Question 5. What changes or improvements should be put in place to discourage elected Members from standing down?

Theme	Responses	Potential actions
1. Process for decision making		
1.1 Check on powers of parties	Put a check in the power of the political parties. Force a removal of the whip in the council chamber and scrutiny committee. Removal of cabinet structure which causes thesis and antithesis.	Internal political party matter for the group leaders and Whips. For new administration
1.2 More inclusive decision making	The cabinet system also leaves most councillors completely divorced from the policy-making process Councillors come from lots of backgrounds with lots of individual life and professional experience. This simply does not get used enough in developing policy More decision made which actually lead to change Those who are not on scrutiny should also be given opportunities to input into process, task and finishes as they may have specific expertise in particular areas.	Cllrs have the opportunity to feed into the policy making process through scrutiny and task and finish groups. Constitution Committee have recommended to the next Council that task and finish groups are open to all members. This will be covered in new member induction.
2. Strengthening backbench contributions		
2.1 Strengthen Scrutiny	Strengthen scrutiny to make decisions. Similarly, scrutiny meetings do not feel as if they have a valued role, but exist merely as a box-ticking exercise.	The role of scrutiny to make recommendations is set out in legislation.

2.2 Greater role, inclusion and powers for back bench Members	Improve the role of backbenchers in decision making. Weaken the power of the cabinet and senior officers.	Ward cllrs have the opportunity to participate in policy decision making through scrutiny and committee membership and their role on full Council.
	More discussion about policy with back benchers. Unless you are in the Cabinet you have very little input/influence.	
	The cabinet system also leaves most councillors completely divorced from the policy-making process	Constitution Committee have recommended to the next Council that scrutiny task and finish groups are open to all members. This will be covered in new member induction.
	Those who are not on scrutiny should also be given opportunities to input into process, task and finishes as they may have specific expertise in particular areas.	
	I strongly believe that the role of backbenchers - particularly in opposition groups - has been diminished over the last 13 years, such that many of us feel that we are seldom able to influence council policy, even in our own wards	

3. Operational structure/membership and arrangements of Council and Committees

3.1 Review of length of term in office	A five year term is too long as people's circumstances change.	The five year term is set by legislation. There is nothing to prevent a cllr resigning earlier if they wish.
3.2 Operational structure	Smaller committees. (29) More support from officers with ward projects	More detail needed. Democratic Services Committee to consider whether they wish to put forward a budget growth bid for the 18/19 budget.
	Heightened role for Committee collaboration	
3.3 Improving diversity in Council	It is important that councils are as inclusive as possible and truly reflect the communities from which members are drawn. We should, therefore, be encouraging a wide range of people to stand for the council.	Agreed.

3.4 More Committee Collaboration	Heightened role for Committee collaboration	This is currently possible under the council's constitution.
3.5 Open dialogue between Members in a cross party committee setting	Open dialogue in a cross party committee setting More open dialogue, even if it involves a cross-party committee Keep members better informed	This is currently possible under the council's constitution.
3.6 Better scheduling of meetings	The scheduling of committee meetings to take place at times of day that are outside of business hours may encourage members from standing down Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Needs to be flexibility on timings of meetings (accept hard to have a definitive time to suit those who work or have caring responsibilities as needs can be so different. For those of us with child-care responsibilities, the almost universal scheduling of meetings and briefings after school hours is a major deterrent to getting fully involved. This can lead to disillusion	Legislation requires us to survey members in relation to the times of meetings. This will take place after the elections. Unfortunately it is very difficult to meet everyone's requirements. Constitution Committee on 2nd March recommended changes to the Council Procedure Rules to the next administration. One of the proposed changes is to have a cut off at 9pm for full Council meetings.
4. Better financial incentives for Members		
4.1 Better remuneration	Better pay and more support from other piers and council officers Higher remuneration One of the problems is a competitive 'race to the bottom' in	There is a statutory process for setting members allowances, which includes considering recommendations from an independent Remuneration Panel.

	terms of what councillors can and should claim for in terms of additional allowances.	
4.2 Better allowances	Having an allowance for childcare is welcome, but lots of Cllrs are put off claiming because of the negative response of colleagues within the council and press to claiming additional allowances. Also, it is not clear what support is in place (not just financial) for maternity or paternity leave. I had a baby while in my first term as a councillor. Had I been in a single members ward/ or a ward with different political parties, I would have been totally isolated. I did not particularly get support from the Council, but relied on my colleagues.	Political parties could agree not to make political points out of others claiming allowances. Members can work with other cllrs to help cover ward issues in different wards.
4.3 Consider Impact of financial security	COUNCILLORS ARE WELL SUPPORTED BUT GIVEN MANY HAVE OTHER EMPLOYMENT OUTSIDE OF COUNCIL , FINANCIAL SECURITY TAKES PRECEDENCE	Noted.
4.5 Better Council resources	..greater financial capacity for Council to grow its income to achieve policy development;	This is part of the Council's corporate plan.
5. Better Support from Council Officers		
	More support from other piers and council officers Ensure that the systems are in place to make the role as efficient as possible More reliable ICT support. Better advice from the Monitoring Officer on policy and guidance / informed briefing on issues that have led to	Mentoring scheme to be set up. Review taking place as part of planning for new administration.

	members standing down.	
6. Member Development		
6.1 Improving Member Competencies	Quality of scrutiny is quite poor. More training required. Elected members should be given sufficient support from the time they are elected	Member induction scheme after the election.
6.2 Mentoring provision	A mentor system would be beneficial. The introduction of a mentoring / buddying system to instil better individual support for members. Developing mentoring provision	To be set up as part of new member induction, but volunteer mentors will be needed.
6.3 Induction and training	Induction training and also compulsory training on issues such as the role of a councillor, code of conduct, the work of scrutiny committees and chairing of committees. Training is essential to make sure the Council is inclusive and its members are able to make effective contributions. There should be effective induction training and also compulsory training on issues such as the role of a councillor, code of conduct, the work of scrutiny committees and chairing of committees …training and development opportunities.	Member induction scheme in development covers all of these topics. Constitution Committee on 2nd March 2017 agreed to amend Committee terms of reference and the Cardiff Undertaking to include the requirement to attend essential training.
6.4 Improved understanding of the role of members **6.4 Improved knowledge of organisational structure and**	Perhaps better education of prospective candidates about the demands placed upon councillors might deter some individuals from standing for public office. Greater transparency throughout the organisation i.e.	Officers offered to hold sessions for prospective candidates. This is a matter for the political parties to consider. To be included in member induction.

responsible officers	officers responsible for specific areas.	
7. Better support for casework /Rapid Response to enquiries		
	More rapid responses to enquiries. It would also help if members felt that any complaints they made were dealt with swiftly and effectively. Better case management support More support from officers with ward projects Better support in terms of completing/chasing casework. Very frustrating for members to have long delays and poor responses. Also reporting issues should be streamlined. Why can't we have a members version of "fix my street" - this is possible and would have the advantage of cutting down the amount of time members spend on routine issues and improve the accuracy of reporting of locations. It would also save officer time.	Currently under review.
8. Support for Work-life balance		
8.1 Supporting Members in their work life balance	More understanding of the difficulties of working full time Most councillors need to combine full and part-time employment and family life with discharging their councillor duties. This can involve a fine balance Understand reasons why members are standing down. Some will be standing down for genuine 'life' reasons.	This was one of the reasons for this survey.

	…understanding wellbeing of cllrs and providing for that	
8.2 Support for Members with caring responsibilities	Provision of support for members with caring/family responsibilities. Much better support for working parents, and effort from the Council to encourage this. INTEGRATION OF SOCIAL SERVICES AND NHS SO THE CARING I UNDERTAKE IS ACHIEVED WITHOUT MY NEEDING TO STAND DOWN.(noted Better service delivery so that Councillors who need the service can perform their duties)	More information needed on what additional support is needed?
8.3 Better scheduling of meetings	The scheduling of committee meetings to take place at times of day that are outside of business hours may encourage members from standing down Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Needs to be flexibility on timings of meetings (accept hard to have a definitive time to suit those who work or have caring responsibilities as needs can be so different. For those of us with child-care responsibilities, the almost universal scheduling of meetings and briefings after school hours is a major deterrent to getting fully involved. This can lead to disillusion	Legislation requires us to survey members in relation to the times of meetings. This will take place after the elections. Unfortunately, it is very difficult to meet opposing requirements. Constitution Committee on 2nd March recommended changes to the Council Procedure Rules to the next administration. One of the proposed changes is to have a cut off at 9pm for full Council meetings.
9. Better Support from party group		

9.1 Better support from political peers	Better support from other piers and council officers facilities for back bench councillors Better support from group whips / group leaders when issues arise between members of their group	For political parties to consider.
10. Improving Members status and respect for members		
10.1 Improving respect	Greater respect for the role and facilities for back bench councillors. Respect for members - it's practically gone. Many officers are unresponsive and the Council appears to be political. Ward members should be given much respect and authority on matters pertaining to their areas, and should be regarded as being central to the policy process rather than a hurdle or afterthought.	Member induction.
10.2 Recognition of Member's work and achievements	Some sort of thank you for services.	More information needed.
11. Members behaviours and conduct		
11.1 Better dynamics within and between political groups	Political groups need to behave better Many are political party reasons which are beyond the ability of the council to being about any change	Member induction on Code of Conduct. For Political groups.
11.2 Improved behaviours at Council meetings	The behaviour and structure of full council meetings is also off-putting and leads to cynicism.	Member induction. To be challenged by Group leaders, Party

	Ensure member behaviour in Council is appropriate at all times. Completely review and revise full council meetings so that they reflect real life business meetings, not pantomime.	Whips, and Monitoring Officer. All to lead by example. Constitution Committee 2nd March 2017 made a series of recommendations to the next Council on amendments to the Council Procedure Rules.
11.3 Better facilitation of Council Meetings	Stream line full council meetings cut out questions Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Reasons for standing down diverse but believe the conduct of council meetings play a part.	Constitution Committee 2nd March 2017 made a series of recommendations to the next Council on amendments to the Council Procedure Rules.
11.4 Strengthening and enforcement of Members' Code of Conduct	Strengthen the Members Code of Conduct and behavioural rules to avoid any potential of bullying More robust challenge to the behaviour of councillors by the monitoring officer. Also, greater recognition of the 'institutionalised' culture of sexism and bullying within the membership. Without in any way placing on constraints on freedom of expression, imposing sanctions on those councillors who persistently behave in aggressive and dishonourable ways. Reasons for standing down diverse but believe the conduct of council meetings play a part. .. tackling discrimination; tackling behaviours among cllrs.	Member induction. To be challenged by Group leaders, Party Whips, and Monitoring Officer. All to lead by example.

11.5 Member Commitment to role and accountability	Each elected Member must play their part and take up party proportional place on a committee and stay throughout the meeting unless they become ill or on other council business	Constitution Committee has recommended that all Cllrs have to take up a place on at least one committee.

12.   No support needed

	none; if they cannot decide that without assistance they are not suitable	

13.   Don't Know

	Don't know Unknown	

14.   Should be dealt with strategically

	I am not sure that is an appropriate question. Such decisions either rest with political parties or the individuals themselves. It may well be appropriate for those standing down to so. The question implies otherwise.	

Q. 6 What have you enjoyed most about being a Councillor for Cardiff? – Key Themes

Theme	Responses	Potential actions
1. Members' roles in the Council		
1.1 Work in Committees	Xxxxxx Committee Most committees and the local ward activities The role of Scrutineer ..my membership of the xxx committee I also enjoyed my membership of the xxxxxx scrutiny committee.	No identified actions.
1.2 Work in Cabinet	Being in Cabinet.	
1.3 Ward duties	Most committees and the local ward activities Meeting the people I represent Working on community issues Casework The parts of my work I found most rewarding were my ward work I love doing the casework Ward work Working with and fir residents	

	The ability to carry out casework on behalf of my constituents - especially if a satisfactory outcome is achieved	
1.4 Representing the community	Representing my local community. I have valued the ability, as an elected member, to be able to raise issues with council officials directly on behalf of residents which is a privileged position not enjoyed by most people …also representing residents by helping them with problems The ability to help my community and influence policy Working with ward colleagues on local issues Representing my residents has been hugely enjoyable and satisfying. Representing the people of my Ward. I just love it! Not much this term. Working with and for residents	
1.5 Representing the City	My term as xxxxxx deserves another chapter which the space here does not provide. I have enjoyed going to the civic ceremonies we are invited to such as St David's Day Service, Holocaust Memorial, National Remembrance Day.	
1.6 Meeting new people	Meeting my new people Meeting new people, EVERYTHING, ALL VERY GOOD INDEED! THE PEOPLE…	

1.7 Support provided by Officers	The work with officers and support given	
1.8 Working with Officers	The work with officers and support given. Used to enjoy the business in County Hall - not anymore The part of my work I found most rewarding ….membership to….. Committee and the Board of xxxx. I found the inclusivity of the xxxx was in sharp contrast to the way …..Committee and the ….committee conducted business Working collaboratively on issues related to children and young people (including corporate parenting matters	
2. Impact of Work		
2.1 Making a difference	Helping the community and making a difference to my ward Making a difference in the ward Using my knowledge and previous experience to hopefully have made a difference within some service areas. Small achievements for Ward I love doing the casework and the community building aspect of the role. Making a difference in peoples lives	
2.2 Helping People	HELPING PEOPLE helping residents Helping the community and making a difference to my ward Working with ward colleagues on local issues	

	Helping my community	
	Helping my constituents.	
	Serving my residents	
	Helping people	
	Serving residents of my ward	
	Serving the residents of my ward	
	….serving my community in which I have lived for over 40 years	
2.3 Contributing to improvements in Cardiff	improving Cardiff to become more liveable City	
	I have exercised that opportunity to improve outcomes for at least some of Cardiff's population. My most satisfying achievement was the building of the new xxxxxxx	
	ACHIEVING IMPROVEMENTS	
	improving my ward	
	Promoting Ward improvements	
2.4 Transforming services	Playing a part in modernising and transforming services	
	getting involved with important city wide issues	
	pushing policy changes that have noticeably improved the city	
	Using my knowledge and previous experience to hopefully have made a difference within some service areas.	
	In my xxxx role I've enjoyed driving improved performance	

	and delivery across my portfolio. As the xxxxxx Member with the biggest people-facing portfolio, driving the better join-up across directorates has been rewarding. I have enjoyed the cabinet role - mainly - despite the challenges of budgets.	
2.5 Promoting policy	promoting cycling	

3. Developing knowledge and skills

	learning more about our City. the whole experience, opportunity to develop my skills, experience and knowledge EVERYTHING, ALL VERY GOOD INDEED! THE PEOPLE THE ISSUES LEARNING MORE ABOUT THE LOCAL PROCESSES.	

Q7. What have you least enjoyed about being a Councillor? – Key Themes

Theme	Responses	Potential actions
1. Arrangement, facilitation and behaviours at Council Meetings		
1.1 Occurrence of Full Council meetings	Full council Council Meetings Full Council meetings COUNCIL MEETINGS Council meetings	Constitution Committee on 2nd March 2017 agreed to recommend to the new Council proposed amendments to Council Procedure Rules.
1.2 Members' conduct and behaviours at Council Meetings	the constant bickering especially in full council meetings The constant bickering, and disrespect in Council meetings …and member behaviour in the chamber Full Council. It is not very business-like and efficient Bickering at council meeting, the volume of pointless speeches made at council The vitriol from the xxxxxx in Council meetings and the way xxxxxx makes issues in wards that are not his business to get involved in. Another part of my council work which was not enjoyable were the full Council meetings. The awful council meetings, which are badly chaired and have become a laughing stock both within the council and the general public. Its a shame that attempts to reform this	Member induction programme includes sessions on code of conduct and Council procedure rules.

	when I was a Councillor were unsuccessful. THE INCREASING BAD BEHAVIOUR AND RUDENESS IN COUNCIL BY MOSTLY THE ADMINISTRATION AND CABINET Full Council when some member behaviour falls short of the Code of Conduct …the posturing at meetings of full Council Full council meetings. …… The atmosphere is toxic and there is too much political grandstanding. It is the least important part of being a councillor and yet it's the part the public sees! The appalling lack of debate in the Council Chamber over the past 5 years. The appalling behaviours of some cllrs towards others in the public domain; the rudeness & disrespect for women among some male cllrs Council meetings, which show us all at our absolute worst, and which seem designed to promote division, conflict and partisanship.	
1.3 Facilitation of Council meetings	…council meetings, which are badly chaired and have become a laughing stock both within the council and the general public. Its a shame that attempts to reform this when I was a Councillor were unsuccessful. Wasted opportunities at overly long full council meetings Time wasted at full council meetings Full Council. It is not very business-like and efficient	

1.4 Duration of Council meetings	Some boredom, over extended meetings but not much or I would not have continued. Long, boring Council meetings. Another part of my council work which was not enjoyable were the full Council meetings. I think they are too long and would benefit from a time limit. Full council meetings. They are too long and unproductive	
1.5 Value of meetings/Council meetings	Pointless meetings! The appalling lack of debate in the Council Chamber over the past 5 years. Wasted opportunities at overly long full council meetings	
2. Members conduct and behaviours towards one another		
2.1 Members behaviours/conduct towards each other	The rhetoric the grandstanding. The poor behaviour of some members Personal insults and unreasonable criticism by members against other members. I did not enjoy my time on the xxxxx committee because of the fiercely adversarial conduct of some of the members. One expects rivalry between members of different parties but I feel there should still be respect, real nastiness should not be tolerated. There is also far too much party posturing and, at times, a total lack of respect shown by elected members	

	The sexism within my political party, the bullying, the grandstanding, the number of self-centred bigots who are currently councillors. The game playing, the usage of women for male political gain, the undermining of officers and their roles by elected members. Basically everything that brought me into contact with male elected members. Poor behaviour from some other councillors. It is very demoralising	
2.1 Lack of support from other Councillors	Lack of support from other ward Cllrs	

3. Political group internal and cross party dynamics		
3.1 Party group dynamics	Splits in the xxxx group	
3.2 Political dynamics – cross party dynamics	Bullying adversarial politics The appearance of the Council acting politically	
3.3 Political leadership in Council	The general political hue to the council.	

4. Need for targeted improvements in support for Members and their development		
4.1 Need to develop member competencies	I did not enjoy my membership of xxxxxx and the xxxxx committee. I served only a short period of time on both. I felt that effective training would have helped before I joined xxxxx Committee	Member Induction Programme.
4.2 Lack of training on role as Member	Lack of…clear instruction and training from the Council to help me do my role effectively and efficiently.	

4.3 Lack of Information on Council processes and arrangements	The lack of information about process, decision making and how I could input views of my constituents.	
4.4 Technology for supporting Cllrs	The technology employed	
4.5 Disabled provision	… and the lack of attention to provision for disabled Members	
4.6 Lack of resources to meet needs	A sense of insufficient resource to meet multifaceted need. Casework support.	
5. Officer, Executive and Cabinet engagement with Members		
5.1 Officers ignoring issues	The raising of issues which are ignored by officers or cabinet members. ….. Unresponsive officers. Lack of information - a closed shop	Proposed guidance for officers in dealing with member enquiries.
5.2 Cabinet ignoring issues raised by other Members	The raising of issues which are ignored by officers or cabinet members.	
5.3 Administration and Cabinets attitude to other Members	THE INCREASING BAD BEHAVIOUR AND RUDENESS IN COUNCIL BY MOSTLY THE ADMINISTRATION AND CABINET	
5.4 Length of Committee papers	Also, it is not realistic to expect councillors to read 200 pages of papers before a meeting. I am experienced in reading documents but I feel 200 pages of 'officialese' prevented me from effectively scrutinising the information contained in the documents. Officers should be trained to write clearly and succinctly if the authority wants to be open and transparent.	

6. Member involvement/engagement in affecting change		
6.1 Contradictions associated with delivering role	Having to make decisions that adversely impact upon the citizens of Cardiff - mainly in response to the need to make savings in the Council's budget.	
6.2 Limited involvement of Councillors in improving services	The extent to which councillors are seen merely as fire-fighters, rather than proactively engaged in improving services.	
6.3 Process of implementing change	Agreed changes happen too slowly LACK OF GETTING PRIORITIES PROPERLY PRIORITISED	
6.4 Communication of decisions	Being the last to hear about important decisions affecting my ward	
6.5 Members lack of commitment to the roles that they have	Seeing the lack of knowledge and obvious not reading of papers/understanding the issues by other Councillors	

Q8. What additional support or assistance would have been useful in helping you to fulfil the various roles that you have as an elected Member of the Council? – Key Themes

Theme	Responses	Potential actions
1. **Better remuneration**	More pay. Full time wage.	Remuneration is set by the Council taking into account the recommendations of the Independent Remuneration panel. Members may respond to the next consultation.
2. **Member Development**		
2.1 **Induction and training**	A proper induction timetable and training which is not political but neutral. Better induction. More thorough induction and better ongoing systems for support More guidance about how to manage your caseload. I think more formal induction in how the Council works at the start might have helped, though that takes time.	A revised member induction programme is being developed.
2.2 **Mentoring Scheme**	I could have taken advantage of the mentoring scheme, that might have been helpful. Improved mentoring at the beginning, A mentor, also effective training. Support & mentoring.	A mentoring scheme will be part of the induction, provided sufficient volunteer mentors come forward.

2.3 Specialised support for Cabinet	More support at Cabinet level ie: media training.	Communications and media training are included in the member induction plan.
2.4 Setting of individual Member Development Objectives	A conversation with an officer about what areas of training I need to have and where the gaps are in my knowledge.	A training needs survey will take place early in the next Council.
2.5 Support needs assessment for new Members	Understand the needs of the cohort of new Cllrs	A training needs survey will take place early in the next Council.
3. Other Types of Support for Members		
3.1 Additional useful resources that can be provided	A directory of who can help with what would be very useful. It has taken me nearly 5 years, and, with most problems I now know who to contact, but I am still not completely confident. A clear flowchart of key contacts within the council. Better summary of who to contact for different issues More guidance about how to manage your caseload. List of Officers with their specific roles and responsibilities to contact when you have an issues to deal with. For example who is head of Planning, Highways, Trees & parks, Education etc. There should be directory on website to find an officer by typing department/role description in search box to locate him or her.	Member induction.
3.2 Members' room in City and County Hall	A properly sized, equipped and prominent Members room in City Hall	Members room is City hall is moving on 29th March 2017.

	with refresh of members room & library in County Hall.	
3.3 Canteen provision	The canteen at County Hall also needs dramatic overhaul to offer all council employees, members and guests a wide range of affordable food options.	No review planned.

4. Improvements in existing Services or support

4.1 Improved access to casework/Member Enquiry service system	A casework system that's more easily accessed when away from a desktop too. ..to have one portal where enquiries could be directed to go to the correct portfolio. The members reporting system needs to be upgraded. One you have had a reply the item is closed and very often it's not its ongoing. There is no search option when trying to find a query dealt with previously, no link to similar or same query made by separate constituent. Casework support and follow up to ensure cases completed as promised. I have been fairly self sufficient but main thing would be the chasing up of long delayed responses and an improved reporting system.	Member enquiries review ongoing.
4.2 Improving Modern.gov/technical support/equipment	I'm very disappointed with how Modern.gov has turned out. On the basis of the presentations we received before it was implemented, I thought this would be a powerful tool. It isn't. It would have been useful to have training in using the Council tablet when it was issued, it would have saved me a lot of time	IT training and surgeries to be offered.

	and frustration.	
	More on-line training.	

5. Additional services

5.1 Well-being support **5.2 Adaptations and support for disability**	A counsellor Understanding of wellbeing in relation to cllrs. Providing for my disability needs earlier, and without asking me to pay for it!	Investigating the possibility of the staff counselling scheme being extended to cllrs.
5.3 More resources for administrative support	More resources. Basic things like a dictation bank. Well staffed Member Services - the staff are absolutely exceptional but are under huge pressure. Printing of street surgery notices etc would have been helpful too. We have always done our own Due to the cuts member support has been reduced (notes: negative impact of budget cuts to resources)	For democratic services to consider whether they wish to put in a bid for increased resources in 18/19 budget.

6. Improving Officer Support for Committee Work

6.1 More Timely receipt of Committee papers	PAPERS FOR SCRUTINY RECEIVED NOT DAYS BEF BUT A WEEK OR SO BEFORE, ESPECIALLY SCRUTINY, VERY SAD TO SEE THIS GET SHORTER IN TIME - ALL THE TIME WITH PAPERS MISSING UNTIL ATTENDING THE ACTUAL MEETING, UN DEMOCRATIC.	The timing of meetings and the provision of papers needs to be reviewed.
6.2 Improving timing of meetings	Timing of meetings. I have been unable to engage in scrutiny of the budget now for three years due to meetings bei9ng changed. Scrutiny is not geared towards members in full time work.	A survey of members has to be held to identify suitable meeting times. This will be held early in the new council. It is very difficult to please everyone.

6.3 Timely and current Research	RESEARCH CURRENT AND TIMELY	
6.4 Scope for Scrutiny to further support policy development	The potential for policy development in scrutiny but this can only be achieved by genuine collaboration and is probably more difficult in a Cabinet style structure because that Cabinet style structure tends to thesis and antithesis.	
6.5 More engagement with Members on service improvements	Having officers proactively involve members in ward issues from the outset rather than presenting us with faits accompli for rubber-stamping.	
7. Support from political groups		
7.1 Pre-election support	Nothing prepares you for it unless you have done it previously; more detailed, more indepth pre- election training run by individual parties; ward Surgery Role plays (could be pre and/or post election. The adversarial nature of politics destroys creativity.	For political parties.
8 Enforcement of Code of Conduct		
	Nothing in terms of officer support apart from stronger sanctions (or sanctions of any kind) for Cllrs who are unable to behave in a professional and courteous manner.	Sanctions are a legislative matter and require a complaint to be made and substantiated.
9. No support required		

9.1 Have more than adequate support	The level of clerical, secretarial and technical support available to councillors together with the technological support in the form of communications equipment, computers, tablets, printers etc. totally outstrips anything that was available when I first became a councillor for another authority in 1985. I would, therefore, conclude that the level of support currently available could not be improved upon. I had a lot of support.	
9.2 No further support required	NONE I had experience in my career which was appropriate.	

Q10. What other induction and/or training opportunities should have been made available during your term in office? - Themes

Theme	Responses	Potential actions
1. Formal Training, development courses and support on various topic and skills areas		
	More extensive Planning and other training, conferences and summer schools	Ensure members are aware they may apply to go on relevant courses.
1.1 Media skills and communication	Media training. Better engagement with press and media Speech making.	Communications and media (including social media) and public speaking are included in the member induction programme.
1.2 Well-being	"counselling" for councillors. Wellbeing Coaching on life skills	To investigate whether the staff-counselling scheme can be extended for councillors.
1.3 Time management	Guidance on realistic time-management Time Management training Time Management	Member induction and online training.
1.4 Influencing policy and change	More on how to get change / raise issues to be sorted out. It appears a lot of Councillors go straight to the relevant Cabinet member for their enquiry. … working with partners, officers and residents	If the enquiry is in relation to a policy change the cabinet member or a scrutiny committee is the correct place to raise it. If it is a member enquiry or service request it should be raised through the member enquiry system or C2C. Member induction

		will cover this.
2.Format of training or information resources		
2.1 On-line	Online training or easily accessed documents from member briefings	Included in member induction plan.
2.2 Externally provided	External training required not by our officers.	More information needed on topics.
2.3 Better scheduling of training	I would have liked to attend more training, but events often clashed with other commitments. We need to develop flexible forms of blended learning. Having all the induction in first few weeks can be too much to take in.	Member induction plan will be more spread out. Key sessions will be offered twice. There will be online training.
2.4 Better communication of available opportunities	But it's as if Councillors only find out what is available either by accident or by conversations with others.	Member induction schedule to be included with pack to be handed to newly elected members at each count.
2.5 Mentoring	Buddying up with another experienced Cllr	To be included in member induction.
3. Useful resources		
3.1 Access to research facilities.	Research facilities	More information needed on what is required.
3.2 Guidance on contacting Officers	Very specific user friendly guidance to the organisation and protocols for members to engage with the council	Member induction.
3.3 Information on service area contacts	The movement of council officers and areas they cover has been constant but no real effort made to clearly update backbench councillors of who is responsible for what.	Member induction.

	….an up to date list of who does what	

4   Induction Courses

4.1 Scope of Induction	With reference to Question 9, the induction I received when I was elected in a by-election was not comprehensive. It amounted to a half hour talk by the monitoring officer Maybe more induction into the work of directorates, at the start? A variety of basic 'how to' instructions e.g. Speaking at Council/ call in process etc.	All of these suggestions are included in the member induction plan.
4.2 Understanding of member roles and responsibilities and expected commitments	MORE IN MAKING EXPECTATIONS OF TAKING UP SCRUTINY PLACES PROMINENT /SITTING AS COUNCILS REPRESENTATIVE ON OUTSIDE BODIES - TOO MANY DO LITTLE OR NONE OF THESE AND THEY ARE IMPORTANT Various aspects of Councillors work and roles I feel there should be training on all aspect of a councillor's work, from …… to their work on different committees, especially scrutiny.	Constitution Committee on 2nd March recommended that a requirement to sit on at least one committee be included in the Cardiff Undertaking which all members sign up to. Included in member induction.
4.3 Using member enquiry system	….and how to formulate an enquiry	Included in member induction.
4.4 Support for equipment use	I have over the past three years used my own mobile phone and own IPad the new tablets and availability of a docking station has made it easier. I was happy to use my own	A revised IT offer for members is currently being worked on.

| | equipment but no recompense is available or support if something goes wrong.

Typing service | |
|---|---|---|
| **4.5 Dealing and managing casework** | Instructions as to how to deal with different types of queries/ reports from residents.

I feel there should be training on all aspect of a councillor's work, from dealing with constituents' complaints

Managing Casework Training

The induction was very much focussed on how officers saw our role as councillors but none or very little on the ward side or dealing with casework or how to build a project. Most members get advice from other members so it's very piecemeal. | Included in member induction. |
| **5. Specific topics at induction** | | |
| **5.1 Code of Conduct** | There should also be compulsory training on the responsibilities of councillors when it comes to ….. respect, and their duty not to bring the council into disrepute. | Included in member induction as essential training. |
| **5.2 Equalities and diversity** | There should also be compulsory training on the responsibilities of councillors when it comes to equality and respect

Equalities & Diversity Training | Included in member induction as essential training. |
| **5.3 Adult and Children's services** | Cllrs should have to attend regular mandatory meetings about adult and children's services in order to develop their understanding of their responsibilities. | Included in member induction as essential training. |

	corporate safeguarding	
5.4 Budget		
5.5 Crime and disorder responsibilities	Section 106	Included in member induction in training on planning.
5.6 Councils complaints process	Dealing with difficult situations and an appropriate escalation structure for unresolved issues.	To be included in induction training.

6. Views on training and development previously provided.

	BRIEFINGS MOSTLY ALL GOOD I was content Although I have to confess I didn't attend all as I had been a Councillor previously Induction has improved over the five years.	

7. No further training

	None n/a	

Q13 What other types of additional support should your Group provide its members? – Themes

Theme	Responses	Potential actions
1. Improving knowledge of Council processes and systems		
1.1 Knowledge of Council meeting procedures	How to present motion and how to conduct yourself on a full council meetings	Member induction programme will include sessions on Council procedures and on public speaking.
1.2 Dealing with casework	Clear protocols for dealing with casework	Member Induction programme will cover the member enquiries system and officer support available. Guidance to be drafted on processes for member enquiries and service requests, the difference between the two and officer support available.
2. Better understanding of different member and officer roles within the Council		
	Clear break down of roles of officers and Cabinet Members.

Cabinet members should not arrange budget meetings to suit their own agenda. This is disrespectful to scrutiny (notes: this could be indicator of latent need) | Member induction.

For leading group. |
3. Supporting development of Member Competencies		
3.1 Promoting Awareness of training opportunities	Training opportunities.	Member Induction.
3.2 Leadership training	Would have liked to be put forward for leadership training	Members may request training.
3.3 Providing mentoring and shadowing opportunities	More assistants for Cabinet Members (good training opportunity).	For new administration.

Included in induction programme subject to mentors coming forward. |

	Buddying / mentoring system	
3.4 Enhancing core knowledge	Briefing on equality and diversity information on changing socio demographics in our areas	Member induction.
3.5 Require basic competencies of group members	Select individuals who are able to at least spell their name and tell the time	For political groups.
4. Enhancing engagement and communication between group Members on policy matters		
4.1 Facilitate better understanding of policy direction of party group	More vision on what overall policy direction Group wanted to go. Review of manifesto commitments and how Group was progressing against it.	For political groups.
4.2 (in Group) Policy discussions.	Policy discussions	For political groups.
4.3 Better communication and engagement with backbench Members	More information in a timely manner. To know what's going on without having to read it in media or social media	For political groups.
4.4 Making use of external expertise on policy	Drawing upon policy experts from outside the council. Meetings with Cabinet Members called at their instigation rather than at backbench's instigation.	Scrutiny Committees.
5. Effective ways of dealing with member conduct and relationships		
5.1 System for dealing with disciplinary issues	The Group should have systems in place so that members have confidence that any discipline issues will be dealt with swiftly and effectively	For political groups. There are officer procedures in place for dealing with breaches of the Code of

	Enforcing party discipline (this doesn't have to be authoritarian	Conduct.
5.2 Internal reform/review within group	Where to start?! The Labour group needs significant reform around culture, ways of working, behaviour, attitudes to different types of people etc.	For political groups. Officers are willing to offer support to groups as requested. Whatever is offered to one group will be offered to all groups.

6. Supporting IT and communication needs

6.1 Provision of Communication and IT equipment	Equipment to suit your needs. Fixed or mobile devices and a modern iPhone	New member IT offer under discussion currently.

7. No support required form Group

	I provide my own & seek training & development in areas that I identify as needing	N/A

8. Question does not apply

	I am a stand alone independent therefore question not relevant	N/A