

DEMOCRATIC SERVICES COMMITTEE: 5th February 2014

**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER
ON THE RESULTS OF THE TRAINING NEEDS ASSESSMENT
SURVEY FOR ELECTED MEMBERS**

AGENDA ITEM: 6

Reason for this Report

1. To provide the results of the Training Needs Assessment Survey for all elected Members. These results will help inform the formulation of the Member Development Strategy.

Background

2. The Local Government (Wales) Measure 2011, places a requirement on all local authorities in Wales to provide all elected Members in Wales with an opportunity to have a personal development review to assess their development needs
3. The Democratic Services Committee is currently undertaking a Task and Finish Inquiry with the aim of developing a Member Development Strategy that will enable Cardiff Council to meet the requirements of the Local Government (Wales) Measure 2011 and achieve the Wales Charter Status for Member Support and Development.
4. The Scrutiny Research Team were commissioned by the Task and Finish Group to undertake a Training Needs Assessment (TNA) Survey that will inform the formulation of a Member Development Strategy. The results of the Training Needs Assessment will also feed into the Personal Development Review (PDR) Process for individual Members who wish to take up the PDR Scheme.

Research aims and objectives

Research Aims:

5. Establish current Members' views to inform the development and formulation of a Member Development Strategy for Cardiff Council.
6. Establish the training and development needs and priorities of elected Members.

Objectives:

7. Assess Members' perceptions of their personal capabilities and their confidence to effectively discharge the roles and responsibilities that they have.
8. Assess Members' knowledge and understanding of the generic subject areas/knowledge sets that will enable them effectively discharge their roles as elected Members of the Council.
9. Identify the specific skills sets that individual Members feel they need to develop, in order to effectively fulfil the various roles they may have as elected Members.
10. Identify the challenges or issues (personal, political, organisational barriers) that prevent Members from undertaking their specific roles effectively.
11. Assess Members' views regarding on the implementation and take-up of a PDR Scheme (Personal Development Plan and Review).
12. Assess the effectiveness of the existing Member induction and training and development opportunities or facilities.
13. Identify Members' recommendations for improving Member training and development facilities and opportunities.
14. Identify constraints that Members have which prevent them from effectively engaging or benefiting from Member development and support opportunities and facilities.

Methodology

15. An online multiple choice survey was deemed to be the most time effective way to collect data in a limited time period. Most questions were multiple choice but respondents did have the opportunity to expand with the option to give an open ended response.

Key Findings

16. There were a total of 42 respondents out of a potential 75 Members (56%).
17. Respondents were *neither overly positive nor excessively negative* about the training and development they had received.
18. Most respondents felt that the Member induction activities that were offered to them were *quite useful* and *quite relevant* in relation to the various roles that they have for the Council. The average rating for the usefulness and relevance of the previous training opportunities provided corresponds to the middle option (3) in the rating scale of 1-5.
19. Members' assessment of their knowledge and understanding in the majority of areas was *generally adequate, good or very good*.
20. The areas where there were *a higher number of lower ratings* was knowledge and understanding of the partnership agenda and the relationship between Local Government and Community Councils, the Business sector and relevant European Policies.
21. The main areas where there appeared to be most need for further skills development was communicating with media tools, effectively handling the media and effectively using I.T. to communicate.
22. The achievement of a work life balance was also felt to be a skill that a number of Members wished to address.
23. Respondents cited lack of time and that their needs had not yet been assessed as the main reasons for not participating in training and development. The relevance of the training on offer was also a considerable factor for not participating.
24. Respondents gave suggestions how to improve the training and development for Members and address the issues which had been raised. These included:
 - Regular one to one assessments of Members' training and development needs.
 - The production of individual Member training plans to address their development needs which would be ongoing and subject to review.
 - Training provided to meet development needs has to be flexible and available at different times to allow for the constraints on individual Members time.
25. The PDR seems to match what Member's describe as a one to one training assessment and the majority of respondents would be happy for this to take place and be conducted by a suitably trained council officer.

Legal Implications

26. The Training Needs Assessment Survey was a key approach in delivering the requirements of the Local Government (Wales) Measure 2011.

Financial Implications

27. There are no direct financial implications arising from this report with any costs associated with development and support being met with existing resources.

Recommendations

It is recommended that the Committee acknowledges the results of the Training Needs Assessment Survey for all elected Members of the Council and use the information provided to inform the development of the Member Development Strategy and on going Training and Development Plan .

MARIE ROSENTHAL
COUNTY CLERK AND MONITORING OFFICER

The following Appendices are attached:

Appendix 1: Full research results report

s c r u t i n y



Scrutiny Research Team

Cardiff Council's Training Needs Assessment for Elected Members

**A briefing paper for the
Democratic Services Committee**

January 2014



County Council of The City and County of Cardiff

Table of contents

1. Executive summary	3
2. Background.....	4
2.1. Research aims and objectives	4
2.2. Methodology	5
2.3. Response Rate	5
2.4. Analysis	5
3. The effectiveness of the existing Member development provision.....	5
3.1. Existing provision Summary.....	5
3.2. Usefulness of existing provision.....	5
3.3. Relevance of provision	6
3.4. Achievement of goals	7
3.5. Suggestions for improvement	8
3.5.1. Bespoke individual training programmes.....	8
3.5.2. Continual assessment of training needs with an ongoing development programme	9
3.5.3. Information and the Timing of sessions.....	9
4. Members' views regarding the implementation and take-up of a PDR Scheme.....	9
5. Members current knowledge, skills and areas for development	11
5.1. Knowledge and understanding	11
5.2. Skills	16
6. Barriers to development.....	20
6.1. Support from Democratic services officers	21
6.1.1. Information	22
6.1.2. Training and one to one support.	22
7. Conclusion	22
1.	2

1. Executive summary

There were a total of 42 respondents out of a potential 75 Members (56%).

Respondents were *neither overly positive nor excessively negative* about the **training and development** they had received.

Most respondents felt that the **Member induction activities** that were offered to them were *quite useful* and *quite relevant* in relation to the various roles that they have for the Council. The average rating for the usefulness and relevance of the previous training opportunities provided corresponds to the middle option (3) in the rating scale of 1-5.

Members' assessment of their **knowledge and understanding** in the majority of areas was *generally adequate, good or very good*.

The areas where there were *a higher number of lower ratings* was **knowledge and understanding of the partnership agenda** and the **relationship between Local Government and Community Councils, The Business sector** and **relevant European Policies**.

The main area where there appeared to be **most need for further skills development** was **communicating with media tools, effectively engaging with the media and the use of I.T. to communicate**.

The **achievement of a work life balance** was also felt to be a skill that a number of Members wished to address.

Respondents cited **lack of time** and that their **needs had not yet been assessed** as the main reasons for not participating in training and development. **The relevance of the training on offer** was also a considerable factor for not participating.

Respondents gave suggestions **how to improve the training and development** for Members and address the issues which had been raised. These included:

Regular one to one assessments of Members' training and development needs.

The production of **individual Member training plans** to address their development needs which would be **ongoing and subject to review**.

Training provided to meet development needs has to be **flexible** and **available at different times** to allow for the constraints on individual Members time.

The **PDR** seems to match what Member's describe as a one to one training assessment and the **majority of respondents would be happy for this to take place** and be **conducted by a suitably trained council officer**.

2. Background

The implementation of a Member Development Strategy and the establishment of arrangements for assessing the personal training and development needs (PDR) of individual Members are key requirements in achieving the Charter Status for Member Support and Development in Wales. The findings of this research project will feed into the development of these key documents.

2.1. Research aims and objectives

Research Aims:

- Establish current Members' views to inform the development and formulation of a Member Development Strategy for Cardiff Council.
- Establish the training and development needs and priorities of elected Members.

Objectives:

- Assess Members' **perceptions of their personal capabilities and their confidence** to effectively discharge the roles and responsibilities that they have.
- Assess Members' **knowledge and understanding of the generic** subject areas/knowledge sets that will enable them effectively discharge their roles as elected Members of the Council.
- Identify the specific **skills sets that individual Members feel they need to develop**, in order to effectively fulfil the various roles they may have as elected Members.
- Identify the **challenges or issues** (personal, political, organisational barriers) that **prevent Members** from undertaking their **specific roles effectively**.
- Assess Members' views regarding on the implementation and take-up of a PDR Scheme (Personal Development Plan and Review)
- Assess the effectiveness of the existing Member induction and training and development opportunities or facilities.
- Identify Members' **recommendations for improving** Member training and development facilities and opportunities.

- Identify **constraints** that Members have which **prevent them from effectively engaging or benefiting** from Member development and support opportunities and facilities.

2.2. Methodology

An online multiple choice survey was deemed to be the most time effective way to collect data in a limited time period. Most questions were multiple choice but respondents did have the opportunity to expand with the option to give an open ended response.

2.3. Response Rate

The response rate was good overall with 42 Members out of a possible 72 (58%) completing the survey.

2.4. Analysis

The responses from this survey have been analysed by individual Member to help provide a picture of each Member's specific needs. However this report gives the overall picture from all responses and therefore will not refer to individual Members or responses.

3. The effectiveness of the existing Member development provision

3.1. Existing provision Summary

The responses regarding the current Member development provisions were mixed. All of the questions relating to existing Member provision used a five point rating scale with 'one' being the lowest and 'five' being the highest.

The average rating for usefulness of provision was 3.2.

The average rating for relevance of provision was 3.07

The average rating for the extent to which Members feel that their development goals had been achieved was 2.9.

The average ratings cited above corresponds to the middle of the rating scale which suggests that respondents were **neither very positive nor very negative** about the existing provision for Member development. The sections below will explore these findings in more detail.

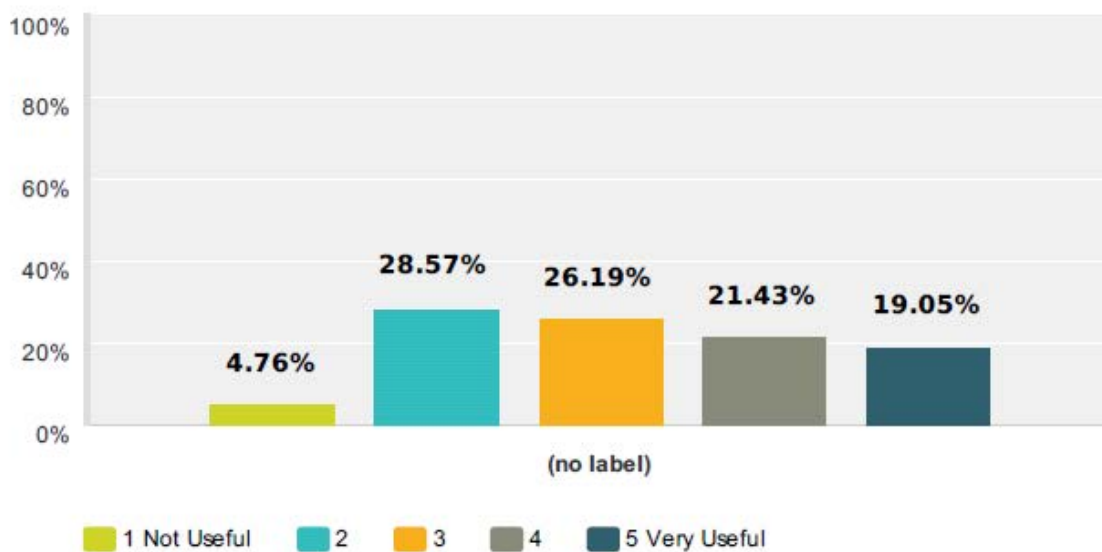
3.2. Usefulness of existing provision

The average rating for the **usefulness** of the post 2012 induction activities was in the middle of the usefulness rating scale at 3.2.

In total, 40% of respondents considered the Members' induction activities that were offered following the 2012 election to be *useful* (giving them a rating of 4 or 5). A smaller percentage of respondents (nearly 30%) felt that training activities were *not so useful* (a rating of 2) whilst 5% felt the provisions were *not useful* (a rating of 1). Just over a quarter of Members (26%) felt fairly *neutral* about the usefulness of the induction activities (rating 3).

Chart 1

Q1. How useful were the Member Induction activities and facilities that were offered to you following the 2012 elections.



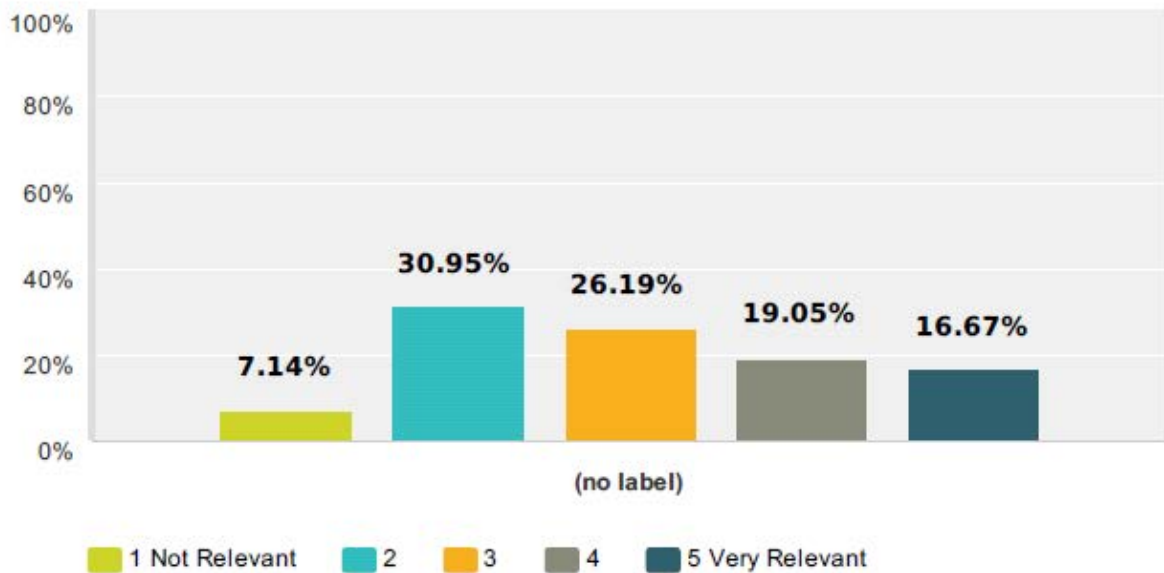
3.3. Relevance of provision

When Members were asked about the relevance of the training and development opportunities that were offered in relation to their role since their induction, the results are similar to the findings presented in the previous section. There were, however, slightly more respondents who felt that the provision was *not so relevant* giving low ratings of either 1 or 2, and slightly fewer respondents rating them as 4 and 5

Once again the calculated average of the ratings corresponds to the *middle of the rating scale* with a value of 3.07. In total, 36% of respondents gave a higher rating of either 4 or 5. However, the results also show that a substantial percentage of respondents felt that the development opportunities provided were not so relevant to their roles. 31% Gave a lower rating of 2, and 7% of respondents felt the training and development opportunities were not relevant at all (rating 1).

Chart 2

Q2. Since the Member induction, how relevant are the training and development opportunities that are offered to you in relation to the role that you have for the council?



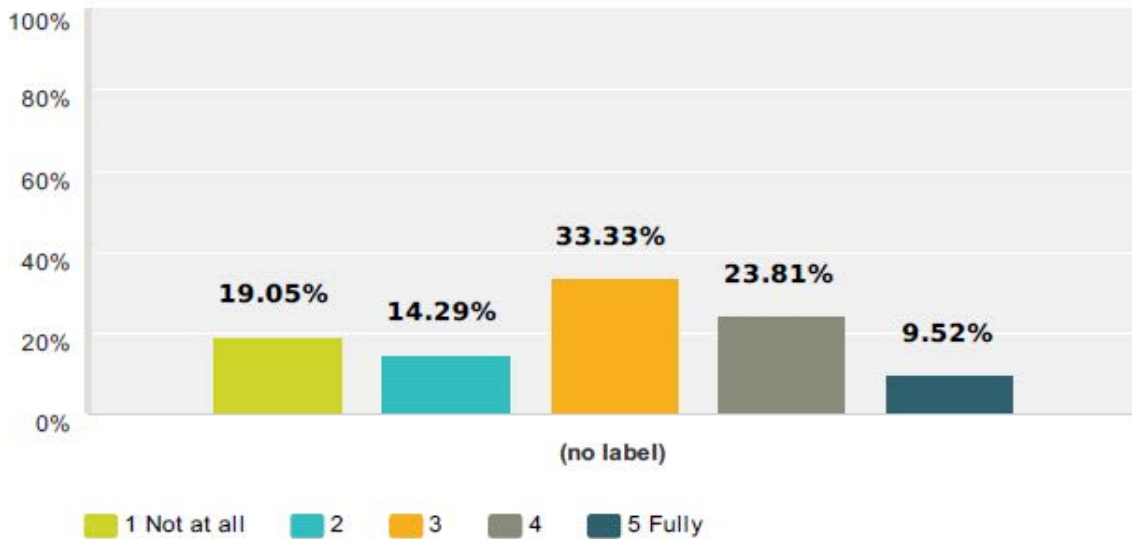
3.4. Achievement of goals

Finally, the lowest rating was given when Members were asked about the **extent to which their personal training and development goals had been achieved** as a result of the Member development programme. The calculated average for all the responses was 2.9, again pointing to the middle of the scale. However about a third (34%) of respondents did indicate an achievement rating of either 4 or 5.

The largest number of responses (a third, or 33%) were in the middle of the rating scale indicating an achievement value of 3. However, another third (33%) of respondents gave a rating of 2 or 1 . including a fifth (19%) feeling that their training and development goals had not been achieved at all.

Chart 3

Q3. To what extent do you feel that your personal training and development goals have been achieved as a result of the existing Member development programme and facilities?



3.5. Suggestions for improvement

Members were asked to comment on how the Member development programme could be improved in Cardiff Council. Just over 50% of respondents provided suggestions. The suggestions for can be broken down into the following key areas:

3.5.1. Bespoke individual training programmes

One of the most common recommendations for improvement was the **development of more individualised bespoke training programmes** for Members. A number of the Members who made suggestions felt that the training on offer was too generic and did not meet their specific needs. For example Members felt that they needed more training in **Case work**, which they felt was a significant part of the Members role. Others felt they needed more development in **Finance** or specific **Cabinet training**. These respondents recognised that this may not be the same for all Members. There were therefore suggestions that a more **individual approach** was required to identify the training needs of each Member and tailor courses and training accordingly.

3.5.2. Continual assessment of training needs with an ongoing development programme

Another key theme from the suggestions was the need for **continuous ongoing development of training** and not a one off intensive block following the elections.

A number of respondents felt that the training and development offered after the election was too intense and that new Members were often not in a position to digest all of the information over a short period. Respondents therefore suggested that training should **be staggered over a longer period** or that there should be a **continuous rolling programme** of training in place for Members to access. This would tie in to the individual Member needs assessment as the resultant plan could identify training goals throughout the year.

There were also suggestions that Members should have **access to the training Academy** that is available to council staff.

3.5.3. Information and the Timing of sessions

One of the issues highlighted later in the survey, was the pressures on Members time and limited time available to attend training and development. There were therefore a number of suggestions that the training on offer needed to have **flexible timings** or be available over a **number of different timed sessions**.

There were also a number of respondents who felt that they did not know what kind of training was available to them. Some suggested that a **training booklet** or **online directory** would help Members to know what was available to them and when they could attend.

4. Members' views regarding the implementation and take-up of a PDR Scheme

The Local Government Measure (2011) requires all local authorities in Wales to offer all elected Members the opportunity to have a 'Personal development Review'. This should be conducted annually to assess their training and development needs by a suitably qualified individual. Members were asked, whether they would be content to have a Personal Development Review conducted and who they would want to be involved in the process.

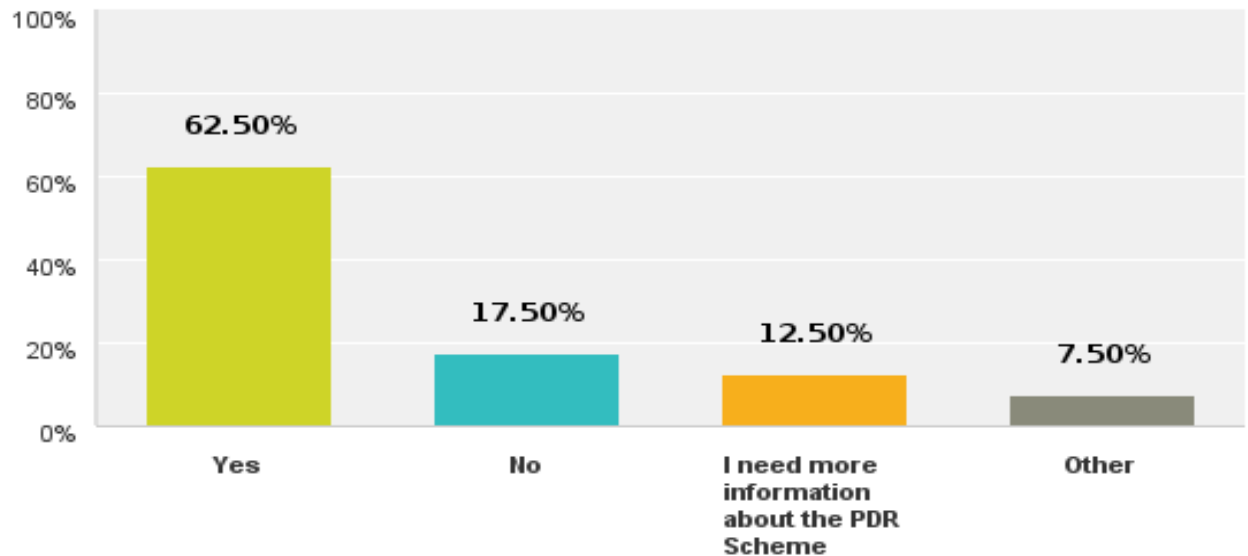
Nearly two thirds of respondents (62%) said that they would be happy to have a PDR conducted by a suitably qualified person. Whilst the majority of

respondents were happy to be involved in the PDR process, almost 18% of those who responded would not be content to undertake a PDR and 13% felt they required more information about the PDR process before deciding.

A small percentage (7%) ticked the 'Other' option. Most of the additional comments that that were offered expressed **concern over having a senior Member of a political group involved** in an individual's PDR.

Chart 5

Q5. Would you be content to have a Personal Development Review conducted by a suitably qualified individual?

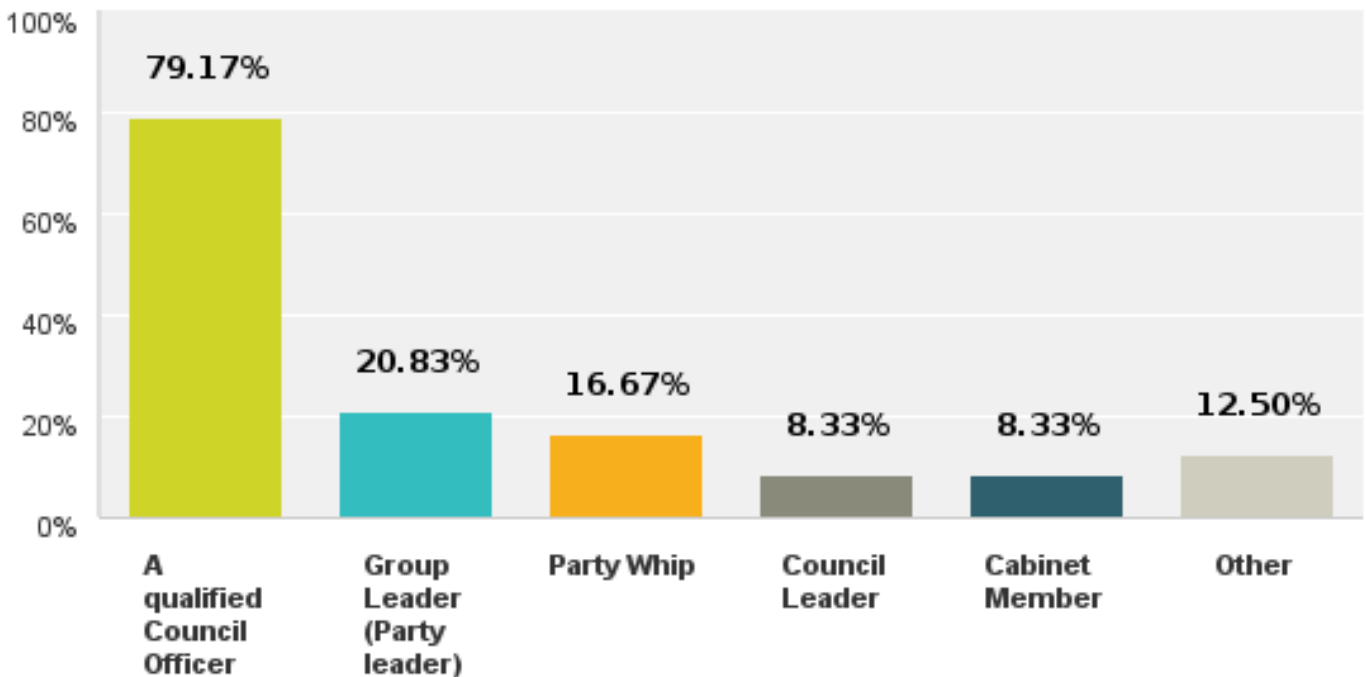


Of those who responded that they would be happy to have a PDR, nearly 80% felt that a suitably qualified council officer should be involved in conducting such a review. A much lower percentage of respondents (21%) felt that the group leader should be involved in undertaking the review whilst 17% indicated that they would want the Party whip to be involved. Only 8% of those content to have a PDR felt that the Council Leader or Cabinet Member should be involved in the process. A small percentage (12%) offered alternative suggestions which included external professionals, or that: 'This should mirror good PDR practice by the person with quasi line management responsibility conducting reviews - essentially group leaders. Where development needs are identified, Council Officer support could be provided as part of the development plan.'

In this example, smaller political groupings could, either designate someone from amongst themselves to lead on this, or may opt for the Chief Executive to assist.

Chart 6

Q6. If yes, who would you want to be involved during the conduct of your Personal Development Review?



5. Members current knowledge, skills and areas for development

In order to assess Members' current skill set and any areas for development, the survey explored respondents' knowledge, understanding and skills in a number of areas. The results of this give an overall picture of where there may be generic training requirements. However, when analysed individually, these responses will also provide valuable information on individual Members' development needs.

5.1. Knowledge and understanding

Chart 7 shows that the vast majority of respondents felt that their knowledge and understanding of their role as an elected Member was 'good' to 'very good' in the majority of areas listed.

Responses in relation to the knowledge and understanding of the 'Role of Committees', 'Member Code of Conduct' and 'your role Description', were mostly, 'good' or 'very good'.

In terms of Members', knowledge and understanding of the 'Member and Officer protocols' and the 'Council's constitution' nearly 40% indicated 'adequate' as their ratings. However, these knowledge areas also received a

high number of 'good' or 'very good' responses. There were a small number of respondents who felt their knowledge of **Member and officer protocols** (5%) and **knowledge of the Councils Constitution** (11%) were 'poor' or 'very poor'. A small percentage (6%) of Members also had 'no knowledge' of their **role description**.

Despite this small number of negative responses, the vast majority of Members rated their knowledge and understanding positively ('adequate' to 'very good') in most of the areas listed. However, when Members were asked about their knowledge and understanding in relation to the **function of local government**, their responses indicated some priority areas which development may be required.

Chart 7

Q7. How would you rate your knowledge and understanding of the following in your role as an elected Member of the Council?

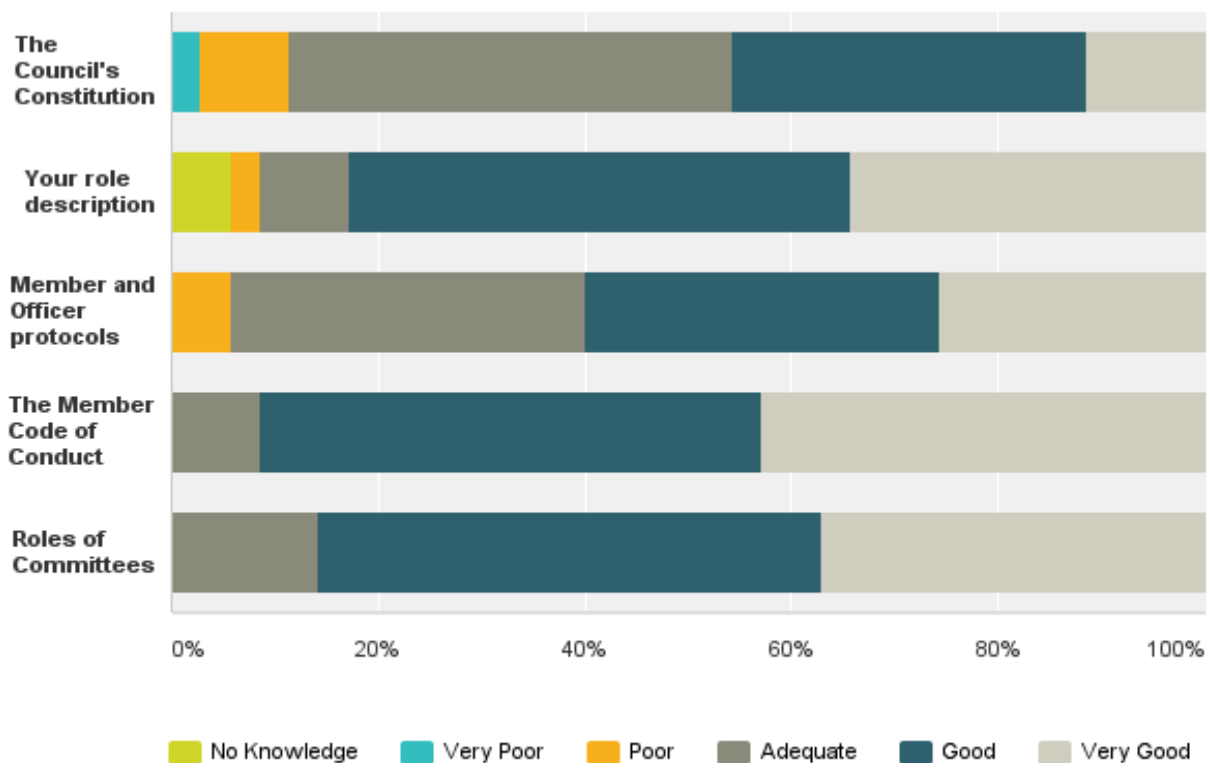


Chart 8 shows that the majority of respondents felt that their knowledge and understanding of the function of local government in the areas of **Westminster Government, Welsh Government, Community Organisations** and **Voluntary Organisations / Charities** were either 'adequate', 'good' or 'very good'.

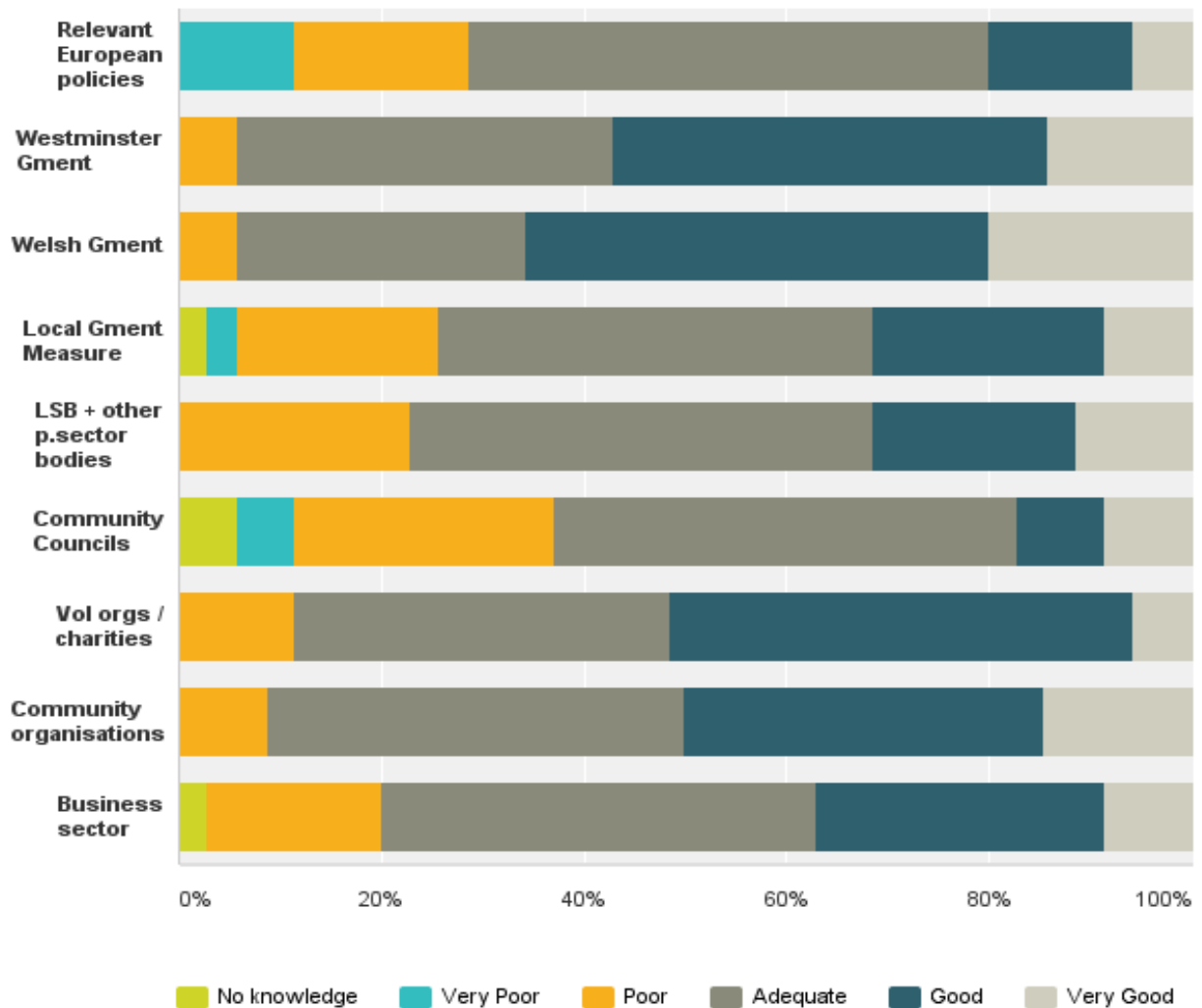
However, there were several areas in which respondents gave lower knowledge ratings. The area with the lowest rating was Members' knowledge and understanding the role of Local Government in relation to **Community Councils**. Over 35% felt their knowledge and understanding of the in this area was either 'poor' or 'very poor' whilst 5% had 'no knowledge' and understanding in this subject area at all.

Another area where development may be relevant for some respondents is in the area of 'European Policies'. 38% Of responds felt their knowledge was either 'poor' or 'very poor'.

Respondents also gave a lower rating on their knowledge and understanding of the **Business Sector, Local Service Boards (LSBs) and other relevant partners, and the Local Government (Wales) Measure 2011**. Around 20% of respondents felt their knowledge and understanding of the function of local government in these areas was 'poor'.

Chart 8

Q8. How would you rate your knowledge and understanding of the role and function of local government in relation to the following?



Another area that the survey explored was **Members knowledge and understanding of the Councils strategies and policies**. A large number of respondents felt that their knowledge and understanding of the **Local Development Plan, Ethics and Standards** and the **Corporate Plan** was either '*good*' or '*very good*'. However, for the majority of the strategies and policies listed below, most respondents felt that their knowledge and understanding was either '*adequate*', '*good*' or '*very good*'.

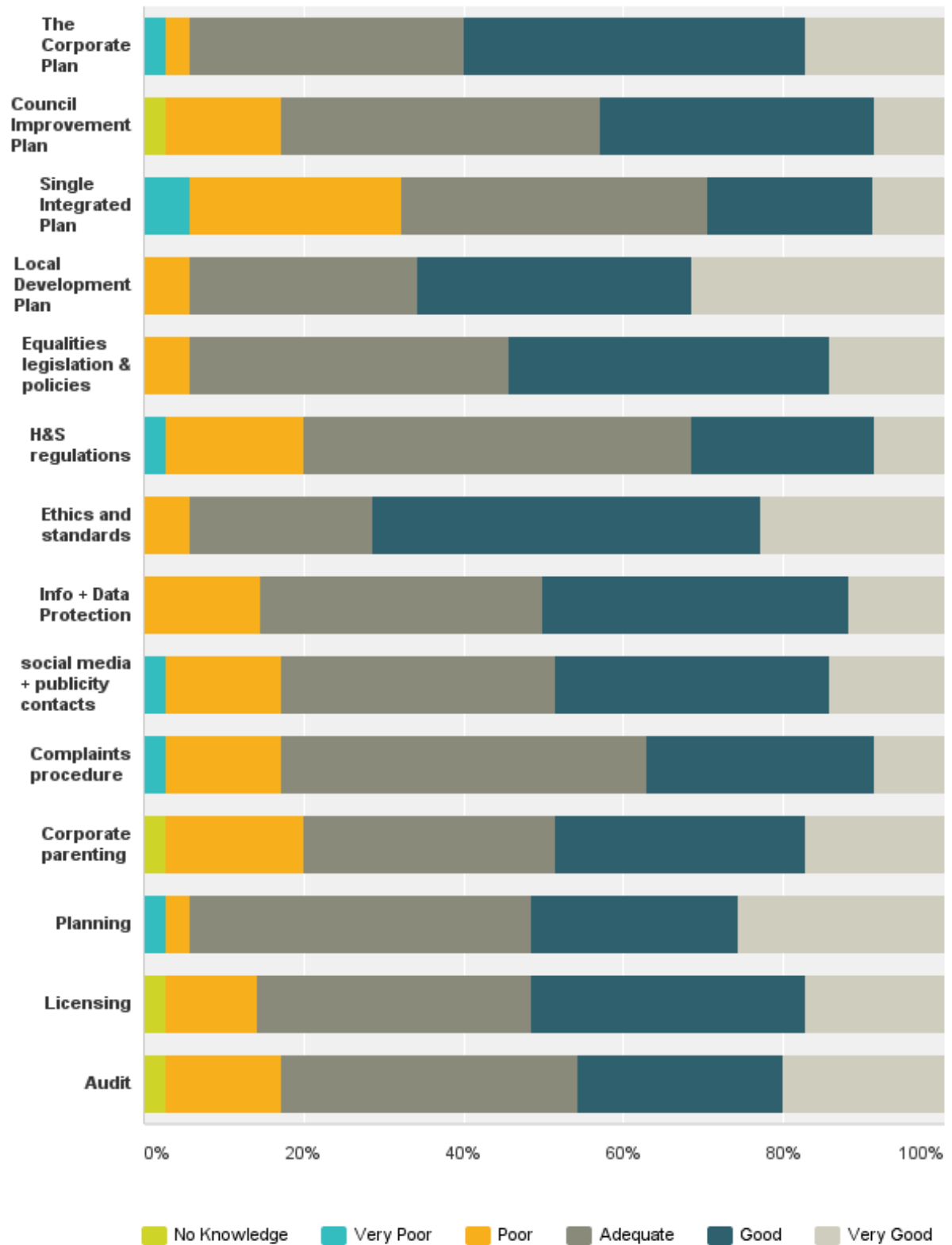
There were respondents who indicated low ratings of their knowledge and understanding of the **Single Integrated Plan – 'The What Matters strategy'**. 17% Of respondents indicated that their knowledge was either '*poor*' or '*very poor*' in relation to this strategy. As the 'What Matters' strategy is the main partnership strategy for the Council this finding is in line with the findings relating respondents knowledge of the **LSB and other partner bodies**, where around 20% of respondents acknowledged having '*poor*' knowledge in this subject area.

The two subject areas where some respondents gave a lower rating were on the '**Councils Corporate Parenting**' responsibilities and on '**Health and Safety Regulations and Procedures**'. Around 20% of respondents rated their knowledge in these areas as either '*poor*', '*very poor*' or '*no knowledge*'.

The three subject areas where Members felt that their knowledge were fairly poor were in: **Audit**, the **Complaints Procedure** and the **Council's Improvement plan**. Around 17% of respondents indicated they had '*poor*', '*very poor*' or '*no knowledge*' in these areas.

Chart 9

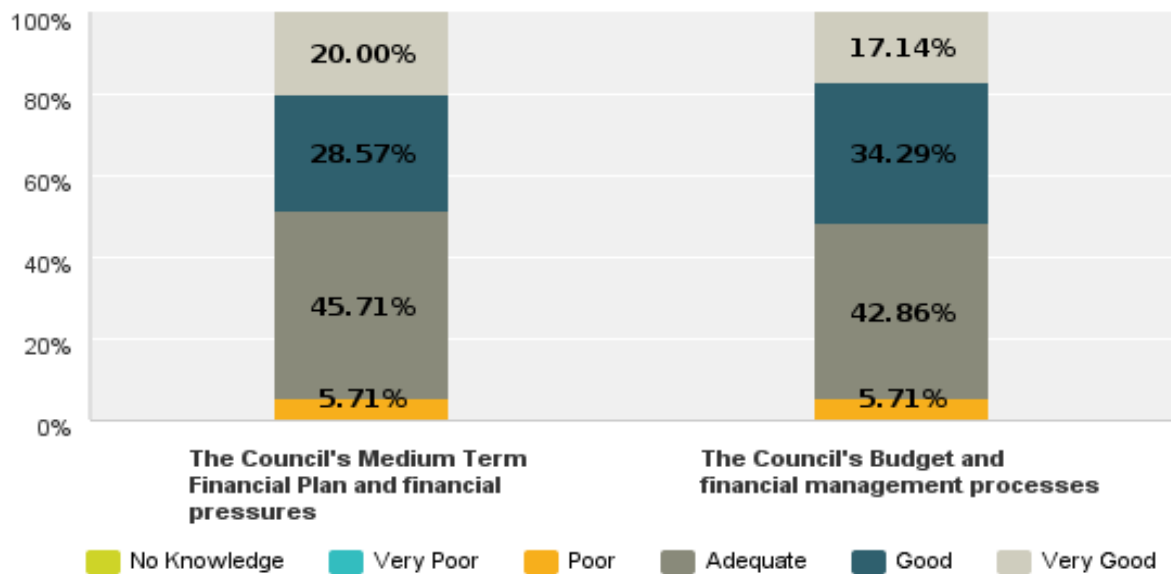
Q9. How would you rate your knowledge and understanding of Council strategies and policies?



The final area relating to knowledge and understanding was the **Council's financial strategies and policies**. Chart 10 shows that respondents' ratings of their knowledge of the **Council's Medium Term Financial Plan** and the **Budget and Financial Management Process** were very similar. Around 45% of respondents rated their knowledge and understanding of these areas as 'adequate', with nearly 50% giving a rating of 'good' or 'very good'. Only 5% of respondents felt gave a rating of 'poor'.

Chart 10

Q10. How would you rate your knowledge and understanding of the following in relation to the Council's financial strategies and Policies?



5.2. Skills

In terms of Members' current level of skills in using various communication areas, respondents gave *low ratings* to their skills in the **use of media tools** e.g. blogging, tweeting and press releases. Nearly 35% of respondents felt that they need '*some further development*' or '*significant development*' in this area, whilst 14% felt that their skills are '*not developed*' in this area.

This was by far the lowest rating in relation to communication skills, but respondents also raised **handling the media** and the **use of ICT to communicate** as issues. Nearly 20% indicated that they need '*some further development*' or '*significant development*' in these areas.

Chart 11

Q11. How would you rate your current level of skills in these communication areas?

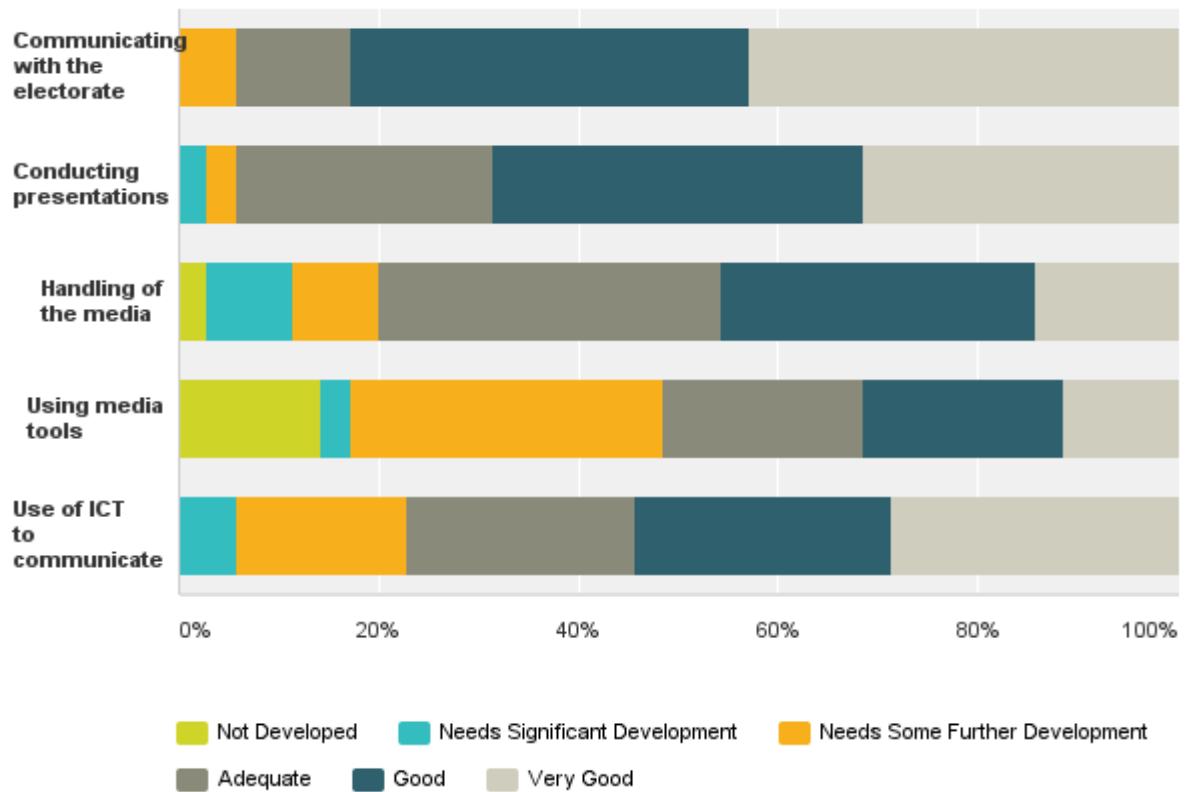


Chart 12 suggests that Members are quite confident with regard to their **skills in working with other organisations and individuals**. Over 80% of respondents felt that their skills were *‘good’* or *‘very good’* in relation to **diplomacy and negotiations, managing case work, self presentation and interpersonal skills, team working and meeting participation**. Around 25% rated their skills in **meeting management skills, building effective partnerships and influencing skills**, as *‘adequate’*. There were, however, a substantial percentage of respondents who rated their skill in these areas as *‘good’* or *‘very good’*.

The skills areas which received the *lowest ratings* were **networking and advocacy**, where around 25% of respondents felt their skills were *‘adequate’* and 10% felt their skills *‘need some development’*.

Chart 12

Q12. How would you rate your current skills in working with other organisations and individuals?

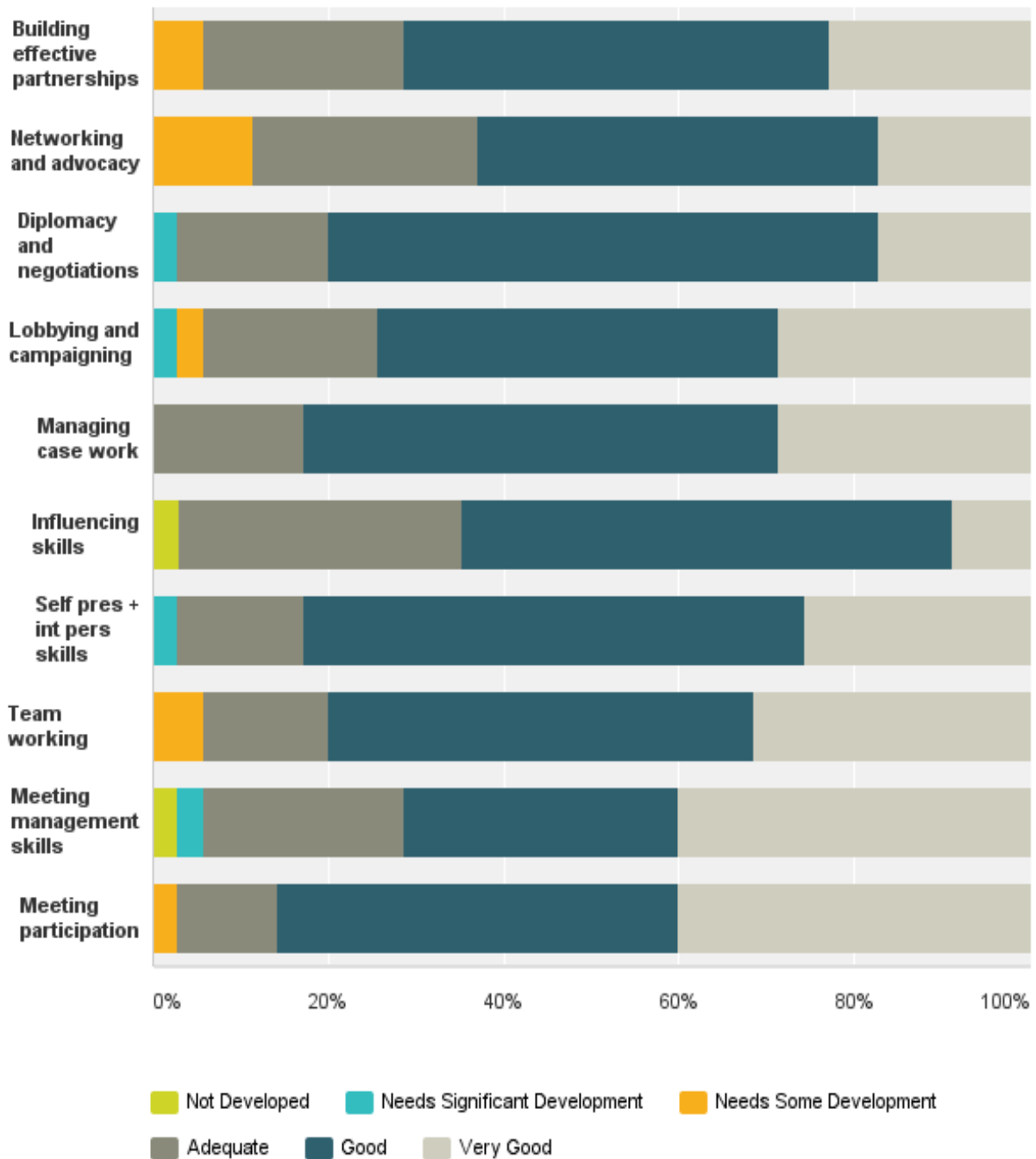


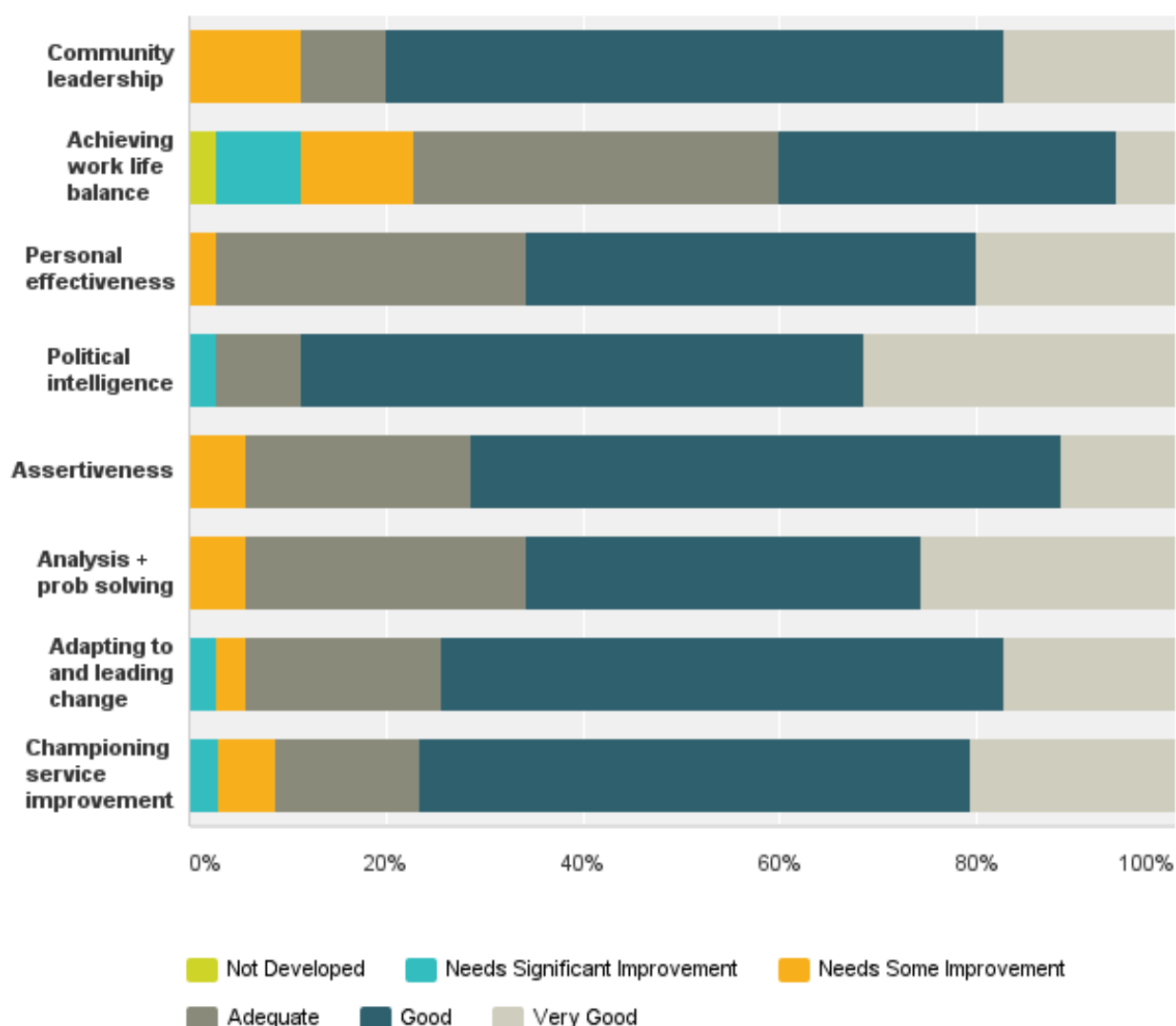
Chart 13 shows the results of Members' assessment of their **generic skills**. The majority of respondents felt that in all areas their skills were either 'adequate', 'good' or 'very good'. Most respondents gave high rating to their skills in relation to **political intelligence, assertiveness, community leadership, change management and championing service improvement**. Although in these last three areas, almost 10% of Members felt they needed 'some' or 'significant development'.

In terms of **personal effectiveness** and **analysis and problem solving**, 30% rated their skills as 'adequate'. However, there were still a high number of respondents who rated their skills in these areas as 'good' or 'very good'.

The area where some Members could *benefit from development* is in **achieving a work life balance**. In total 37% of respondents felt they had 'adequate' skills in this area, however nearly 20% felt they 'need some or significant improvement'. One respondent felt they had not developed skills in this area at all.

Chart 13

Q13. How would you rate your skills in these generic areas?



6. Barriers to development

The survey further explored the key barriers to Members participating in training and development opportunities. The results in Chart 14 show that 'time for training and development' is a key issue. Around 35% of respondents felt that they do not have enough free time for training and development, and again 35% said that they lacked the time due to family and children commitments. Furthermore, 45% of respondents felt that there was not enough time for them to access training opportunities due to their work commitments.

Free time proved therefore to be an important factor in preventing respondents from participating in training and development opportunities. The **scheduling of training**, however, does not appear to be such a big issue as only 15% of respondents highlighted that the *schedule of training and development courses were not suitable for them*.

However, a key factor which prevents Members from accessing training was that **their needs had not yet been assessed**. Almost half of respondents felt this was a contributing factor. This would appear to compliment the answers to Question four, where they stated that **'that more one to one assessments were required'**.

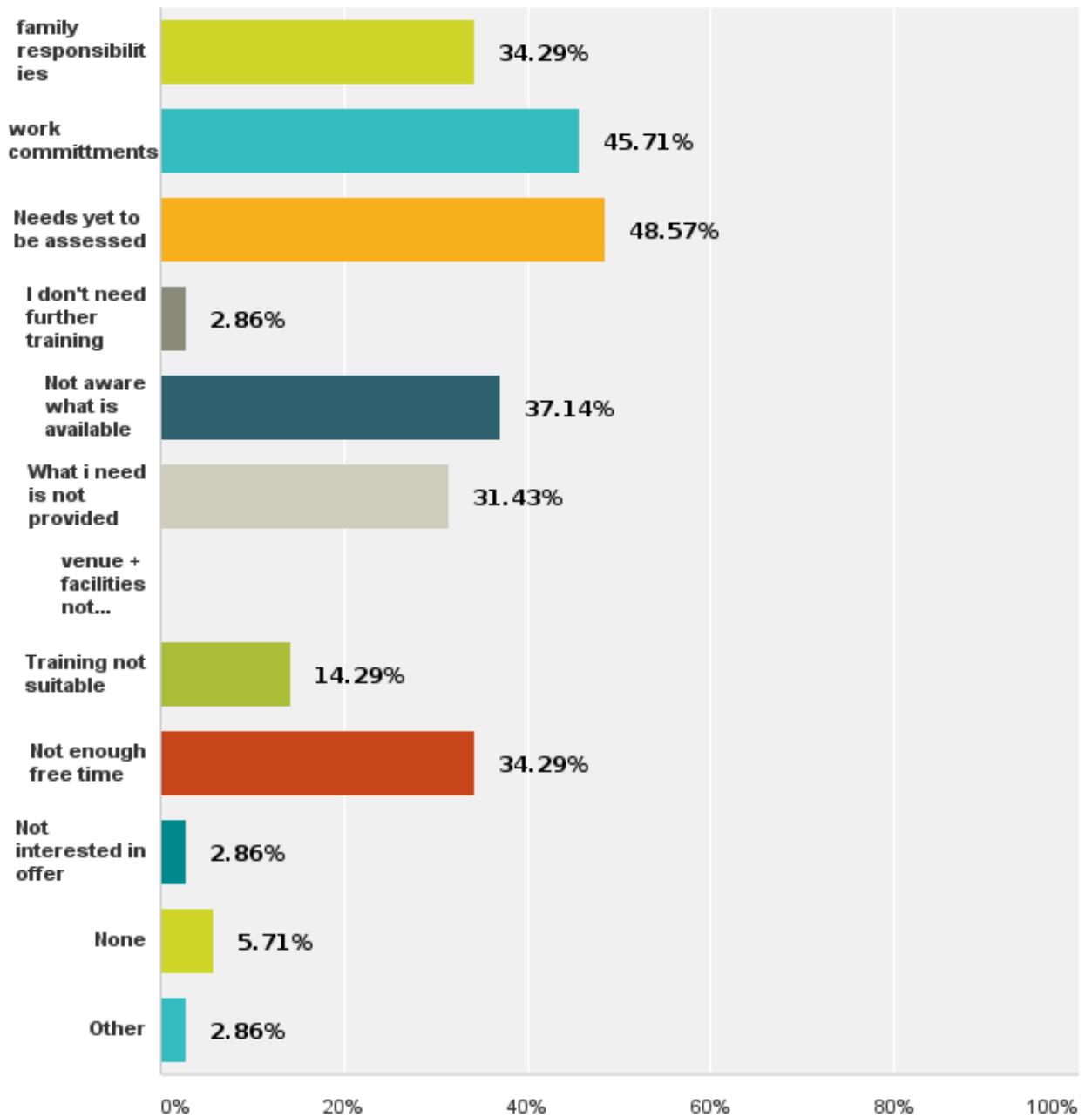
Potentially linked to this, 31% felt that the **training and development needed was not being provided by the council**. If Members needs had not been assessed then it seems possible that the training provided would not be relevant to their needs.

Finally, 30% of respondents felt that **lack of awareness what is available** was a reason why they have not accessed training and development opportunities.

These findings echo many of the key points raised from the open ended responses in Question 4. Emerging themes are summarised in the concluding section of this report.

Chart 14

Q14. What reasons would prevent you from effectively participating in Member Training and Development opportunities? Please tick all that apply.



6.1. Support from Democratic services officers

The final question asked respondents **what kind of support they would like from the Democratic Services Team**, in relation to meeting their personal development goals. This was an open ended question and around half of the respondents provided a response. The suggestions were quite varied but two key themes emerged from the responses.

6.1.1. Information

The most significant theme that emerged from the responses was an emphasis on **more information**. Respondents wanted more information on the **type of courses** that were available and the **suitability of courses** for Members. However, the information requests were not simply limited to training. Some respondents wanted **support in knowing who to contact** about particular concerns as well as guidance on any issues that arise.

6.1.2. Training and one to one support.

The second theme that emerged from a small number of responses was **one to one support** and **additional training**. Members felt that additional training could be provided to help improve their skills. However, some Members felt that they would benefit more from **one to one support** in specific areas such as social media.

7. Conclusion

It emerges from the survey results that Members who responded to this survey were not enamoured by the training they received since their induction and few have fully completed their training and development goals. However, respondents were *neither very positive nor very negative* about the **training and development**, with the majority rating the **usefulness and relevance** of their training and development in the middle of the 1 – 5 scale.

Members' assessments of their **own knowledge and understanding**, as well as their **skills** were generally *rated highly*. The areas which were identified as *requiring development* were around the **partnership agenda**, and the Local Governments role in relation to '**Community Councils and relevant European Policies**. Some respondents also identified a need for skills development in relation to **communicating with media tools**, and **effectively using I.T. to communicate**.

The **achievement of a work life balance** was also a priority area for improvement amongst a number of respondents and this was echoed in the reasoning behind why a number of Members were unable to participate in training and development sessions. Other key issues were:

Members had not had their development needs assessed

The relevance of the training and what training was being offered

The awareness of training available

A number of respondents felt that there should be **more one to one assessments of Members' needs**. This assessment should result in a **bespoke ongoing training programme** to address those areas for improvement. The training provided should then be **flexible** in terms of **training days and times** to allow for the individual Members requirements.

The vast majority of Members **supported the implementation of the PDR process** and would be happy for an **appropriately qualified officer to undertake such a review**. The open ended responses to question 15 seemed to reinforce this as many respondents wanted more one to one support from Democratic services officers. Some respondents were however **wary of leading group Members being involved in this process**.

For further information contact:

Emyr Williams

Principal Scrutiny Research Officer
ewilliams@cardiff.gov.uk

Gladys Hingco

Principal Scrutiny Research Officer
Ghingco@cardiff.gov.uk

Charissa de Zeeuw

Scrutiny Research Manager
cdezeeuw@cardiff.gov.uk