



Markstone

VICTORIAN COUNCILLOR RESILIENCE SURVEY

Findings 2019

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2019 COUNCILLOR RESILIENCE SURVEY

About this report

This report details results from an independent survey undertaken of Victoria's Councillors by Markstone Group from October to December 2018. The survey is the first to record elected representatives' perspectives on issues of resilience, wellbeing, support needed.

Acknowledgements

Markstone acknowledges The Phoenix Experience in the development of the survey questions. Markstone also thanks the extraordinary number of Councillors who voluntarily participated in the survey and provided an extensive range of views, thoughts and ideas.

Disclaimer

Every effort has been made to ensure this report is free from error or omission. The information contained in this report has been derived in good faith from Councillor responses and inputs to the online survey. Every measure has been taken to ensure Councillor comments have been distilled to anonymous thematic issues and cannot be attributed to specific individuals. However, neither Markstone nor any person involved in the preparation of this report accept any liability whatsoever for its contents or information.

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About Markstone Group

Markstone is a government relations advisory firm with decades of experience, that includes a specialisation in working with the local government sector.

2019 COUNCILLOR RESILIENCE SURVEY

As Victorian Councillors entered into the second half of the 2016 – 2020 Victorian Local Government term, Markstone undertook an important initiative across Victorian Local Government, a survey of Elected Representatives to explore the experiences they face undertaking their roles.

The purpose of the survey was to gain a front line understanding of the day to day experiences and demands Councillors face.

The survey also sought to identify the needs of Councillors as they move forward to fulfil their role as decision makers over the next two years.

The key purpose of the independent, anonymous survey was to:

- ▶ gain insight on issues exclusively from Councillor perspectives;
- ▶ gain a front line understanding of Councillor resilience two years into their term;
- ▶ understand the experiences and demands Councillors face day to day;
- ▶ identify support, tools and resources Councillors need to fulfil their role.

Markstone have a deep understanding of the Victorian local government sector. While working with Councils during 2018, Markstone gained a sense of experiences and demands placed on Councillors, and the impact on resilience and wellbeing. This observation gave rise to the independent resilience survey.



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Key Findings

More than 30% of Victoria's cohort of elected Councillors voluntarily participated in this independent survey. The high participation rate and commonality of themes in Councillor responses creates important never before captured data.

Key findings from the survey include:

- ▶ Councillors overwhelmingly want to make a positive difference in their communities and undertake their role for the right reasons - however, they identify multiple challenges that inhibit their ability to fulfil their role. Many of these challenges are concerning.
- ▶ An alarming percentage of Councillors feel overwhelmed or stressed; and state they experience both bullying and harassment.
- ▶ Relationship breakdowns between some Council organisations and their Councillors and the inability of some Councillors to work together damages the sector.
- ▶ Councillors desire more training and support than they currently receive. They identify a need to access independent advice outside of council administration.

Following strong positive feedback from Councillors this independent survey will be undertaken every two years to create important trend data to assist in the ongoing development of the sector.

Conclusion

Overwhelmingly Councillors who participated in the Councillor Resilience Survey stood for Council because they were committed to improving their local community and wanted to make a positive difference. However, this survey has uncovered the experience Councillors were hoping for is not the experience most are subject to. For many, being a Councillors comes at an unexpected personal cost that intrudes on family life and has impacted on happiness and wellbeing. Many Councillors are considering whether they would stand again.

Alarmingly, what is evident from this survey is the majority of Councillors feel overwhelmed or stressed, identifying experiences of not coping and feeling isolated.

Equally concerningly, experiences of bullying and harassment from community and rate payers, and frequent exposures to online and face to face abuse, raise alarm for Councillors personal safety and impacts on their mental health.

Bullying and harassment between fellow Councillors is also an issue that needs to be addressed. A mix of tailored training, support for individuals and policing of poor behaviour needs to be implemented as a matter of urgency.

Response provided to feeling bullied or personally harassed from the organisation need to be interpreted as a false positive. The vast majority of Councillor provided written responses that contradicted the survey response. Common themes in the commentary range from frustration of being blocked, feeling intimidated, not being listened to or being refused information. This contrast suggest Councillors did not want to reflect negatively on the organisation, however revealed alarming concerns about the quality of interaction between the organisation and their Councillors, that need to be addressed as a priority for the health of the sector.

Councillors overwhelmingly want training and support to assist them fulfil their role. They want access to training that is particular to the demands of being a Councillor and the challenges they face, this specifically included mentoring and independent advice. It is evident from survey responses that Council Organisations need to actively encourage and support individual and group training and development of Councillors rather than block opportunities.

Even though this was an anonymous survey, the excessive number of Councillors who called, emailed and wanted to discuss their lived experience was extraordinary. Demonstrating a clear need for ongoing tailored training and support for Councillors.



Survey Report

A total of 200 Victorian Councillors voluntarily participated in this independent, anonymous online survey - which equates to a response rate of over 30% of the total number elected representatives.

Statistically the Councillor resilience survey received a very strong response.

Demographics

60% of participants were male and 40% were female. 40% of participants had been on Council for 2 years, which contrasted with 28% who had served for more than 10 years.

From an age perspective 83% of Councillors were over the age of 45, with 5% being over the age of 75. The smallest age cohort was 18 – 24, closely followed by the 25 – 34 age group.

Pride in the Councillor role

46% of participants felt proud of themselves and take great pride in the work they do as Councillors, but undermining, verbal attacks, aggressive language and abuse from community was identified as a common problem.

Weekly time commitment

The survey established Councillors spend more time in their role than they expected. 31% of Councillors spend between 20 – 30 hours on Council duties each week while 10% spend over 40 hours per week.

While 45% of respondents felt they could take time for themselves without feeling guilty “some of the time,” more than 25% responded they rarely could.

Many Councillors felt they were in their role virtually 24/7 and not able to go out in public to the supermarket without being stopped on a Council matter. The challenge of balancing Council time with home and work life was a common issue, with some Councillors putting strategies in place to help address this issue.

Happiness

Over half respondents felt that being a Councillor does not positively impact on their happiness. Responses ranged from frequently feeling sensitive to disappointing community members when making difficult decisions, to the extremes of being stalked, bullied and harassed.

79% of Councillors said Council issues directly impact their family life, while 21% said Council issues rarely or never impacted on their family life. Responses ranged from Council duties taking time away from family to impacts on families by Councillors being considered public property.

Over 60% of participants said they feel overwhelmed or stressed some of the time, often or all the time.

Decision Making

An overwhelming majority of participants felt they deal well with problems and issues before Council but identify there are challenges. Common themes were:

- Councillors make efforts to ensure they have all the information they need;
- Councillors make efforts to know they represent their ward or community views;
- Councillors have challenges dealing with angry residents;
- Councillors face difficulty trying to assist community when Council officers do not always understand the role of Councillors or their need to represent their community.

90% of Councillors are confident and able to make up their mind, however having support, being able to ask questions of Council officers, or seek further information from Council officers was critical in their confidence.

Self Belief

50% of participants felt their self-belief was affected when a decision didn't go to plan some of the time, all of the time or often. Common themes of concern were:

- ▶ The experience of frequently being rushed to make a decision;
- ▶ Not being given enough information or time to review information;
- ▶ Not having an option to stop or slow a rushed process to reflect properly on an issue to ensure everything had been done to inform a decision.

Personal Contribution Appreciated

42% of Councillors responded they felt appreciated for the work they do in the community some of the time, while 34% felt their contribution was often appreciated, and 15% rarely felt appreciated. Common themes included:

- ▶ Feeling support from community, but not from Councillors or officers;
- ▶ Negative vocal minorities in their communities get heard and undermine positive work done by Councillors;
- ▶ Many people in the community do not understand Local Government.

While 52% of respondents felt they make a difference. Many felt they don't do enough; many felt the wheels of local government bureaucracy turn slowly and have a sense of helplessness in not being to help residents with a concern.

Harassment from Peers

40% of Councillors felt they were subject to some form of harassment by their colleagues some of the time, often or all the time. Common themes identified by Councillors were:

- ▶ Having to be on guard constantly;
- ▶ No action taken when a harassment issue is raised;
- ▶ Being belittled, intimidated and put down from individuals or a group;
- ▶ The Code of Conduct is not a helpful tool.

Harassment from Officers

While 85% of Councillors responded they are not subject to some form of harassment by the organisation, a majority of Councillors cited common concerns:

- ▶ Inappropriate comments by council officers to Councillors;
- ▶ CEOs playing political games;
- ▶ Councillors and officers teaming up against other councillors;
- ▶ No support from officers when requested;
- ▶ Feeling unsafe in the workplace.

Harassment from Community

47% of Councillors stated they experienced some form of harassment by their community sometimes, often, or all the time. Examples of harassment included:

- Strong presence of online/social media harassment;
- Abuses when walking down the street;
- Personal attacks;
- Issue-based harassment.

Interaction between Councillors

56% of Councillors identify friction or anger between colleagues sometimes, often or all the time. Themes identified by Councillors ranged from strongly divided Councils to troublesome individuals, small divisive groups, the inability of some to disagree on some matters but still be able to move on.

88% of Councillors felt they were respected by their fellow Councillors sometimes, often or always, however this contrasted with written comments that strongly reflected respondents only felt respect from some, not all of their colleagues.

Guidance

79% of Councillors stated they received support or guidance when needed some of the time, rarely or not at all. Commentary ranged widely

- Knowing support is there, but seeking support is frowned upon by other councillors;
- Officers lack of understanding the role of Councillors therefore can't give the guidance needed
- Feeling isolated and lonely while trying to learn the role and navigate the system;
- Fellow Councillors and some officers try to influence rather than offer guidance.

Internal Support

89% of participants stated they felt supported by the organisation sometimes, often or all the time. This stated position contrasted with significant commentary that included in its range:

- Feeling the organisation often saw them as being in the way;
- Feeling the organisation hides behind Councillors when there is pressure from the community;
- Feeling like new ideas are rarely embraced or supported;
- Felt the officers run the organisation not the Councillors.

Trust

58% of respondents find it hard to trust those around them, some of the time, often or all the time.

Fulfilment

96% of Councillors find their role fulfilling yet identified governance related issues as being challenges of concern. 97% of Councillors feel they make a positive impact in life and 97% of Councillors are clear about their goals and objectives, even though a common response was the challenges and time needed to achieve them.

What Councillors like most about their role

Councillors provided strong written responses and comments in relation to what they liked most about being a Councillor. The strongest, most consistent comments were:

- Making a positive difference and improving the community;
- Assisting the community to have a voice and being a voice for those who haven't been represented before;
- Serving and giving back to the community;
- Making the community better;
- Making relevant change;
- Representing the vulnerable;
- Making sure the whole community is being looked after not just parts;
- Helping community members who are ignored by the organisation;
- Creating socially connected communities.

Several common themes emerged from Councillor responses:

Decision Making

Decision making and being part of the decision-making process was identified as being a key aspect of the role that Councillors liked. Common themes included:

- Being a conduit between the administration and community;
- Listening to and bringing the voice of community to Council decision making;
- Setting meaningful policy;
- Influencing decisions.

Positive Change

The ability to influence positive change in the community came through as a strong theme and aspect of the Councillor role. Positive change was articulated as including:

- Being part of vision setting for the community;
- Working with staff to pursue progressive social and environmental outcomes;
- Budgeting;
- Blue sky thinking;
- Solving problems;
- Raising environmental issues in town planning;
- Future planning;
- Long term strategic planning to affect positive change.

Achieving Results

Getting results was particularly singled out as the best aspect of the Councillor role. Written responses reflected several common themes:

- Achievements that have a positive, long term life (legacy);
- Outcomes small and large;
- Helping community to navigate the red tape;
- Achieving outcomes for the community in a financial responsible way;
- Delivering needed infrastructure;
- Using one's own strengths and capabilities to improve the community.

Working with the organisation

Many Councillors identified they drew satisfaction from working collaboratively with the organisation to address issues. Positive observations included:

- Engaging with staff to gain better outcomes for community;
- Representing a new side of Council to the community;
- Teamwork, partnerships and working together for common goals;
- Creating a new culture within the organisation;
- Improving processes and accountability of the organisation;
- Being a conduit for town planning;
- Being a key part of the political system;
- Being part of a team.

Personal Growth

Many Councillors identified the theme of personal growth as an aspect of the role that they enjoyed, this included learning new skills, identifying opportunities to learn and grow, gain new knowledge, develop leadership skills and meet new people. Continuing to advocate for residents and give back to the community was identified as a positive aspect of the role, even when efforts are not appreciated.

What Councillors don't like about their role

Councillors provided extremely strong and detailed written responses and comments in relation to what they did not like about their role as a Councillor. The most concerning aspects noted by Councillors were that they were subject to:

- **Constant personal abuse (the most prevalent theme);**
- Personal attacks from community members;
- Bullying, harassment and threats from community members;
- Harassment by residents with no support from the organisation;
- **Harassment in the Council Chamber;**
- **Personal attacks from other Councillors;**
- **Intimidation, bullying and harassment from fellow Councillors;**
- **Sexual harassment;**

- Harassment from officers in the council organisation;
- Negative and toxic working environment;
- Harmful, made up gossip.

Several other common themes emerged from Councillor responses:

Isolation

A large number of Councillors stated they felt isolated within the organisation, a feeling that was characterised as having several dimensions:

- No matter how much you try you can't win;
- Feeling undervalued;
- Being victimised for having a different view;
- The more you do the more critical individuals, community and colleagues become.

Lack of Organisational Support

An overwhelming number of Councillors identified they lacked support from the organisation, a situation characterised as having several dimensions:

- Poor culture where the organisation did not value Councillors;
- Not being provided support to gain skills needed for the role;
- The organisation running its own agenda;
- Directors and managers being defensive anytime a question is asked;
- Lack of trust in the CEO;
- Lack of trust between Councillors and the organisation;
- Feeling under constant attack and being undermined by the organisation;
- Bureaucratic game playing, using red tape to slow down and drag out progress and the provision of information to make decisions;
- Non-responsiveness at most critical times;
- Lack of support for Councillors when dealing with difficult issues;
- Officers attempt to use Councillors as scapegoats when things go wrong;
- Councillors being used as a rubber stamp for the organisation;
- Officers not understanding the personal abilities, background, profession of Councillors and refusing to listen to their expertise;
- The organisation refusing to try new approaches, will not listen;
- Some council officers are incompetent;
- Many officers do not understand the role of Councillors;
- Disrespected by officers;
- Taking a long time for the organisation to resolve anything;
- Expectations by officers that all Councillors are available 24/7;
- Councillors have to defend the organisation on operational matters that are undefendable.

Councillor Behaviour

Dealing with negative Councillor behaviour was strongly identified as an aspect of the role that Councillors did not like. Key concerns identified in comments were:

- ▶ Councillor conflicts;
- ▶ Lack of team work between Councillors;
- ▶ Lack of trust between fellow Councillors;
- ▶ Having a split Council, friction between Councillors;
- ▶ “White anting” and undermining between Councillors;
- ▶ Councillors lacking political ability and skills needed for the role;
- ▶ Lazy and incompetent Councillors;
- ▶ Councillors trying to influence operational matters;
- ▶ Difficult to engage with “old guard” Councillor and officer cliques;
- ▶ Difficult to change the views of the “old guard”;
- ▶ Being blindsided by fellow Councillors;
- ▶ Not protected by the Act from inappropriate behaviour;
- ▶ Councillors not coming to meetings prepared.

Community

Unrealistic expectations from the community was a theme raised by a sizeable number of respondents. Councillors largely identified similar observations:

- ▶ Community expectation Councillors are available 24/7;
- ▶ Expectation consultation means agreement;
- ▶ Community lack understanding about Local Government;
- ▶ Community want more than Council can deliver.

Home life

Councillors provided strong responses and commentary on their workload as Councillors. There was strong common messaging that more time was expended on the role than they had expected. Many councillors identified that the role had a negative impact on their home life. Common issues were identified as being:

- ▶ Unrealistic time requirement impacts negatively on work life balance;
- ▶ Large time requirement to read reports and do paperwork;
- ▶ Poor allowance compared to the reality of hours required to do the role;
- ▶ Officers frequently call meetings during work hours;
- ▶ Difficulty juggling work commitments with Councillor role;
- ▶ Experience loss of income and leave hours affects family;
- ▶ Far too many emails;
- ▶ Too many time wasters and non-productive meetings takes up time.

Big Picture Thinking

Councillors stated that they disliked the fact little or no time was allocated to focus on big picture issues or strategic thinking. Challenges in modernising some views, practices and policies of Councillors and the organisation.

Difficult Issues

Having to make difficult decisions; having to deal with issues before VCAT; involvement in general planning issues between community and organisation; demands from State Government; having to represent the community against officers, negativity towards council by media and State government and sometimes other councillors were all identified as additional lowlights of the Councillor role.

What would assist Councillors in their role

Councillors provided detailed responses and comments to the question of what would be the most important things that would assist them in the role as Councillor. Key observations provided by Councillors included:

More realistic budget allocation for Councillor training and professional development

When asked what would be the most important thing that would assist you with your role a strong training theme emerged.

Training

Training emerged as the strongest common theme identified by Councillors:

- ▶ Realistic professional development allocation for each Councillor;
- ▶ Support and encouragement by the organisational of Councillor training and development of Councillors;
- ▶ End the culture of saying council cannot afford Councillor training;
- ▶ Training/mentoring from people who understand and empathise with the role;
- ▶ Having a clear understanding of the role of Councillor;
- ▶ Understanding of the Local Government rules and regulations;
- ▶ How to cope with being a Councillor;
- ▶ Governance training;
- ▶ Training in problem solving methods;
- ▶ Training in finance;
- ▶ Understand and working with differences between people;
- ▶ Mandatory professional development;
- ▶ General professional development;
- ▶ Regional based training;
- ▶ An induction process that addresses roles, responsibilities and skills;
- ▶ How to work as a group, dealing with differences;
- ▶ Dealing with conflict between individuals;
- ▶ Training for the Community to understand how Local Government works;

Several other common themes emerged from Councillor responses:

Mentoring

Councillors provided strong comments to variety of support needed:

- Mentoring;
- Impartial mentor;
- Mentoring in team dynamics and assistance to build the team;
- Independent advice and an external help line;
- An independent mediator to talk to about issues, Council agendas, other Councillors behaviours;
- Skills to be more resilient;
- Mental health support, peer counselling;
- More councillor support in rural and regional areas;
- A mediator to work both with Council and councillors we also seen as necessary to assist Councillors with their role.

The organisation

Councillors identified a range of ways the organisation could support Councillors

- General support of Councillors by the organisation;
- Assistance by Councillor officer with agendas prior to meeting;
- Councillors support person;
- External support to build trust between Councillors and Exec;
- Honesty and trust;
- Councillor only time;
- A transparent organisation;
- Being heard;
- Being given the information needed to make a decision;
- The CEO and organisation understanding the roles of Councillors;
- Support from the organisation to resolve community matters in a timely manner;
- Encourage and support Councillors to undertake training, support and professional development they need to fulfil their role.

Sector Reform

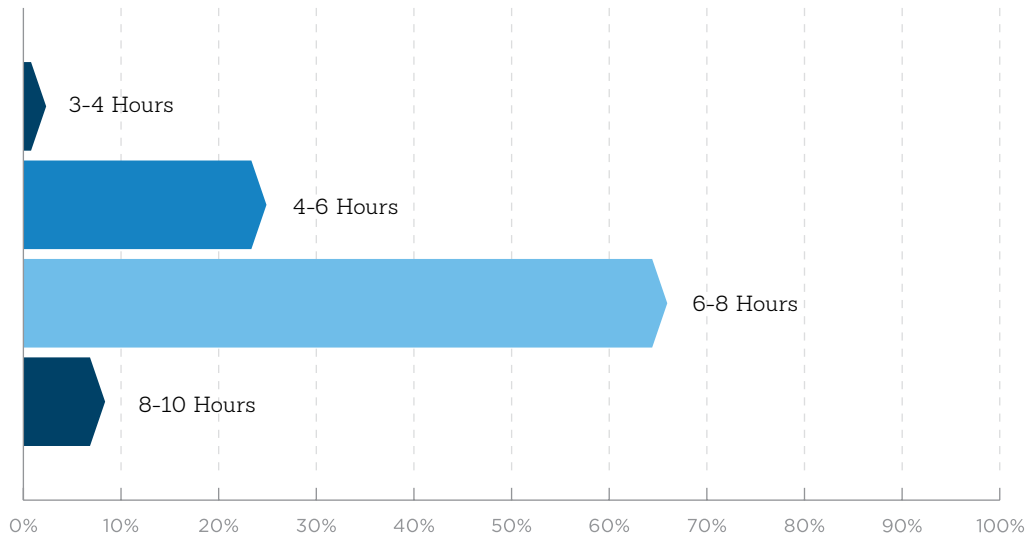
Sector reform was identified as a significant need in assisting Councillors fulfilling their role. Councillors identified:

- Creation of clearly defined Rights of Councillors;
- Clear definition of what support/assistance and entitlements Councillors are allowed;
- The new Act to give clear definition of what information Councillors have access to when fulfilling their role;

- Protection as a Councillor from work place bullying;
- Establishing enforceable standards for Councillor conduct to avoid to negative behaviour; including bullying and harassment;
- Effective Code of Conduct;
- Councillor allowance increased to reflect the hours of the role;
- Support for professional development and training.

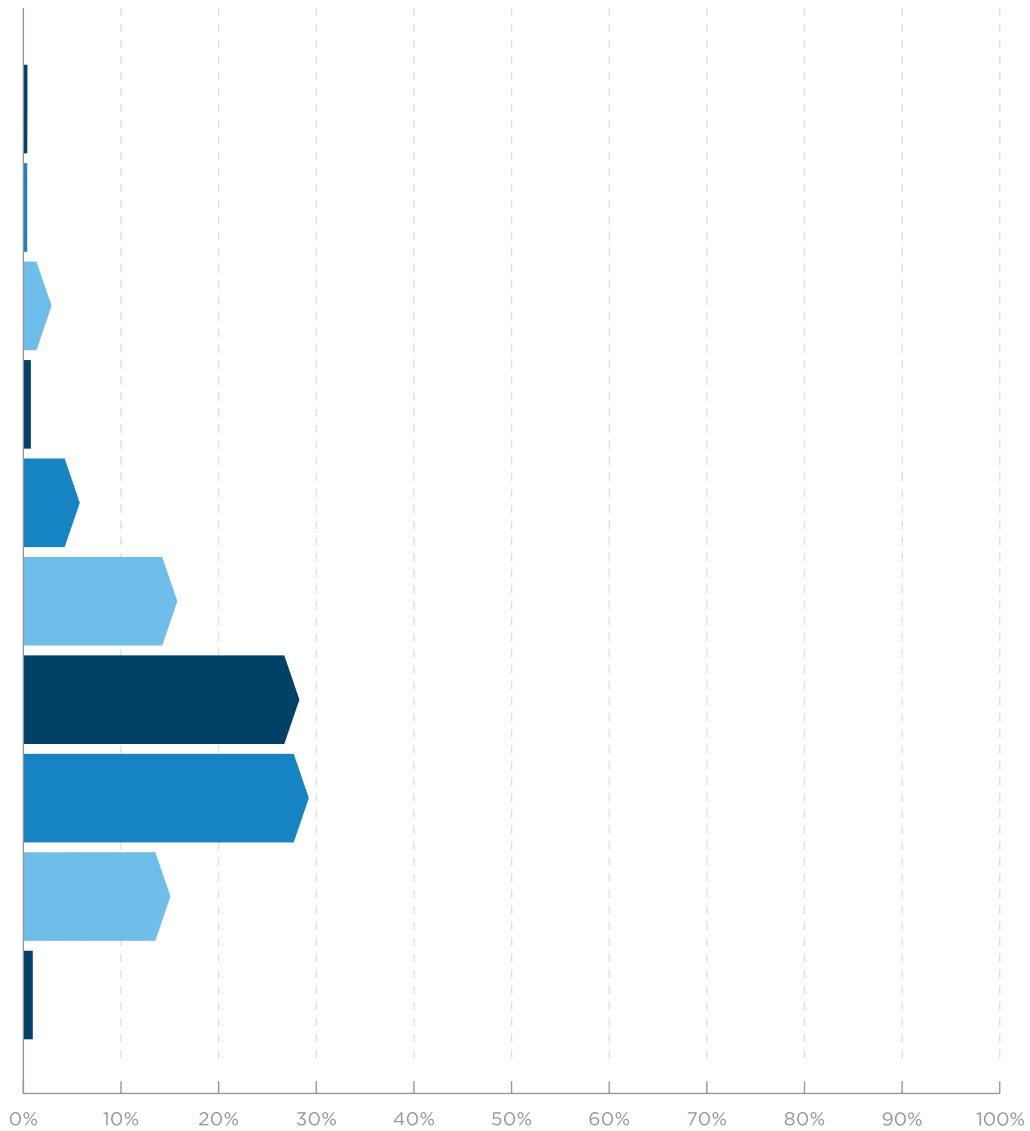


Q1 HOW MANY HOURS SLEEP DO YOU GET ON AVERAGE PER NIGHT?



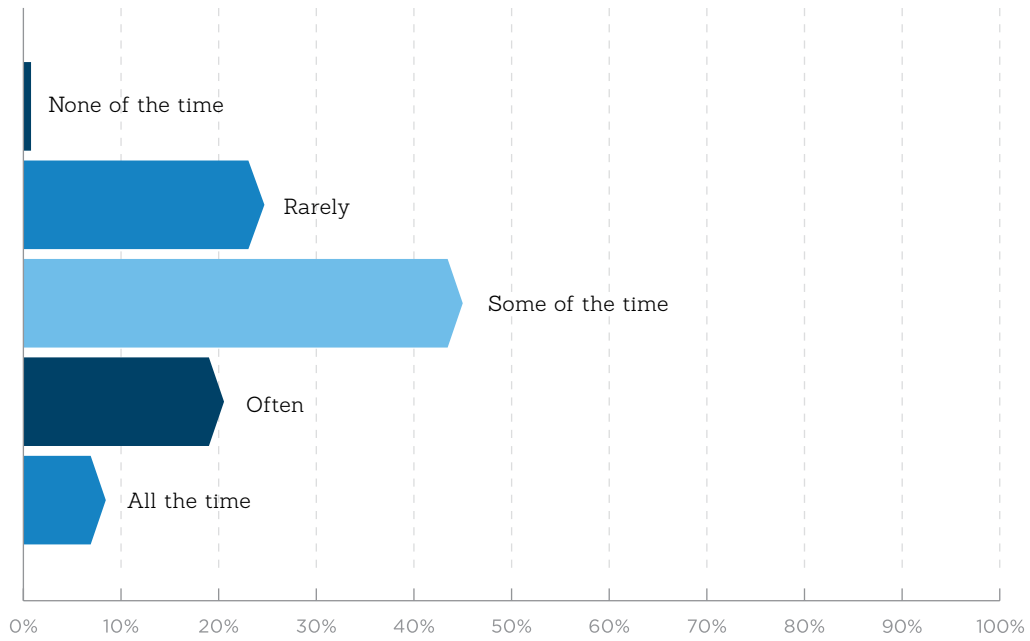
ANSWER CHOICES	RESPONSES
3 - 4 Hours	2.02%
4 - 6 Hours	24.24%
6 - 8 Hours	65.15%
8 - 10 Hours	8.59%

Q2 ON A SCALE OF 1 – 10. ONE BEING THE LOWEST AND 10 BEING THE HIGHEST, IF YOU HAD TO GIVE YOURSELF A SCORE OUT OF 10 FOR YOUR OVERALL HEALTH, WHAT WOULD YOU GIVE?



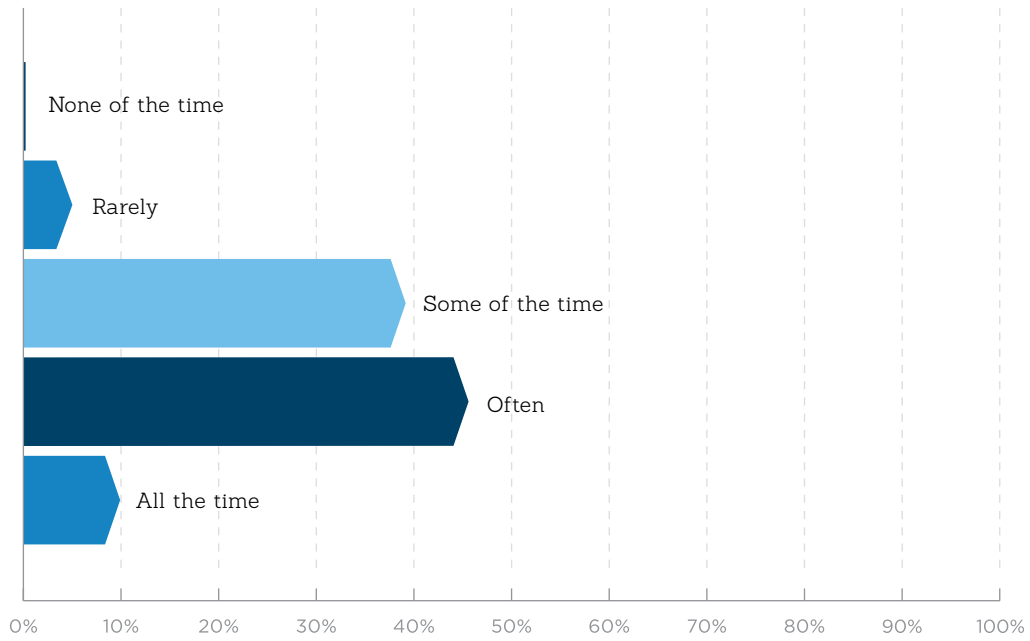
ANSWER CHOICES	RESPONSES
1	0.50%
2	0.50%
3	2.51%
4	1.01%
5	6.03%
6	16.08%
7	28.14%
8	29.15%
9	15.08%
10	1.51%

Q3 I'M ABLE TO TAKE TIME FOR MYSELF WITHOUT FEELING GUILTY?



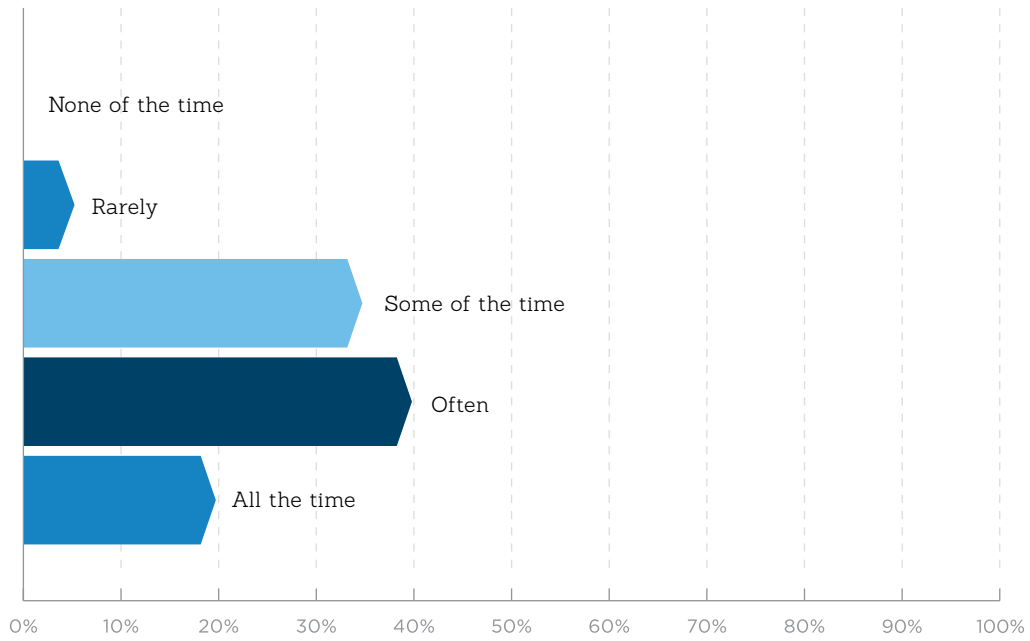
ANSWER CHOICES	RESPONSES
None of the time	2.62%
Rarely	24.08%
Some of the time	45.03%
Often	20.94%
All the time	7.33%

Q4 I FEEL PROUD OF MYSELF



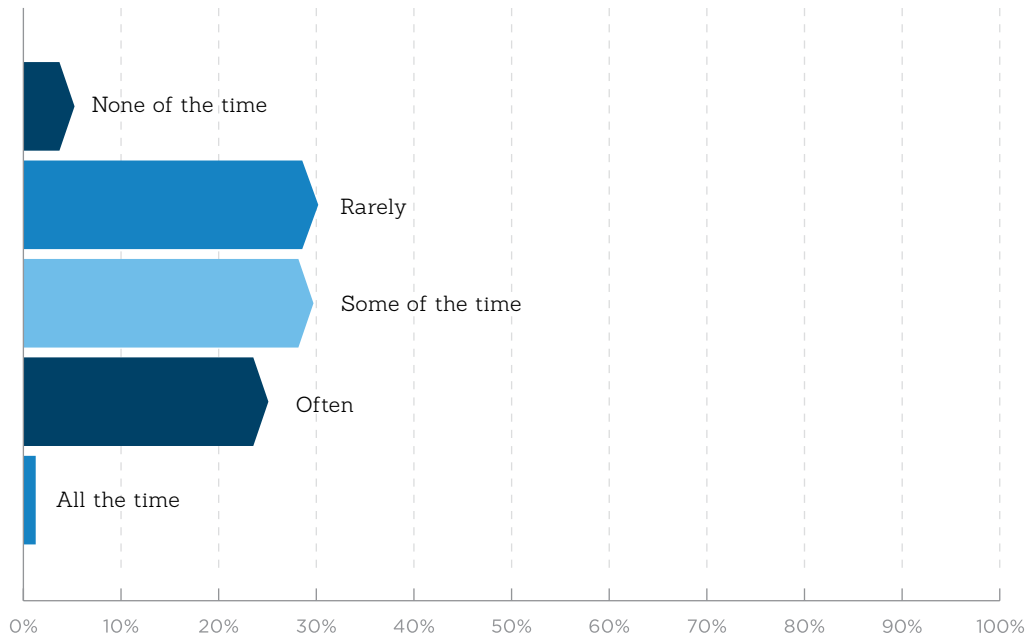
ANSWER CHOICES	RESPONSES
None of the time	0.52%
Rarely	5.24%
Some of the time	38.74%
Often	46.07%
All the time	9.42%

Q5 I TAKE THE TIME TO NOTICE AND APPRECIATE WHAT I HAVE TO BE GRATEFUL FOR



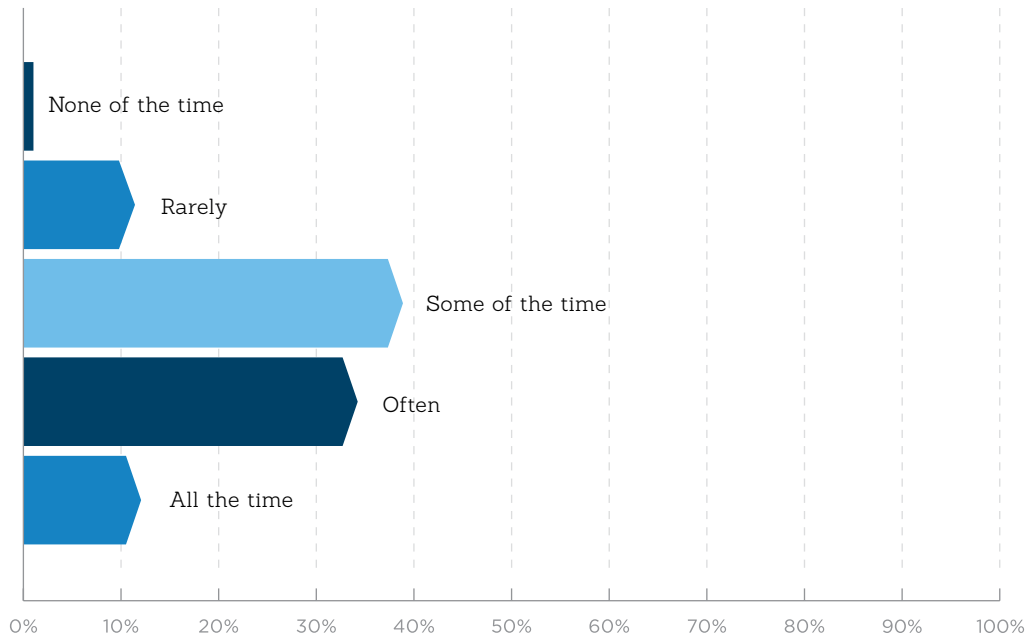
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	6.77%
Some of the time	34.38%
Often	39.58%
All the time	19.27%

Q6 I MAKE TIME TO MEDITATE AND/OR REFLECT



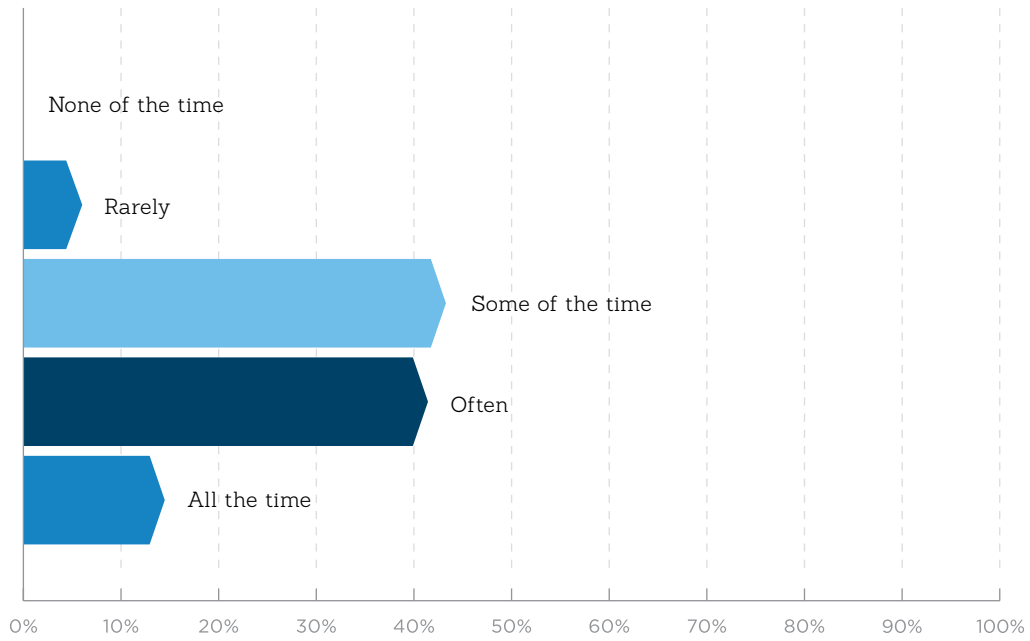
ANSWER CHOICES	RESPONSES
None of the time	11.58%
Rarely	30.53%
Some of the time	29.47%
Often	25.79%
All the time	2.63%

Q7 BEING A COUNCILLOR POSITIVELY IMPACTS MY GENERAL HAPPINESS



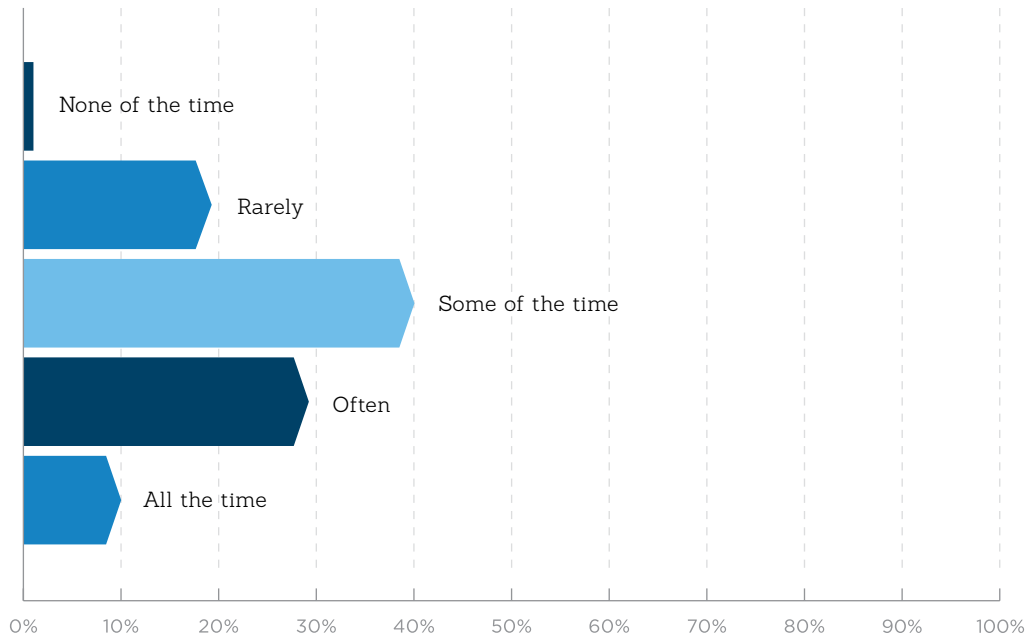
ANSWER CHOICES	RESPONSES
None of the time	1.60%
Rarely	13.37%
Some of the time	37.97%
Often	34.22%
All the time	12.83%

Q8 DO YOU FEEL PRESENT AND IN THE MOMENT WITH THOSE YOU CARE ABOUT?



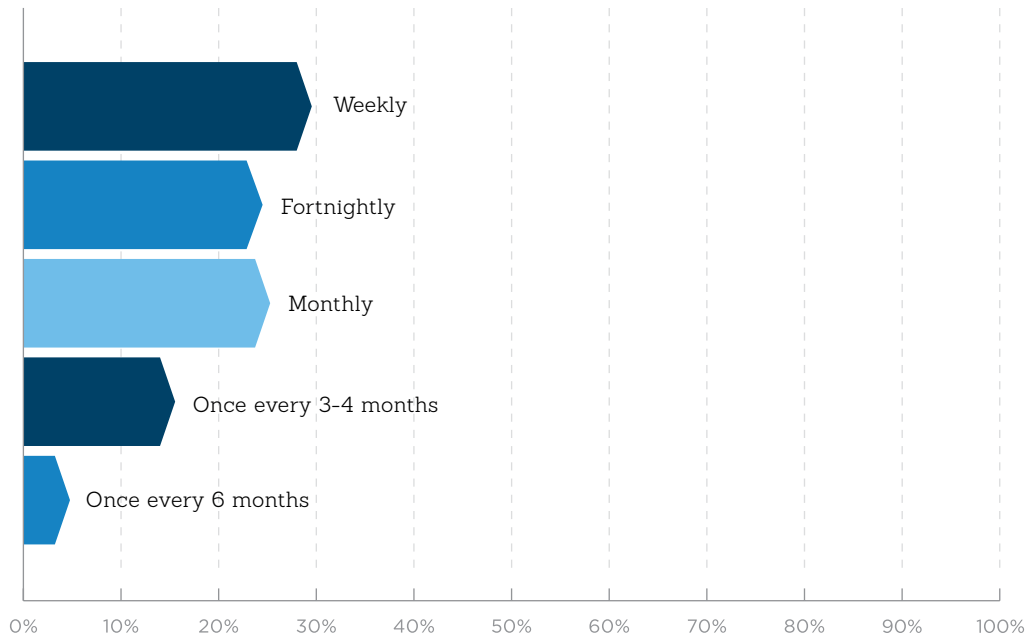
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	6.38%
Some of the time	37.23%
Often	41.49%
All the time	14.89%

Q9 DO COUNCIL ISSUES AFFECT YOUR FAMILY LIFE?



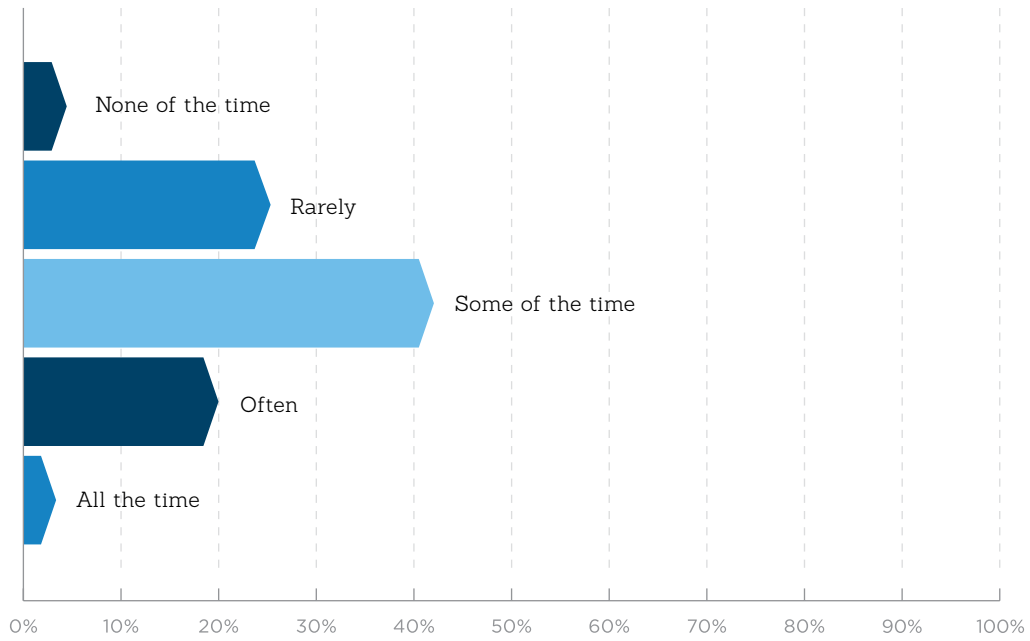
ANSWER CHOICES	RESPONSES
None of the time	2.11%
Rarely	18.95%
Some of the time	40.00%
Often	28.95%
All the time	10.00%

Q10 I ENJOY A SOCIAL OUTING WITH FRIENDS AND FAMILY



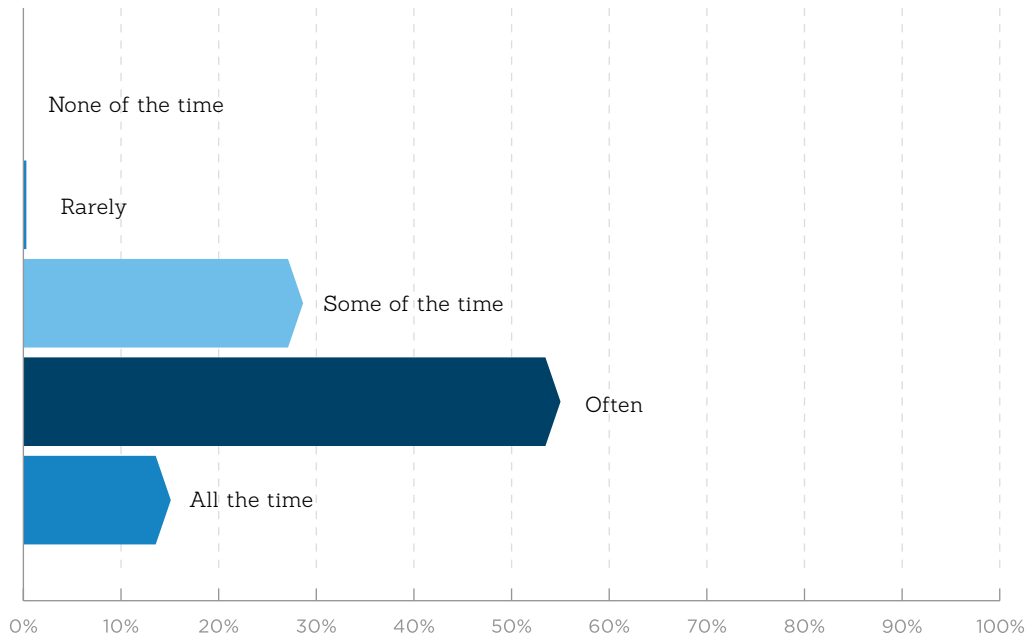
ANSWER CHOICES	RESPONSES
Weekly	29.19%
Fortnightly	24.32%
Monthly	25.95%
Once every 3-4 months	15.68%
Once every 6 months	4.86%

Q11 HOW OFTEN DO YOU FEEL OVERWHELMED OR STRESSED OUT?



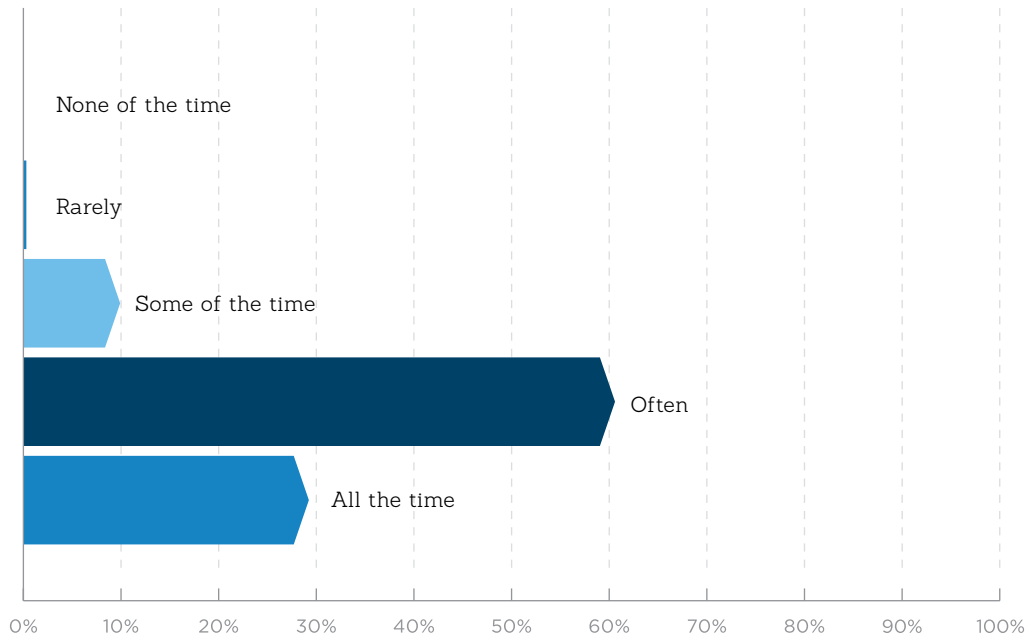
ANSWER CHOICES	RESPONSES
None of the time	4.23%
Rarely	30.16%
Some of the time	42.33%
Often	20.11%
All the time	3.17%

Q12 I DEAL WITH PROBLEMS WELL



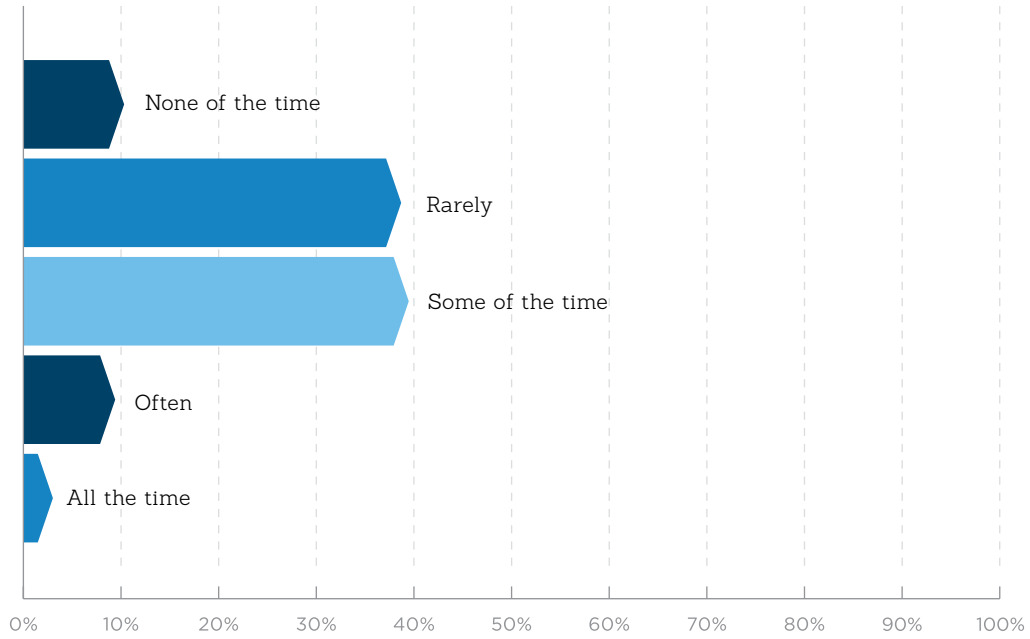
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	0.53%
Some of the time	28.72%
Often	55.32%
All the time	15.43%

Q13 I FEEL CONFIDENT AND ABLE TO MAKE MY MIND UP ABOUT THINGS



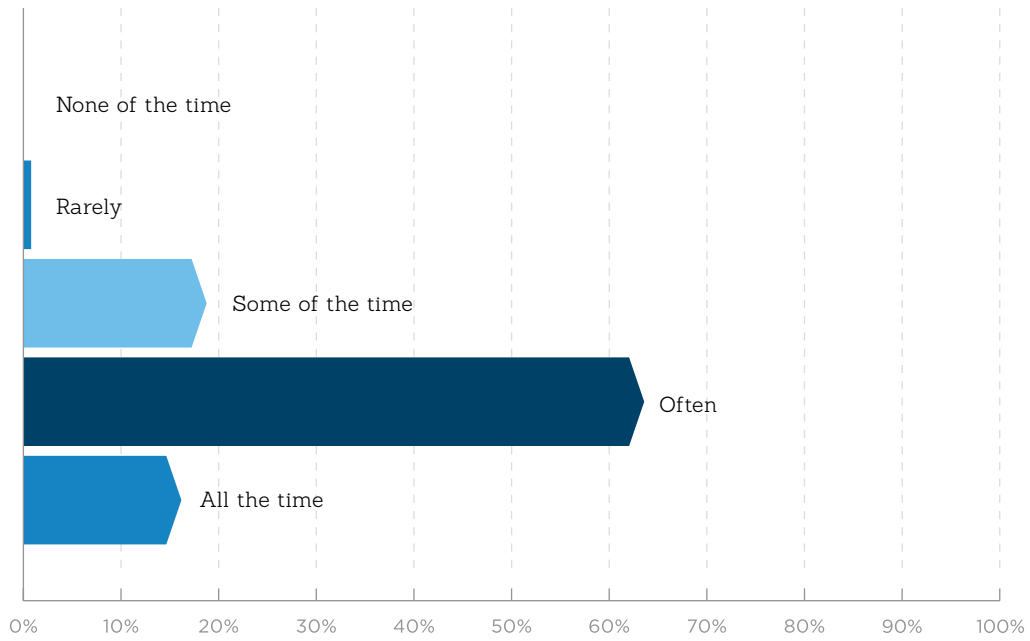
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	0.53%
Some of the time	9.57%
Often	61.70%
All the time	28.19%

Q14 WHEN A DECISION DOESN'T GO TO PLAN, IT AFFECTS MY SELF-BELIEF



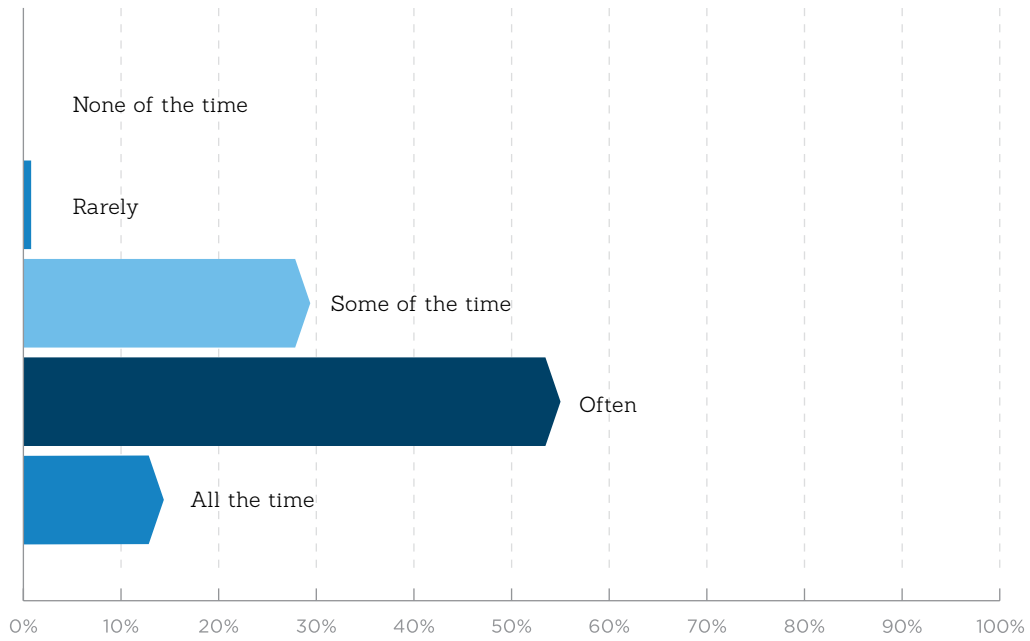
ANSWER CHOICES	RESPONSES
None of the time	10.58%
Rarely	38.62%
Some of the time	39.15%
Often	8.99%
All the time	2.65%

Q15 I CHALLENGE MYSELF



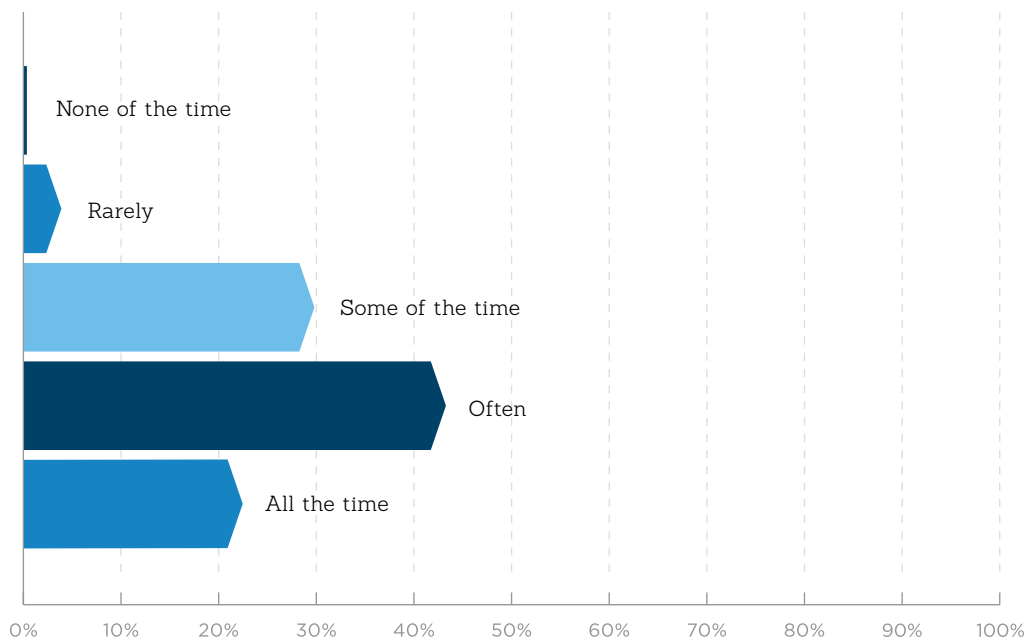
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	1.59%
Some of the time	18.52%
Often	63.49%
All the time	16.40%

Q16 I RESPOND WELL TO FEEDBACK



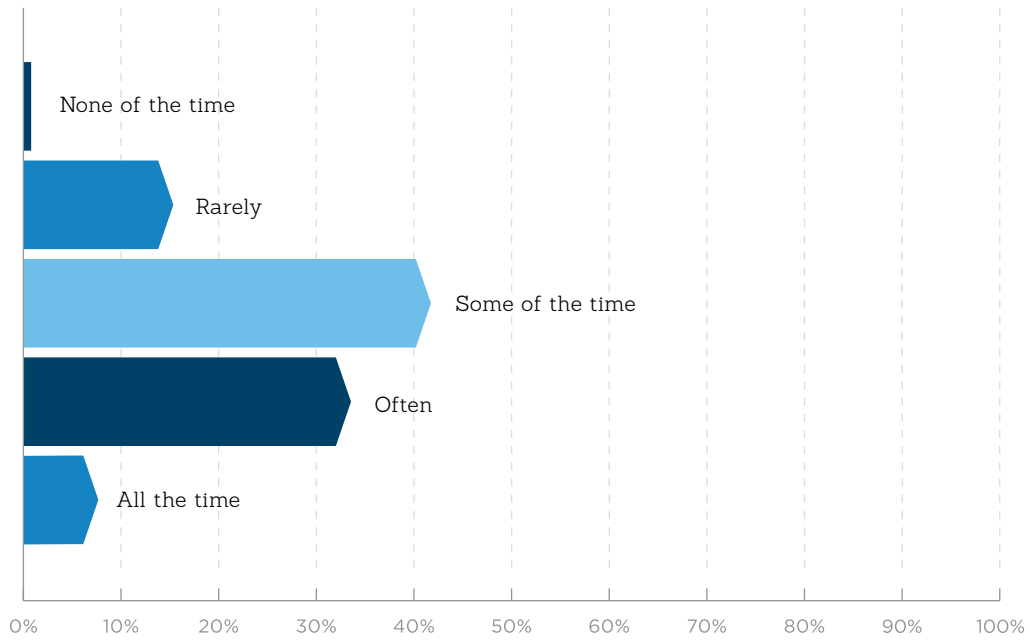
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	1.59%
Some of the time	29.10%
Often	55.03%
All the time	14.29%

Q17 I GET INSPIRED BY OTHERS' SUCCESS



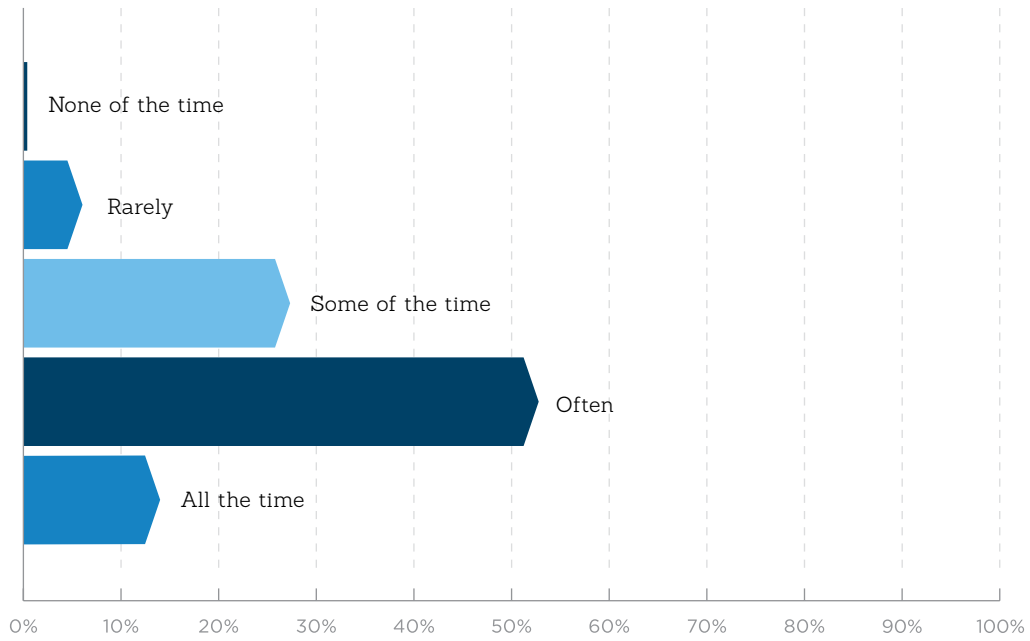
ANSWER CHOICES	RESPONSES
None of the time	0.53%
Rarely	3.72%
Some of the time	29.79%
Often	43.62%
All the time	22.34%

Q18 I FEEL APPRECIATED FOR THE WORK I DO IN MY COMMUNITY



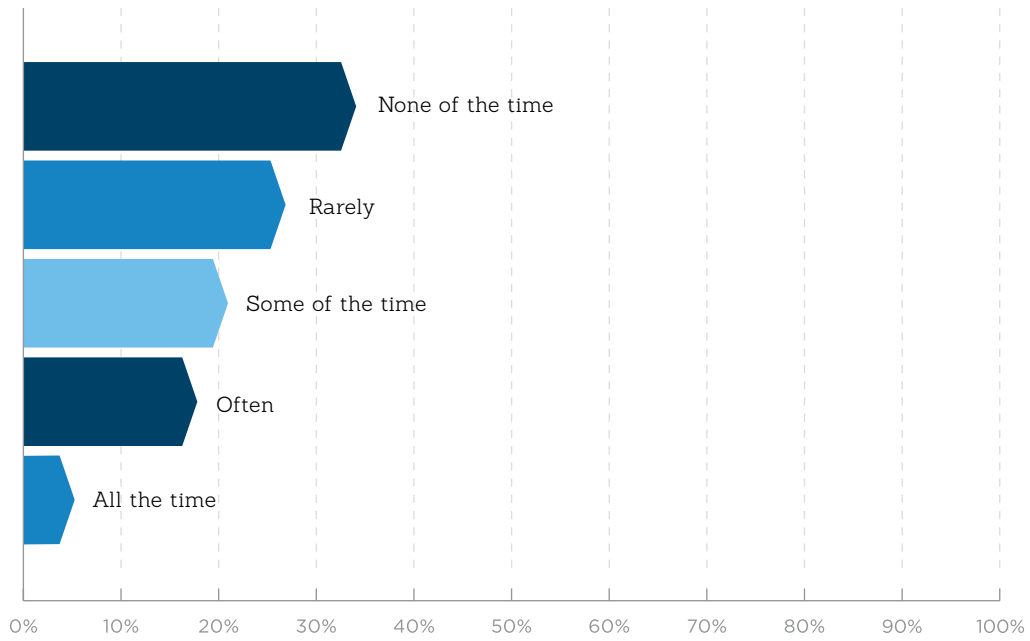
ANSWER CHOICES	RESPONSES
None of the time	1.09%
Rarely	15.85%
Some of the time	42.08%
Often	33.88%
All the time	7.10%

Q19 I SEE THAT MY ROLE ALLOWS ME TO MAKE A DIFFERENCE



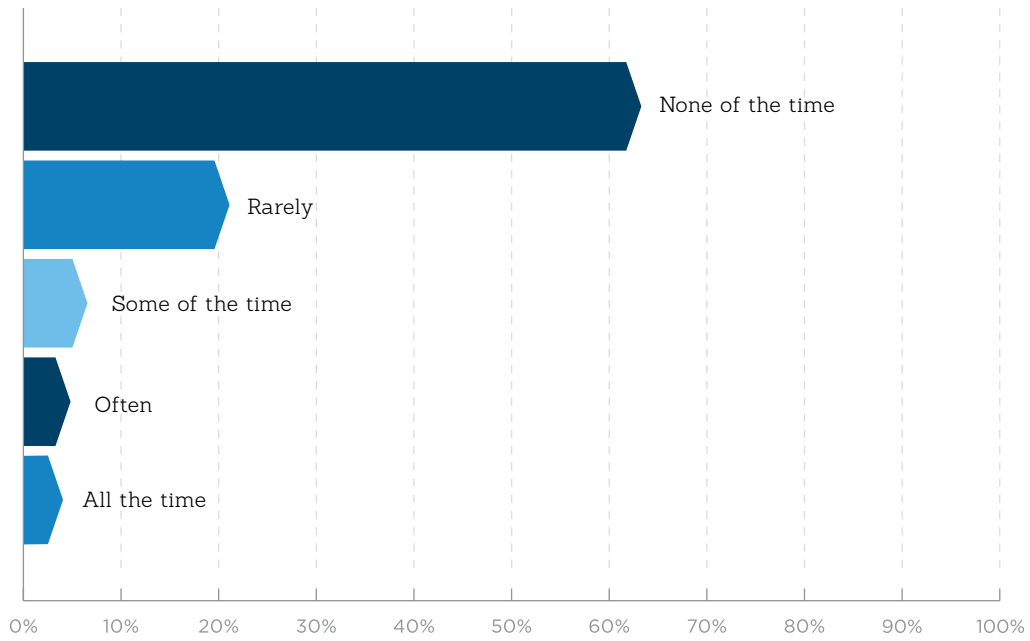
ANSWER CHOICES	RESPONSES
None of the time	0.55%
Rarely	6.56%
Some of the time	27.32%
Often	52.46%
All the time	13.11%

Q20 I AM SUBJECT TO PERSONAL HARASSMENT IN THE FORM OF UNKIND WORDS OR BEHAVIOUR BY MY COLLEAGUES



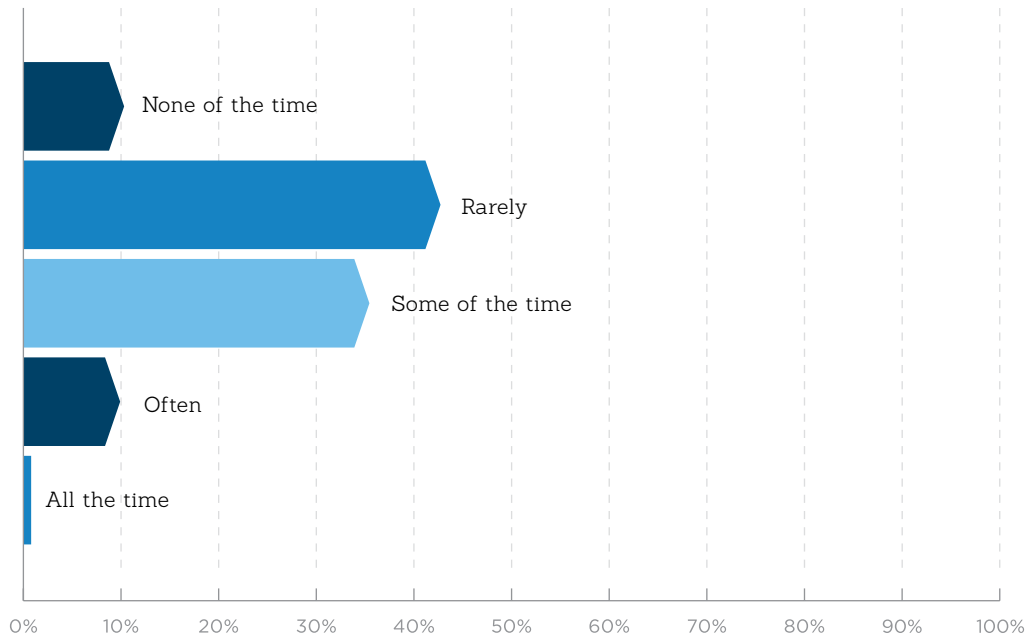
ANSWER CHOICES	RESPONSES
None of the time	34.43%
Rarely	26.23%
Some of the time	21.31%
Often	12.57%
All the time	5.46%

Q21 I AM SUBJECT TO PERSONAL HARASSMENT IN THE FORM OF UNKIND WORDS OR BEHAVIOUR BY THE ORGANISATION



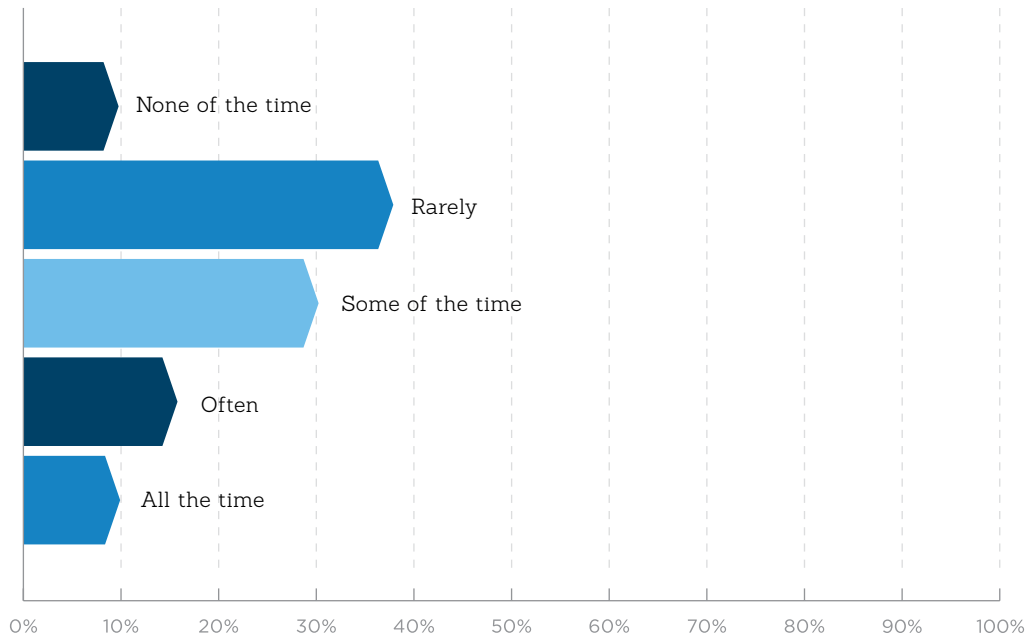
ANSWER CHOICES	RESPONSES
None of the time	63.39%
Rarely	21.86%
Some of the time	6.56%
Often	4.92%
All the time	3.28%

Q22 I AM SUBJECT TO PERSONAL HARASSMENT IN THE FORM OF UNKIND WORDS OR BEHAVIOUR BY THE COMMUNITY



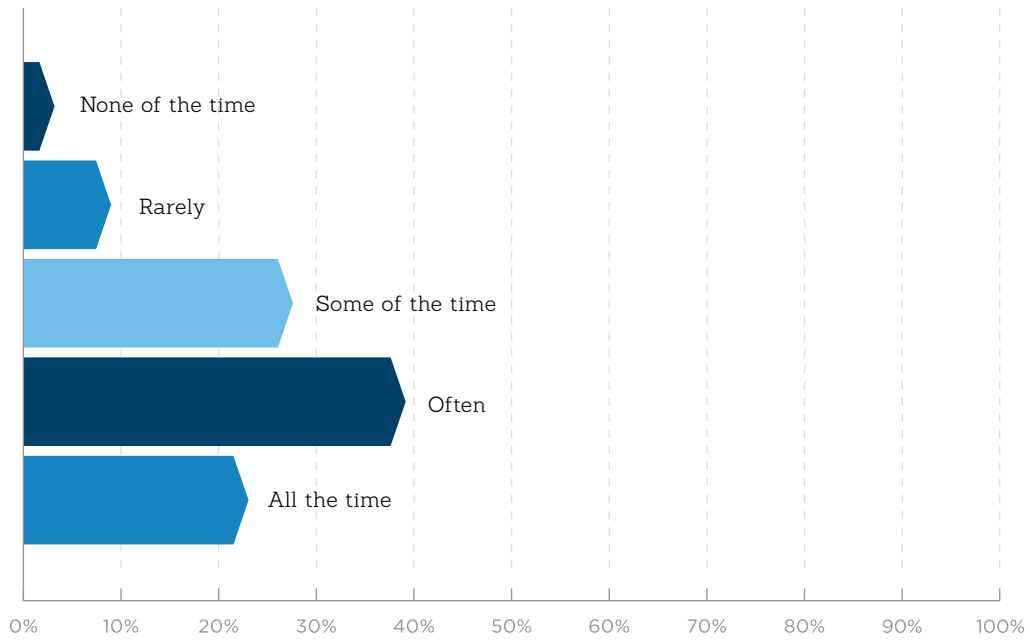
ANSWER CHOICES	RESPONSES
None of the time	10.44%
Rarely	42.86%
Some of the time	35.71%
Often	9.89%
All the time	1.10%

Q23 THERE IS FRICTION OR ANGER BETWEEN COLLEAGUES



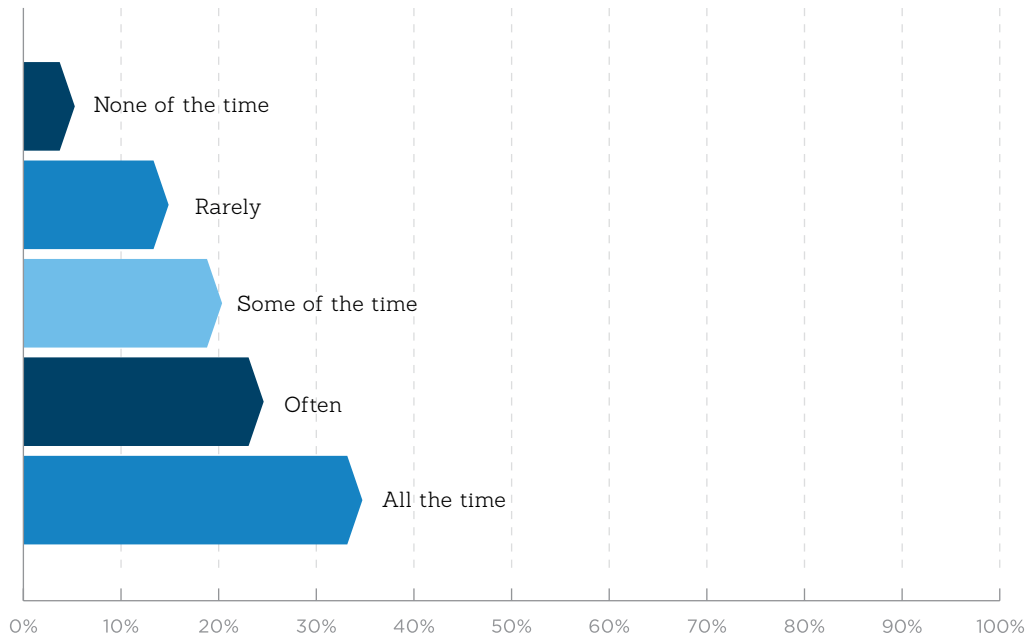
ANSWER CHOICES	RESPONSES
None of the time	10.93%
Rarely	32.79%
Some of the time	30.05%
Often	16.39%
All the time	9.84%

Q24 I FEEL RESPECTED BY MY COLLEAGUES AT COUNCIL



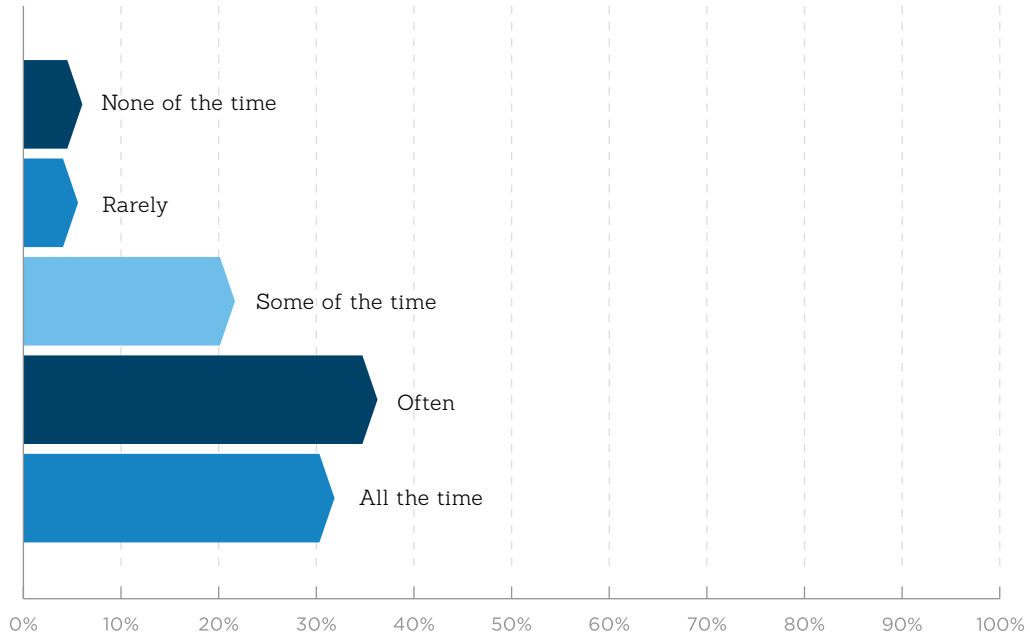
ANSWER CHOICES	RESPONSES
None of the time	2.73%
Rarely	8.74%
Some of the time	27.32%
Often	38.80%
All the time	22.40%

Q25 GUIDANCE AND SUPPORT IS AVAILABLE IF I NEED



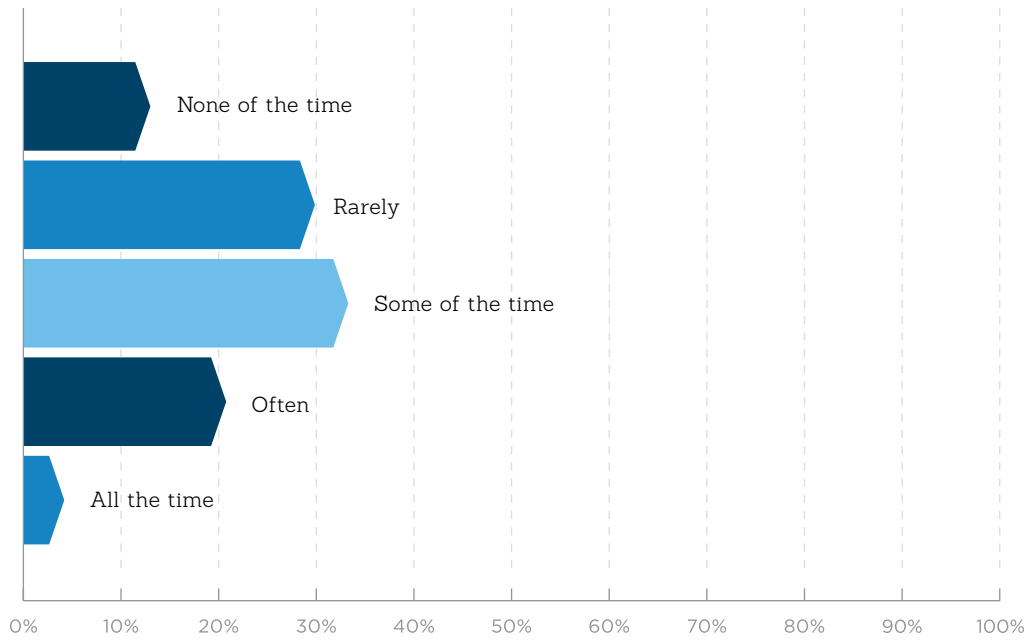
ANSWER CHOICES	RESPONSES
None of the time	5.52%
Rarely	14.92%
Some of the time	20.44%
Often	24.31%
All the time	34.81%

Q26 I FEEL SUPPORTED BY THE ORGANISATION



ANSWER CHOICES	RESPONSES
None of the time	6.01%
Rarely	5.46%
Some of the time	20.22%
Often	36.61%
All the time	31.69%

Q27 I FIND IT HARD TO TRUST THOSE AROUND ME



ANSWER CHOICES	RESPONSES
None of the time	12.57%
Rarely	29.51%
Some of the time	32.79%
Often	20.77%
All the time	4.37%

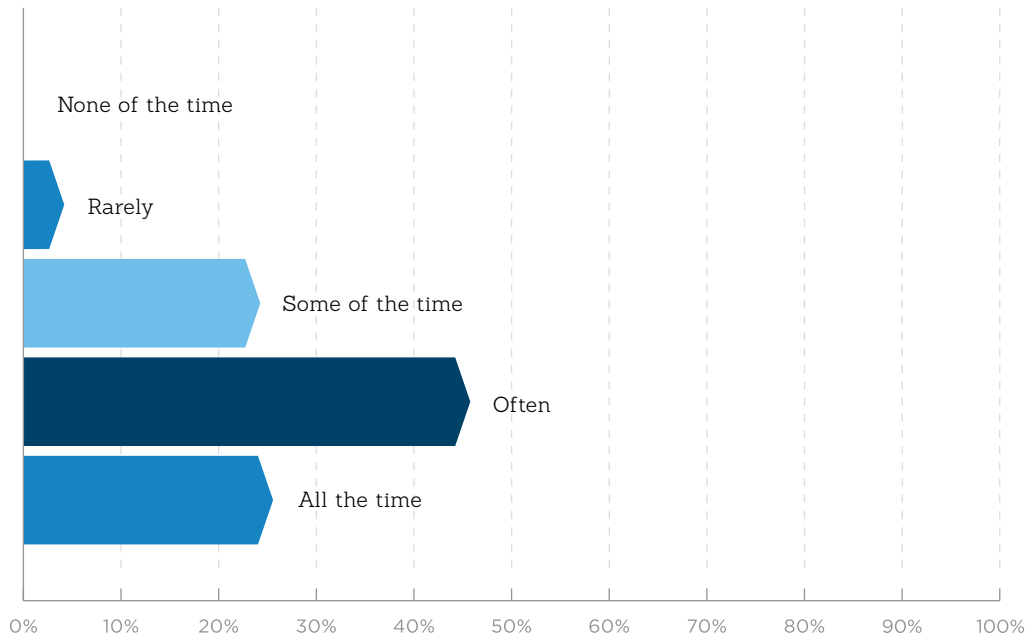
Q28 WHAT DO YOU LIKE MOST ABOUT BEING A COUNCILLOR?

Q29 WHAT DO YOU LIKE LEAST ABOUT BEING A COUNCILLOR?

Q30 WHAT WOULD BE THE MOST IMPORTANT THING THAT WOULD ASSIST YOU WITH YOUR ROLE?

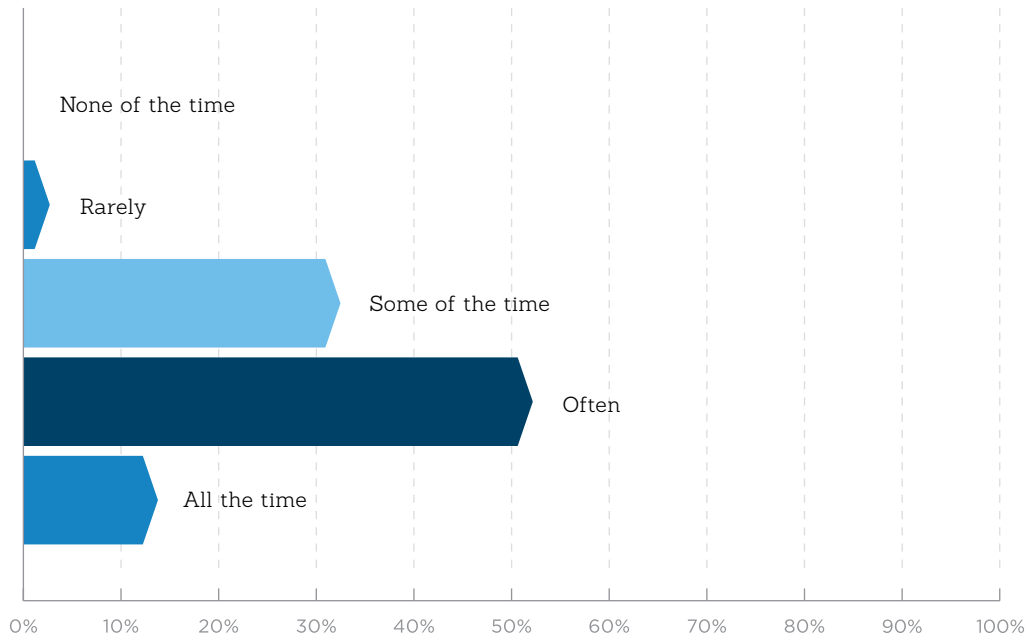
Over 530 confidential written response to question 28, 29 and 30 were received

Q31 I FIND MY ROLE FULFILLING



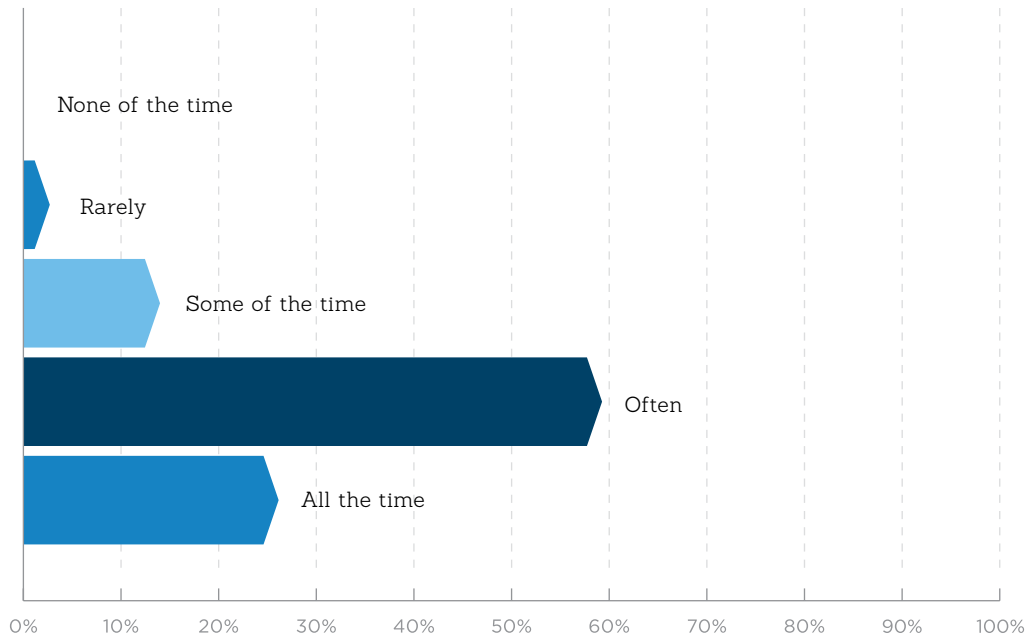
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	3.85%
Some of the time	24.18%
Often	46.15%
All the time	25.82%

Q32 I FEEL I'M MAKING AN IMPACT IN LIFE



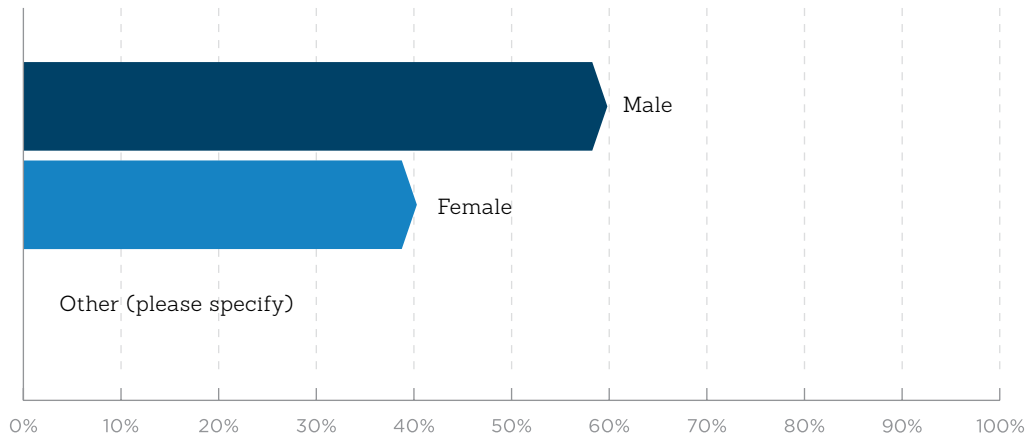
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	2.20%
Some of the time	32.42%
Often	52.20%
All the time	13.19%

Q33 I AM CLEAR ABOUT MY GOALS AND OBJECTIVES



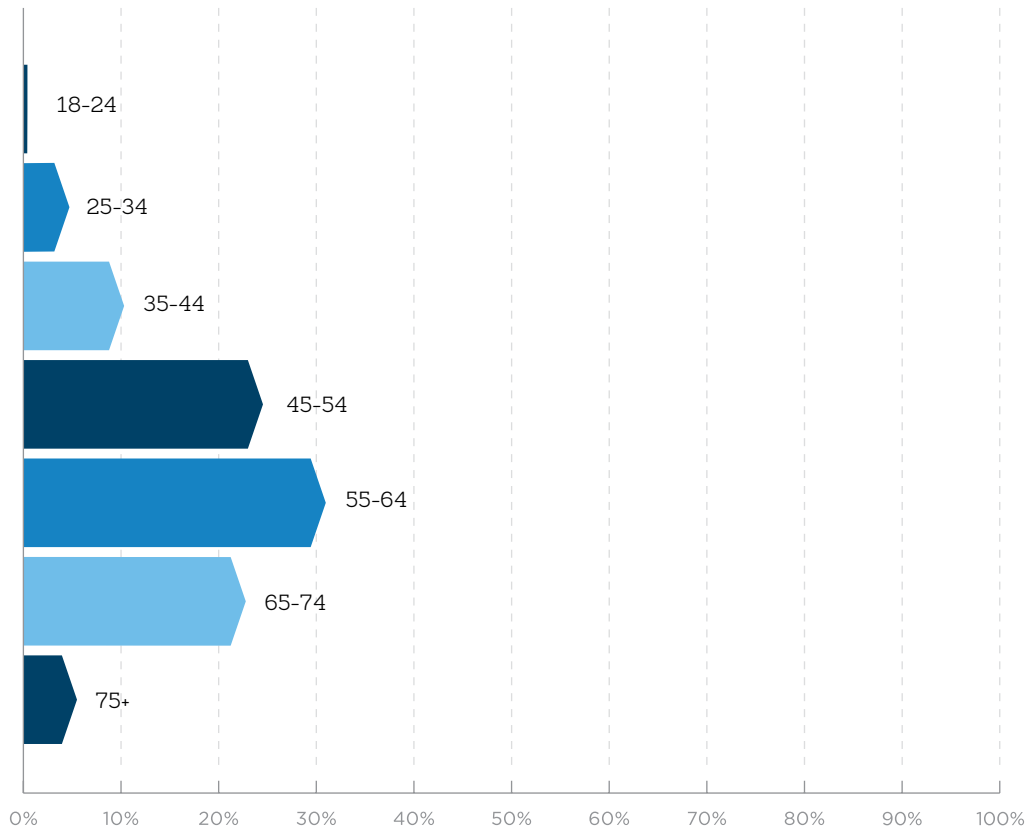
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	2.19%
Some of the time	13.11%
Often	58.47%
All the time	26.23%

Q34 GENDER



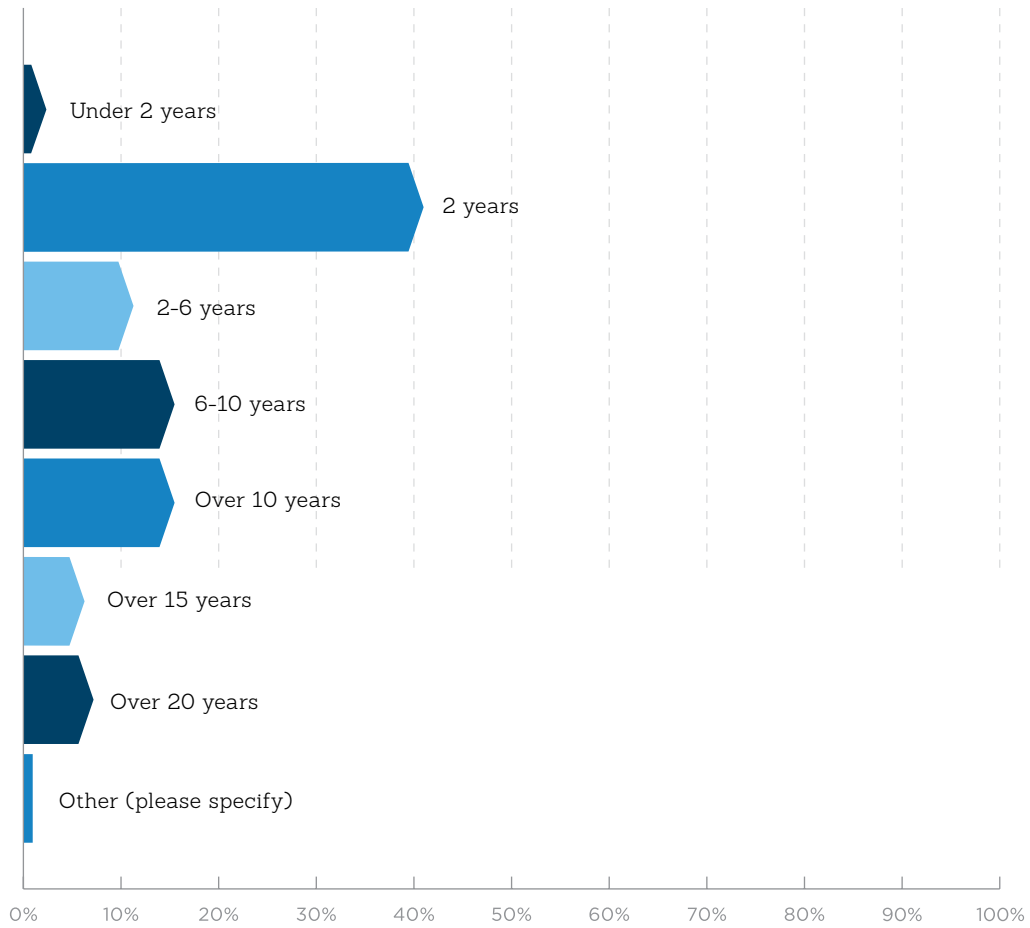
ANSWER CHOICES	RESPONSES
Male	59.67%
Female	40.33%
Other (please specify)	0.00%

Q35 AGE



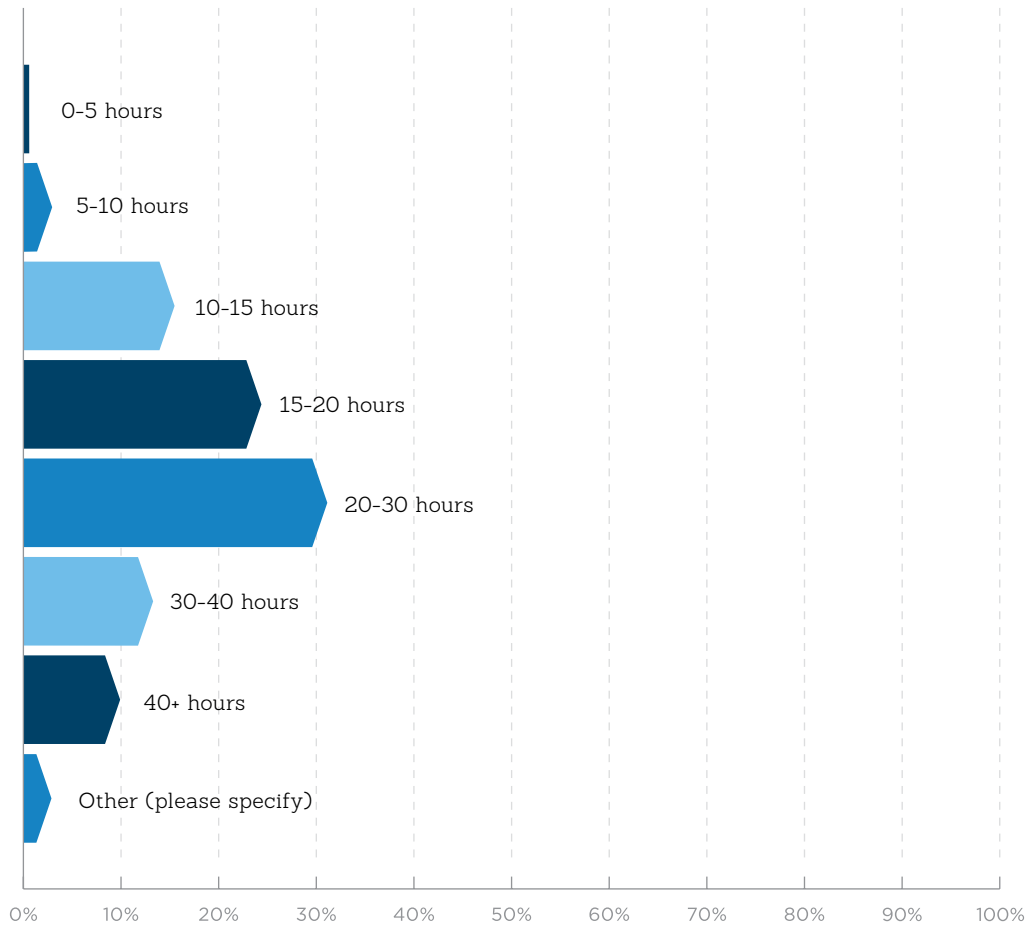
ANSWER CHOICES	RESPONSES
18-24	1.11%
25-34	4.44%
35-44	10.56%
45-54	24.44%
55-64	31.11%
65-74	22.78%
75+	5.56%

Q36 TIME ON COUNCIL



ANSWER CHOICES	RESPONSES
Under 2 years	2.21%
2 years	40.88%
2 - 6 years	11.60%
6-10 years	15.47%
Over 10 years	15.47%
Over 15 years	6.08%
Over 20 years	6.63%
Other (please specify)	1.66%

Q37 HOURS SPENT ON COUNCIL DUTIES PER WEEK



ANSWER CHOICES	RESPONSES
0 -5 hours	0.56%
5 - 10 hours	2.78%
10 - 15 hours	15.56%
15 - 20 hours	24.44%
20 - 30 hours	31.11%
30 - 40 hours	12.78%
40+ hours	10.00%
Other (please specify)	2.78%

Q38 IS THERE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR TIME ON COUNCIL?

Over 140 confidential written responses were received.



Markstone

