

Appendix 4 - Role of Councillors Review 2015-16

Summary Report – Elected Members Survey

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Contents:

1. Introduction	4
2. Q1 - Length of Service	6
3. Q2 Internal positions held	6
4. Q3 and Q3a Other internal positions held	7
5. Q4 External positions held	8
6. Q5 Hours worked.....	9
7. Q6 Typical week – breakdown of activities.....	9
a) Constituency business – breakdown of time spent on this activity	9
b) Internal Council business	10
c) External Council business	11
8. Q7 Typical calendar month – breakdown of activities.....	12
a) Individual case work	12
b) Meetings / telephone contact with constituents.....	12
c) Dealing with local groups and organisations.....	13
d) Attending public meetings	14
e) Travelling to and from meetings	15
f) Other business	16
9. Q8 Ward work	17
10. Q9 Workload	19
11. Q10 Skills.....	19
12. Q10g Expected changes to the role of a ward Councillor over the next 2 years.....	20
13. Q11 How a ward Councillor’s role is expected to change over the next 2 years	21
14. Q12 Expected changes to the support needed over the next 2 years	25
15. Reasons for the answers given in the previous question	26

1. Introduction

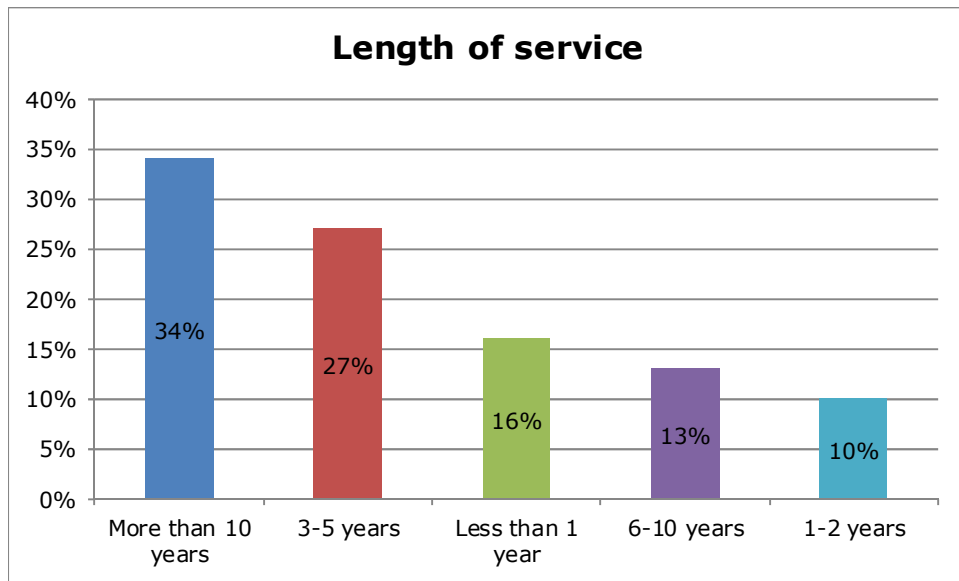
The survey was sent to all 90 Bradford District Councillors and 65 responses were received. 5 of which were partial responses.

At the time the survey was carried out Bradford District Councillors represented the following political parties:

Labour	46
Conservative	23
Liberal Democrat	9
Bradford Independent Group	4
Green	3
The Independents	2
The Queensbury Ward Independent	1
Independent	1
UKIP	1

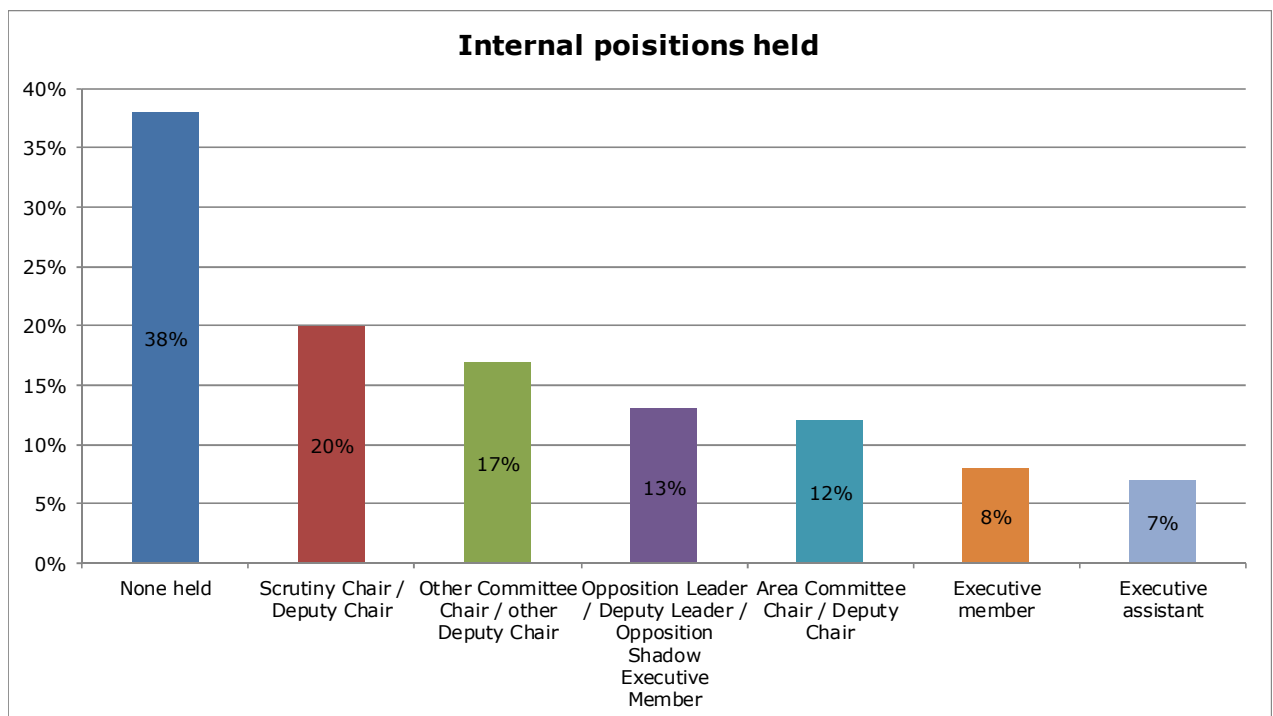
2. Q1 - Length of Service

62 responses were received



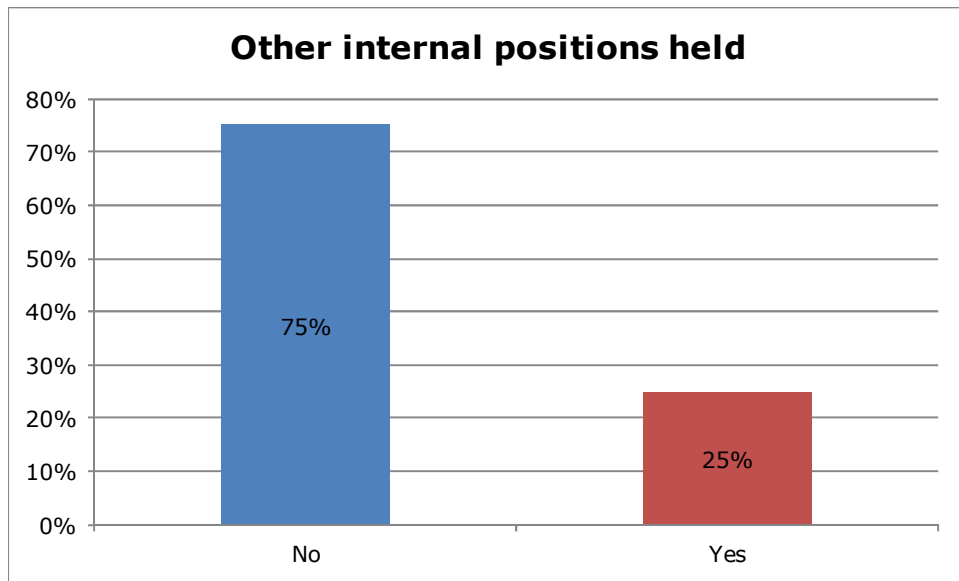
3. Q2 Internal positions held

60 responses were received



4. Q3 and Q3a Other internal positions held

51 responses were received



Area Committee Member Planning Panel (Alternate)

Alternate Environment and Waste Alternate Planning (Bradford)

Alternate Member on Planning and Regulatory & Appeals

Alternate Shipley Area Committee

Appeals Panel Corporate Parenting Panel

Area Planning Panel (Keighley and Shipley)

Assistant Whip

Bradford District Play Champion

Bradford West Area Committee Member

Chair of WYCA Bradford District Transport Consultative Sub-Committee

Chief whip

Corporate overview and scrutiny Area committee

Deputy Chair Housing and Non-Domestic Rates Appeals

Employee Appeals Fostering and Adoption

Employee Appeals Panel Member

Environment and Waste Area Committee

Group Chair

Group Whip

Hackney Carriages and Private Hire Panel

Housing and Non-Domestic Rates Appeals Panel

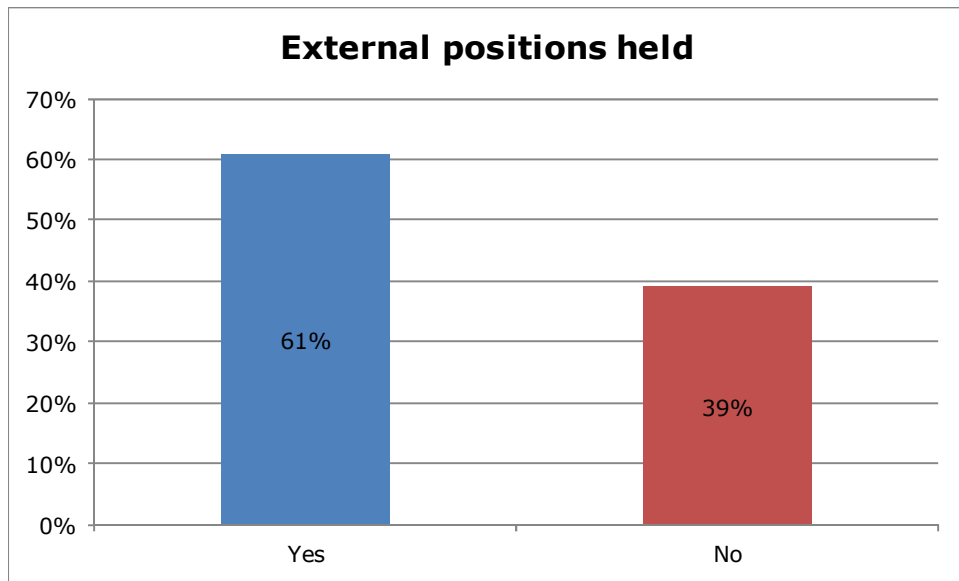
Licensing Committee Social Services

Miscellaneous Licenses Panel Member

Scrutiny member

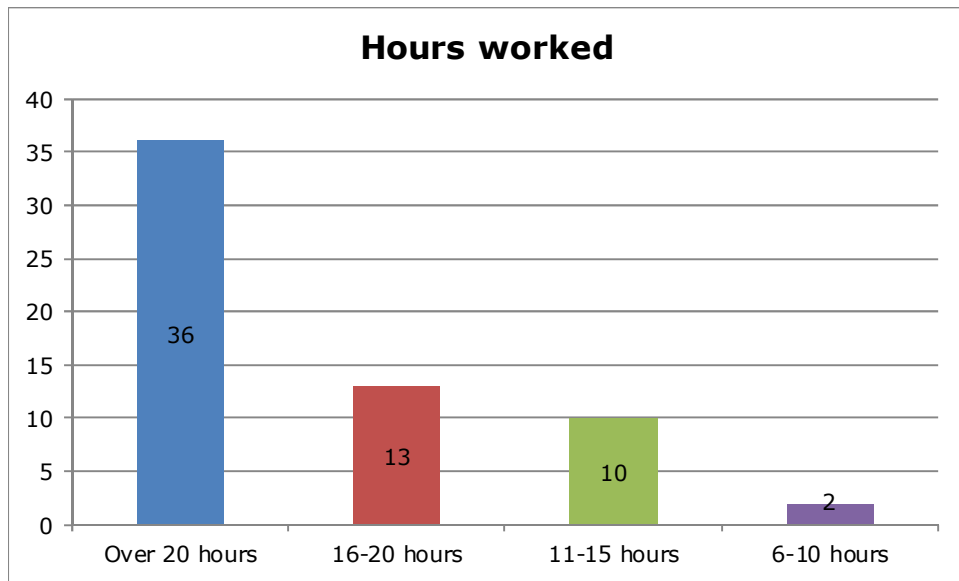
5. Q4 External positions held

61 responses were received



6. Q5 Hours worked

61 responses received



7. Q6 Typical week – breakdown of activities

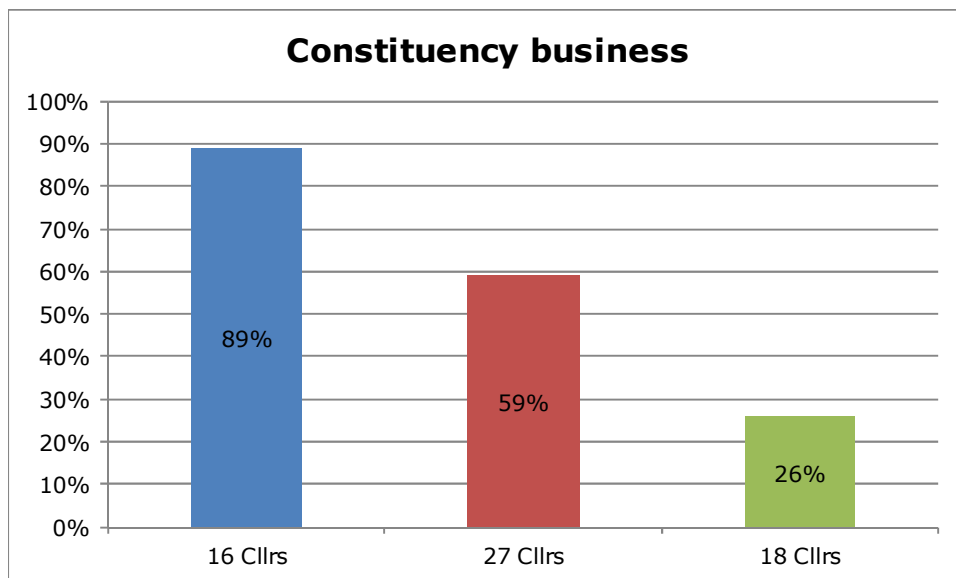
a) Constituency business – breakdown of time spent on this activity

61 Councillors responded

16 Councillors spent an average of 89% of their time on this activity

27 Councillors spent an average of 59% of their time on this activity

18 Councillors spent an average of 25% of their time on this activity



b) Internal Council business

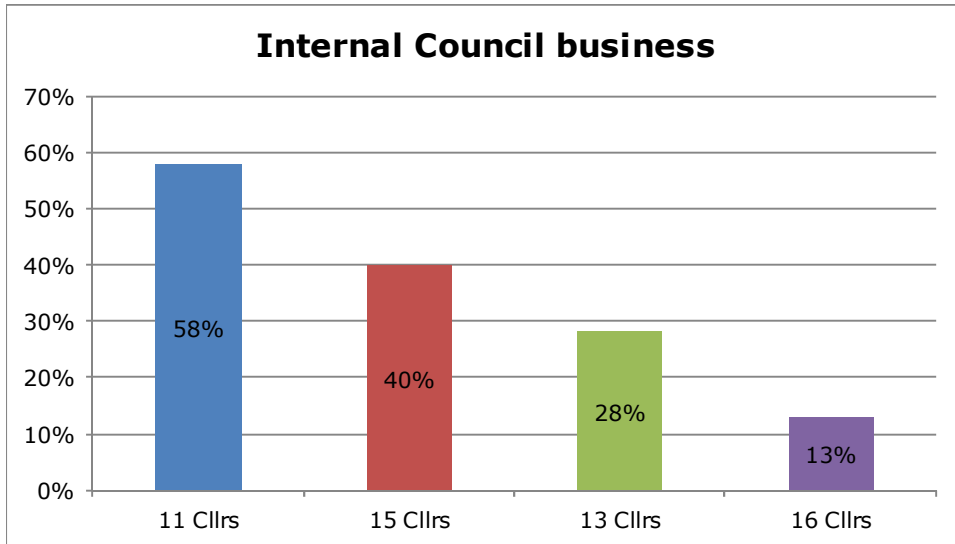
55 Councillors responded

11 Councillors spent an average of 58% of their time on this activity

15 Councillors spent an average of 40% of their time on this activity

13 Councillors spent an average of 28% of their time on this activity

16 Councillors spent an average of 13% of their time on this activity



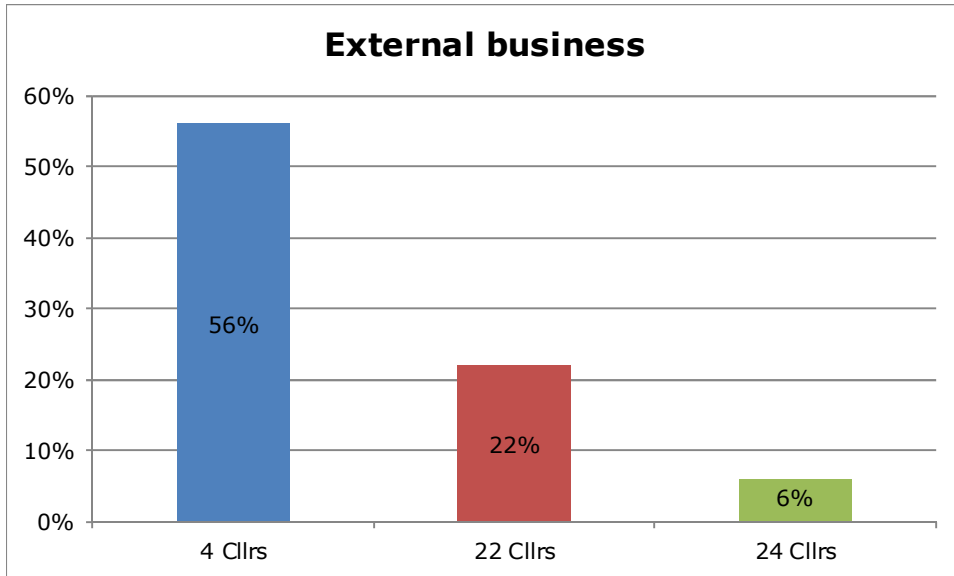
c) External Council business

50 Councillors

4 Councillors spent an average of 56% of their time on this activity

22 Councillors spent an average of 22% of their time on this activity

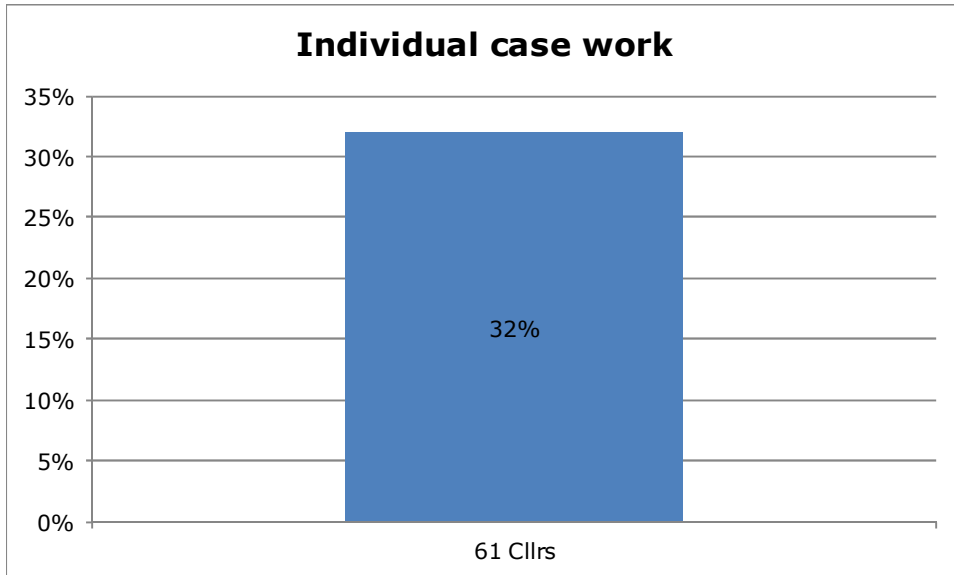
24 Councillors spent an average of 6% of their time on this activity



8. Q7 Typical calendar month – breakdown of activities

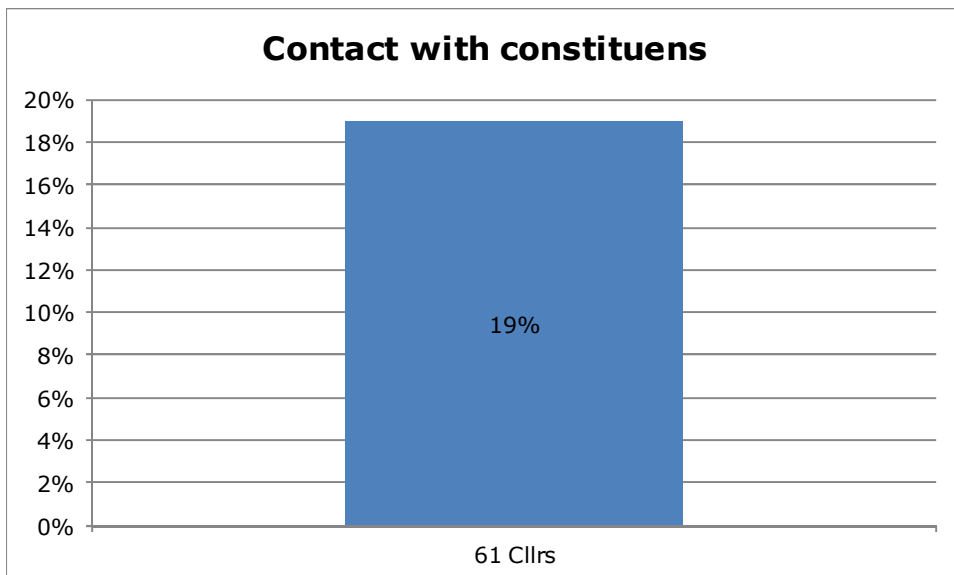
a) Individual case work

61 Councillors responded and they all spent an average of 32% of their time on this activity



b) Meetings / telephone contact with constituents

61 Councillors responded and they all spent an average of 19% of their time on this activity



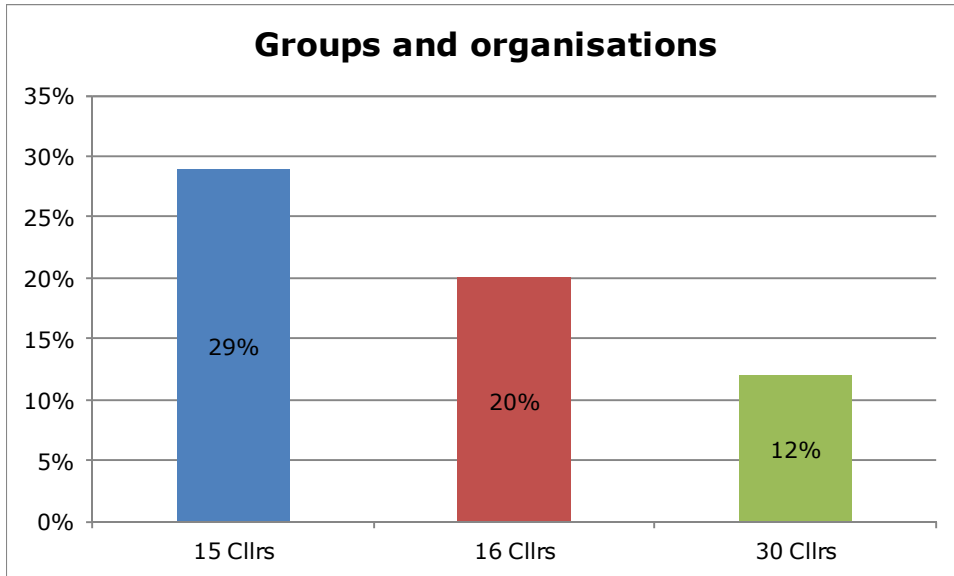
c) Dealing with local groups and organisations

61 Councillors responded

15 Councillors spent an average of 29% of their time on this activity

16 Councillors spent an average of 20% of their time on this activity

30 Councillors spent an average of 12% of their time on this activity



d) Attending public meetings

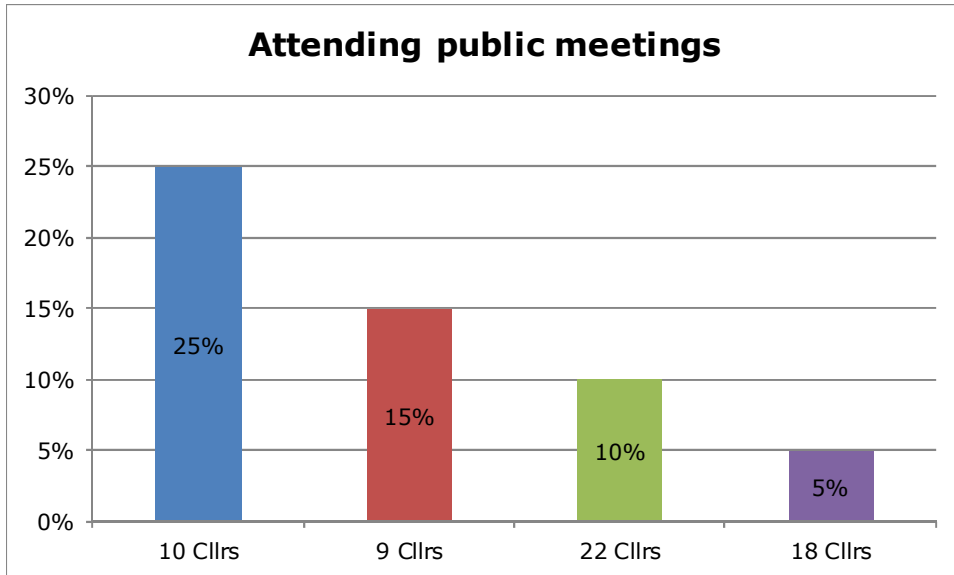
59 Councillors responded

10 Councillors spent an average of 25% of their time on this activity

9 Councillors spent an average of 15% of their time on this activity

22 Councillors spent an average of 10% of their time on this activity

18 Councillors spent an average of 5% of their time on this activity



e) Travelling to and from meetings

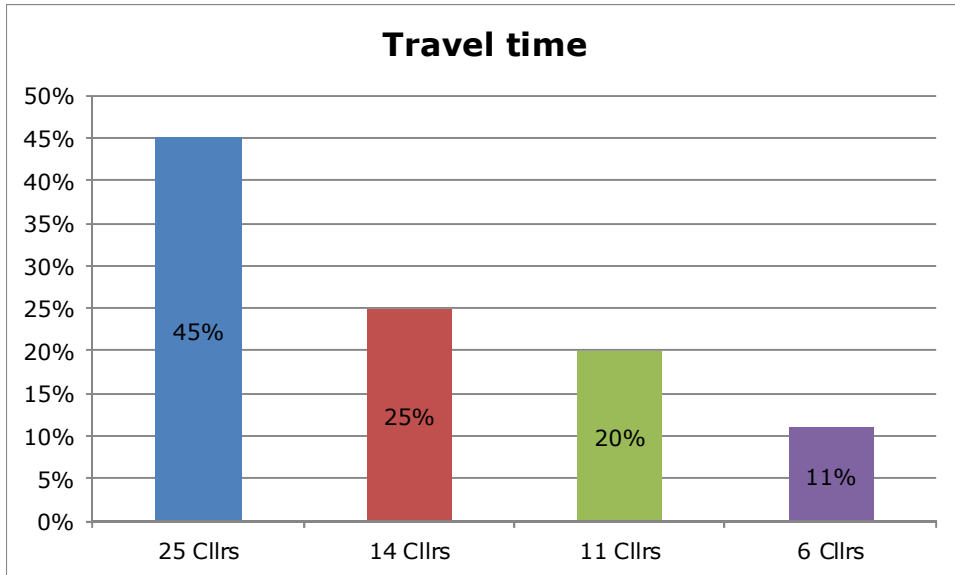
56 Councillors responded

25 Councillors spent an average of 45% of their time on this activity

14 Councillors spent an average of 25% of their time on this activity

11 Councillors spent an average of 20% of their time on this activity

6 Councillors spent an average of 11% of their time on this activity



f) Other business

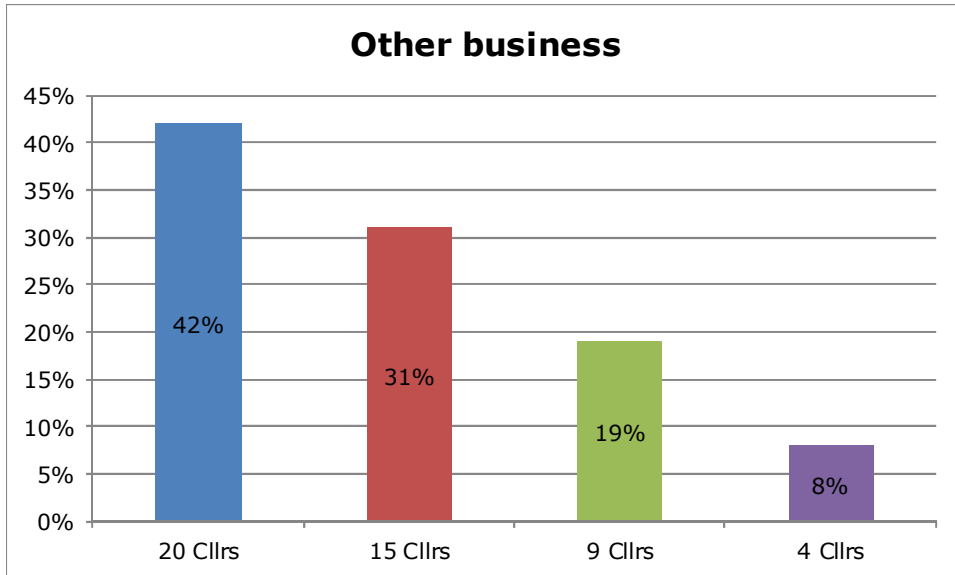
48 Councillors responded

20 Councillors spent an average of 42% of their time on this activity

15 Councillors spent an average of 31% of their time on this activity

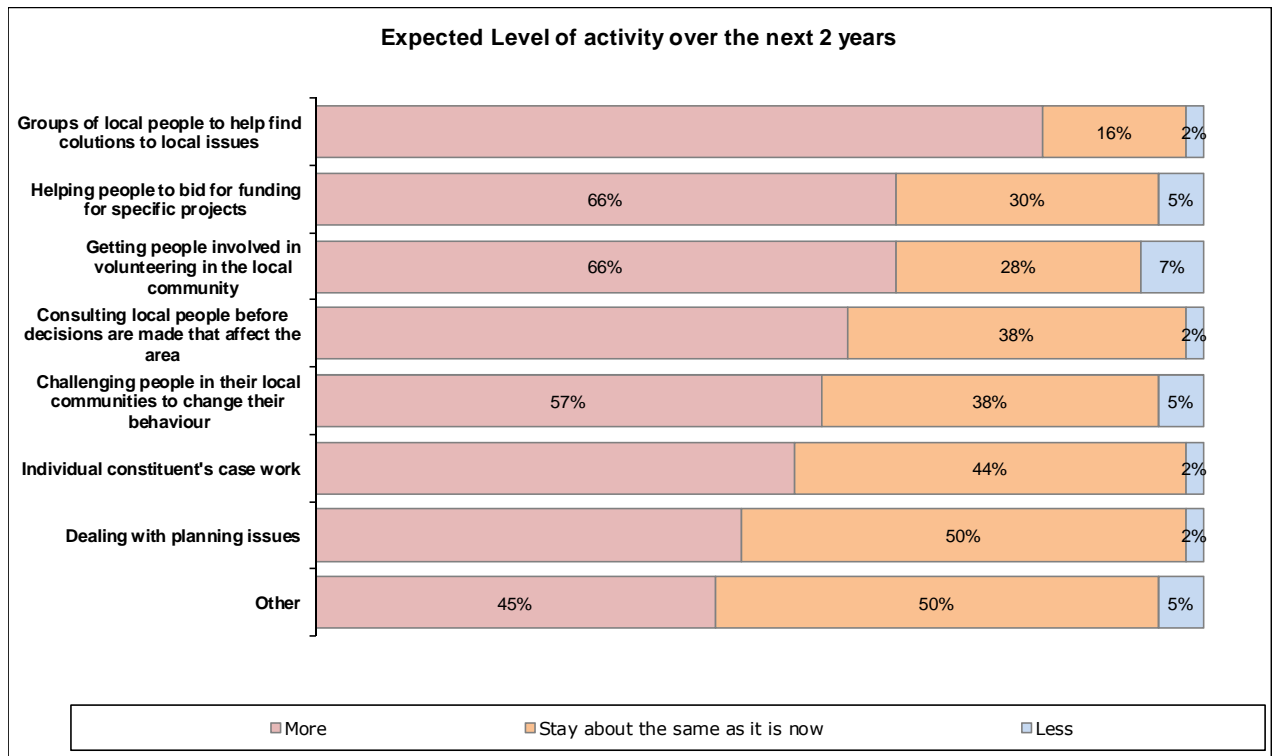
9 Councillors spent an average of 19% of their time on this activity

4 Councillors spent an average of 8% of their time on this activity



9. Q8 Ward work

Expected changes in the level of activity over the next 2 years



Q8i

Other activities you expect to do less, about the same or more of:

Really don't see how you can ask the last question. Opposition Councillors are generally the last people to know about what happens in their wards.

The nature of the role means we have to spend more time engineering co production, engaging voluntary commitment and working with local people in the struggle to retain facilities and deal with ground level solutions as the ability to get things done for people is less and less available. This means bid building, mediation, closer ward based inter-agency liaison and the advocacy and voice role grows, this is time consuming and requires a range of skills and as less and less council staff have any real memory of the area we are increasingly needed as advisors

Commuting to meetings and outside bodies.

Due to budget cuts, the councillors will be busier with all aspects of work across the board.

I am a relatively new councillor still and I expect my casework to increase anyway as I become more and more established within the local community but I also expect that work load will increase due to the changes we face and the challenges ahead,

My role as chair of council committee is likely to have greater demands due to reducing resources and changes resulting from devolution.

Work with schools as a school governor

As funding and service provision reduces the role of the Councillor will have to change to supporting groups in providing services in different ways such as community ownership. This means that we will have to help in funding bids and the organisation of formal groups and organisations.

My phone and email just get busier and busier even Christmas day

"Challenging people to change their behaviour" - really none of my business is it.

We have a good ward team and all partners are happy to try to help each other out where reasonably possible so that should stay the same I am very keen to help develop education locally I hope I am able to do more in this area I have done a lot of work across the district with CSA and am hopeful, as groups become more trusting of the Council and Police this will tail off over time

I am the Lord Mayor Designate so for 2016-17 that will take me out of "normal activities". In 2017-18 the only change from 2015-16 will probably be an increase in helping with funding bids.

Shla ldf

Attending meetings of community groups, forums etc. Writing to residents on local issues that affect them etc.

All activities in Ward work will increase as since becoming a Councillor 9 years ago casework has increased year on year and an average week can easily be over 50 hours and more often 60 plus, the numbers of issues have increased ie more Health, benefits, poverty, housing, education just to mention a few as well as planning, policing, environmental etc. I can see that casework and the diversity of issues will not only increase by change in their complexity.

Already answered above

As stated above

note I do not get involved with planning as I am a member of the planning and regulatory appeals committee

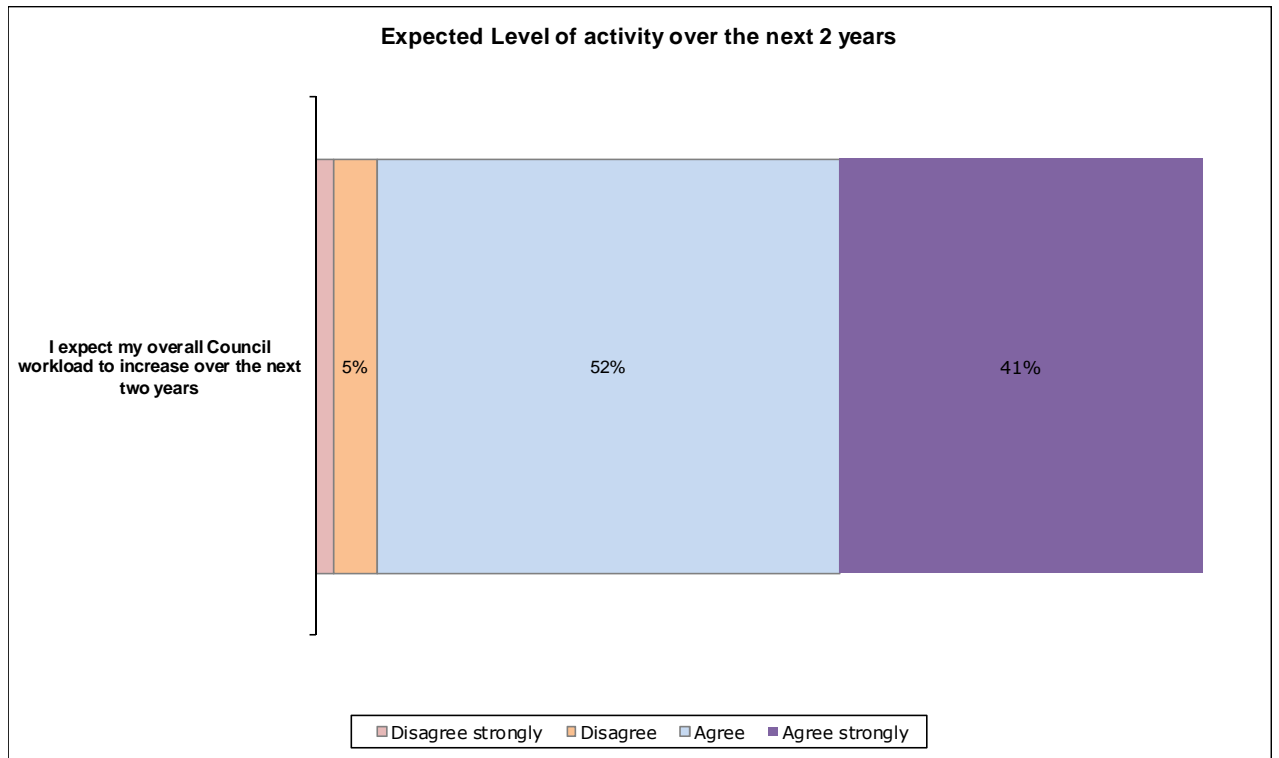
liaising on the changes of council funding and benefits issues.

As the funding is being cut more issues will arise which have to be dealt with hence the case work will increase, as money is tight the funding applications may stay the same or reduce because people or groups will still be needing money to run their projects, there is one contact point for volunteering via Better start Bradford project who hold a data base for volunteering in my ward I point people in that direction, as the council is about to decide on the weekly bin collections and move it to two weekly, the challenge will be to get people to use the recycling bins more tackle fly tipping car parking issues and anti social behaviour is another and businesses to also use the proper method of disposing their rubbish by having proper bins and mesh baskets for cardboard and other recyclable rubbish, I have advised people on planning but have not had too much to do with representation at planning panel or officer levels as yet, key issue is to understand the local issues and to involve the local people before decisions are made as the impact will be on the local people if wrong decisions are made and could be waste of money if the local authority has to change what may already have been implemented via wrong decisions. Others can be anything from school admissions, pot holes, blocked drains or gritting the roads in winter.

Communicating with residents of my ward - more Providing guidance to individuals and organisations about the workings of the Council - more Setting up community engagement events so people can become aware of and involved in what is going on locally - about the same

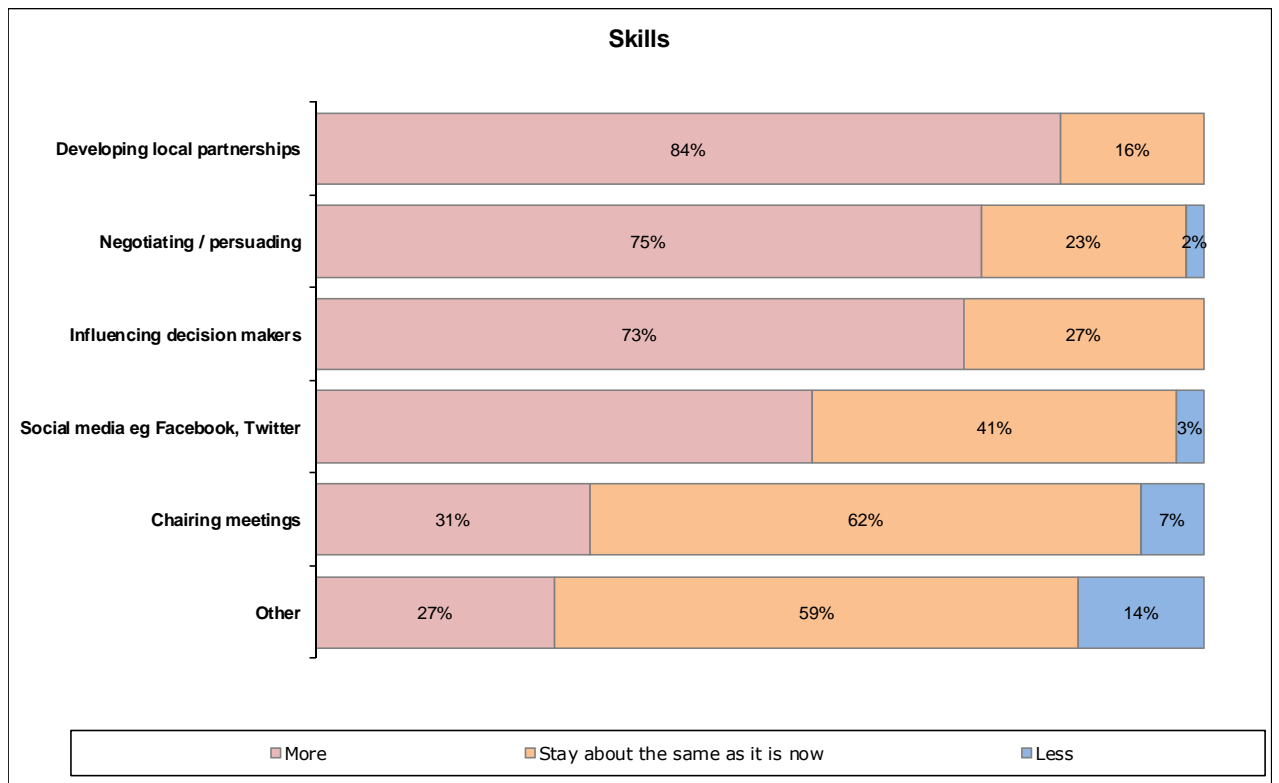
10. Q9 Workload

Expected changed in the level of activity over the next 2 years



11. Q10 Skills

Expected changes in the level of importance over the next 2 years



12. Q10g Expected changes to the role of a ward Councillor over the next 2 years

Detective work to find out what the Council does / is planning to do in the ward.

Mediation skills

Problem solving/finding alternative solution I expect to become more important.

Negotiating with outside bodies from all sectors

Explaining the new reality of Council finances to the public in order to manage expectations will become ever more important.

As the relationship between council and community changes local members will have to support and enable communities more and help support local groups and establish new ones

Dealing with unaccountable, distant and opaque bodies like combined authority, PCC, NHS etc.

What is other? This is an impossible question because there is a multitude of skills essential to being an effective ward councillor

This question is quite difficult as there are numerous skills required to be an effective Ward Cllr

Community development

Negotiating and persuading will be more important as front line services could suffer under current cut backs and people or council officers have to be mindful what can be done and what can not be done, Decision making may not change as the whole of the district will be kept in mind and all issues will have to be dealt with on their merit, local or neighbourhood groups will be more important than ever where people may have to take on some of the issues for example if there is grass verges in front of peoples home they may take small areas in front of their houses and cut the grass if the council can not get to it, charring meeting may at times be difficult but that is always the case if there is a hot issues to deal with.

13.Q11 How a ward Councillor's role is expected to change over the next 2 years

Parish Councils will play a greater role and therefore it will be necessary to work as a team in the local area complimenting the work of both parties. The use of emails lessens dependency on support services. Via members support.

Becoming much busier.

We'll be needed to help people more than ever as cuts bite harder, especially with council service and staff reductions, reduced funding to voluntary sector, benefit cuts and greater need in the community we serve.

Growing community development, and advocacy role, to develop local voluntary sector, lead and co design not to commissioning, challenge the increasingly fragmented range of services from all agencies and build further on the close ward level partnerships as welfare reform and housing and social cohesion issues require local leadership support and intervention.

For a start I like many of my constituents would like to see local councillors not being politically motivated (independent) I am also mindful that from time to time it has been suggested that there are too many councillors in each ward and the numbers should be cut to save money. I can't see anything affecting the way I conduct my work load changing namely community counselling and I can't speak for the decision making exec etc.

I believe the role of an elected member will change and develop. The role of a councillor has moved on from someone who just oversees replacing streetlights and gritting. More emphasis will be on partnership working and influencing decisions. More time will be spent with outside bodies and stakeholders. As more demand for housing is placed upon the Council more resident meeting and constituency meetings will be necessary.

with the changes and cuts in government funding not only to the council but other bodies the role will become expanded. leading, supporting and encouraging individuals and groups to find different ways of working and funding. Explaining more about how the council will have to operate and the effects cuts will have on local services, but showing constituents how these will be achieved and looking to find alternate ways to limit these effects. working with more partners than at present to provide information and services to communities..

Yes, it will involve more work. Due to savage budget cuts.

We are community leaders anyway and I expect that we will have to do more and more of this. We will need to do more facilitating, strengthening our role as enablers and then nourishing - helping the community to grow.

reducing resources will inevitably result in greater demands for individual casework. In addition, holding the Executive to account will be increasingly important. Monitoring performance and value for money will be crucial. It is too early to predict what impact devolution will have as powers move from direct local control.

Due to less funding Parish Councils, Voluntary bodies ect may well wish to take over or manage certain activities at present carried out by the Council and will require assistance in legal issues, obtaining funding etc.

Much more involvement with local voluntary groups. Have to more active in order to get communities to be more active. Will have to work with community groups and individuals in order to find alternate ways of delivering services.

Managing expectations with reduced funding.

Councillors are best placed to work with and in their wards to help communities take more ownership of their area, more volunteering, more pride and stronger partnership working between the public, private and community & voluntary sector. My ward has become an inner city ward with many challenges, deprivation & poverty. Society has to change, people need to take more responsibility for their areas and lifestyles. Councillors will really need to know their communities and I think the roles and responsibilities are changing and there seems to be more of an expectation on councillors to do more and be more involved in their communities. The general public do seem to be more aware of politics and there is an assumption that councillors know everything and it can be difficult to live up to that so councillors do need to be informed and up to date with current changes, policies etc.

Ward Councillors will need to become better able to enable the partnerships, made up of local residents and serious resident groups, so that more of the delivery of local impacts can be borne by residents. This will necessarily require WCs who have a strategic grasp rather than one that is focussed on "hanging baskets" and "cracks in the pavement". That is not to say the latter are unimportant, but the role of a WC will be less tactical and more strategic.

As the result of reduced Council Grants the importance of the NEW DEAL will really emerge and challenge Local Councillors to fully engage with Local Residents to ensure the continuation of services which may have to be delivered in a different way to now.

We will have to be far more hands-on with local groups as well as individuals as the Council has far less resources to provide services. We will have to become experts at manipulating funding streams from beyond the Council.

Changes in the workload will increase as funding is reduced, all councillors will be expected to have viable answers for members of the public who are suffering due to lack of financial aid.

As more is passed from Bradford to Local groups to run, more time is taken supporting these groups. Individual case work is increasing with different solutions having to be sort to issues

For the past 8 years I was the only ward councillor who served on council committees the other 2 former BP now independent have never done so. I am the one people come to for planning representation As we have now got another conservative councillor that will mean 2 proper councillor's who serve the community

less work

Given recent trends, we will need to be more visible on social media platforms. We will also need to more proactively support community groups as the Council cuts back on its own activities.

Being requested to become more involved in local issues as financial governance becomes more of an issue for resolving problems.

As the Council delivers less services local members will need to be more proactive in working with people to find new ways of working with local people to find innovative ways of other ways of delivering. At the same time people will remain expectant of the Council so the maount of individual casework will continue.

Busier and busier trying to take over from full time job .just can't afford it to

Not much except that technology makes it much easier to deal with casework, manage relationships with local organisations and conduct general council business.

There will be more demand from the public who 'expect' what they have always had in a financially difficult period. In the past the Council has done too much for too many - as a Country we must learn to 'help ourselves again'

I think we will spend more time explaining our role in local government Representing a large ward with a range of different types of people /groups in it I dont forsee a significant change, but dealing with schools and older residents will move up the chart

As more decisions are taken away to the unelected combined authority, councillors will have an increased role as advocates for their constituents on matters where they have no direct

influence

There will be more cuts and more people e.g migrant moving in and around Bradford who will require hands on help an support.

Fewer councillors but with some increase in hours and a modest increase in shared support services.

More advocacy skills will be required as the council becomes less of a provider and more of a facilitator. There will be more organisations and providers to be involved with. There will be more need for councillors to be the lead voice for their communities and to communicate more regularly with local groups and organisations

Additional work load with shla and ldf plus repercussions of flooding

It depends on the nature of the devolution packages that are being agreed at a regional level. As some services reduce, or even stop, others may be created or devolved and these will require democratic oversight. It may be that in addition to ward work, Councillors end up with extra meetings to provide oversight to new external bodies, e.g. Combined Authorities. In wards, reductions to back office staff in Area Offices may lead to a higher caseload for Councillors as problems are not resolved 'at source' by wardens, officers, etc, and as the Council withdraws from some levels of service, casework increases. This can already be seen in areas like Neighbourhoods, where complaints to Councillors on verge cutting, bin collections and so on are all on the increase. As funding continues to become ever more scarce, Councillors need to work more closely with community groups to help them apply for what funding streams continue to be available. Community Development work is likely to reduce significantly and again there will be a role of community leadership Councillors will need to fulfil to help these groups continue to function. Likewise, potential devolution out of the Council to the next tier of government e.g. Parish and Town Councils, will need a role from Councillors to help midwife and also help with a certain amount of oversight from elected ward members (as many Parish Cllrs are elected unopposed with no electoral mandate). Due to a lack of funding and withdrawal of Council services over the coming years, Councillors will need to become more effective at working with external bodies and organisations at bringing in additional services and functions, e.g. working with charities to extend programmes into their area and making the case for the local area.

More complex caseworks requiring more time, busier and more diverse issues in Wards

More influencing and setting up and working with community groups

With fewer resources, we're going to become brokers and facilitators, brokering partnerships and solutions which don't need money. This takes lots of time and relationship building to achieve a positive result though. Also we are increasingly having to deal with people who are very vulnerable and frustrated because of Government cuts. You have to give a lot of time to these people to support them as well as you can and make sure they don't feel left behind. Anger and frustration leads to a divided society.

Answered in question 8

More challenging and more difficult. There is a lack of experience in the system. There is a real problem of people's perception of our role, not helped by too many politicians of all parties and at all levels jumping on band-wagons and telling people what it is thought that they want to hear - and then backtracking when reality kicks in!

Please see question 8

More focus on voluntary engagement to affect change

Ward. Councillors are at the sharp end if the cuts, it is Difficult to explain to a group that they're funding has been cut when our council is wasting millions

more work as the cuts to local government funding affect constituents.

What I have found is, in previous years Council was able to provide residents with a lot more than it is able to do at present. They contacted a Councillor for example to have a back street cleaned, in the past there was funding and therefore more staff some so there were resources available to do this. So unadopted roads may have been cleaned but now this service is only available if Voluntary groups come forward. Residents were used to the old ways and now find it difficult to accept when a service is no longer available. So its going to be hard in terms of asking residents to take on some tasks and responsibility for land not owned by Council, due to funding a lot has changed and will continue to do so.

More pressure from local community as they loose vital services and changes that affect the community as a result if the budget cuts.

yes

Having to do more with less money

To become more demanding with the cuts local government are implementing

Everyone looks at the role of the councillor to get things done and deal with day to day issues, in the past money was available to do things even if it took longer now things are different and people will demand the same but council will not be able to fulfil those demands therefore the explanation has to be given by the councillors. Councillors also have to be more involved in the local area to make sure that people do change their habits and take on more responsibility for their area and not let it get run down.

Twice has much work

I expect it to become more community focused with cuts to basic services and initiatives like new deal, be neighbourly and people can I see the councillors role to be part of the leadership of these and implementing them in to communities

I feel that in addition to the bread and butter work of a councillors role such as dealing with issues where constituents have a problem with the council which needs resolving and representing constituents by being on committees and such like there will be a increase in the relationship building and bringing groups and communities together.

We will need to change the way that we engage with other authorities, such as the combined authority and the Police and Fire authorities as their role has significantly altered. The combined authority is playing an increasingly important role in our district as well as taking increasing resources from the Council. Changes in Council budgets mean that ward Cllrs must become much better at creating, facilitating and engaging with volunteer groups who are being increasingly relied upon to carry out functions which were previously held by the Council.

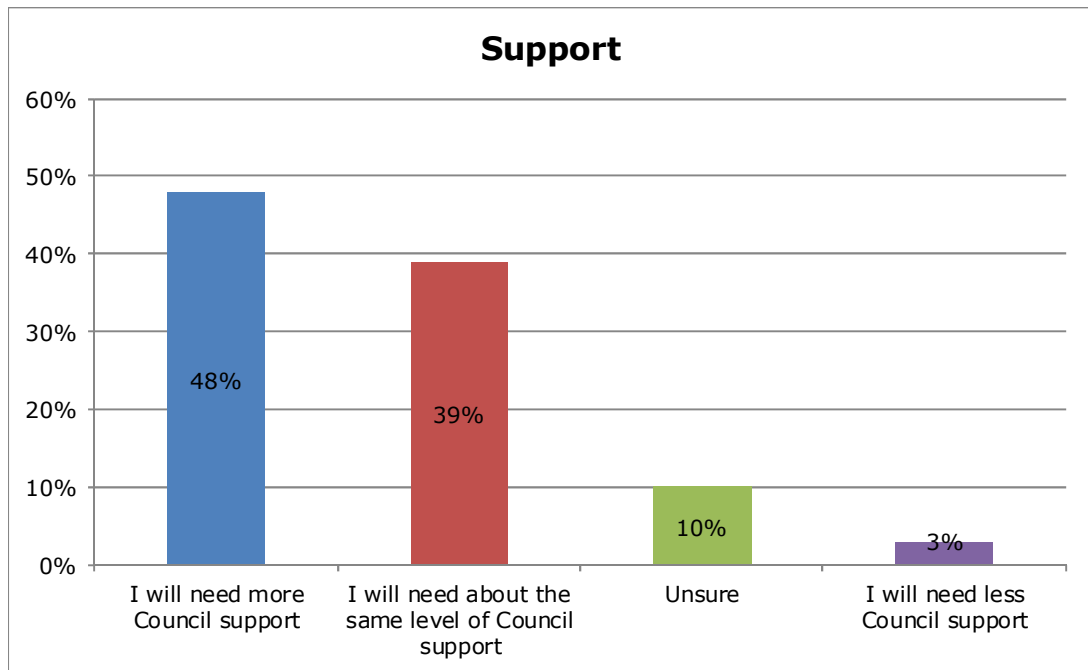
More interaction and accessibility via social media/Skype

Due to the savage cuts I think that more and more casework will be dealing with all kinds of benefits, EIA, housing etc. Dealing with more bedroom tax issues, health and social care problems and possibly planning.

dealing with more public due to cuts in services

Increasing involvement with local groups to address 'New Deal' issues.

14. Q12 Expected changes to the support needed over the next 2 years



15. Reasons for the answers given in the previous question

I expect to need the support of officers in their different departments in so far as they deal with issues affecting residents in my ward.

I have to spend lots of time trying to find out about what is happening in the ward a proper process for communicating with Members would be welcome. The Council needs to recognise that Councillors who are not members of the Labour group have significant roles in their wards and be prepared to support them. The current retrenchment of officers to provide support only to Labour Councillors is to the detriment of the Council as a whole. I expect I will need more support to broker meetings, manage my diary, facilitate communications with the Council itself and provide support to communicate with constituents.

The support I receive is good and helps. The support received from ward colleagues and more experienced Cllrs is also invaluable, especially when newly elected.

I believe the skills needed will need refreshing and the elected member may need to demonstrate in a more transparent way their development of skills and capabilities as well as ensuring the concerns about probity which stubbornly remain are addressed

I am rarely see in city hall my work is in my ward with the people who elected me. I am always available 24/7. I do however thank members support for their help and all council officers who I have contacted especially my ward officer who is "gold dust"

I feel more administrative support is needed now and this will only increase in the future. I believe communication is important and when residents make contact that they should be replied to in a timely fashion. The more work that is required the more support is needed.

by working with partners and the current staff especially in neighbourhoods and member support, i feel it is possible to cover the increased expected workload.

More support if budgets allow.

I am a relatively new councillor but as time goes on I meet more people and find out who best to contact on specific issues.

Difficult to answer - I am expecting my role to become more challenging and demanding so I expect I would need more council support along the way. In reality, I know the council support is also shrinking as they too face challenges ahead. I am still a developing councillor so I do sometimes need support to assist me or point me in the right direction in order to fulfil my role.

There is a balance to be drawn allocating resources to support elected members in times of fiscal pressure. We should not risk impact on frontline services this is likely to be a vicious circle.

I will require training on legal issues, funding advice etc.to be able to support volunteer organizations who may want to consider providing services

Will not to build on existing partnerships and there will be a need to establish further partnerships. Guidance and support from council will be needed much more than before.

To deal with issues arising from the cuts to services and to support residents in taking on some services such as the local library. The demand of the Council's Neighbourhood Service of Ward Officer and Wardens is likely to increase.

There needs to be a change, communities need strengthening and we really do need to change behaviours. The council officers are best placed to help with this transition. Also I think as more and more is expected of councillors having that support from the council helps tremendously.

This support will be in the form of: 1. better quality information so that better quality decisions can be made; 2. support identifying and enabling appropriate relationship building with key stakeholders; 3. strategic level support in terms of vision and purpose.

The Council will have to deliver services in a changing & challenging environment and local councillors will continue to expect at least the same level of support as it currently provides

The depth of the workload seems to increase at the same level as my experience.

Councillors know what's wanted they should be listened to

As explained in Q11

Because that is my assessment council officers are fine doing what is required as a rule with the exemption of poor enforcement generally

more will be encompassed in regional control

I am a very experienced councillor. I have the support that I need.

I do not anticipate the Council directing any more financial support to my Ward than at present and, probably, less.

It will be a new role needing new skills and information so the council will need to be able to support the changing role of members whilst continuing to react to constituents demands. What the level and type of support will be is unclear at the moment

We don't get much

Depends what you mean by support - we'll need better IT and IT support so we can use the technology that residents have access to but other support will become less significant as the technology picks up the load.

Support can usually be found BUT getting a result is often not so easy. 'We would like to but it's the cuts you know' an all too weathered phrase.

I feel that ward officers and councillors have a good working relationship, changes are going to happen but at this time we are as well placed as any to deal with them

Next year will be untypical. The above answer relates to the following year when I would expect some changes in the nature of support provided.

It is increasingly difficult to ascertain who and which department is responsible for services provided by the council. There appears regularly to be an attitude from some departments that councillors are an obstruction, not a valued part of the democratic organisation. Requests frequently disappear into a black hole. Too often the Councillor needs to chase up the status of an enquiry. A good level of service seems to be available to front bench councillors only. There are of course some exceptions. Changes in legislation that will have an impact on communities is not disseminated to councillors in a regular and understandable form. It does not appear that staff members receive a full and useful induction highlighting the role of members and officers in the council. These omissions make the work of the elected member more difficult and frustrating.

Would need less if we had good functional IT not old slow outdated we have to contend with. Key is proper functional integrated case/contact management I've been waiting 14 years and still no sign

The definition of Council support is vague. Does that mean Council services being delivered? Does it mean Area Officers continuing in their role? As services are devolved by its very nature the Area Offices will become more powerful. The role of Area Committees that inherit these powers has not been redefined in light of the increased powers, e.g. the governance process remains the same even with increased powers of councillors and local officers. In this respect, Councillors will continue to need 'Council support' in administering the localised services and overseeing continued devolution. Support from ward officers continues to be vital as they provide additional staff time in dealing with constituent problems and working on the same objectives for the ward.

As an experienced Councillor the support I need may remain the same however saying that the support of Council Officers and or external partners may increase dependent on issues and casework that needs to be resolved or and supported

More groups to work with -need help with coordination

Given the direction of travel I don't expect to receive any more support than I'm getting. The cuts dictate that we're going to shrink still more. However I will need other organisations to have a better understanding of the elected members role. GPs now control huge budget and how they spend them affects my residents' lives. We need to make sure that local council services are therefore working with local GP services and other organisations to make sure public money has the biggest positive impact. We'll be doing more knitting together of public services at the very local level.

The level of support required will be dependent on the background and skills of the individual elected member. Coming from a community development background I envisage the level of support will be about the same in terms of our work in communities. However, in light of changes to planning processes additional support will be required for all elected members. Moreover, as more services are devolved and regionalised the role of the elected member representing the views of local people will become even more important. At several points through out this survey I found some of the questions and statements rather ambiguous and therefore difficult to answer.

People are getting more demanding and have higher expectations. also see answer to Q11

This is dependant on peoples previous experiences given the nature of community work the changes in Cllr role should be less of an issue re the level of support needed

The support at the moment is adequate

With funding being cut we will need better skills and more. Knowledge

I am fairly experienced and attend the excellent training sessions organised for members but i would need the updates to legislation. Newer members need more training.

I am not sure yet as its only my first year.

We will have less officers with I the council and less services to facilitate the ward work we undertake.

opps portfolio holders need deputies also

Amalgamating services etc will lead to more involvement of both cllrs and officers

Due to restructuring services I will need more guidance from council officers

More training on resolving conflicts, better information on decisions and what money is available for local groups.

The nature of our work will change because of gov cuts . The voluntary sector will need more support to enable them to carry out what should be council run tasks.

some departments within the council are difficult to work with- some are excellent. I think some officers in some departments need to work better with their councillors

Council officers need to be on the ball in supporting relationship building that councillors are trying to achieve for the good of the District.

I would need more Council support but of a different nature to that which is available at the moment. The support offered to Cllrs is very insular, so mostly in engaging with what the Council do and what in the provision of Council services. The reduction in services of the Council and in resources mean that resources need to be managed better, but we must also become much better at engaging with members of the public, particularly when they are being expected to take on roles previously fulfilled by the Council.

Due to the potential increase in casework that is under the control of the council, such as public health, council tax and environmental problems with waste/recycling we will need experienced officers to help and advise us

Again 'New Deal' issues will probably mean getting involved with matters currently outside my experience.
