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| Decision making | | Actions Required | Responsible Officer/s | Timescale | Update to situation 2025/26 | Update in September |
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| RDM1 | **There is an urgent need for a reset in the relationships and interaction between councillors and officers.** This is essential to improve collaborative working between officers and members that will improve the quality of decision-making. All the mechanisms and processes are in place to enable this but are not being used as widely and effectively as they could be. This should be led and given the highest priority by senior managers and political leaders with buy-in from all political groups as well as the planning team. | Establish opportunities for collaborative working by reviewing the effectiveness of existing mechanisms and processes currently in place. (Overlap with RLP1) | CX/SLT/Group Leaders/ Chair and Vice Chair of Planning Committee | **End March 2026 (proposal)**<br><br>**May / June (Workshop)** | **Officers have met with Planning Consultant to discuss them developing a workshop for Members and Officers that will ensure that all involved fully understand the key elements relating to planning applications this will include an overview of the planning application process from end to end.** | **Opportunities for member and officer interaction are in place.**<br><br>**An example being the introduction of the National Scheme of Delegation (NSD). Officers worked with members to enable their involvement in the process, whilst remaining legislatively compliant. The adoption of a flow chart aided members understanding and Full Council approved the NSD on 14th October.**<br><br>**Officer have subsequently supported members with bespoke emails, resources and explanations as to how the process would operate.**<br><br>**Workshops have been undertaken as outlined in RDM2 below and there is regular pattern of meeting with the AD and Portfolio Holder and the AD and the Executive Director of Governance and Assurance with the Chair of Planning Committee.** |

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| RDM2 | **Recommendation: Strengthen and formalise councillor planning training**<br><br>The council should establish a comprehensive and structured programme of planning training for both planning committee members and ward councillors, designed to strengthen defensible decision-making, clarify roles and responsibilities, and ensure decisions are made within a clear legal and governance framework. The training should be mandatory for committee members.<br><br>This programme should include the following components:<br>• **Defensible decision-making training for planning committee members,** based on the PAS *Defensible Decision-Making* resource and, where appropriate, the use of relevant case studies. The purpose of this training is to ensure committee members are fully aware of their statutory role and responsibilities, to reinforce the principles of sound, evidence-based decision-making, and to reduce the risk of challenge. It is recommended that this element of the training is delivered by a suitably experienced external | Develop and procure bespoke training for all three areas. | External provider/Democratic Services/Legal/Development Management/Strategic Planning and Conservation/Chair and Vice Chair of Planning Committee | **End March (Meeting with PAS)**<br><br>**May/June Proposal to Planning Committee at start of new municipal year)**<br><br>**Planning Training Programme to run**<br><br>**throughout 26/27** | **Joint planning training is already booked for the 12th and**<br>**14th May, and (joint planning refresher training) is booked for**<br>**the 18th of May.**<br><br>**The Executive Director has met**<br>**with the AD legal, Democratic and Procurement Services to review the current training provision and is meeting with the Planning advisory Service to review fully the current training programme for both Members, Members and Officers and Officers.**<br><br>**List of training:**<br><br>• **Grey Belt Training 29 APR 26.**<br><br>• **NPPF – this was published on and member** | **In terms of training for Bromsgrove Members:**<br><br>**All Members have received full planning training within their current election cycle except five Members (not including Leader and Portfolio Holder for Planning who cannot sit). These five Members are aware that they cannot act as a substitute for Planning Committee Members.**<br><br>**In terms of specific/ additional training sessions since the beginning of the year:**<br><br>• **Grey Belt Training delivered on 29 APR 26 – 18 members attended. (This included the Chairman and Vice Chairman of the Planning Committee, the Leader and the relevant Portfolio Holder for Planning. In total, 8/10 Planning Committee Members attended.)**<br><br>• **New National Planning Policy Framework (NPPF) training was delivered on the 29th of** |

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| | consultant to provide independence and specialist expertise.<br>• **An ongoing programme of training for planning committee members focused on emerging national and local planning issues,** developed alongside the council's existing annual training offer. This should include briefings on new and evolving forms of development (for example, grey belt development and battery storage) and reinforce understanding of how key policy concepts, including the application of the '*tilted balance*'[1], should be applied in decision-making.<br>• **A dedicated programme of planning training for ward councillors,** aimed at improving understanding of how councillors can appropriately influence planning decision-making, the limits and parameters of that influence, and the wider council context within which planning decisions are taken. This training should cover the legal framework governing planning decisions, the importance of decisions being | | | | **training is being arranged. 29 SEPT 26.**<br>• **National scheme of delegations. Training for planning committee members have occurred. There will be further training of all members in advance of full council in October. Date currently being arranged.**<br>• **In addition to the training on the 8th of September there will be further** | **SEPT 26. – 8 members attended. (This included the Chairman and Vice Chairman of the Planning Committee, the Leader and the Portfolio Holder for Planning. In total, 3/10 Planning Committee Members attended.)**<br>• **National scheme of delegations. Training for all of planning committee members was held on the 25th of JUNE 26 as well as sessions at constitution review working group and discussions with the chair of planning committee.**<br>• **Planning Refresher Training delivered on 18 MAY 26. – 10 members attended this. (This included the Chairman of the Planning Committee and the Leader. In total, 2/10 Planning Committee Members attended.)**<br>• **PAS Training Session delivered on 08 SEPT 26. – 13 members attended. (This included the** |

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| | robustly evidenced, and ensure councillors are fully cognisant of the council's code of conduct and constitution as they apply to planning matters. The programme should also include an overview of the role of planning enforcement and how it interacts with planning decision-making. | | | | **training from planning advisory service on two dates still to be agreed with PAS** | **Chairman of the Planning Committee, Leader and the Portfolio Holder for Planning. In total, 4/10 Planning Committee members attended.) The whole member training on the 8th of September included an update on the National scheme of delegations.** |
| RDM3 | **To continue exploring ways of working more effectively with Worcestershire County Council (especially highways).** The need to cultivate better joint working and engender a more effective role within the decision-making process is recognised by the council. The Bromsgrove chief executive is encouraged to continue to engage with their counterpart at Worcestershire County Council and establish clear expectations and deliverables. This may be achieved via and memorandum of understanding (MOU) regarding highway matters, developed by the planning service with the support of the executive director and chief executive. | Explore closer working relationships with WCC and Development Management and Strategic Planning and Conservation, possibly via MOU (Overlap with RLP4) | WCC/SLT/CX/Development Management/Strategic Planning and Conservation/Chair and Vice Chair of Planning Committee | **End May 2026** | **WCC in terms of planning applications will make comments via the planning portal rather than an email to planning officers. This will speed up the time in which applicants and public can view the comments from WCC.** | **WCC have agreed to upload comments directly using consultee access via public access. Planning managers are working with Idox to understand the process, trial other users and prepare some FAQ's before approaching WCC.**<br><br>**The Chief Executive of BDC is in regular contact with the Chief Executive of WCC. A Memorandum of Understanding has also been developed and sent to WCC for signature.**<br><br>**Appendix 2 - Memorandum of Understanding** |
| RDM4 | **To undertake a review of the processes and performance monitoring associated with** | Review planning enforcement processes and | WRS//Development Management/Le | | **The ADPL&CS and Planning Services Manager will meet with WRS, Legal Services, and** | **Initial discussions took place and the lack of a dedicated planning officer resource for** |

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| | **planning enforcement.** This should be undertaken with a specific emphasis on improving the interaction between the investigating officers and the planning officers responsible for undertaking planning assessments, as well as on how this work is prioritised. In terms of performance, a key objective of planning enforcement is to resolve as many breaches as possible without serving a notice, and that should be seen as a positive outcome and not a negative one. Performance data and 'numbers of notices served' is not the best indicator of performance – reporting on cases opened and resolved would be a better indicator. | monitoring with emphasis on communications and appropriate performance reporting. | gal/Corporate Policy and Performance | | **Corporate Policy and Performance to review the performance management and monitoring of Planning Enforcement and look at how communications with Councillors can be improved. This will be presented in the new municipal year.**<br><br>**The Planning Services Manager and the WRS lead for enforcement have met and identified that additional resource is required to speed up the planning service review of enforcement cases. This has been addressed in the short term and additional resource will be put in place in the new financial year. This resource would also assist with the processing of planning applications.** | **planning enforcement was identified as a limiting factor in planning enforcement case progress. We have been operating with that resource now for a number of months and that has shown progress with planning advice and policy rationale being provided on a number of long-standing cases. Discussions have commenced on how assigned priority (as set out in BDC Enforcement Policy and WRS Strategic Assessment) can form part of the liaison between Planning Officers and Investigating Officers to ensure work is targeted at the higher priority cases in preference, rather than quick wins. Amendments to the WRS database are being implemented to streamline data extraction and aid the ability to report on numbers of cases by current status and priority categories which would aid liaison with Planning colleagues and potentially provide greater detail about the type of planning enforcement complaints and how they are resolved. Once trials with reporting tools have been completed, there may be a** |

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| | | | | | | **need for data cleansing to provide historical context. Legal advice remains clear, that detailed information concerning specific enforcement cases whether active or closed, cannot be provided.** |
| RDM5 | **To undertake a review of officer presentations to the planning committee.** This is to ensure that officer presentations are proportionate and provide a greater focus on identifying what are the key issues to assist committee member's consideration. | Consider other Council's presentation style. | Development Management/Democratic Services/Chair and Vice Chair of Planning Committee | **April 2026** | **The Planning Services Manager responsible for the BDC Planning Committee has considered the style of presentations and Planning Officers will be changing the way that they deliver them presentations, to concentrate on key issues that Members need to consider. These changes will be discussed with the Chair and Vice Chair of the planning committee.**<br><br>**The last slide of all officer presentations will identify the key issues that Members need to debate.** | **Officer presentations continue to be concise and a slide showing key issues pre case continues to be on display during the debate.** |
| | | Prepare guidance for officers to ensure key issues are made clear. | Development Management/Democratic Services/Chair and Vice Chair of Planning Committee | **April 2026** | | **to remind members of the key topics for discussion.** |
| RDM6 | **Review the quality of streaming of planning committee meetings and the timescale for retention of recordings.** This needs to be aimed at identifying ways of improving the viewing experience, taking note of best practice elsewhere. Previous legal advice | Explore and apply best practice to improve viewing experience. | Democratic Services | **Complete**<br><br>**June 2026** | **The MTFP contains a capital budget for improved equipment for streaming council meetings.**<br><br>**Purchase and installation of new equipment** | **In February 2026, the Council incorporated funding into the budget for the procurement of a new live streaming/audio-visual system. The Facilities team have subsequently undertaken a procurement** |

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| | around the retention of recordings should be revisited to ensure that the recordings are retained until they cease to perform any useful purpose. | Set clear timelines for retention of recordings | Information Management/Legal | **May / June 2026** | **Legal Services are reviewing the length of time that recordings can be kept and the rational for this in line with the information commissioner's guidance. This will then be presented to the constitutional review group.** | **exercise and are currently reviewing bids that have been submitted in line with the Council's procurement process. The award of this contract is currently on hold whilst the review of the capital programme is undertaken.**<br><br>**Officers from Legal and Democratic Services have met with the Information Management Team at the Council. Currently, the recordings are kept until the minutes of the meeting are published and have been approved, which is in accordance with the Council's retention schedule. The Information Management Team have now requested that a Data Protection Impact Assessment (DPIA) be undertaken in respect of live streaming which will take time to arrange and complete. This will need to include the specific purpose for undertaking and keeping the recording and how long it will be kept for. Under data protection rules, there needs to be a specific purpose for retaining live streams and retention "until they cease to perform any useful purpose" is not adequate as a** |

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| | | | | | | **justification for keeping them long-term without an end date.**<br><br>**Members have previously suggested retaining live streams of meetings for training purposes. However, this is not the original purpose for which meetings are live streamed so would be inappropriate from a data protection perspective. As an alternative, officers are exploring the potential to record a role play session as part of the mock Planning Committee session, which it is intended will form part of the Member induction programme 2027/28. This approach has already been adopted in Redditch for mock Council meetings.** |
| colRDM7 | **To provide greater encouragement for councillors to contribute to pre-application work and to explore how interaction between councillors and officers outside of the planning committee more generally can be improved.** This should involve reviewing the operation of existing procedures to understand why they are not leading to greater interaction, and how further opportunities can be | Review pre-application protocol. | Legal/Development Management/Strategic Planning and Conservation, supported by SLT | **May / June 2026** | **A review of the pre application protocol will be presented in the new municipal year.** | **Our review of the pre app protocol has been prepared and is ready for informal discussions with members in advance of formal presentation to members.**<br><br>**The planning training on the 8th of September outlined the importance of member engagement in the pre application process and set the scene for the** |

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| | encouraged. This should be supplemented by reinforcement by senior officers and political party leaders of the importance and benefits arising from greater officer-councillor engagement in planning matters more generally. | | | | | **introduction of a revised protocol.** |
| | | Meet with Members to discuss how interactions with officers could be improved. | Members and Development Management/Strategic Planning and Conservation | **March 2026**<br><br>**During 26/27** | **This will form part of the workshop (RDM1) and the training programme (RDM2)** | **Once the revised protocol is agreed, PAS will be providing bespoke training.** |
| RDM8 | **To undertake a review of the planning committee site visit process to encourage better attendance.** This should explore and seek to resolve the issue of poor attendance, including reviewing the timing and number of accompanied site visits undertaken. | Review with Planning Committee Members the timing of the site visits and which type of applications qualify | Development Management supported by Legal Services and the Chair/Vice-Chair of Planning Committee | **May/June 2026** | **The CEO has written to all Group Leaders asking that they encourage their members on the planning committee to attend these meetings. The Planning Services Manager will be reviewing the site visits and will present in the new municipal year.** | **Ruth Bamford provided an update to the Constitution Review Working Group on 17 September 2026. On average, three members attend per monthly site visit. The DM manager retains a log of the members attending.** |

| Local Plan Review | Actions Required | Responsible Officer | Timescale | Update to situation 2025/26 | Updates |
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| RLP1 | **Build political consensus.** Reflect upon the challenges arising from the draft development strategy consultation approach and identify lessons learned. Facilitate an impartially chaired cross-party workshop of all councillors/and or the strategic planning steering group (SPSG) to address concerns about process, rebuild consensus, and develop understanding of risks relating to the 'tilted balance' (see recommendation RDM2 above). This will empower elected members to communicate a strong positive vision for the district's future and consider 'macro' district-wide benefits rather than just 'micro' ward impacts. | **Procure external support to run cross party workshop** | **Exec Director/ Strategic Planning and Conservation Manager** | **End March 2026** | **Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for the Cross-Party Local Plan workshop and training/ support that will involve both Members and Officers.** | **DAC Planning was appointed to provide facilitated training and workshops for all members. The sessions have improved members' understanding of the Local Plan process and supported the development of a shared approach to plan-making.**<br><br>**While achieving full political consensus remains challenging, it is important to recognise the progress that has been made. In particular, there was unanimous support for Gateway 1, and the Cross-Party Working Group agreed that the Green/Grey Belt Assessment had been completed with no further changes required. There is also a broad consensus that the Local Plan needs to be progressed.**<br><br>**The next challenge will be maintaining and developing that consensus as the process moves into more detailed spatial choices, particularly when potential sites and locations begin to be identified on the map. It will therefore be important to note the progress already made and the steps and actions members have collectively agreed, providing** |

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| | | | | | | **a clear foundation for the next stages of plan preparation.** |
| | | **Arrange date and scope for Local Plan workshop** | **SLT/ADPL&CS/ Strategic Planning and Conservation Manager** | **May / June 2026** | **The Planning consultant is drawing up proposals for this workshop; this is expected in mid-March** | **As above training took place on 3rd June 9th June 28th July** |

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| RLP2 | **Review the operation and terms of reference for the strategic planning reference group (SPSG)** to improve governance arrangements and support a genuine cross-party local plan member working group. A review should include:<br>• Defined membership proportionate to group sizes (not open attendance).<br>• Requirement for continuity of attendance (named councillors with named deputies).<br>• Clear terms of reference including collective responsibility for recommendations and efficient administrative arrangements.<br>• Authority to make recommendations to cabinet/full council.<br>• Regular meetings with effective and efficient | **Seek agreement from members to introduce new Local Plan Cross Party Working Group (LPCPWG)** | **CX/Legal Dem services** | **Complete** | **Local Plan Cross-Party Working Group (LPCPWG) has been established with a defined membership proportionate to group sizes with immediate effect (3 Conservative, 2 Liberal Democrat, 2 Labour and 2 Independent).** | **The Cross-Party Working Group is well established and continues to provide the principal forum for building political consensus around the Local Plan. The Group's membership and governance arrangements should also recognise the role of the non-voting Chair, providing independent facilitation while decisions and political positions remain with the voting members of the Group. Facilitated Cross party workshops were held on the following dates:**<br>• **3rd June**<br>• **9th June**<br>• **28th July**<br>**A fourth session was envisaged but on the advice of DAC planning has not been taken forward.**<br><br>**The Working Group has helped enable the Local Plan to remain on track and an update on each meeting goes to all Members through the members Bulletin.** |
| | | **Procure/develop training** | **Exec Director/ADPL&CS/ Strategic Planning and Conservation Manager** | **End March 2026** | **A barrister has been retained and attended the meeting of the LPCPWG on 11th Feb and 5 March 2026 and presented the legal** | **As Above, training was procured and delivered**<br><br>**Robert Walton KC remains on hand to provide legal advice** |

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| | administrative arrangements. which minimise demands on planning policy officers.<br>• Impartial chairing by the council leader or assistant director rather than portfolio holder to emphasise the corporate priority.<br>• End/avoid separate political group briefings and ensure all members receive the same information simultaneously. | | | | **position and answered Members questions.**<br><br>**Meeting held with Planning Consultant on 27th Feb to discuss them developing a proposal for training for the LPCPWG Members, For discussion by the Cross-Party Group** | |
| | | **Schedule meetings and training** | **Planning and Dem Services** | **April/May/June 2026** | **These will be agreed following the discussions with the Planning Advisory Service** | **Meetings are ongoing. Dates of previous and scheduled meetings below:**<br>• **04.03.2026**<br>• **22.04.2026**<br>• **27.05.2026**<br>• **10.06.2026**<br>• **29.07.2026**<br>• **19.08.2026**<br>• **10.09.2026**<br>• **30.09.2026**<br>• **20.10.2026**<br>• **12.11.2026**<br>• **30.11.2026**<br>• **13.1.2027**<br><br>**Training**<br>• **3rd June,**<br>• **9th June,**<br>• **28th July** |
| | | **Produce new structure and Terms of** | **Legal/Dem services/Planning** | **March 2026** | **ToR have been prepared for members to discuss.** | **Appendix 3** |

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| | | **reference for new LPCPWG** | | | | |
| RLP3 | **Develop the strategic spatial vision and complete evidence base.** Urgently complete an up-to-date green belt assessment and establish an agreed spatial vision and approach to guide development of a preferred spatial strategy. Commission spatial master planning work and utilise design coding to illustrate what development could look like, moving beyond allocation boundaries to show placemaking, design quality, and community integration. Ensure employment, retail, community facilities, and green infrastructure receive equal prominence to housing .in future iterations of the draft plan. Organise councillor site visits to exemplar developments. | **Procure external support to facilitate workshop sessions on spatial vision (potential to have duplication with RLP1 Above)** | **SLT/ADPL&CS/Strategic Planning and Conservation Manager** | **March 2026 Proposal**<br><br>**Apr/May 2026 Workshop** | **Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for workshop/s for the LPCPWG to develop a special vision.** | **As Above** |
| | | **Design session using planning for real techniques** | **SLT/ ADPL&CS/ Planning Services Managers and Planning / Consultants** | **June 2026** | **Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for planning for real with LPCPWG** | **As Above** |
| | | **Present the draft design code to members** | **ADPL&CS/Planning Services Managers** | **June / July 2026** | **To follow the design training session above** | **A green belt assessment has been prepared by consultants and findings presented to the working group. There have been sessions to attempt to agree a spatial vision and approach to guide development of a preferred spatial strategy. In terms of employment, HEDNA has been commissioned that includes understanding employment needs of the local plan.**<br><br>**Further detailed workshops will be agreed with members following agreement and** |

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| | | | | | | **consensus of a local plan vision and development strategy.** |
| RLP4 | **Secure infrastructure delivery commitments as a priority.** Build on chief executive-to-chief executive engagement with Worcestershire County Council with clear expectations and deliverables. Create a formal memorandum of understanding for transport planning support with agreed timescales and escalation procedures. Work closely with the county council to jointly identify solutions and agree future plans to fund and deliver new and enhanced education provision to serve planned growth. Produce a robust infrastructure delivery plan (IDP) endorsed by all providers. Consider adoption of community infrastructure levy (CIL) and explore front-loading of developer contributions. | **Set clear expectation of what information is required from infrastructure providers** | **ADPL&CS/Planning Services Managers** | **April 2026** | **Mou to be agreed with WCC setting out clear infrastructure evidence required.t. Other infrastructure requirements to be agreed individually with providers as part of ongoing engagement element of plan making.** | **Positive engagement with WCC in regard to infrastructure development. In terms of the health authority engagement is ongoing. The NHS is investing in a tool to help them identify future health infrastructure. Tool presented to LPCPWG on 20.10.26** |
| | | **Prepare paper on CIL for PMWG** | **Planning** | | **Initial discussion on CIL development at CPLPWG 4th March, further note to be prepared following initial discussion if required.** | **Viability and CIL assessment work is currently being procured, end date for tenders 5th November** |
| | | **Draft Memorandum of understating for WCC** | **Legal Services / Strategic Planning and Conservation Manager** | **May 2026** | **An MOU has been drafted which was shared and agreed with the LPCPWG at its meeting on 4th March. The CEO has regular meetings with the CEO of WCC regarding a range of matters and the MOU will be shared with him more specifically once the MoU is finalised.** | **Memo Agreed with all parties.** |

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| RLP5 | **Strengthen Programme Management and Resources.** Develop a comprehensive project plan aligned to the new planning system Gateway requirements, showing all tasks, critical path dependencies, resource allocation, and realistic contingency. Undertake capacity assessment of the planning policy team and secure additional resources (e.g. Assistant Directors have been proactively asked and reminded to submit budget bids, including bids for additional capacity) where needed. Implement regular progress monitoring and actively maintain risk register. If May 2028 target proves to be unachievable through detailed planning, revise and republish the local development scheme (LDS) with realistic timescales. | **Develop detailed Local Plan project plan.** | **ADPL&CS / Strategic Planning and Conservation Manager / Business Improvement Team** | **April 2026** | **The LP project Plan will be presented to the April meeting of the LPCPWG** | **Local Plan timetable agreed by Full Council on 20th May. Detailed work programme / project plan presented as a standing agenda item at the LPCPWG** |
| RLP6 | **Continue active senior leadership support**. Use the corporate risk register to reinforce and recommunicate that the local plan is a key corporate risk. There should be | **Develop the Local Plan entry on the corporate Risk register** | **Strategic Planning and Conservation Manager** | **Complete** | **New corporate risk added to the Risk Register.**<br><br>**This will be reviewed updated on a 1/4ly basis or if new risks** | **Complete** |

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| | regular progress reporting to the senior leadership team from the assistant director and the strategic planning manager. Chief executive and executive director should keep a dialogue going with planning policy officers and attend key meetings where appropriate to provide their support where required. Reinforce clear protocols for engagement and councillor-officer interaction and ensure group leaders take responsibility for councillor's following them and continue to provide wellbeing support for planning officers. | | | | **emerge New corporate risk added to the Risk Register.**<br><br>**This will be reviewed updated on a 1/4ly basis or if new risks emerge** | |
| | | **Local Plan Standing item on CLT/SLT and additional longer form meetings to discuss** | **CX support** | **Complete** | **Monthly update is now given at the SLT Assurance/Governance Meeting** | **The AD and PPM present issues to SLT on reg basis.** |
| | | **As part of the new LPCPWG Terms of reference established reporting lines for member on local plan issues** | **Legal Services / Strategic Planning and Conservation Manager** | **March 2026** | **ToR discussed at LPCPWG on 4th March** | **ToRS agreed on 24.04.26** |
| RLP7 | **Introduce a training and support programme for councillors.** Establish training for all councillors on the role and importance of the local plan to reduce future risk and enable more effective and collaborative approaches to plan progression in the future. | **As per RLP/2/3** | **Exec Director / ADPL&CS/Planning Services Managers /Legal Democratic Services** | **End March 2026** | **Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for training/ support that will involve both Members and officers** | **As above all members invited to training on the following dates:**<br>• **3rd June,**<br>• **9th June,**<br>• **28th July** |

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| | Councillors require sufficient training and strong political group leadership to support them to fulfil their roles appropriately for the long-term benefit of the electorate and the district as a whole. In short, members need to be supported to make politically very difficult decisions. | | | | | |