2017 MEMBERS' ANNUAL SURVEY 2017

OUTCOMES REPORT

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1. Background and introduction

In 2016, the Committee Chairs of the Standards and Ethics Committee and the Democratic Services Committee commissioned a Members' Exit Survey to seek the views of all Elected Members who had held the Office of Councillor on their experiences during their term in office (which for most members was five years up to May 2017). As part of this survey, Members were asked about their experiences of bullying, discrimination, and any other unacceptable behaviours.

Following the Local Elections in May 2017, an Annual Survey of Members was undertaken in November 2017 to establish their training and development needs, as well as identify some of the challenges that they have encountered during the first six months of their term in office. In this survey, Members were also asked about their experience of bullying, discriminatory and unacceptable behaviours. To allow for comparability of responses, the 2017 Annual Survey on this subject area made use of the same questions that were used during the Exit Survey. In addition to the questions on *"Member's experience"* that used in the Exit Survey, a question on whether "*Members have witnessed"* an incident of bullying, discrimination and other unacceptable behaviours was also was included in the Annual Survey.

To inform their work programme for 2018-2019, the Standards and Ethics Committee commissioned a short briefing paper that would provide a comparative analysis of the previous and recent Members' experiences of bullying, discriminatory behaviour, and other unacceptable behaviours during their term in office.

The data from the Members' Exit Survey in 2017 and the 2017 Members' Annual Survey will be the basis for this comparative analysis. The findings from cross-tabulation of the data using variables such as gender, age or political party have been presented where this is relevant.

2. Member Respondents' Profile

Chart 1. May 2017, Member Population by Number of "Returning" and "New" Council Members
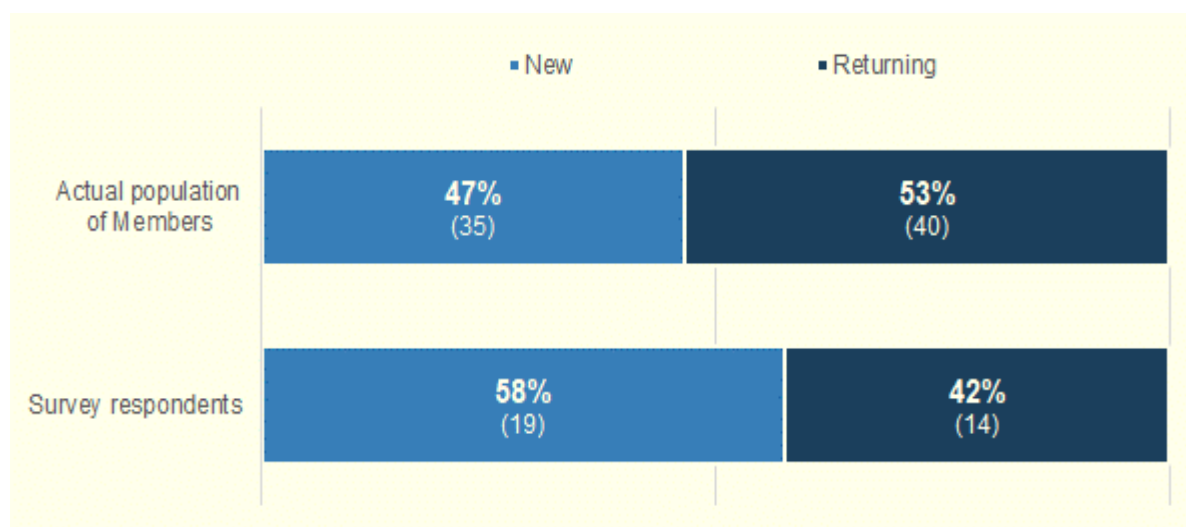
More than half of Members who were elected in the May 2017 election, (40) are "returning" (re-elected) Councillors from the previous administration and all others (35) are "newly elected" to this current term.

Of the 75, Elected Members, a total of 47 responded to the Annual Survey. Of this number, 33 Members (44%) responded to the 2017 bullying discriminatory and unacceptable behaviours questions.

The majority (58%) of those who completed these questions are Members (19) who have been "newly elected". The "returning" Councillors (14) who completed the survey account for 42% of total respondents.

Chart 2. Respondents to Bullying and Unacceptable Behaviour questions in 2012 – 2017 Exit Survey and 2017 Annual Survey
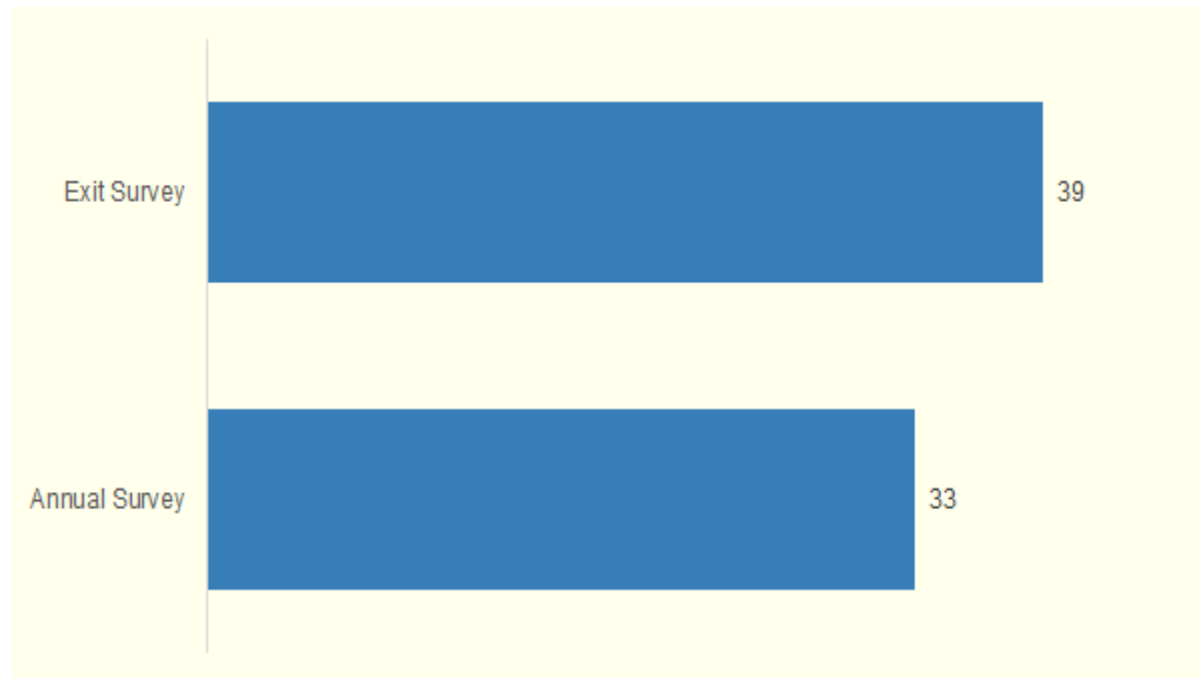
The results in Chart 2, above show that a smaller number of Members (33) during this administration, completed the questions on their experience of bullying, discrimination and other unacceptable behaviours in the 2017 Annual Survey, compared to the number of Members (39) who completed these questions during the Exit Survey 2017.

Chart 3. Exit Survey and 2017 Annual Survey Respondents by Gender type
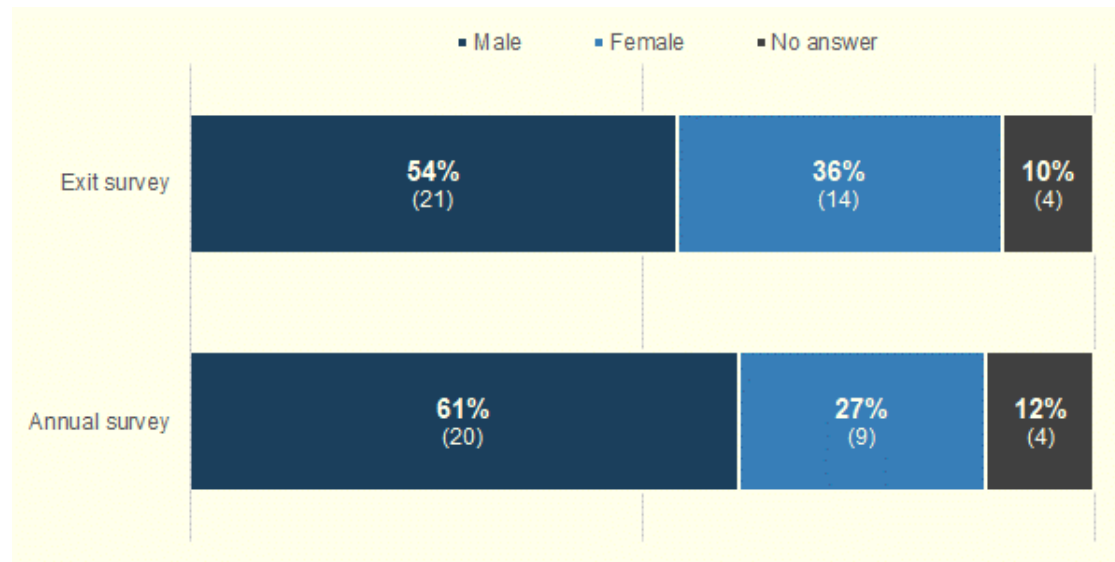
The result in Chart 3 above, show most respondents to the Exit Survey and the Annual Survey are "Male".

Nearly two-thirds (61%) of respondents to the 2017 Annual Survey are "Male", and just over a quarter (27%) are "Female".

Similarly, most respondents to the Exit survey are "Male" (54%). There is a greater proportion (36%) and number of "Females" (in total 9 respondents) who completed the Exit survey compared to the 2017 Annual Survey.

In both surveys, a few respondents did not disclose their gender category.

Chart 4. Male and Female Respondents to Bullying Questions in Exit survey
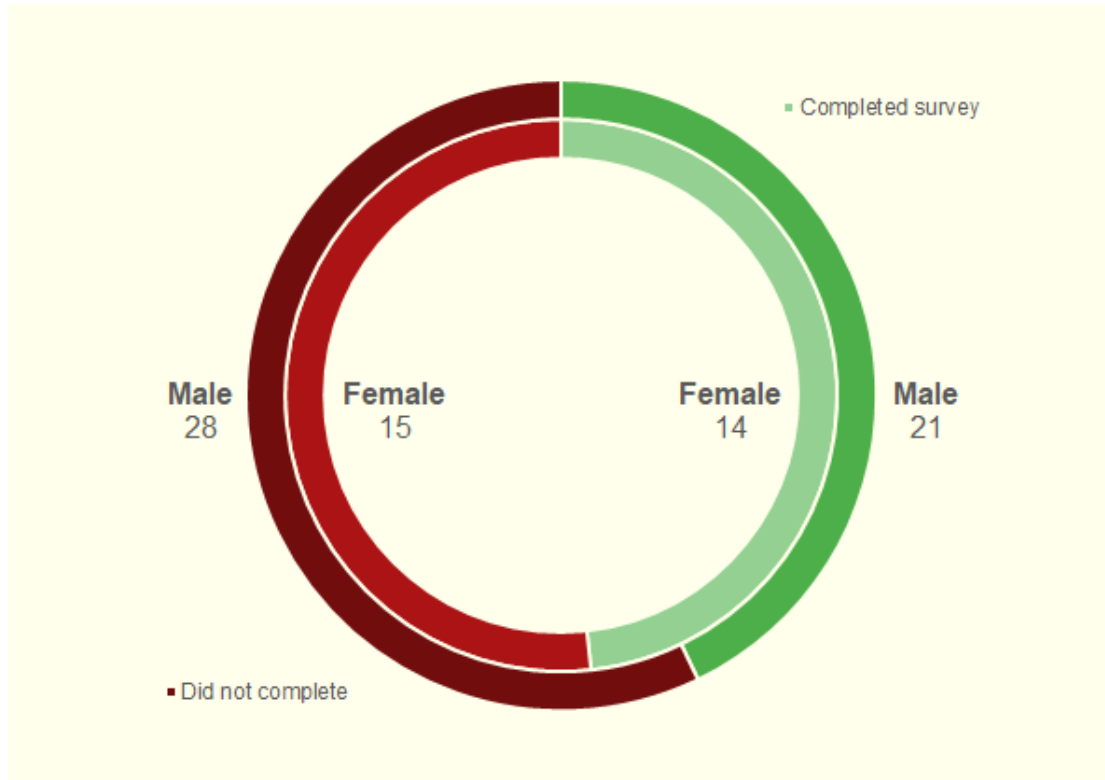
The total number of Members who were invited to complete the Exit Survey was 81. This included 6 former Elected Members who had left the Council before the end of their term.

Chart 4 above shows that less than half of all elected Members in the previous administration completed the bullying and questions survey. Most of those who responded are "Male" Members.

These "Male" respondents (21 out of 49 total "Male" Members), account for 43% of all "Male" Members in the previous term who were invited to complete the survey.

In the Exit survey, there was a greater proportion of "Female" Members (14 out of 29 total "Female" Members) who completed the survey. They account for 49% of all "Female" Members in the previous term who were invited to complete the survey.

Chart 5. Male and Female Respondents to Bullying Questions in 2017 Annual Survey
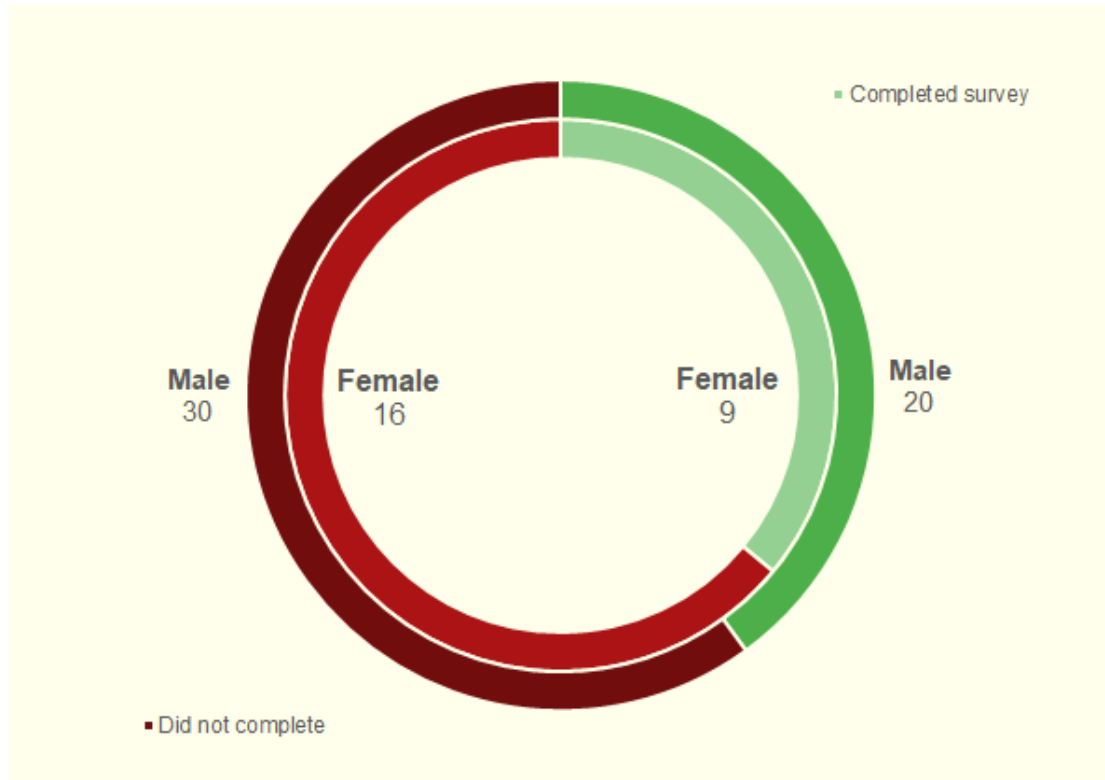
All of the 75 Members in the current administration were invited to complete the survey.

20 "Males" and 9 "Females" completed the survey, and 4 Members who did not provide details of their gender type.

Chart 5 above shows that less than half all elected Members in the current administration, completed the survey. Of those who responded, most of them are "Male" Members.

The total number of "Male" respondents who completed the survey (20 out of a total 50 "Male" Members) account for 40% of total number of Members in this current administration who are Male.

The total number of "Female" respondents who completed the survey (9 out of 25 "Female" Members) account for 36% of total Members in this current administration who are "Female".

Chart 6. Distribution of respondents by political group
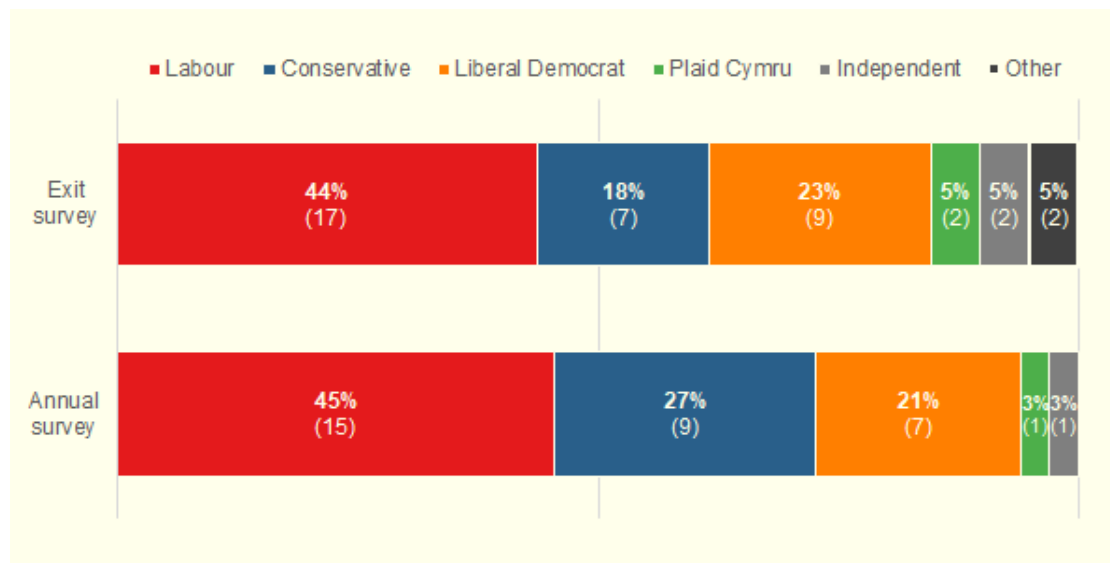
More respondents to bullying and other discriminatory behaviour questions in the Exit Survey (44%) and the 2017 Annual Survey (45%) are from the Labour group.

There was also more respondents from the Conservative group in the 2017 Annual survey (27%) compared to the number of Conservative group respondents (17%) in the Exit survey. This would be as a result of the increase in Conservative Councillors from 11 to 20 after May 2017.

Chart 7. Number of respondents by age group
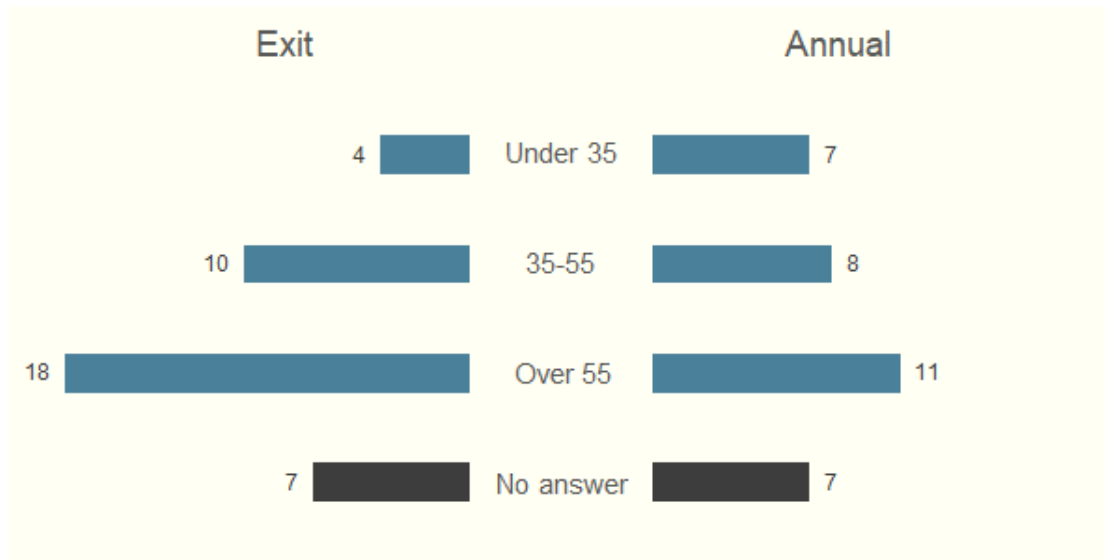
The Chart above illustrates the age distribution of Members who responded to the Exit Survey and the 2017 Annual Survey.

Just over a third (36%) of respondents to the Exit Survey were under 55, while nearly half (46%) were over 55.

In comparison, the age distribution of respondents to the 2017 Annual survey show that most of the respondents (45%) to this section of the survey are under 55 years old. Those who are over 55 years old account for 33% of total respondents.

In both the Exit Survey (18%) and the 2017 Annual Survey (15%), several respondents have not disclosed their age.

3. Comparative analysis of Exit and 2017 Annual Survey

3.1. Respondents' experience of unacceptable behaviours

Chart 8. Respondents who had experienced bullying, discrimination, or other unacceptable behaviours
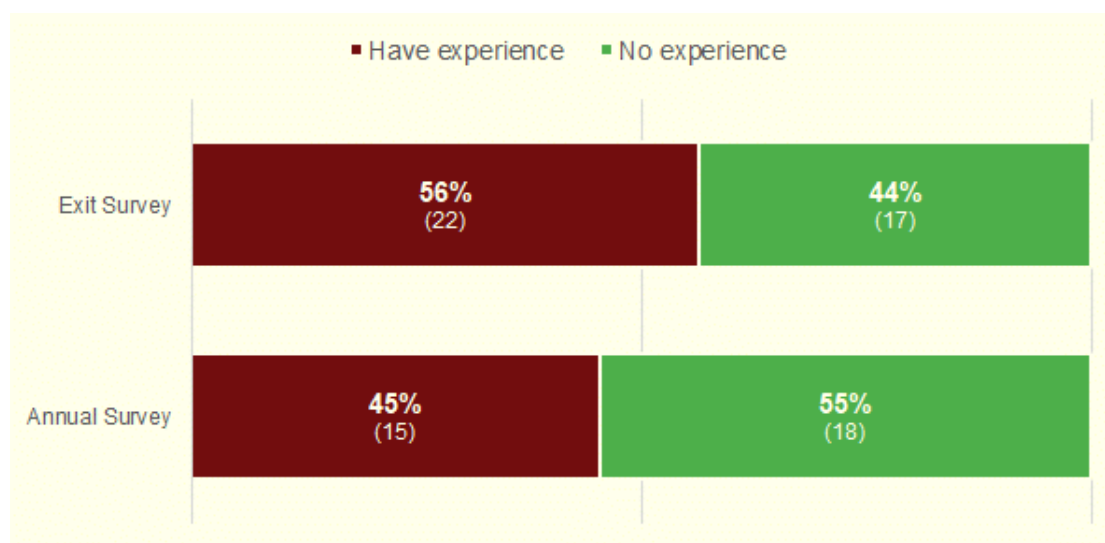
As part of the outgoing Members' Exit Survey and the 2017 Annual Survey, respondents were asked, "During your term in office have you personally experienced bullying, discriminatory behaviours or any other unacceptable behaviours?"

The results above show that a substantial proportion (in the range of 45% - 56%) of Members indicated that they have experienced either bullying, discriminatory or other unacceptable behaviours. A higher proportion of respondents (56%) in the Exit Survey confirmed that they have experienced an incident compared to respondents in the 2017 Annual Survey (45%) who indicated the same response.

Those who responded to the 2017 Annual Survey have only been in office for six months when the 2017 Annual Survey was conducted and this may account for the difference in their experiences.

Chart 9. Comparison of respondents' experiences by type of unacceptable behaviour

Bullying — Experience · No experience · No response

Exit survey	36% (14)	62% (24)	3% (1)
Annual survey	21% (7)	79% 26	

Discrimination

Exit survey	31% 12	59% 23	10% (4)
Annual survey	15% 5	85% 28	

Other

Exit survey	15% 6	84% 32	3% (1)
Annual survey	21% 7	79% 26	
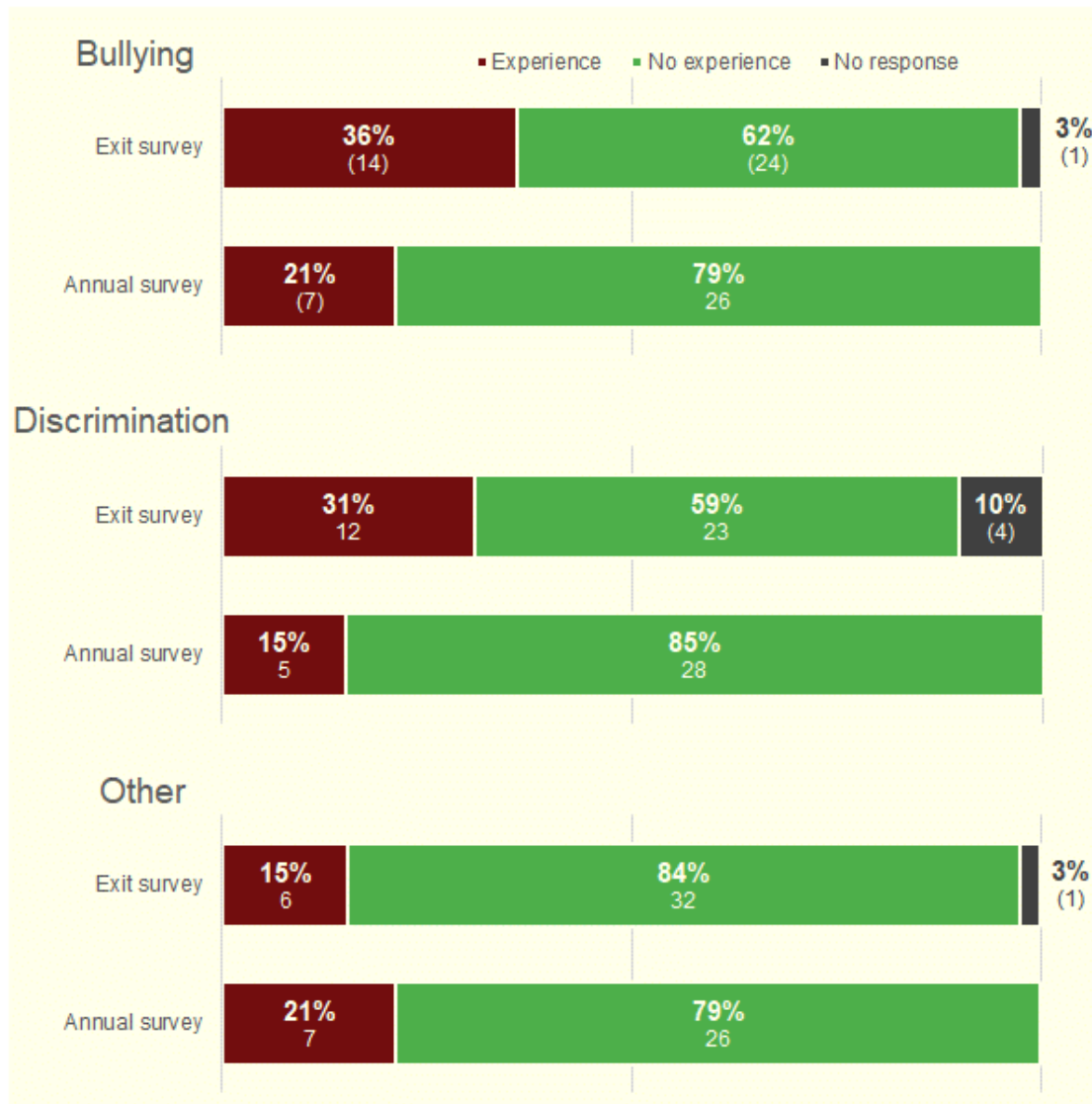
The results above show that only a small proportion of all Members elected during the 2017 election have experienced bullying (21%) and discrimination (15%) other unacceptable behaviours (21%).

During the previous administration, (as shown by results of the Exit Survey), a comparatively higher proportion of Members indicated that they have experienced bullying (36%) and or discrimination (31%).

3.2. Experience of bullying, discrimination and other unacceptable behaviours by gender type

The following Charts illustrate the variation in respondents' experience of bullying and discriminatory behaviour by gender type.

3.2.1. Experience of Female respondents.

Chart 10. Number and distribution of female respondents who stated they have experienced bullying and other types of unacceptable behaviours
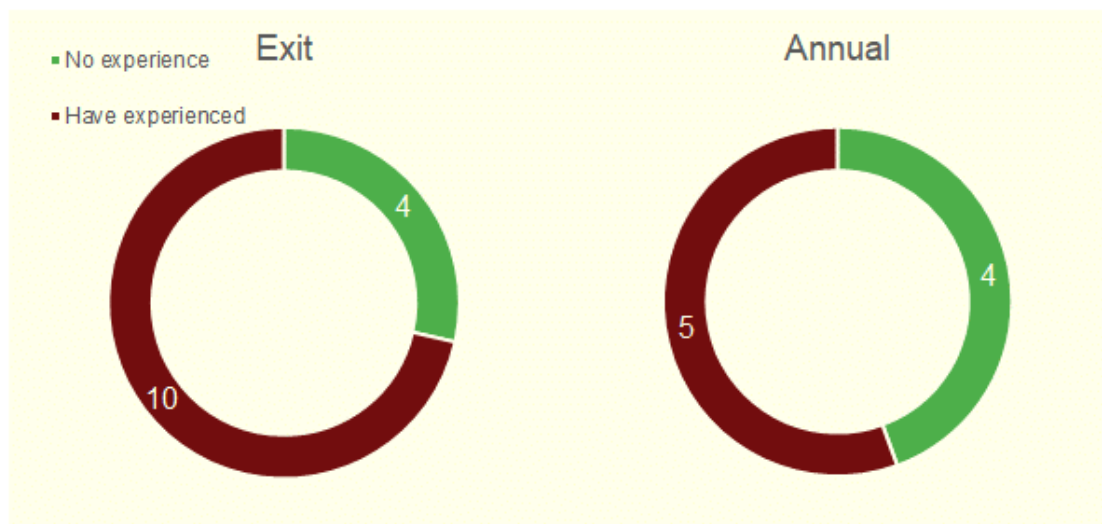
The results from the two surveys show that majority of the female respondents experienced bullying, discrimination, or other unacceptable behaviour.

In the Exit Survey, as many as 10 (71%) female respondents experienced such incidents. There is a slightly smaller proportion 5 (56%) of female respondents in the 2017 Annual Survey who had similar experiences. Although the figures are lower in the 2017 Annual Survey, the results from both surveys would suggest that most female Elected Members have experienced either bullying, discrimination or other unacceptable behaviours.

Chart 11 below illustrates in more detail the distribution of female respondents who have experienced bullying and other types of unacceptable behaviours.

Chart 11. Types of incidents experienced by female respondents
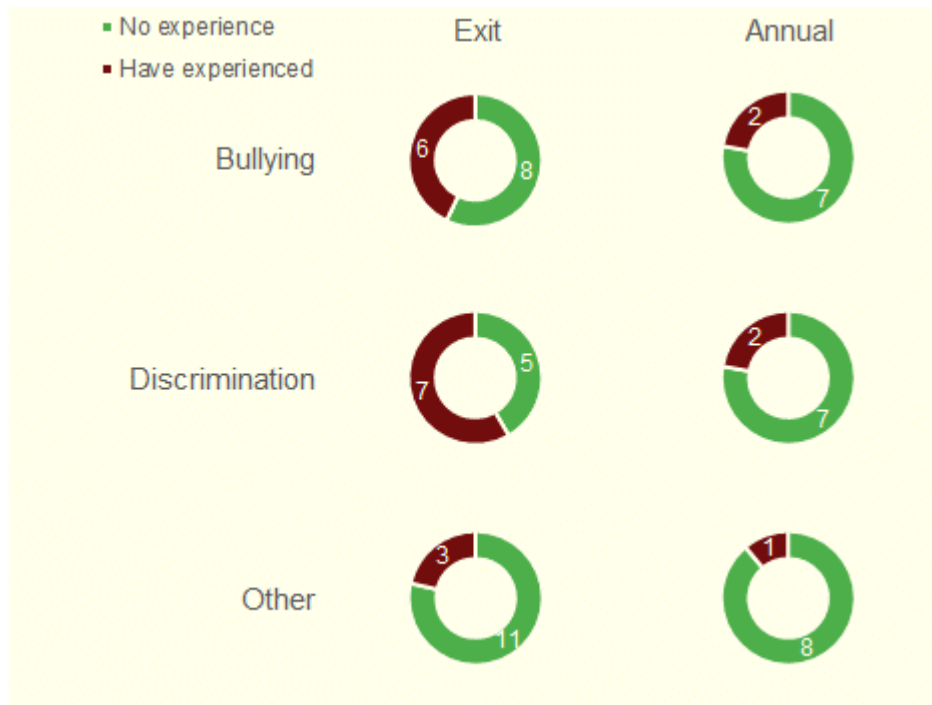
3.2.2. Experience of Male respondents.

Chart 12. Number and distribution of Male respondents who have experienced an incident

The results in Chart 12 above show that half of male respondents (50%) in the Exit Survey have experienced bullying or other unacceptable behaviours.

There is a smaller proportion of male respondents (35%) in the 2017 Annual Survey who have experienced similar incidents.

A comparison of the results on the experience of female respondent's vs male respondents (Chart 7 vs Chart 9) would suggest that female Members are more likely to experience bullying or any other type of unacceptable behaviours.

The Charts below illustrate in more detail the number and distribution of male respondents who have reported experiencing various types of unacceptable behaviours.

The results show in the Exit Survey that a greater number and proportion of male respondents have experienced bullying and other unacceptable behaviours compared with the male respondents in the 2017 Annual Survey

Chart 13. Types of incidents experienced by male respondents
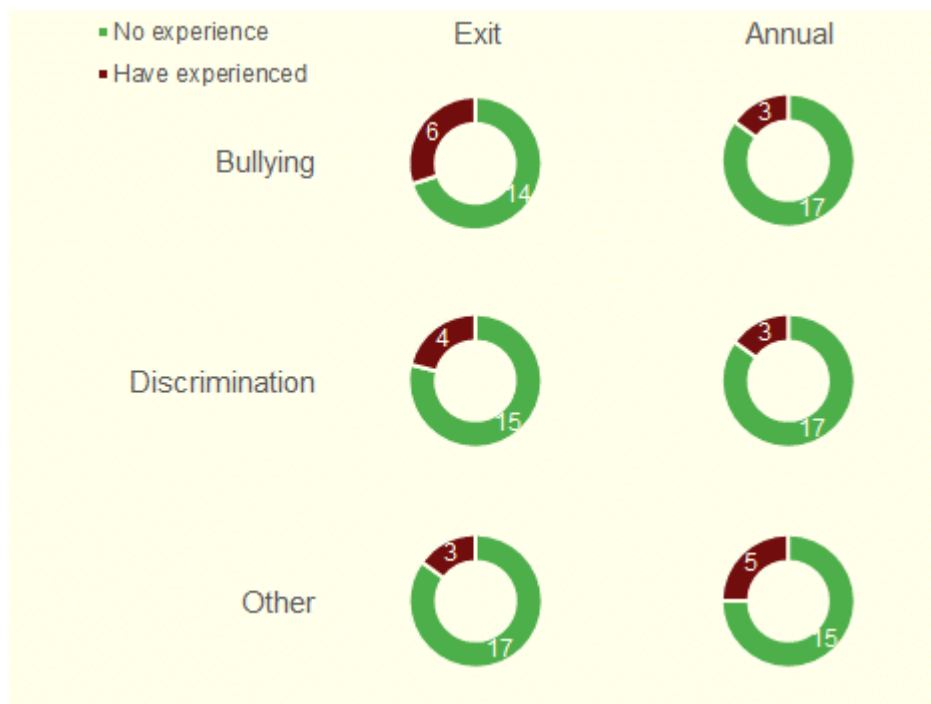
3.3. Experience of unacceptable behaviours by age group (under 55 years old vs over 55 years old)

The results in the Charts that follow will illustrate the distribution of respondents and their experience by age group.

3.3.1. Experience of respondents over 55 years of age

Chart 14. Respondents over-55 years old who had experienced an incident
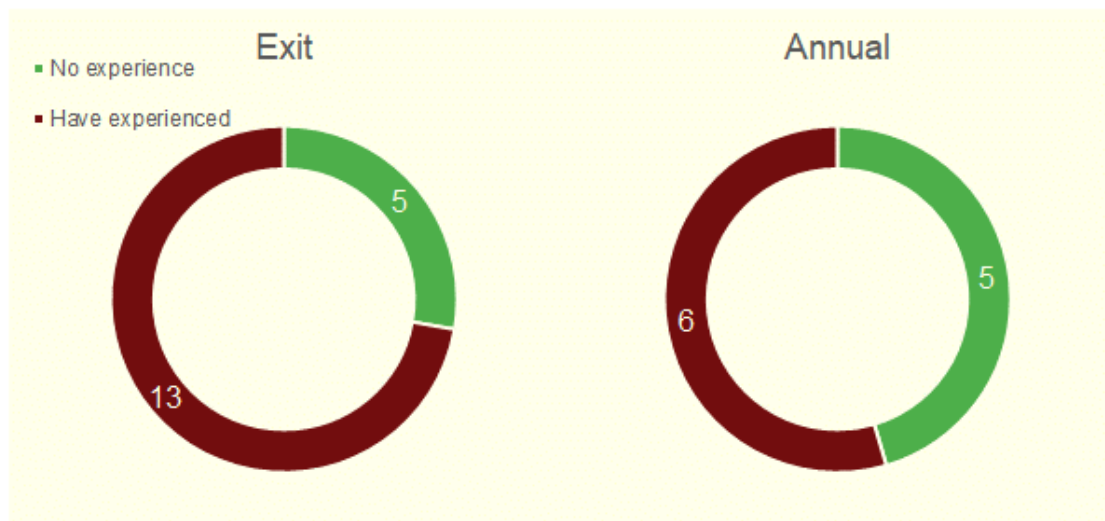
The Chart above shows that the majority of respondents over the age of 55 have experienced an incident of bullying, discrimination, or other unacceptable behaviour. In the Exit survey, this accounts for 72% of respondents while in the 2017 Annual survey 54%.

Chart 15. Types of incidents experienced by respondents over-55 years old
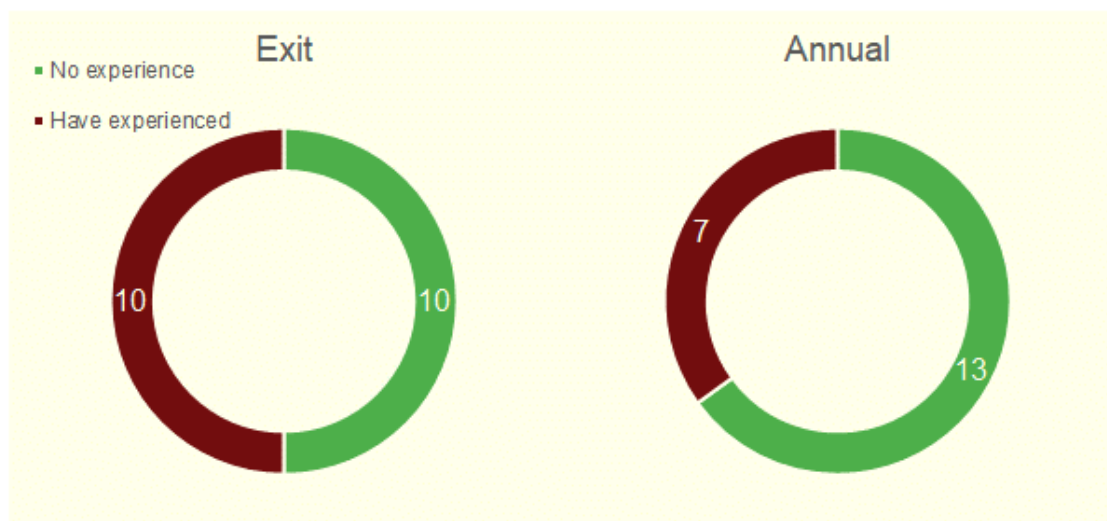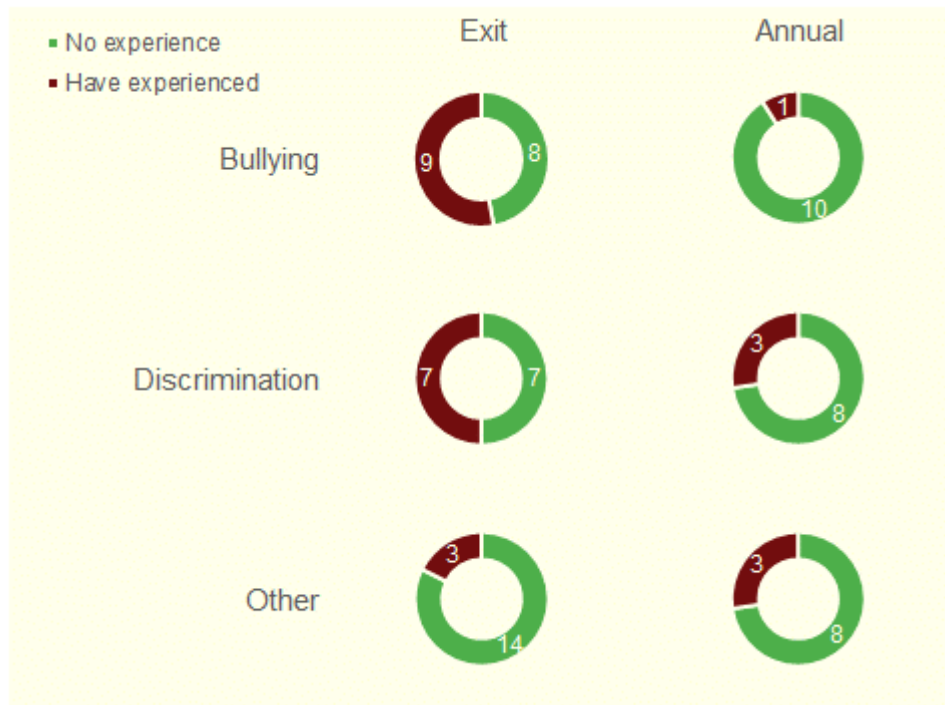

The results in the Chart above illustrates in more detail the number and proportion of male respondents who have experienced bullying and other types of unacceptable behaviours.

The results also show that during this term (as shown in the 2017 Annual survey) a smaller number and proportion of male respondents over 55 years old have so far experienced bullying or unacceptable behaviours.

3.3.2. Experience of respondents under 55 years old

Chart 16 below shows the number and proportion of respondents in Exit Survey (36%) and 2017 Annual Survey (33%) under 55 years of age who stated that they have experienced bullying and other unacceptable behaviours are not hugely dissimilar.

Chart 16. Respondents under-55 years old who reported experiencing an incident
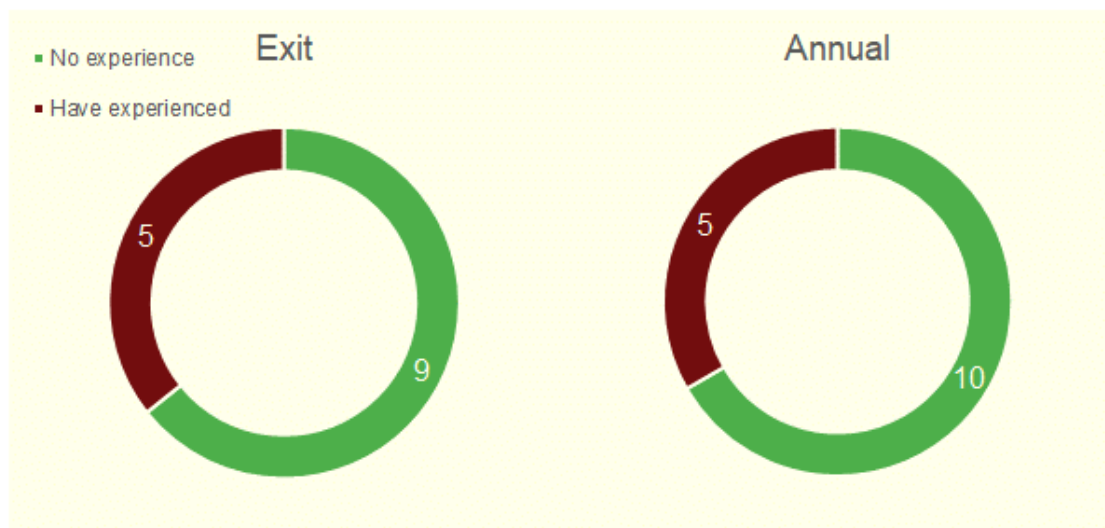
Chart 17. Types of incidents experienced by under-55s
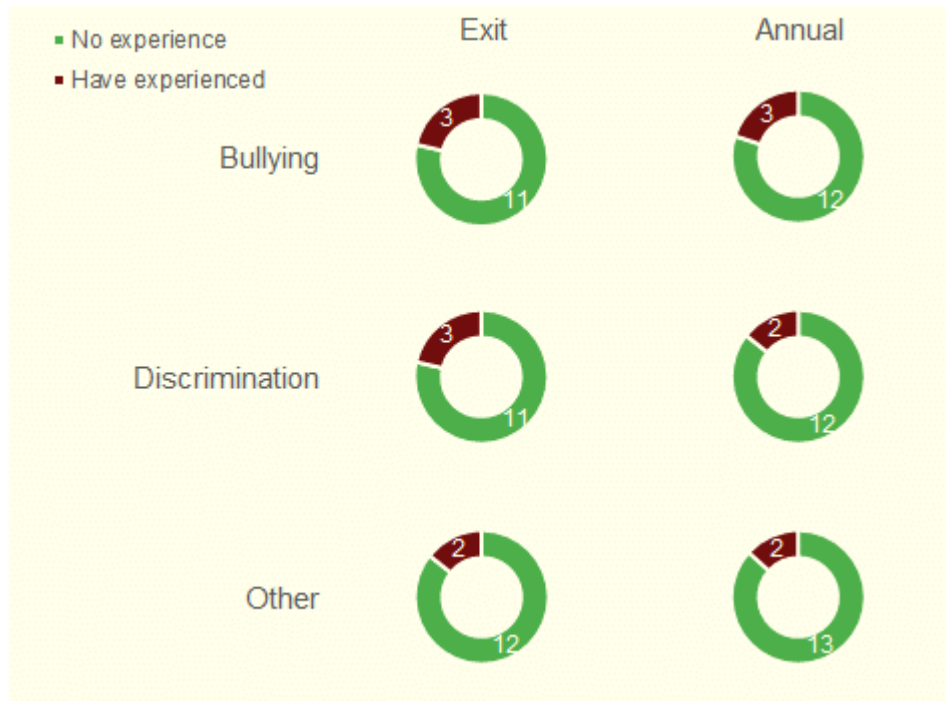
3.4. Reporting of incident

3.4.1. Respondents reporting incidents

Chart 18. Respondents reporting bullying and other unacceptable behaviours, Exit Survey vs. 2017 Annual Survey
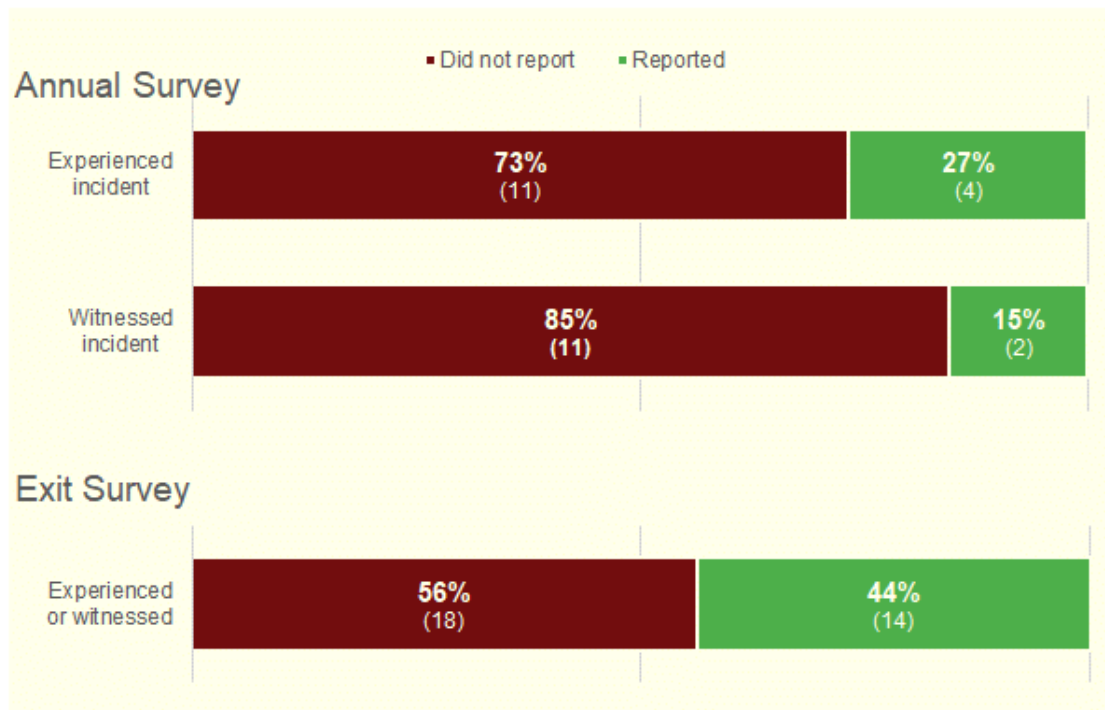
When asked whether they reported incidents that they have witnessed or experienced, the results Chart 18 above show that the majority of respondents in both the Exit Survey (56%) and the 2017 Annual Survey (in the range of 73% - 85%) did not report this.

Compared with the Exit Survey, there is a greater proportion of respondents to the 2017 Annual survey did not report the incidents that they have either experienced (73% of respondents) or witnessed (85% of respondents).

3.4.2. Reason for not reporting incidents experienced and witnessed

Respondents who did not report the bullying and discriminatory behaviours that they have been exposed to, have cited various reasons. An outline of these responses are in Appendix 1 of this document.

Three respondents to the Exit survey stated that the nature of the political environment reinforces the prevalence of bullying. There is a suggestion that such kind of behaviours are "prevalent in the political context" and is described by another as "part of the culture – quite laddish"

In both the Exit and 2017 Annual Surveys, there were respondents who cited that the covert nature of bullying and discriminatory behaviour makes it difficult to report.

There is also a widely shared belief by some respondents the Exit Survey and by many in the 2017 Annual Survey, that reporting of incidents will not result in change. Some Members cited their previous experience where bullying and unacceptable behaviours have not been effectively dealt with, due to a belief that there is no "sufficient impartiality" and a belief that there is "ruling group favouritism".

Some respondents in the Exit Survey also felt that there was no need for them to reporting the incident as this had happened "publicly" in the presence of the Monitoring Officer and other Member colleagues who were in the position to later on act on such displays of unacceptable behaviours. It is possible that action will have been taken as those who witnessed the behaviour would not necessarily be aware of.

3.5. To whom incident was reported to

Chart 19. To whom respondents have reported the incident
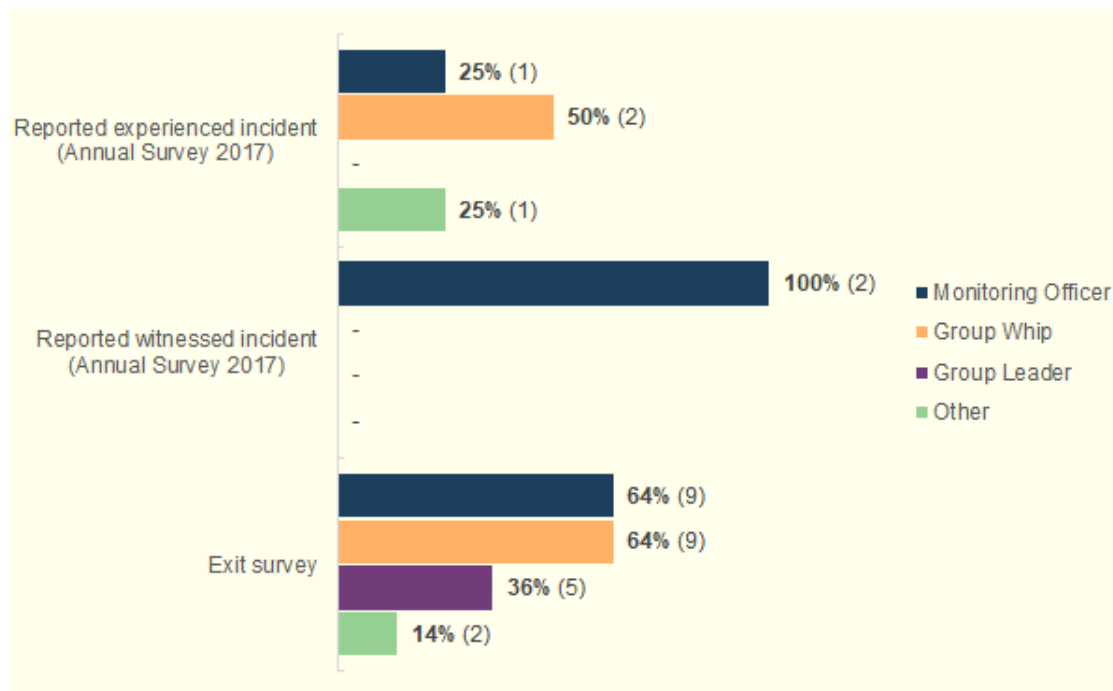
When asked who they reported the incident to (incidents experienced and witnessed) *most* respondents in the Exit Survey and the 2017 Annual survey stated that they reported this to the Monitoring Officer and/or the Group Whip.

Although 45% of respondents (15 out of 33 in Chart 8) in this political term have either experienced or witnessed an incident, only 27% (4 out of 15) of respondents *who experienced incident* have chosen to report this to persons of authority or individuals who have responsibility for dealing with this matter. Of those who *witnessed an incident*, only 13% (2 out of 15) of respondents have chosen to report this.

The results from the 2017 Annual Survey also show that only 2 respondents who have *experienced an incident* indicated that they have reported this to the Group Whip. Other respondents in this category reported their experience to the Monitoring Officer (1 respondent) and to an undisclosed person (1 respondent).

Those Members (2 respondents) in this current term who have *witnessed an incident* cited that they have reported this to the Monitoring officer.

3.6. Satisfaction with how incident was dealt with

Chart 20. Respondent satisfaction of how incident was dealt with
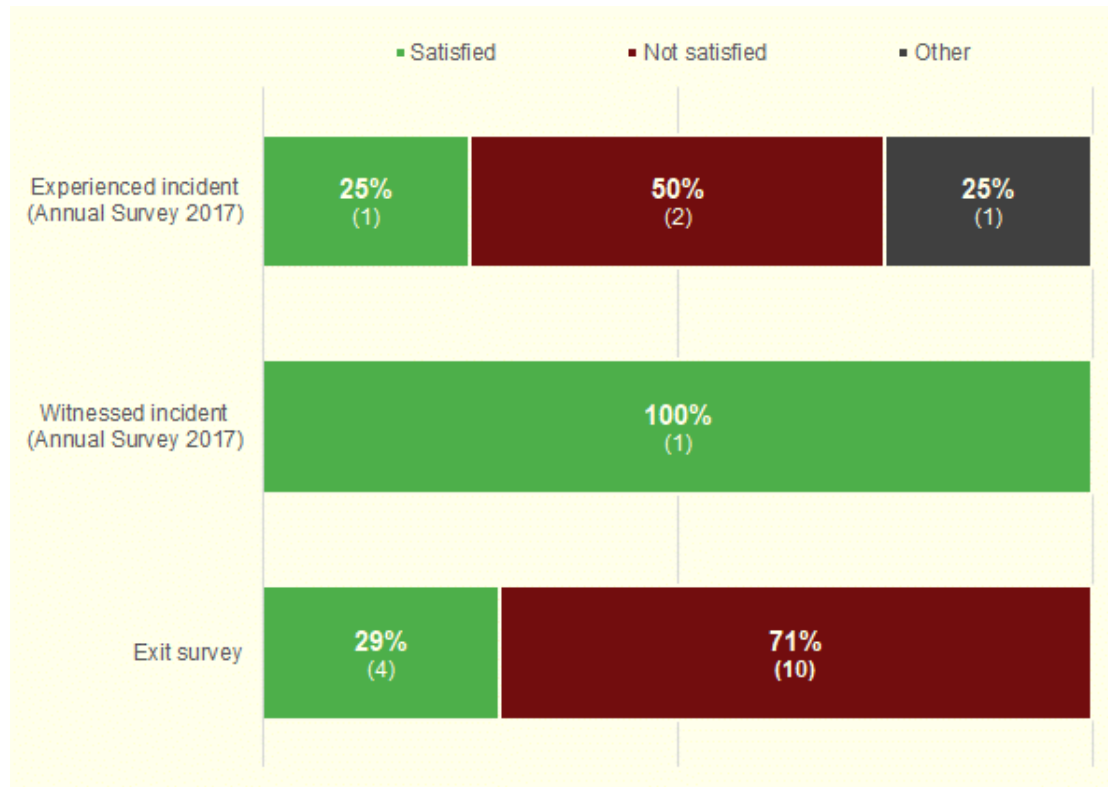
Respondents were asked, "When you reported the incident, were you satisfied with how it was dealt with?"

The four respondents in the 2017 Annual Survey who experienced an incident had different views on their satisfaction with how the incident was dealt with.

The respondent (1) who reported to the Monitoring Officer was satisfied with how the incident was dealt with. Of the (2) respondents who reported to their Group Whip, one stated that they were not satisfied with how the incident was dealt with while the other respondent did not provide any response. It must be noted that the number of respondents who have reported an incident as with the number of respondents who confirmed their satisfaction of how this was dealt with are very small.

Two respondents in the 2017 Annual Survey who have witnessed the incident have reported this to the Monitoring Officer. Of these (2) respondents, one stated that they were satisfied with how this was dealt with, however the other respondent did not provide a response.

Due to the very small number of responses to these questions, the results shown above may not be representative of the views of Members who are currently serving in this political term.

3.6.1. Reasons for dissatisfaction of how reported incident was dealt with

Respondents cited various reasons why they were dissatisfied with how the incident they reported was dealt with. A number of respondents to the Exit survey shared the view that "no effective action was taken to address the matter". This view is also shared by at least 1 Member in this current term. On a similar note, there was also 1 Member who felt that "action took too long" and the lack of victim support from their political Group members.

Some Members expressed concern that in raising these types of incidents, they have been subjected to further harassments or felt that they were not taken seriously. This sentiment is also shared by other Members who felt that these incidents were tolerated and is part of the pervading "culture" in politics.

3.7. How to prevent future incidents of unacceptable behaviour

Councillors were asked what they thought should be done to prevent bullying and discriminatory behaviours.

There was shared view from respondents to both surveys that attitudes among Councillors needed to change. Additionally, some respondents believe that Members need to be aware and be reminded of behaviours that are unacceptable in their role as an elected representative in the Council. In developing this awareness, several Members in both surveys highlighted the need to provide training "as part of induction" to members, which some suggested should be made "compulsory". Members in this current political term specifically suggested that training on "communication skills" and on "how behaviours impact on others" and how to "deal with these types of behaviour" will be useful. Members also highlighted the need to challenge the display of these types of behaviours.

Chart 21. Percentage of respondents who rated induction sessions

Legend: ■ Not useful ■ Useful ■ Very useful
(E) Essential

Session	Not useful	Useful	Very useful
UN Child Rights Approach (Part 2)	0%	17%	83%
Visit to Connect 2 Cardiff and the Active Response Centre	10%	10%	80%
Everything You Need to Know About Housing	7%	14%	79%
UN Child Rights Approach (Part 1)	10%	15%	75%
Help for Older People -- Independent Living Services	9%	27%	64%
Introduction to Planning in Cardiff	8%	33%	58%
Education Matters	8%	42%	50%
Transforming Transport	25%	25%	50%
(E) Information Governance and Data Protection	3%	50%	47%
Introduction to Performance and Performance Management	25%	33%	42%
(E) Code of Conduct and Ethics	8%	54%	38%
Guardianship -- Members' Role as a Corporate Parent	6%	59%	35%
(E) Introduction to Local Government Finance	4%	61%	35%
Getting Ready for Full Council	17%	50%	33%
(E) Equalities Workshop	24%	52%	24%
(E) Welsh Awareness	33%	47%	20%
Introduction to the Council's Policy Framework	27%	60%	13%

These comments support a finding, shown in the chart above, that the Code of Conduct and Ethics event and the Equalities Workshop were given fewer "very useful" ratings than other training sessions. Officers have restructured the Equalities Workshop in response to comments on the 2017 Annual survey, including that the session should offer guidance that is more practical.

Many (12) respondents to the exit survey said that penalties for misbehaviour should be stronger. Although this attitude was expressed in the 2017 Annual survey, it was less common – only two written answers were given that fit this theme. One respondent to each survey suggested that, instead of officially reporting incidents, informal alternatives, such as discussions with Group Whips or education/warnings should be available.

Annex 1. Outline of reasons why Members did not report incident experienced or witnessed from Free Text Boxes

| Exit Survey | 2017 Annual Survey | |
	Experienced incidents	*Witnessed* incidents
Part of accepted culture "The discriminatory behaviour and bullying was so prevalent in a political context, its almost not perceived as the same as in a standard working environment."	**Part of accepted culture** "Discriminatory behaviour is often unintentional. E.g. networking at a football match. Not a reportable issue but exclusive."	**Part of accepted culture** "This is not a specific incident just a collection of small incidents which on their own are insignificant but collectively are concerning." "Part of the culture - quite laddish, and women are excluded from the group if you are not a massive football or rugby fan"
Behaviour was covert "much of the discriminatory behaviour, including between Cllrs and officers was often not overt, and so difficult to report."		**Behaviour was covert** "Discriminatory behaviour is often subtle and below the radar for reporting e.g. stating objection in a meeting, to signing a charter supporting women's equality."
It would not result in change "Because I think it would have been a waste of time." "The perpetrator is a serial offender who is impervious to censure."	**It would not result in change** "No point" "it would not be taken seriously" "I do not feel that there is sufficient impartiality for reporting an issue not to	**It would not result in change** "Because experience tells me that it doesn't result in anything changing" "Would not be dealt with effectively." "Ruling group favouritism"

Exit Survey	2017 Annual Survey	
	Experienced incidents	*Witnessed* incidents
	make the current situation worse"	
Occurred in the open "It was in the public arena in the presence of Monitoring Officer" "There were plenty of people present to witness this [incident in Council chamber]. I wonder if anyone has since been reprimanded or been pulled aside for a quiet word?" "They were carried out in full view of the monitoring officer, chief executive and cabinet members" "I consider the behaviour towards the mayor at January's council meeting to have been a form of bullying. It was visible to all and didn't, I feel, need direct reporting."		
Reported by another "It was reported by the victim cllr" "It was reported by others." "Already been logged by others."		

| Exit Survey | 2017 Annual Survey | |
	Experienced incidents	*Witnessed* incidents
"Thought it a matter for the group and member concerned."		
"Lack of proof and a desire not to sour member/officer relationship."		
"My ward colleague sought advice. Whilst it was unpleasant and unreasonable, I'm not sure if it was a breach of code of conduct. Waiting to see if Data Protection is breached."		
"The behaviour occurred within the group. When appropriate I challenged it. On other occasions I let party officers deal with it."		
	"Only happened a few days ago and not yet spoken to anyone."	"See previous answer [only happened a few days ago]"
	"I felt the discrimination came from Officers."	
	"I took informal advice and dealt with to myself"	

Annex 2. Reasons for dissatisfaction on how the incident was dealt with taken from Free Text Box

Exit Survey	2017 Annual Survey
Culture of silence "I was told in some instances to put up or shut up." "No action was taken or follow-up fizzled out so culture of acceptance" "Scrutiny attendees need not always turn up and at my first year, the Conservative and Labour and Scrutiny Advisor (Officer) colluded often when imbalanced to vote down anything I suggested which resulted in a farce."	
No effective action taken "In others ignored and others still had fruitless meetings which did not resolve the issue." "Whip did not act upon the incidents." "No action was taken regarding the incident when I felt I was bullied." "No action was taken or follow-up fizzled out so culture of acceptance" "The incident XXXXXX was bullied has still, nearly two years later, not been resolved to XXXX satisfaction." "The monitoring officer was informed of this incident, the name of the councillor and she did not act. I assume she was scared to do so" "Pressure was on the Monitoring Officer to refute or play down my complaints"	**No effective action taken** "Officers said nothing. Only fellow councillors got involved."
Duration of action loo tong "others still had fruitless meetings which did	

Exit Survey	2017 Annual Survey
not resolve the issue." One took 18 months to resolve and one still not resolved	
Resulted in further harassment of victim "When I reported the comments made by xxxxx regarding the xxxxx to the Chief Whip, he advised me to take the issue to a xxxxx Group meeting. I experienced considerable difficulty in getting the item included on an agenda. When it was, I was subjected to an angry xxx by xxx." "I felt intimidated and threatened, especially as I was aware of the violence which has been shown to the xxxx. This is a very serious issue, the police subsequently contacted me (unsolicitied) to ask if I felt safe." "I advised the officer at the time that a member of my group chased me across the car park resulting in me falling over and grazing my knee. The Cllr then followed me into the lift, to my office where I had to lock the door. He then returned to my office at the end of the day and followed me into the lift, into the car park until I got in my car and shut the door. "	
No support from other Group Members "Not one member of the xxx Group spoke up to support me and I had to ask the chair to intervene during xxxxx tirade"	

Exit Survey	2017 Annual Survey
Difficulty in managing pervading "culture" and practice in the system "I am xxxx so this question is difficult to answer. There is such an inbuilt bullying culture within politics that try as I might, it has been virtually impossible to control"	
"Do not wish to elaborate"	
"The Chief Executive did, however, take action regarding false information regarding an issue raised with the protocol office."	

Annex 3. Preventing bullying and unacceptable behaviours in the future.

Exit Survey	2017 Annual Survey
Offenders need to change "Mind sets need to change." "It's about respect. When you have Cllrs who have taken each other to court it is very difficult for them to put that aside outside the Council. Could more have been done to encourage those who genuinely dislike each other to put that aside when in the chamber?" "Officers and Members should recognise the value of each other's views and respect those views even if they do not conform to theirs; not discriminate against the set up 'minority' '" "Mutual respect! These behaviour patterns appear in a particular generation & type of person."	**Offenders need to change** "I think perhaps it's a combination of things. Getting people out of "old school" behaviour - more appropriate to older councillors - making councillors aware of the hurt it can cause, and an understanding of what bullying, discriminatory and inappropriate behaviour is."
Clear expectations "I think there needs to be a very clear expectation of members that aggressive behaviour is not appropriate and that being an elected member places an additional responsibility in terms of their behaviour." "Councillors need to understand their role and responsibility. They need to understand that if an officer can't help because if the policy then they need to make the case why something should be treated as exceptional or review the policy and not blame officers"	**Clear expectations** "Continuing to highlight that this behaviour is unacceptable" "Needs to be made clear in induction and in enrolment packs" "Clear expectations of the relationship between Elected Members and Officers, making both parties aware of 'the line'."

Exit Survey	2017 Annual Survey
Training to change attitudes "Regular training on this – for example Induction has Equality Training and then no refresher. Once a year make it compulsory for a refresher besides compulsory induction. " "There should be compulsory training for all councillors" "Compulsory training Better commitment from political parties to do this at selection stage as well"	**Training to change attitudes** Awareness raising of how behaviours impact on others" "Communication skills training"
Challenging behaviour "Calling out behaviour"	**Challenging behaviour** "Constantly reiterate. Challenge bad behaviour." "Peer pressure, effective chairing"
Training in dealing with others "Training councillors to develop strategies to deal with these behaviours is essential as these people won't change. Standing up to bullying & discriminatory behaviours is the key to stopping it. But Cllrs need specialist training on this. I have done this privately"	**Training in dealing with others** "training in managing behaviours of others"
Sanctions for behaviour "Should be dealt with harshly and constructively" "there should be agreed and established protocols by which they can be dealt."	**Sanctions for behaviour** "Take very strong action against anyone found guilty of this behaviour" "full and proper sanctions when they occur"

Exit Survey	2017 Annual Survey
"Standards and Ethics needs to be given or start to use powers to address this. Seems to be a toothless com'tee and its role and future questionable."	
"More harsh consequences if proved."	
"Consequences management from the monitoring officer"	
"Stronger penalties for those who frequently ignore the rules laid down"	
"The council never takes action. The council needs to take action."	
"People who break rules being immediately suspended until an investigation takes place, rather than being present as though nothing had happened. Investigations are drawn out and ineffective. Unless action is taken immediately people will go on behaving badly."	
"strict discipline should be imposed so that bad behaviour is dealt with effectively and not allowed to escalate."	
"Action (not long winded) when behaviour is reported"	
"real concerted follow-through and investigations, so that those reporting concerns believe that the system is 'listening and acting'."	
"give Standards and Ethics/ Monitoring officer some powers to deter this behaviour"	

Exit Survey	2017 Annual Survey
Name and shame	**Name and shame**
"Name and shame."	"naming and shaming."
Reporting	**Reporting**
"Encourage reporting with assurance it will be addressed immediately." "There should be member of council staff who is a named contact for councillors so they know who to go to for advice and support if they have any complaints regarding bullying and discrimination." "More openness to reporting behaviour." "Officers should be able to report bullying by Councillors, and not fear any effect on their job."	"Ensuring an transparent, confidential and independent mechanism for issues to be reported" "Support colleagues to report issues and ensure that all reports are investigated"
Informal action "There should be clearer ways for concerns/issues to be raised without necessarily it reaching formal complaint - perhaps through the whips?"	**Informal action** "For minor matters informal education/warnings may help alleviate/address concerns before they escalate to more serious behaviour."
"Regular one to ones with an objective outsidee"	
"Strong officer advice is needed."	
"Tensions are caused by austerity and an insufficiency of Council financial capacity. In	

Exit Survey	2017 Annual Survey
part, the solution for the erradication of the problem lies at core funding level from Westminster by a Welsh Government; that is not to excuse behaviour but is in part to explain what may allieviate it."	
"A greater distribution of decision making roles and power across the authority. The current system effectively creates a Cabinet of Super Councillors that officers surround. The vast majority of councillors are backbench councillors with limited input into decision making hence huge frustration, rivalry and jealousy are fostered."	
	"Prevent untrue statements and councillors telling lies."
	"offer better protection to the accused as well as the accuser."
	"Fairness across the Council"