

PDPs, assist Members who have not yet completed them, and provide information on next steps.

The overall intention of these changes is to simplify the process, provide clearer guidance, and increase Member participation in both initiatives.

5.0 Alternative Options

5.1 The plans outlined in this report are subject to review by the Governance Committee.

6.0 Key Risks

6.1 There are no key risks associated with this report.

7.0 Council Priorities

7.1 A community-focused, innovative Council providing efficient, effective and quality services.

8.0 Financial Implications

8.1 There are no specific financial implications arising from this report.

9.0 Legal and HR Implications

9.1 There are no specific legal or HR implications arising from this report.

10.0 Ward Implications

10.1 There are no specific ward implications arising from this report.

11.0 Health, Social and Economic Implications

11.1 There are no specific health, social and economic implications arising from this report.

12.0 Equality and Diversity Implications

12.1 There are no specific equality and diversity implications arising from this report.

13.0 Climate Change, Biodiversity and Environmental Implications

13.1 There are no specific climate change and environmental implication arising from this report.

14.0 Background Papers

1 Member Learning and Development Programme 2027-2031 Update

2 Member Learning & Development Programme Update

Member Development Update Report

15.0 Appendices

A Proposed Personal Development Plan Doc

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	08/04/2026	08/04/2026	RP

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Member Personal Development Plan

Name: _____

Date: _____

Purpose of this Plan

This Personal Development Plan helps you reflect on your role and identify up to **three key areas** where you would like support, training, or development during your term in office.

This is not a test — it's simply a chance to tell us where you would most like to grow your knowledge, confidence, or skills as a Councillor.

Once completed, your named support officer will meet with you to discuss your priorities and agree a tailored development plan.

If you would like help completing this form, please contact Member Support:

☎ 01952 383540

✉ Member.Services@telford.gov.uk

Choose Your Focus Areas (Pick up to 3)

Please indicate the areas you would like to focus on. You can choose anything that feels most relevant to you. Please refer to the document on the back of this page listing the different training opportunities.

Being an Effective
Councillor

Communication

Ward Work &
Community

Committee Skills

Personal Skills

IT Skills

Next Steps

Your support officer will review your priorities with you and help identify relevant training, resources, or support.

Councillor Signature: _____ Date: _____

Officer Signature: _____ Date: _____

Being an Effective Councillor

- Understanding the Council structure and service areas
- Budgets and financial monitoring
- Code of Conduct / Constitution / Meeting Protocols
- FOI & Data protection
- Council priorities and objectives

Communication

- Using social media safely and effectively
- Public speaking / presenting
- Understanding customer feedback and engagement
- Council communication approach

Ward Work & Community

- Funding sources and grant applications
- Understanding ward issues / ward walks
- Community project updates
- Using complaint procedures and Member enquiries
- Equality, diversity, and cultural awareness
- Accessing ward and borough data

Committee Skills

- Decision-making procedures
- Debate rules and managing conflict
- Public speaking in meetings
- Negotiation and influencing
- Understanding bias and predetermination
- Listening and questioning skills
- Roles of Chairs, Vice Chairs, and officers

Personal Skills

- Time management
- Managing stress
- Personal safety
- Teamworking
- Verbal communication

IT Skills

- Microsoft Word, Outlook, Teams, etc.
- Using the intranet and Councillor Connect
- Accessing agendas/reports (ModernGov, app, etc.)
- Using council-issued devices



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Friday 17 April 2026

Councillor Code of Conduct Complaints Update

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services	
Lead Director:	Anthea Lowe - Director: Policy & Governance	
Service Area:	Policy & Governance	
Report Author:	Lorna Gordon, Member Support Officer, Richard Phillips Head of Registrars, Public Protection, Legal & Democracy	
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	01952 384978	lorna.gordon@telford.gov.uk,
	01952 383241	richard.phillips@telford.gov.uk
Wards Affected:	All Wards	
Key Decision:	Not Key Decision	
Forward Plan:	Not Applicable	
Report considered by:	Governance Committee - 17 April 2026	

1.0 Recommendations for decision/noting:

The Committee is asked to:-

- 1.1 Note the update on complaints received under the Councillor Code of Conduct during the 2025/26 municipal year.

2.0 Purpose of Report

- 2.1 The report provides an update on the activity of the Council's Monitoring Officer (and her Deputy Monitoring Officers) in relation to complaints received under the Councillor Code of Conduct arrangements during the 2025/26 Municipal Year.

3.0 Background

- 3.1 Full Council adopted the LGA Model Code of Conduct in July 2021. Since that time, it has been used by the Monitoring Officer when complaints are made about the conduct of elected members across the Borough. The Monitoring Officer is responsible for ensuring the Code of Conduct is upheld and for dealing with complaints made pursuant to the Code of Conduct about Borough Councillors and Town and Parish Councillors from across the Borough.
- 3.2 Complaints are dealt with, in accordance with the arrangements for Standards Complaints and Investigation Process which were adopted by the Council in September 2022.

4.0 Summary of main proposals

- 4.1 Governance Committee has oversight of the Council's ethical governance framework and arrangements for dealing with complaints received under the Code of Conduct in relation to elected Members.
- 4.2 The table at Appendix A provides anonymised details in relation to the complaints received during the Municipal Year, including a brief synopsis of the nature of the complaint and the outcome.

5.0 Alternative Options

- 5.1 There are no alternative options in relation to this report. Whilst it is not a legal requirement to report the numbers of complaints made to the Monitoring Officer, it is considered best practice to do so.

6.0 Key Risks

- 6.1 There are no risks associated with this report.

7.0 Council Priorities

- 7.1 This provision of this information promotes the following Council priority:

A community focused, innovative council providing efficient, effective and quality services.

8.0 Financial Implications

- 8.1 There are no financial implication arising from this report. The activity of the Monitoring Officer in relation to the Code of Conduct is met from existing budgets.

9.0 Legal and HR Implications

- 9.1 The Local Government Act 2000 (as amended) and the Localism Act 2011 set out the Council's legal obligations in respect of conduct by elected Members. This includes the requirement to have a Code of Conduct, for the Monitoring Officer to have oversight of compliance with the Code of Conduct, to appoint at least one

Councillor Code of Conduct Complaints Update

Independent Person to consult with regarding complaints and the applicable sanctions should a breach of the Code of Conduct be found to have taken place.

10.0 Ward Implications

10.1 There are no direct direct ward implication arising from this report.

11.0 Health, Social and Economic Implications

11.1 There are no direct health, social and economic implications arising from this report.

12.0 Equality and Diversity Implications

12.1 There are no direct equality and diversity implications arising from this report.

12.2 You should consider how the report supports the Armed Forces community in line with the Armed Forces Covenant.

12.3 You should also consider how, as a Council, we are providing opportunities and tailored support for Care Leavers to ensure equality of access and outcomes.

13.0 Climate Change, Biodiversity and Environmental Implications

13.1 There are no direct climate change and environmental implications arising from this report.

14.0 Background Papers

1 [Councillor Code of Conduct](#)

15.0 Appendices

A Summary of complaints for the Municipal Year 25/26

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	08/04/2026	08/04/2026	DTW

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Appendix A – Code of Conduct Complaints 2025/2026 Municipal Year

Complaint Received	Borough/Town/Parish Councillor	Complainant	Complaint	Outcome
April 2025	Parish	Member of the Public	Breach of Code of Conduct alleged in relation to the use of social media.	No breach of the Code of Conduct found at initial determination.
April 2025	Parish	Member of the Public	Breach of the Code of Conduct concerning activities in the community.	Breach dealt with by way of local resolution.
July 2025	Borough	Member of the Public	Breach of the Code of Conduct concerning activities in the community.	No breach of the Code of Conduct found at initial determination.
July 2025	Councillor	Member of the Public	Breach of the Code of Conduct alleged concerning personal activities.	No breach found.
October 2025	Parish	Member of the Public	Breach of Code of Conduct alleged in relation to the use of social media.	Ongoing
October 2025	Parish	Member of the Public	Breach of Code of Conduct alleged in relation to the use of social media.	Ongoing
October 2025	Parish	Member of the Public	Breach of Code of Conduct alleged in relation to the use of social media.	Ongoing

February 2026	Parish	Member of the Public	Breach of Code of Conduct alleged in relation to declaration of interests	Referred to West Mercia Police
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