



Borough of Telford and Wrekin

Governance Committee

Wednesday 23 September 2026

6.00 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), C Chikandamina (Vice-Chair), G Luter, S J Reynolds, W L Tomlinson, R Tyrrell and O Vickers

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	To review and approve the Governance Committee Terms of Reference for 2026/2027.	
5.0	Constitution Update	To Follow
	To receive an update on the Council's Constitution.	
6.0	Member Learning & Development Programme Progress Report	15 - 22
	To receive a progress update on the Member Learning & Development	

Programme 2027 – 2031.



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GOVERNANCE COMMITTEE

**Minutes of a meeting of the Governance Committee held on Wednesday
14 January 2026 at 6.00 pm in the Council Chamber, Third Floor,
Southwater One, Telford, TF3 4JG**

Present: Councillors N Page (Vice-Chair), C Chikandamina,
S J Reynolds, R Tyrrell and O Vickers

In Attendance: L Gordon (Member Support Officer), R Phillips (Head of
Registrars, Public Protection, Legal & Democracy), M Wallace (Member
Support Officer) and E Harvey (Lead Lawyer: Property & Commercial)

Apologies for Absence: Councillor L Lewis, S Davies and W L Tomlinson

GOV41 Declarations of Interest

None.

GOV42 Minutes of the Previous Meeting

RESOLVED – that the minutes of the previous meeting held on 31
October 2025 be confirmed as a correct record and signed by the Chair.

GOV43 Constitution Update

The Head of Registrars, Public Protection, Legal & Democracy presented the Constitution Update Report to Members. The Committee were advised that a significant programme of work had been undertaken to review and update the Council's Constitution, reflecting both legislative requirements and the need to modernise structure, improve clarity, and support effective governance.

Members heard that the Constitution governed how the Council operated and set out who was responsible for decision-making. It was noted that the Monitoring Officer retained statutory responsibility for ensuring the Constitution remained current, and that periodic review was essential to maintain accuracy and usability.

The Head of Registrars, Public Protection, Legal & Democracy outlined that the proposed amendments were highlighted in yellow throughout Appendix A. The main proposals included clarifying that the Speaker acts on behalf of the Mayor in accordance with legislative wording, adding additional wording to ensure consistency between questions and motions, and to provide that where there were multiple questions received on substantially the same



subject matter for a meeting, that only the first received would be taken forward. Members were informed that any correspondence related to motions or questions received by the proper officer would be confirmed by a notification of receipt. The Head of Registrars, Public Protection, Legal & Democracy clarified further, stating that should the proper officer be out of the office, their automatic replies would include instructions on where correspondence should be sent, and that confirmation of receipt was still to be expected from the subsequent officer.

The Committee were advised that another proposed amendment was for a new time limit of two hours be introduced for Full Council meetings. This was to be extendable by a further thirty minutes through a motion approved by a majority vote if Councillors deemed it appropriate. Members were asked to note that when Officers reviewed best practice nationally, this limit was a common inclusion in Council Constitutions, and also in the practices of Parish and Town Council located across the Borough.

During the discussion Members agreed that codifying the processes related to duplicate questions and motions, as well as a formal acknowledgement of receipt was logical. The Committee questioned the time limit of two hours and how it would be applied in practice, should it occur during an ongoing debate. The Head of Registrars, Public Protection, Legal & Democracy clarified that it would be at the Speakers discretion, but it would be expected that there would be a conclusion to the matter that was in progress, and that this would include rights of reply and any votes that needed to occur.

RESOLVED - that the Committee recommends that Full Councils adopt the revised and updated Constitution.

GOV44 Member Learning & Development Programme Update

The Committee received a report outlining the key objectives, timelines, and deliverables required to support the successful delivery of the Member Learning & Development Programme.

At its meeting on 8 October 2025, the Committee agreed that a working group was to be established to undertake a detailed review of the existing programme. The purpose of the working group was to consider areas of strength and weakness within the current provision and to develop recommendations for the future programme, which were to be presented to the Committee in April 2026.

Members were advised that it was anticipated the working group would hold a minimum of two meetings, with proposed dates originally scheduled for January and February. Owing to the deferral of the meeting, these dates may require adjustment from those previously noted in the report. The Member



Support Officer noted that all dates had been selected with a view to minimise clashes with Parish and Town Council commitments and other Council committee meetings.

The Committee heard that the working group would consist of Members of the Committee, with all meetings to take place via Microsoft Teams. It was noted that while a loose agenda would be set for each meeting, discussions would be Member led and meetings would not be formally minuted; however, officers would note key discussion points to inform a report for consideration at a future meeting of the Committee.

The Member Support Officer advised the Committee that during the first session, Members would be asked to review each module of the current induction programme, assessing its suitability and effectiveness. Members would also be invited to propose any additional modules and consider whether existing modules remained necessary. The second session would focus on planning for the initial induction period, including arrangements for election night, essential registration days, and the directorates' fayre. If required, a third session would be held to conclude ongoing discussions and finalise the recommendations to be presented at the next formal meeting of the Committee.

Members noted the update and agreed that the proposed approach was sensible.

The meeting ended at 6.32 pm

Chairman:

Date: Wednesday 15 April 2026

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Borough of Telford and Wrekin

Governance Committee

Wednesday 23 September 2026

Governance Terms of Reference 2026/27

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance and Resident Services
Lead Director:	Anthea Lowe - Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Jayne Clarke – Senior Democracy Officer (Democracy)
Officer Contact Details:	Tel: 01952 383205 Email: jayne.clarke@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Governance Committee – Wednesday, 23 September 2026

1.0 Recommendations for decision/noting:

It is recommended that the Governance Committee:

- 1.1 Agree and reconfirm the Terms of Reference as set out at Appendix A.

2.0 Purpose of Report

- 2.1 To set out the Terms of Reference for the Governance Committee as outlined at Appendix A of the report.

3.0 Background

- 3.1 The Constitution requires that Full Council should agree at its Annual Meeting the Terms of Reference for each of its Committees to enable the Council to efficiently conduct its business.

3.2 At the Annual Meeting of the Council on 21 May 2026, Full Council delegated authority to each Committee to review its own Terms of Reference.

3.3 The Terms of Reference forms part of the Consitution and approved by Full Council in that context on 21 May 2026.

4.0 Summary of main proposals

4.1 For the Governance Committee to review and reconfirm its Terms of Reference as set out at Appendix A.

5.0 Alternative Options

5.1 There are no options arising from this report.

6.0 Key Risks

6.1 There are no key risks arising from 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 The Governance Committee underpins good accountability and robust governance arrangements; any funding requirements to fulfil its role will be met from within the overall Medium Term Financial Strategy.

9.0 Legal and HR Implications

9.1 The Constitution requires that the Committee's Terms of Reference should be reviewed annually. This report provides the basis for that review. There are no HR implications arising from this report.

10.0 Ward Implications

10.1 There are no direct ward implications directly arising from this report.

11.0 Health, Social and Economic Implications

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

12.0 Equality and Diversity Implications

12.1 There are equality and diversity implications arising from this report.

13.0 Climate Change, Biodiversity and Environmental Implications

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

14.0 Background Papers

[Council Constitution](#)

15.0 Appendices

A Governance Committee Terms of Reference 2026/2027

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	15.09.2026	15.9.2026	DTW

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Schedule 7 - Governance Committee – Terms of Reference, Functions, Powers and Duties (including the Hearings Sub Committee)

The Committee has the responsibility and delegated powers to oversee the Council's Constitution and to act on behalf of the Council in dealing with the oversight of its governance, to ensure that good ethics and standards are upheld and to oversee the Council's member development strategy.

TERMS OF REFERENCE

THE COUNCIL CONSTITUTION

1. To receive reports from the Monitoring Officer about the operation of the Constitution.
2. Note: The Monitoring Officer (or the Head of Paid Service in the absence of a Monitoring Officer) has delegated power to monitor and review the operation of the Constitution, to make minor administrative amendments or make changes to reflect changes in law and report regularly to this committee on whether or not it is achieving its purpose or could be amended better to achieve its purpose.
3. To consider proposed changes to any part of the Constitution and, if appropriate, make recommendations to Council to change the Constitution.
4. To consider its terms of reference in so far as they relate to the Council Constitution annually at the first meeting after the Annual Council Meeting
5. The Council via the Governance Committee has delegated the following powers and functions to the Monitoring Officer in consultation with the Chairperson of the Committee
 - 5.1. to amend the Constitution to correct minor administrative errors
 - 5.2. to amend the Constitution to update job titles
 - 5.3. to amend the Constitution where legislative changes result in any section of the Constitution being in conflict with any relevant legislation,

provided that the Chair may decide for any proposed amendments as detailed in paragraphs 5.1 to 5.3 above that they be considered by the Governance Committee.

STANDARDS AND THE CODE OF CONDUCT

6. To promote and maintain high standards of conduct by members and co-opted members of the Council.

7. To support Town and Parish Councils within the Borough to promote and maintain high standards of conduct by members and co-opted members of the Council.
8. To recommend to Council the adoption of a code dealing with the conduct that is expected of members and co-opted members of the Authority.
9. To keep the Code of Conduct under review and recommend changes/ replacement to Council as appropriate.
10. To publicise the adoption, revision or replacement of the Council's Code of Conduct.
11. To oversee the process for the recruitment of an Independent Person (and up to 2 reserves) and make recommendations to Council for their appointment.
12. To receive reports from the Monitoring Officer about:-
 - 12.1. complaints;
 - 12.2. the progress and outcome of investigations;
 - 12.3. the establishment and maintenance of the register of interests of members and co-opted members of the Borough and Town and Parish Councils within the Borough boundaries;
 - 12.4. dispensations granted to members and co-opted members of the Council.

HEARINGS SUB COMMITTEE

13. To consider investigation reports in respect of Code of Conduct complaints that are referred to it by the Monitoring Officer and to report its findings to the Borough Council, Town or Parish Council, as appropriate for information.
14. Where a breach is found, to make decisions about sanctions as set out in the Council's arrangements for dealing with breaches of the Code of Conduct.
15. To consider applications for dispensations where:-
 - 15.1. the dispensation is in the interests of persons living in the Borough of Telford & Wrekin area; or
 - 15.2. it is otherwise appropriate to grant a dispensation.
16. The Governance Committee has delegated the following powers and functions to the Monitoring Officer
17. The power to receive and make an initial assessment of formal Code of Conduct complaints and decide whether further action or investigation is required.

18. The power to make arrangements for local settlement of complaints where the Monitoring Officer considers it appropriate including arranging mediation if required.
19. The power to consider and grant dispensations to Members where:
 - 19.1. the number of Members precluded from transacting the business is so great that it would impede the business of the Council, committee or Executive
 - 19.2. the political balance is affected to the extent that it could affect the outcome of a vote relating to the business

MEMBER DEVELOPMENT

20. To establish a comprehensive and robust Member Learning and Development process
21. To champion and encourage Member development and engage all Elected Members in the process
22. To champion and encourage the use of digital equipment amongst all Elected Members
23. To develop and implement a Member Development Strategy
24. To assist in the shaping and prioritising of member development activities including a comprehensive and robust induction
25. To ensure Member development and learning opportunities relate directly to Telford & Wrekin's Priorities
26. To assist in generating creative and innovative ideas for the advancement of the Member Development programme
27. To establish a mechanism to evaluate overall effectiveness of Member development
28. To identify financial resources required to deliver development needs
29. To encourage an effective member/officer working relationship

PROCEDURE

The Committee will be conducted in accordance with the [Council's Committee Procedure Rules](#). NOTE - Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions.

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Governance Committee

Wednesday 23 September 2026

Member Learning & Development Programme Progress Report

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance and Resident 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 – Wednesday 23 September 2026

1.0 Recommendations for decision/noting:

The Committee is asked to:-

- 1.1 Endorse the proposed plans for the Member Induction Programme for the 2027-2031 Council term.

2.0 Purpose of Report

- 2.1 The purpose of this report is to provide the Governance Committee with the proposed arrangements for the Member Induction Programme following the 2027 local elections and to seek endorsement for the detailed programme and associated activities.
- 2.2 The proposals outlined within this report build upon the feedback and recommendations previously considered by the Committee and are intended to

provide a comprehensive, accessible and robust induction experience for all newly elected and returning Members.

3.0 Background

- 3.1 Following the review of the 2023-27 Member Development Programme, Members identified several opportunities to improve the induction process, including greater use of online learning, enhanced accessibility, improved practical support, strengthened role-specific training and clearer support arrangements. The Governance Committee subsequently endorsed the development of an updated Member Development Programme for 2027-31 incorporating these improvements.
- 3.2 Further planning work has now been undertaken and a proposed induction framework has been developed to ensure Members receive the information, equipment, training and support necessary to undertake their roles effectively from the outset of the new Council term.

4.0 Summary of main proposals

Proposed Member Induction Programme 2027

4.1 Essential Registration Events

- 4.2 It is proposed that all Members attend one of two Essential Registration Days to be held on Wednesday 12 May 2027 and Thursday 13 May 2027. There will be six one-hour sessions on each day, allowing for approximately five Members to attend a session of their choosing..

The Essential Registration Days will include:

- Collection and configuration of Council laptops.
- Allocation and setup of Council mobile phones for those Members who require one.
- Building access and security fob arrangements.
- Photographic identification and security requirements.
- Completion of DBS Checks.
- Introduction to named support officers.
- Submission and review of Personal Development Plans.
- Completion of essential administrative documentation for HR and payroll.

4.3 Directorates Fayre

It is proposed that a Directorates Fayre be held on Wednesday 19 May 2027 prior to the Annual General Meeting the following week. The event will provide Members with an opportunity to meet key officers and learn about Council services, priorities and responsibilities.

Member and Officer feedback of the Directorates Fayre held in 2023 was overwhelmingly positive, with Members citing the benefits of being able to meet and understand the different service areas operated by the Council.

It is planned that the Directorates Fayre for 2027 will include representatives from all directorates with exhibition stands and information regarding key Council projects and strategies.

Whilst it is expected that the Directorates Fayre will remain a drop-in event for Members to attend at a time of their convenience, it is proposed that the Fayre will now incorporate a 'Welcome to Telford & Wrekin' presentation from the Chief Executive and members of the Senior Leadership Team, alongside mandatory Code of Conduct training for all Members. These required learning sessions will run throughout the day and will be bookable in advance.

4.4 Online Learning Programme

In response to Member feedback regarding flexible learning opportunities, a suite of online learning modules will be developed and hosted on Ollie. These modules will complement, rather than replace, face-to-face training sessions. Completion data will be monitored and reported to the Member Support Team and as part of the Member Development Programme.

The proposed modules are:

- Planning Committee Essentials.
- Audit Committee Essentials.
- Licensing and Regulatory Committee Essentials.
- Code of Conduct.
- Essential Guide to Corporate Parenting.
- Scrutiny Essentials.
- Data Management 101.
- Equality and Diversity.

All modules will include supporting materials, practical case studies and assessment activities where appropriate to ensure accurate monitoring of completion.

Where suitable, recorded training sessions will also be made available to view through the Ollie Learning platform.

4.5 Member Induction Delivery

The induction programme will be structured around three phases:

Hit the Ground Running (Essential Training)

This will run from May to Mid-July 2027 and will include sessions such as:

- The Member's Toolkit
- Data 101
- Code of Conduct
- How to be an effective Councillor
- Audit Committee Training
- Licensing and Regulatory Committee Training
- Planning Committee Training
- Ultimate Guide to Corporate Parenting
- Introduction to Council Governance
- Member IT Systems and Digital Services
- Rules of Debate and Meeting Etiquette
- Chairing Skills
- Effective Scrutiny
- Communications and Social Media

Operating as an effective Councillor

This phase is expected to run from September to December 2027 and will include sessions such as:

- Understanding Your Ward
- Personal Safety
- Emergency Response Arrangements
- Dealing with Stress as a Councillor
- Public Speaking and Influencing Skills
- Pride Funding
- Navigating Negotiation
- Procurement and Working with Contractors
- The Roles of Outside Bodies

- Understanding Council Finances

Roles & Responsibilities

This phase is expected to run from January to May 2028 and will include sessions such as:

- Becoming a Community Champion
- The Health & Care Landscape
- Understanding the Voluntary Sector
- Leadership in Place

4.6 Additional Training Resources

To support Members outside of formal training sessions, it is proposed that the following resources are developed:

- Pocket-sized laminated Rules of Debate guide issued to all Members.
- Committee Ready checklists.
- Frequently Asked Questions and quick reference guides.
- Councillor Safety Pack.
- Ward surgery risk assessment template.
- Digital systems user guides.

4.7 Member Support Arrangements

In line with previously approved changes, each Member will be allocated a Named Support Officer prior to Election Day and details will be included within induction packs distributed immediately following the election. Personal Development Plans will also form part of the induction pack and will be reviewed during the Essential Registration Events.

The Member Support Team will also support Members with the organisation of ward walk materials, business cards, ward surgery provision and associated posters.

To improve digital support arrangements, dedicated ICT support sessions will be available during induction and at regular points throughout the year. Members will receive clear guidance regarding:

- Logging ICT issues.
- Accessing support services.
- Escalation processes.
- The Member Enquiry Process

Delivery of the programme will require coordination across Democratic Services, IDT, Human Resources, Legal Services and Directorate Management Teams.

External providers will be commissioned where specialist expertise is required, including Planning training and any additional specialist modules identified during final programme development.

5.0 Alternative Options

- 5.1 The plans outlined in this report are subject to review by the Governance Committee.
- 5.2 During the development of the Member Learning and Development Programme, a range of learning topics, delivery methods and timescales were considered.
- 5.3 The Governance Committee could choose not to endorse the proposed programme, however for reasons set out within this report, it is considered beneficial for the Committee to implement the programme to support Members in carrying out their respective roles and to promote good governance across the Council.
- 5.4 Any comments or recommendations made by the Committee will be considered and reflected in the final Member learning and Development Programme for final approval where appropriate.

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

Member Learning & Development Programme Progress Report

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 Development Update Report

15.0 Appendices

None.

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	15/09/2026	15/09/2026	DTW

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