



Markstone

# NEW SOUTH WALES COUNCILLOR RESILIENCE SURVEY

**Findings 2019**

Lisa Mahood



## **2019 COUNCILLOR RESILIENCE SURVEY**

### **About this report**

This report details results from an independent survey undertaken of New South Wales Councillors by Markstone Group from May to September 2019. The survey is the first to record elected representatives' perspectives on issues of resilience, wellbeing, support needed.

### **Acknowledgements**

Markstone 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

Markstone undertook an important initiative across NSW 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.

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;
- understand the experiences and demands Councillors face day to day;
- identify support, tools and resources Councillors need to fulfil their role.



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## Key Findings

Over 27% of New South Wales elected Councillors voluntarily participated in this independent survey. The participation rates and commonality of themes in Councillor responses creates important never before captured data.

Key findings from the survey include:

- Councillors clearly undertake their role for the right reasons, they take pride in the role of Councillor and want to make good decisions and achieve positive outcomes in their communities - however, challenges that impede their ability to fulfil their role were identified.
- An overwhelming percentage of Councillors feel the time needed to fulfil the role and the remuneration received is out of sync, grossly inadequate and impacts on diversity of the sector and the ability for Councillors to carry out the role to the best of their ability.
- Councillors desire more opportunities for training, support, professional development and networking than they currently receive.
- In the main, Mergers were not viewed as being positive and much work is still to be done to repair damage with organisations, Councillors and community.

Following strong interest and 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

Councillors who participated in the Councillor Resilience Survey found their role fulfilling and enjoyed working with the organisation and community. However, this survey has uncovered that the financial and time commitments and general harassment has negatively impacted on their happiness and wellbeing.

Overwhelmingly, Councillors felt confident in their decision making, however this response was overlaid with concerns of harassment from peers, community and the organisation.

While many respondents considered they operated in a respectful environment. Bullying and harassment between fellow Councillors was identified as 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.

Concerningly, Councillors experiences with community range from feeling as if they are at ratepayers "beck and call", to bullying and harassment and being exposed to online and face to face abuse, raise alarm for Councillors personal safety and impacts on their mental health.

In a small number of instances, the organisation was identified as harassing Councillors. Councillors responded that they are viewed as a stumbling block to the organisation. This response appeared most evident in newly merged Councils.

Overwhelmingly, Councillors felt that in order to fulfil their role, their employment and family time was impacted. Many Councillors identified the greatest challenge was providing financially and personally for their families while fulfilling their Councillor duties. Councillors felt that time required to acquit their role was not adequately remunerated nor in some instances adequately supported by the organisation.

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 includes mentoring and independent support. Council Organisations need to actively encourage and support individual and group training and development of Councillors.

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



## **Survey Report**

A total of 347 New South Wales Councillors voluntarily participated in this independent, anonymous online survey - which equates to a response rate of over 27% of the total number elected representatives.

Statistically the Councillor resilience survey received a very strong response.

### **Demographics**

56% of participants were male and 44% were female. 47% of participants had been on Council for 2 – 10 years, which contrasted with 25% who had served for under 2 years and 28% more than 10 years.

From an age perspective 61% of Councillors were over the age of 65, with 5% being under the age of 35. No one identified being under the age of 25.

### **Pride in the Councillor role**

51% of participants felt proud of themselves and take great pride in the work they do as Councillors. Being able to govern in a cooperative manner, having positive and respectful working relationships with fellow councillors and just getting on and doing the job contributed to pride in the role, but 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. 24% of Councillors spend between 15- 20 hours on Council duties each week while 9% spend over 40 hours per week.

While 40% of respondents felt they could take time for themselves without feeling guilty “some of the time,” more than 28% responded they rarely could.

Councillors juggling Council time with work and home life was a common issue, with some feeling they were in their role virtually 24/7 and not able to go out without being stopped on a Council matter.

### **Happiness**

Under half respondents felt that being a Councillor does positively impact on their happiness. Many responses referred to a sense of satisfaction and prided, while there were several comments in reference to negative impacts due to social media and bullying

83% of Councillors said Council issues directly impact their family life, while 17% said Council issues rarely or never impacted on their family life. Responses ranged from expectations from community councillors are available at all hours, to being abused in the street and council duties taking time away from family.

77% of participants said they feel overwhelmed or stressed some of the time, often or all the time. With participants sighting financial and time constraints as a major contributor.

### **Decision Making**

99% of Councillors are confident and able to make up their mind, however having sufficient information and a good general manager and senior staff was critical in their confidence.

### **Self Belief**

56% 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:

- Not being able to raise concerns without fear of repercussion;
- Lack of opportunities to workshop contentious issue in an informal way.

### **Personal Contribution Appreciated**

44% of Councillors responded they felt appreciated for the work they do in the community some of the time, while 31% felt their contribution was often appreciated, and 19% rarely felt appreciated. Common themes included:

- Feelings of support from community;
- People seem to focus on the negative;
- Lack of correct information impacts people's opinions.

While 47% of respondents felt they make a difference. Many felt councillors can achieve amazing outcomes that have long lasting impacts on the community.

### **Harassment from Peers**

46% 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 were:

- Aggressive Councillors when their views are challenged
- The merger process has created tension;
- Being subject to behaviours that would not be tolerated in other workplaces;
- Personal attacks by other Councillors and no support from the organisation.

### **Harassment from Officers**

While 84% of Councillors responded they are not subject to some form of harassment by the organisation, Councillors listed common concerns:

- The merger process did not bring out the best in people
- Staff not understanding Councillors role
- Staff view Councillors as an impediment;
- Staff are dismissive of Councillors views;.

### **Harassment from Community**

Half of all respondents stated as a Councillor 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, harassment and criticism when residents don't agree;
- Personal attacks and death threats;

### **Interaction between Councillors**

64% of Councillors identify friction or anger between colleagues sometimes, often or all the time. Themes identified by Councillors ranged from political power struggles and personal attacks to infighting amongst Councillors, self-promotion and unprofessional conduct of Councillors and behaviour that disrupts good decision making.

90% of Councillors felt they were respected by their fellow Councillors sometimes, often or always, themes identified were; we argue we get over it, generally very collegial and mutual respect, treating each other with respect and understanding.

## **Guidance**

74% of Councillors stated they received support or guidance when needed some of the time, often or all the time. However, commentary was in contrast and ranged widely

- Not since mergers;
- Senior management working against Councillors
- Feeling isolated and unprotected;
- Try to indoctrinate rather than offer guidance and support.

## **Internal Support**

82% of participants stated they felt supported by the organisation sometimes, often or all the time. The commentary ranged from either out of the spectrum and themes included:

- Feeling the GM and senior staff were very supportive;
- Feeling the organisation does not give Councillors straight answers;
- Feeling the merger has impacted on the support;
- Concerns how long it takes to get things done.

## **Trust**

63% of respondents find it hard to trust those around them, some of the time, often or all the time.

## **Fulfilment**

95% of Councillors find their role fulfilling. 95% 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 trade-offs, time and budget 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:

- Helping and working with the community;
- Representing vulnerable people in the community;
- Doing good for the community;
- Representing important issues;
- Improving outcomes for the community;
- Improving the quality of lives of people in the community;
- Promoting community interests;
- Being an advocate for the community.

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:

- Helping the community understand the decisions we make.
- Leading good strategy;
- The opportunity to influence;
- Big picture thinking;
- Making decisions that benefit our whole community;
- Making fiscally responsible decisions;
- Finding solutions.

## 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 innovative;
- Inspire a sense of optimism
- Delivering long term projects
- Improving diversity of representation.
- Strategic Planning
- Future direction

## Achieving Results

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

- Getting things done
- Working with industry to improve outcomes;
- Building new facilities
- Taking action on Climate issues
- Creating community events
- Maintaining and delivering new and sustainable services.

### **Working with the organisation**

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

- Conduit between community and Council;
- Being part of a process of improvement;
- Community engagement;
- Getting a better deal for the community;
- Improving communication;
- Improve community perceptions;
- Working as a team;
- Setting policy.

### **Personal Growth**

Many Councillors identified the theme of personal growth as an aspect of the role that they enjoyed, this included learning about the dynamics that make up a city, understanding how politics works, meeting new people, learning new skills, making a difference, new experiences, networking and small wins even when efforts are not appreciated.

### **What Councillors don't like about their role**

Councillors provided extremely strong and detailed written responses 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:

- Political bickering;
- Time needed to do the job properly;
- Lack of appreciation;
- Juggling career and local government;
- Poor remuneration;
- Being a councillor impacts on peoples professional, family, financial and personal life;
- Trying to understand regulatory and governance issues;
- Not being able to help the community;
- Lack of respect;
- Lack of diversity.

Several other common themes emerged from Councillor responses:

### **Demands of the Role**

A large number of Councillors stated they felt the demands of role all encompassing, a feeling that was characterised as having several dimensions:

- Time requirements;
- Huge amount of reading requirements;
- Travel requirements;
- Negative financial impact;
- Time needed for meeting preparation;
- Amount of emails and phone calls;
- Short time to read and analyse reports and agendas.

### **Organisational Support**

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

- Used as a scape goat by the organisation when something goes wrong;
- Not being informed on issues;
- Manipulated by staff;
- Lack of capacity of Council staff;
- Organisation resistant to change;
- Organisation working against Councillors;
- Lack of information being provided;
- Disconnect between staff and Councillors;
- Lack of support and resources;
- Lack of protection as a Councillor from workplace bullying;

### **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:

- Aggressive behaviour from Councillors;
- Unacceptable behaviour in the chamber;
- Bullying;
- Conflict between Councillors;
- Lies;
- Infighting and belittlement by Councillors;
- Harassment.

## Community

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

- Lack of understand by community about how local government works;
- Community expectation Councillors are available 24/7;
- Blaming local government for everything;
- Online bullying;
- Harassment;
- Threats to personal safety;
- Undervalued.

## 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:

- Lack of privacy;
- Unrealistic time requirement;
- Emotional stress due to Council demands and workload;
- Lack of family 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 were identified.

## State Government

- Red tape;
- State Government driving their own agendas;
- State Government removing local government decision making;
- Lack of support;
- Forced amalgamations;
- Cost shifting;
- State Government intervention.

## Difficult Issues

Having to make difficult decisions; lack of facilities to report bullying behaviour, too much talking and not enough action, lack of training in rural areas, code of conduct poor and investigations weak, 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 time;
- Higher remuneration.

When asked what would be the most important thing that would assist you in your role, Time and Remuneration emerged as the strongest theme identified by Councillors

### Time and Remuneration

- More time;
- It should be a full-time position or at least a remuneration package that relates to the amount of time and expense of being a Councillor;
- Allowance increase to cover the workload;
- Recognition of the many hours' councillors put into the role without commensurate recompense;
- Decent physical support, office support, increase pay;
- Council allowance doesn't allow me on its own to reduce my hours to focus on Council issues;
- Increase pay for Councillor and include superannuation;
- Increase in Allowance, Councillors are paid minimum wage or less, while making multimillion decision;
- Low allowance and amount of time required discourages people with expertise standing;
- A decent wage reflective of time commitment;
- Be more of a part time job, with set days of the week you need to be in the chamber or higher salary so I can spend more time with my Council duties;
- Council remuneration is not a living wage so most councillor have to juggle work, and this equates to poor attendance at briefing session, meetings, site visits etc;
- Based on the size of some Council, if they were another level of Government, they would have 2 or more staff to assist them in their work and would not need to work another job to survive;
- Paid transport costs;
- In order to attract a mix of councillors reflecting the community, especially younger people, a fair remuneration coupled with mandatory relevant training and upskilling;
- Better remuneration that covers the hours and effort I put in;
- Councillor remuneration for small/rural councils needs to be looked at to at least cover the extraneous costs of undertaking your duties and attract reasonable candidates.

Several other common themes emerged from Councillor responses:

### **Training**

- Early induction training;
- Ongoing training;
- Particular workshops including:
  - Role of a Councillor
  - Governance training
  - Training on the LG Act
  - Financial training
  - Planning Laws and regulations
  - Conflict resolution
  - Asset management
  - Code of Conduct
- Support for training and development;
- More accessible training for Councillors in rural areas;
- Access to conferences;
- More training in first year;
- Professional development;
- One on one training;
- Training on dealing with difficult people;
- Training on how to deal with bullying;
- Ongoing, compulsory training for all Councillors about team building, working together, constructive decision making;
- Mandatory relevant skilling and upgrading;
- Strategic planning;
- Confidence Coaching;
- Realistic professional development allocation for each Councillor.

### **Mentoring**

Councillors provided strong comments to variety of support needed:

- Mentoring;
- Impartial mentor;
- One on one mentoring;
- Ready access to a mentor;
- Networks that include mentoring and coaching;
- Mentoring in team dynamics and assistance to build the team;
- Independent advice and an external help line;
- Independent mentor to talk to about issues, Council agendas, other Councillors behaviours;
- Skills to be more resilient;

- Mental health support;
- A mediator to assist Councillors with their role.

### **The organisation**

Councillors identified a range of ways the organisation could support Councillors

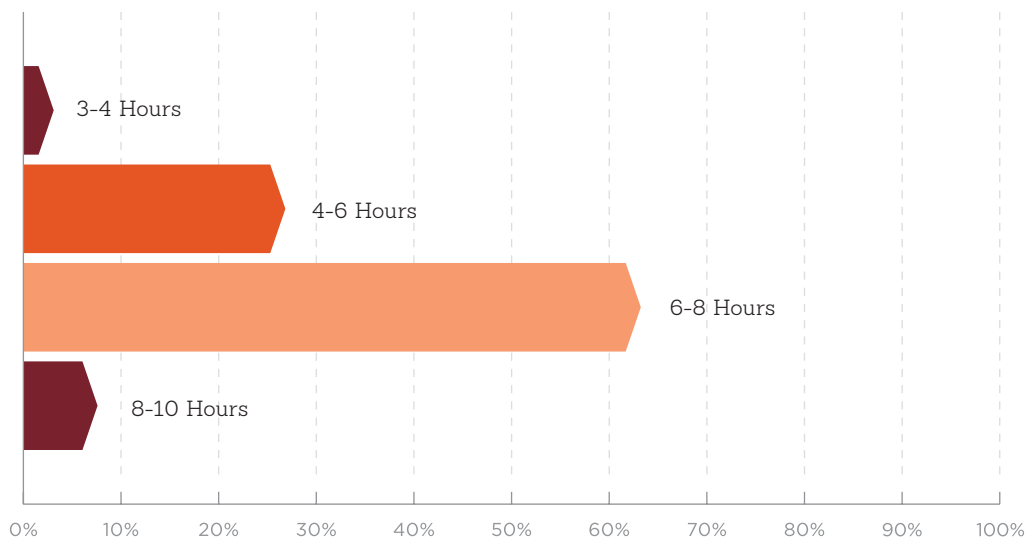
- More workshopping of major plans;
- General support of Councillors by the organisation;
- Child friendly environment;
- Financial support for legal advice;
- Financial support for mental health;
- Support in addressing bullying and harassment;
- More information and transparency around issues;
- Research support;
- Better technical support and modern equipment and software;
- More communication support;
- Facilitated workshops around contentious issues;
- Office support;
- Meetings and session out of business hours;
- Support from senior management;
- Childcare and support out of work hours;
- Protection as a Councillor from workplace bullying;
- Accurate and timely information;
- A good relationship between Councillors and executive staff;
- Understanding and respect of the role's councillors and officers.

### **Sector Reform**

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

- A system that took complaints against Councillors seriously;
- Support for professional development and training;
- Increased remuneration, including superannuation;
- Technology to inform Councillors of the LG ACT and any changes;
- A more hands-off approach from state government, especially in terms of reporting and regulations;
- Improve compliance monitoring;
- A better code of conduct system;
- Include bullying in the code of conduct;
- Guidelines for acceptable behaviour of Councillors;
- Professional development;
- 24/7 legal hotline.

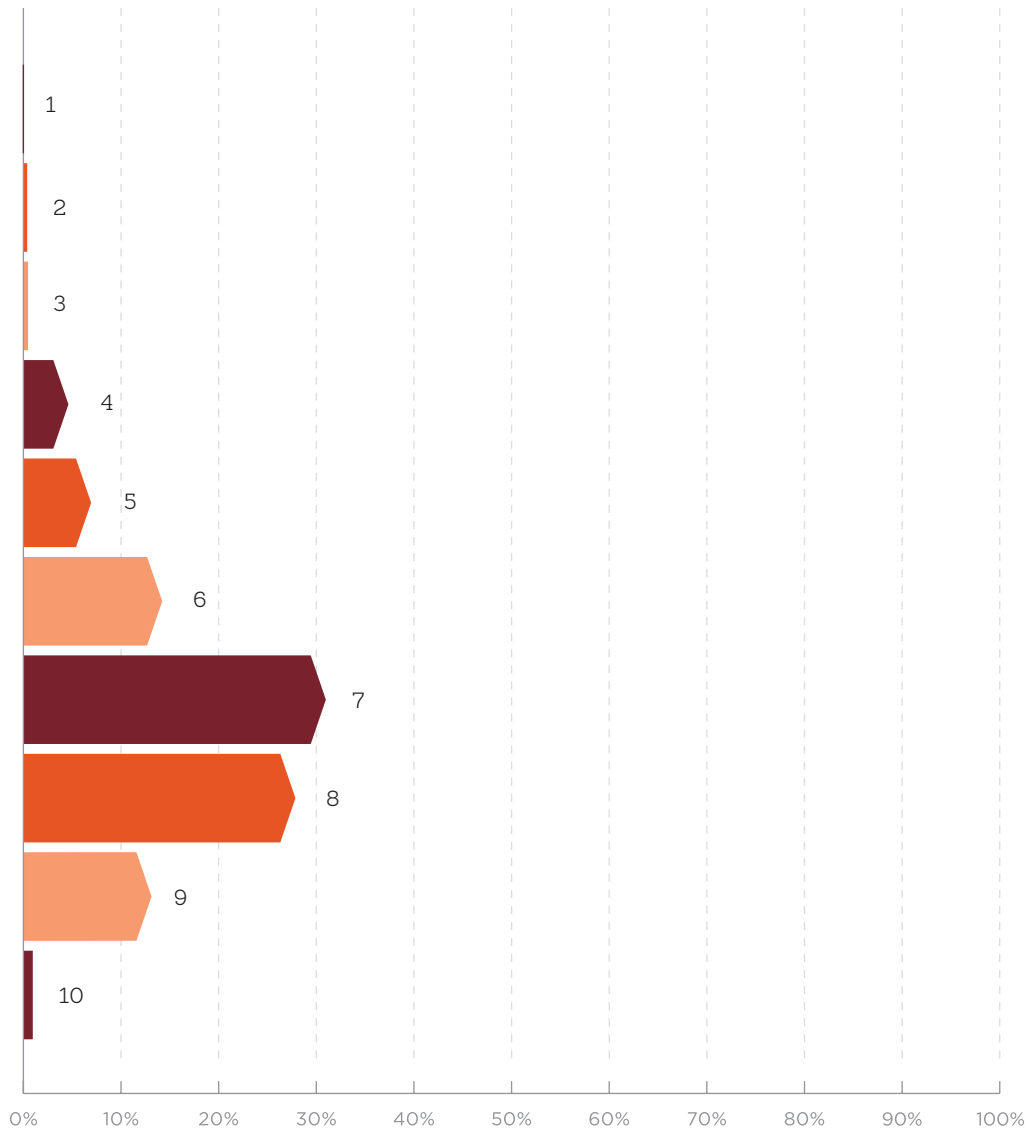
## Q1 HOW MANY HOURS SLEEP DO YOU GET ON AVERAGE PER NIGHT?



ANSWER CHOICES	RESPONSES
3 - 4 Hours	3.17%
4 - 6 Hours	27.09%
6 - 8 Hours	62.54%
8 - 10 Hours	7.20%

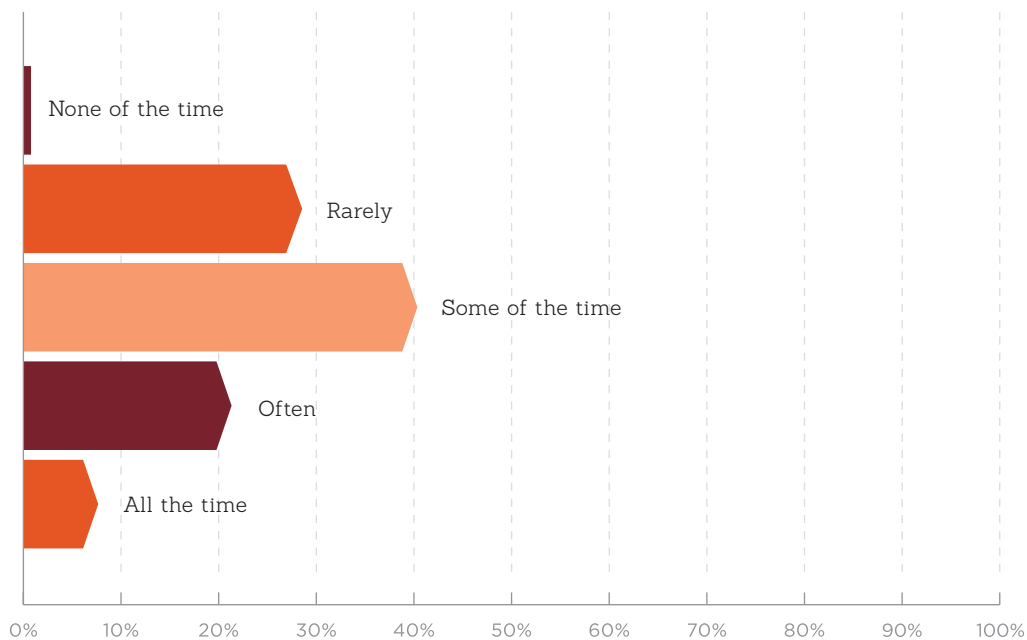


**Q2 ON A SCALE OF 1 – 10. ONE BEING THE LOWEST AND 10 BEING THE HIGHEST, IF YOU HAD TO GIVE YOURSELF A SCORE OUT OF 10 FOR YOUR OVERALL HEALTH, WHAT WOULD YOU GIVE?**



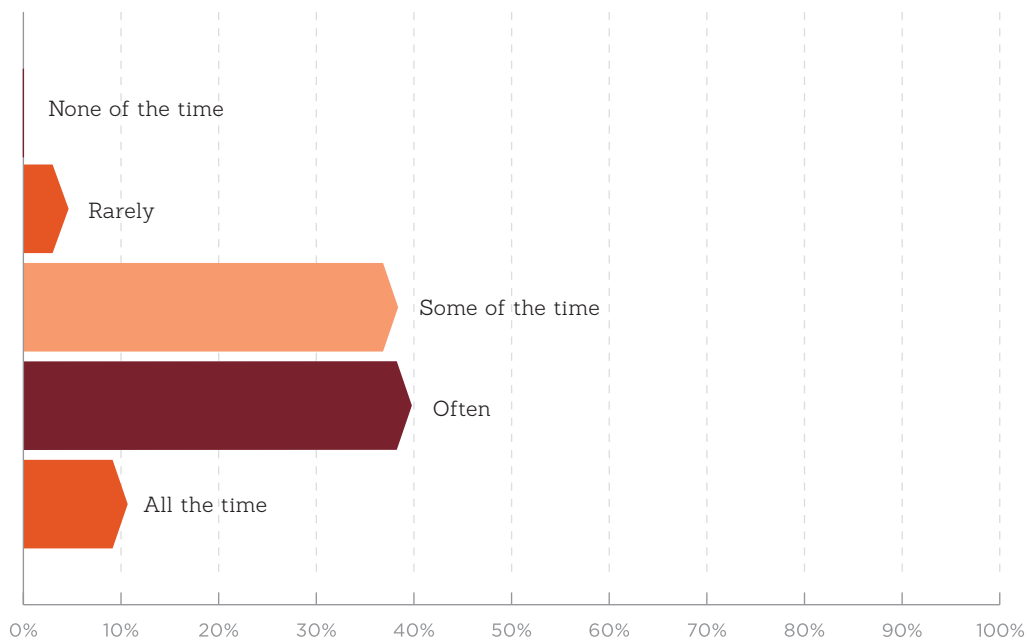
ANSWER CHOICES	RESPONSES
1	0.50%
2	0.29%
3	0.58%
4	4.62%
5	7.80%
6	14.16%
7	31.79%
8	27.75%
9	12.72%
10	1.16%

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



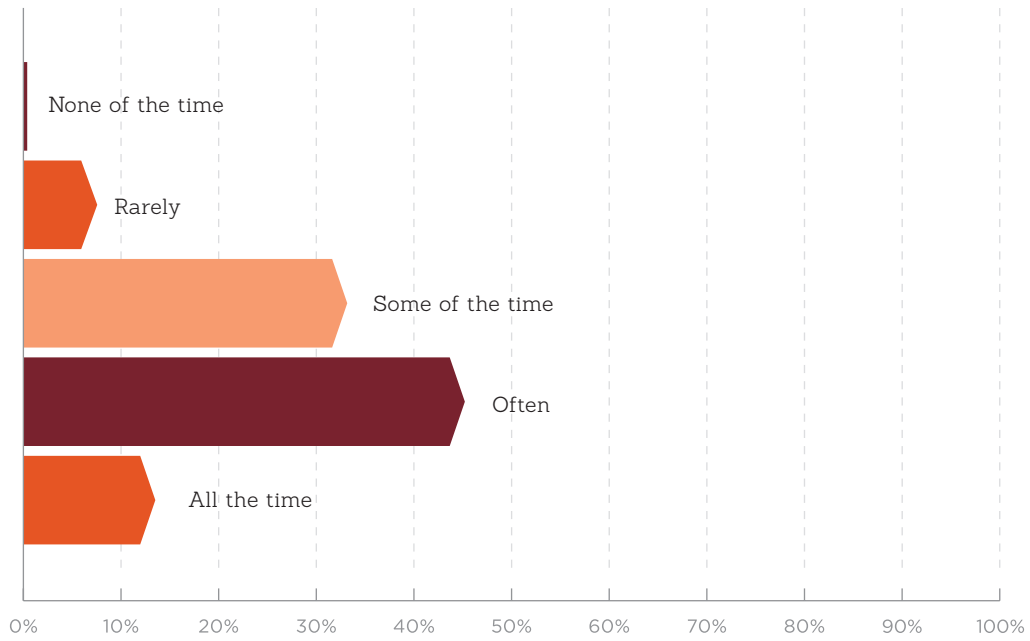
ANSWER CHOICES	RESPONSES
None of the time	1.76%
Rarely	28.15%
Some of the time	40.18%
Often	22.29%
All the time	7.04%

## Q4 I FEEL PROUD OF MYSELF



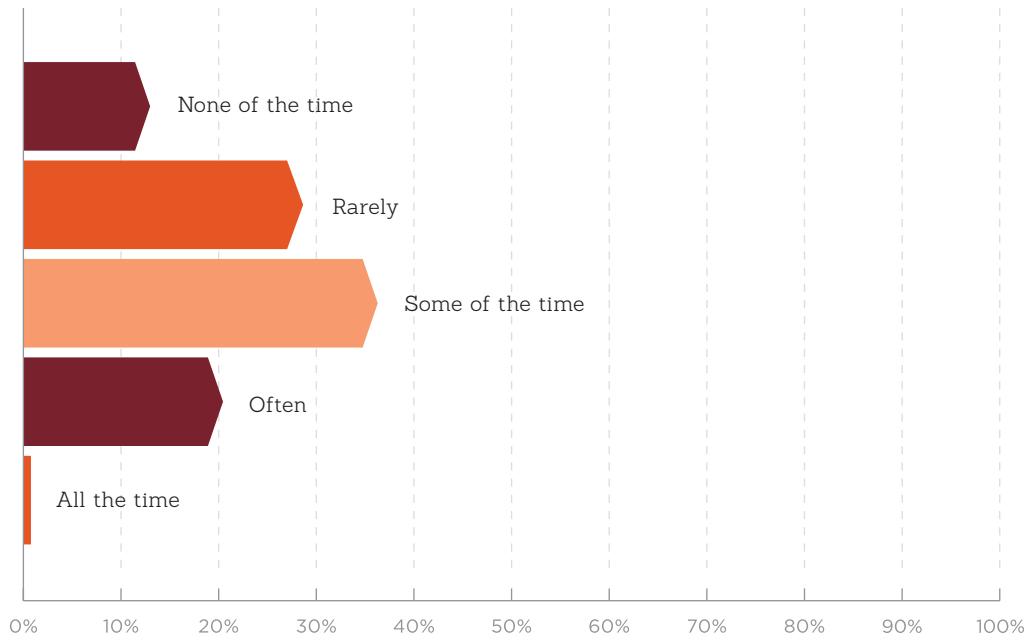
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	4.68%
Some of the time	43.57%
Often	39.77%
All the time	11.40%

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



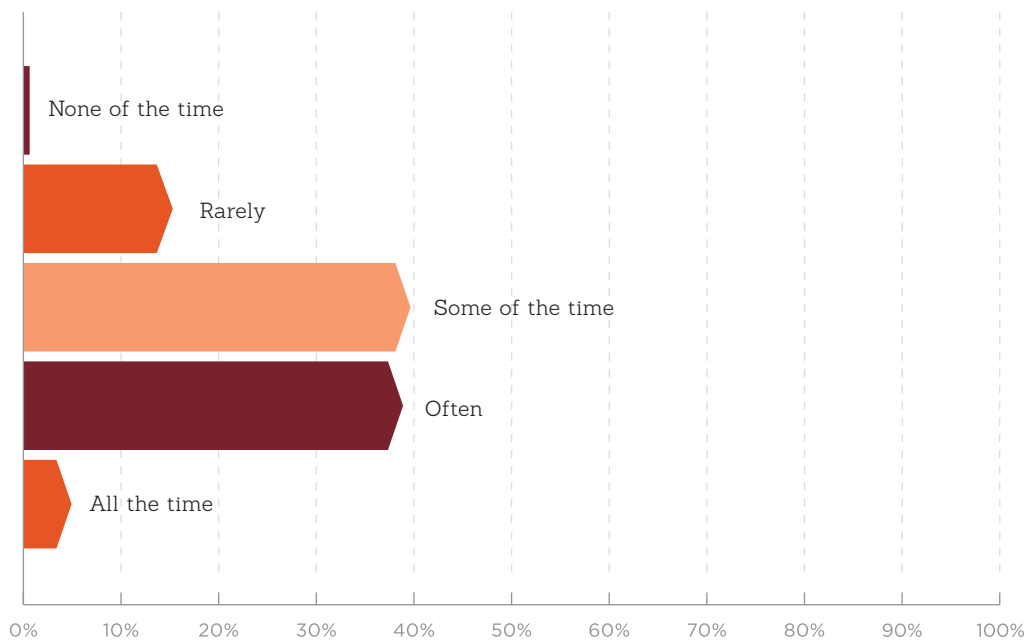
ANSWER CHOICES	RESPONSES
None of the time	0.29%
Rarely	7.60%
Some of the time	33.04%
Often	45.32%
All the time	13.45%

## Q6 I MAKE TIME TO MEDITATE AND/OR REFLECT



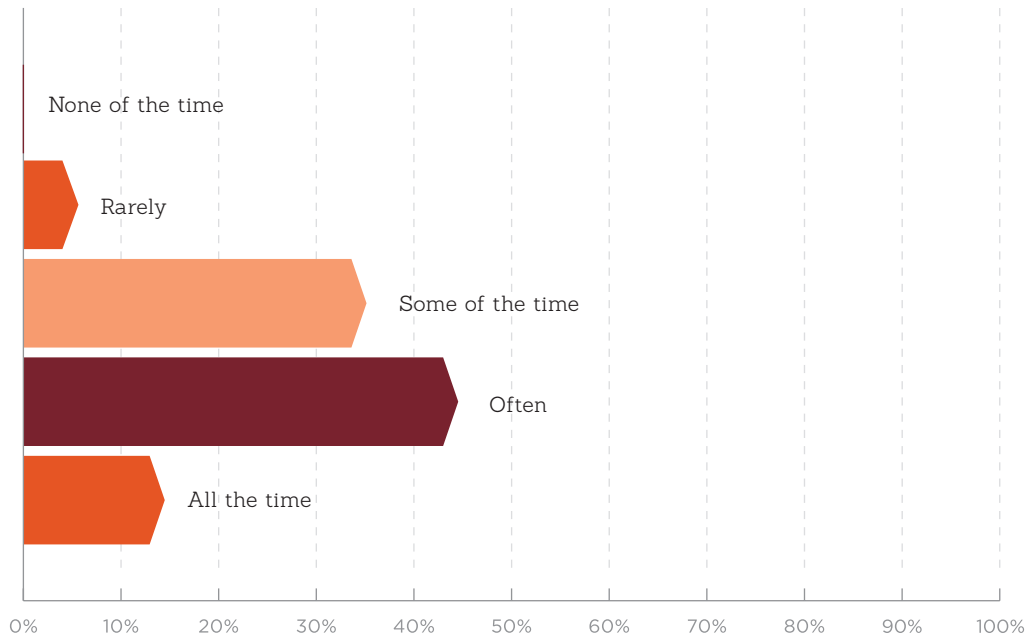
ANSWER CHOICES	RESPONSES
None of the time	13.16%
Rarely	28.65%
Some of the time	36.26%
Often	20.18%
All the time	1.46%

## Q7 BEING A COUNCILLOR POSITIVELY IMPACTS MY GENERAL HAPPINESS



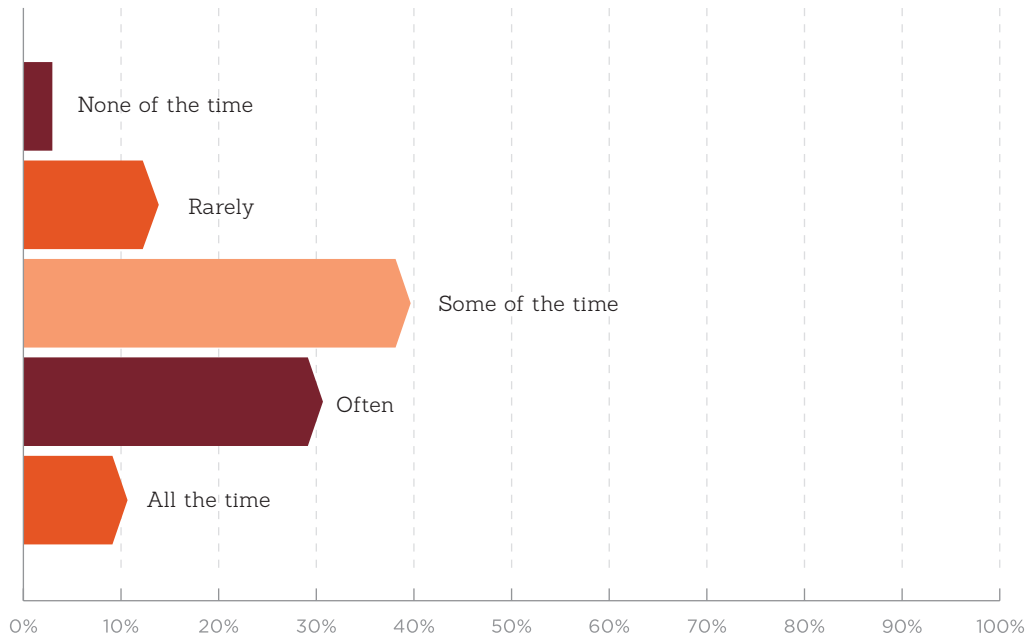
ANSWER CHOICES	RESPONSES
None of the time	1.46%
Rarely	15.50%
Some of the time	39.47%
Often	38.01%
All the time	4.97%

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



ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	5.93%
Some of the time	35.01%
Often	44.21%
All the time	14.24%

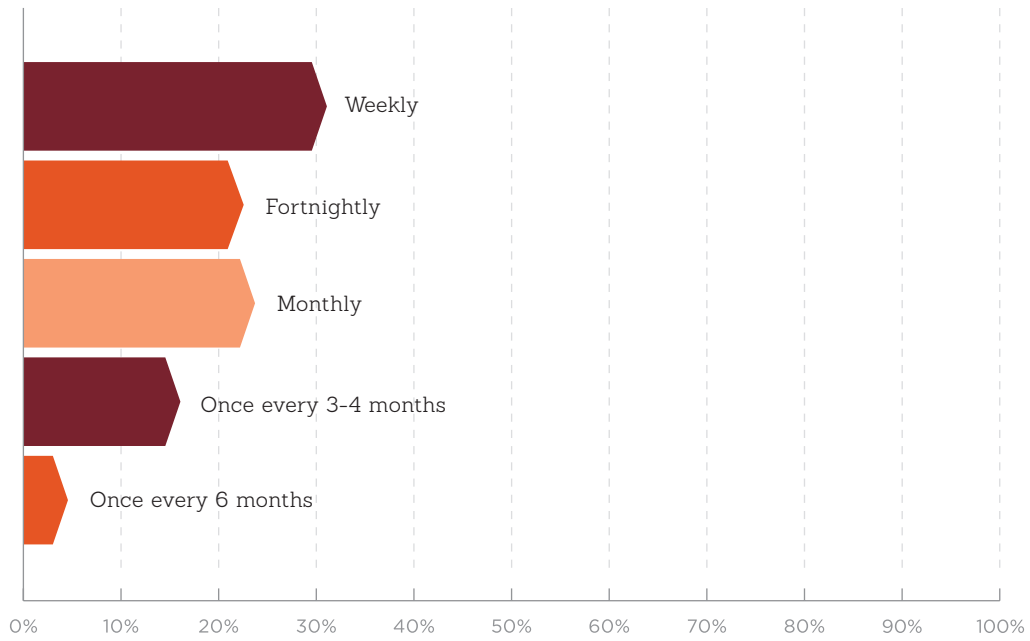
## Q9 DO COUNCIL ISSUES AFFECT YOUR FAMILY LIFE?



ANSWER CHOICES	RESPONSES
None of the time	3.25%
Rarely	13.91%
Some of the time	39.35%
Often	31.66%
All the time	10.95%

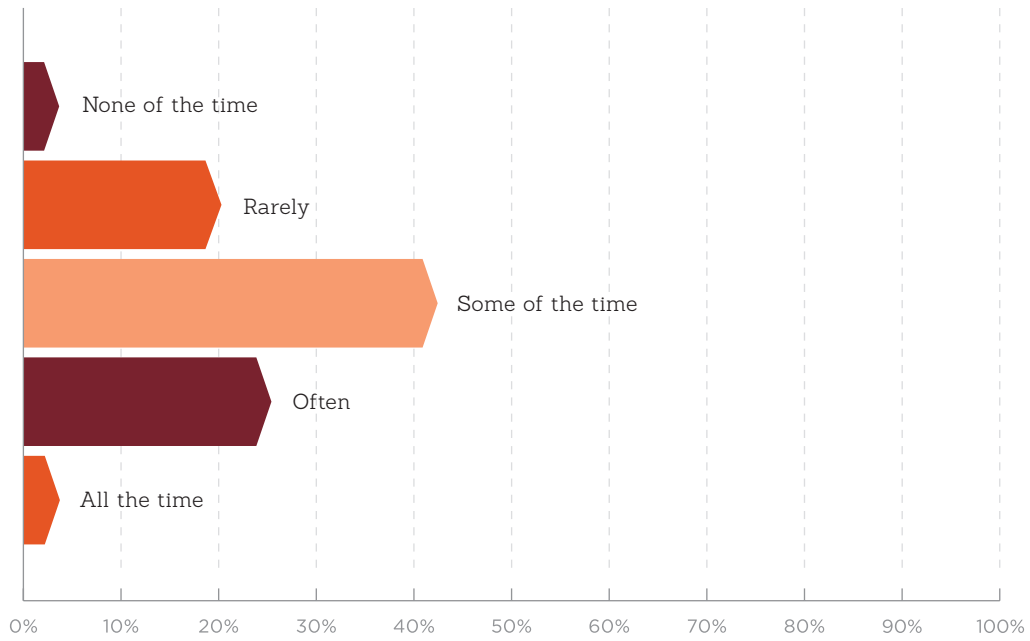


**Q10 I ENJOY A SOCIAL OUTING WITH FRIENDS AND FAMILY**



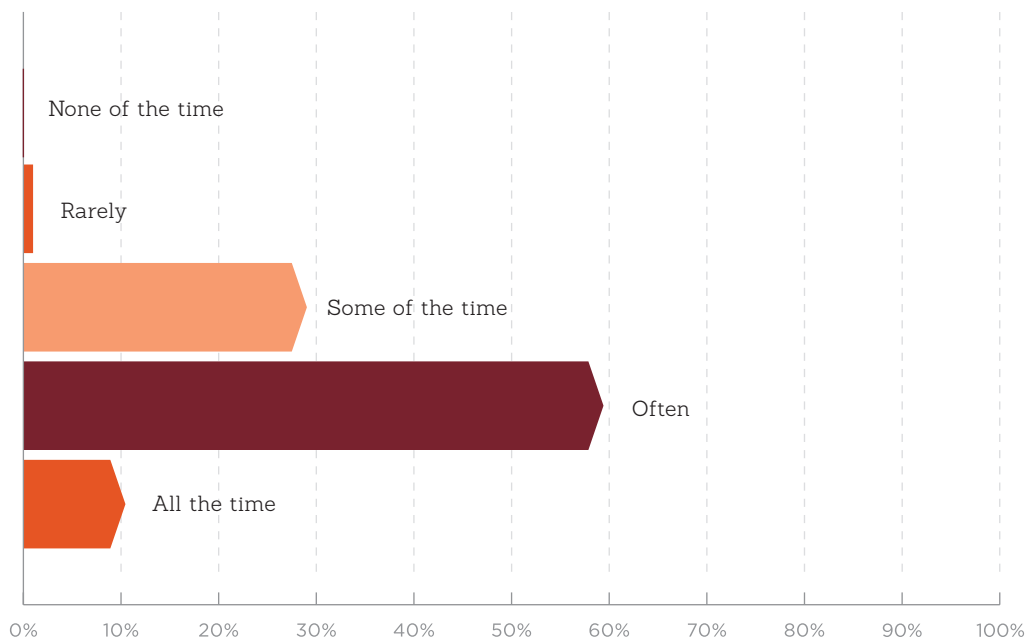
ANSWER CHOICES	RESPONSES
Weekly	31.95%
Fortnightly	22.49%
Monthly	23.67%
Once every 3-4 months	15.98%
Once every 6 months	4.73%

## Q11 HOW OFTEN DO YOU FEEL OVERWHELMED OR STRESSED OUT?



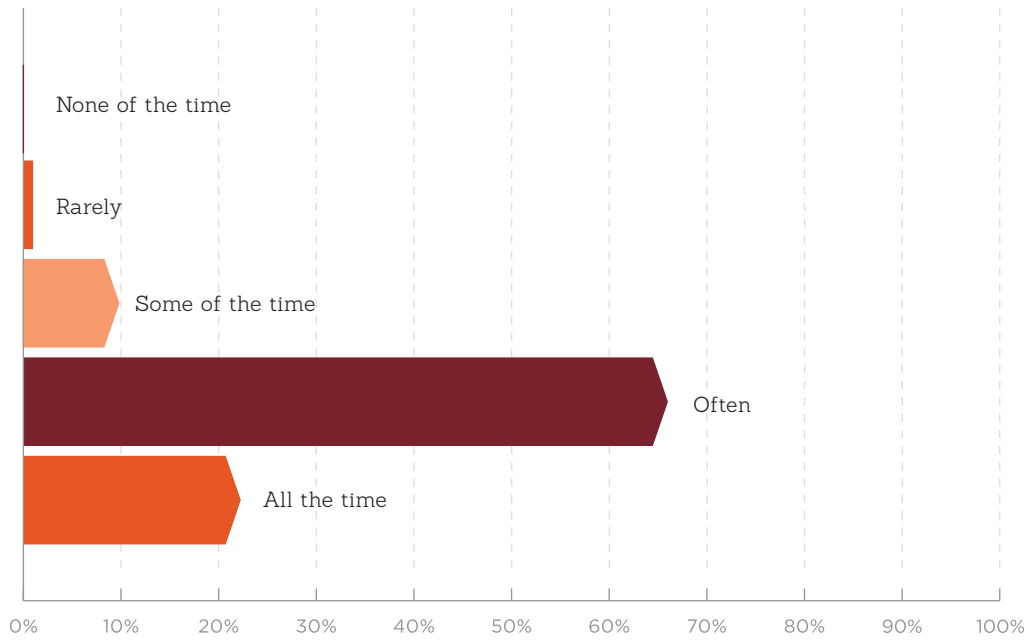
ANSWER CHOICES	RESPONSES
None of the time	3.00%
Rarely	20.12%
Some of the time	47.15%
Often	25.53%
All the time	3.60%

## Q12 I DEAL WITH PROBLEMS WELL



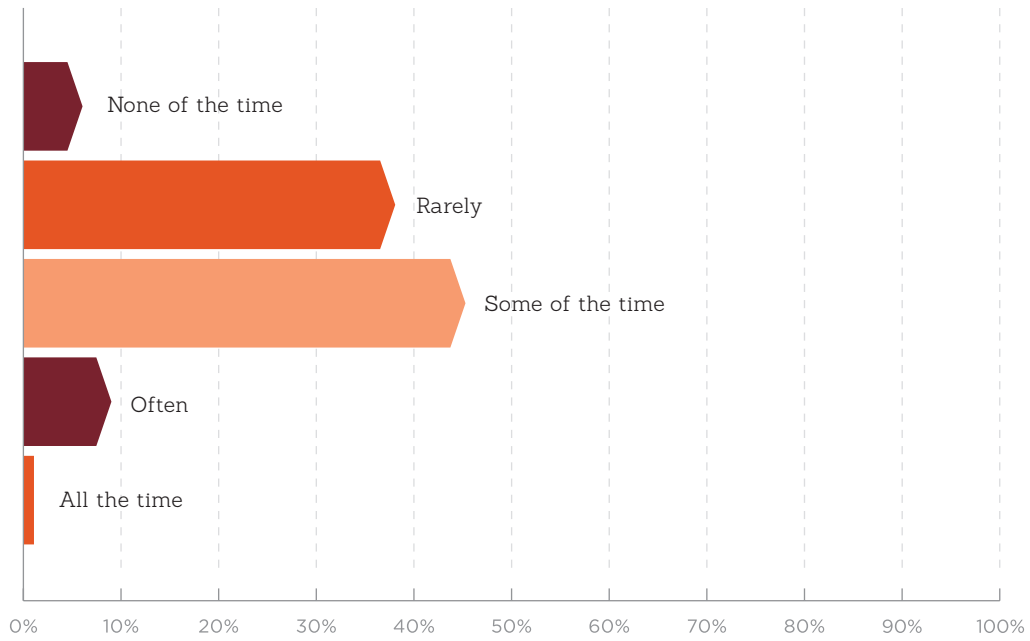
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	1.20%
Some of the time	28.92%
Often	59.34%
All the time	10.24%

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



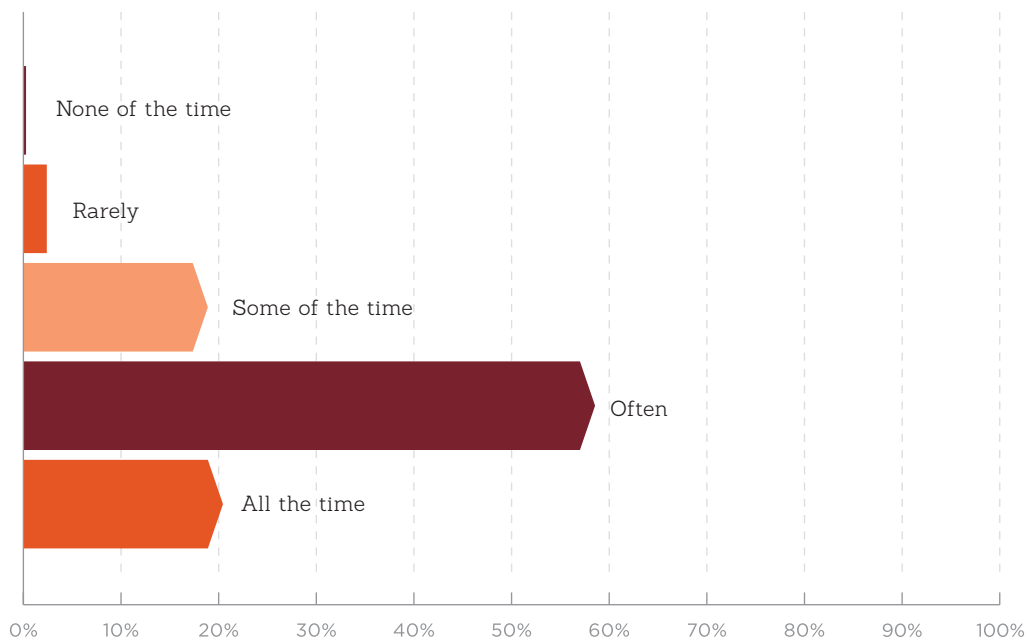
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	1.20%
Some of the time	9.91%
Often	66.37%
All the time	22.52%

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



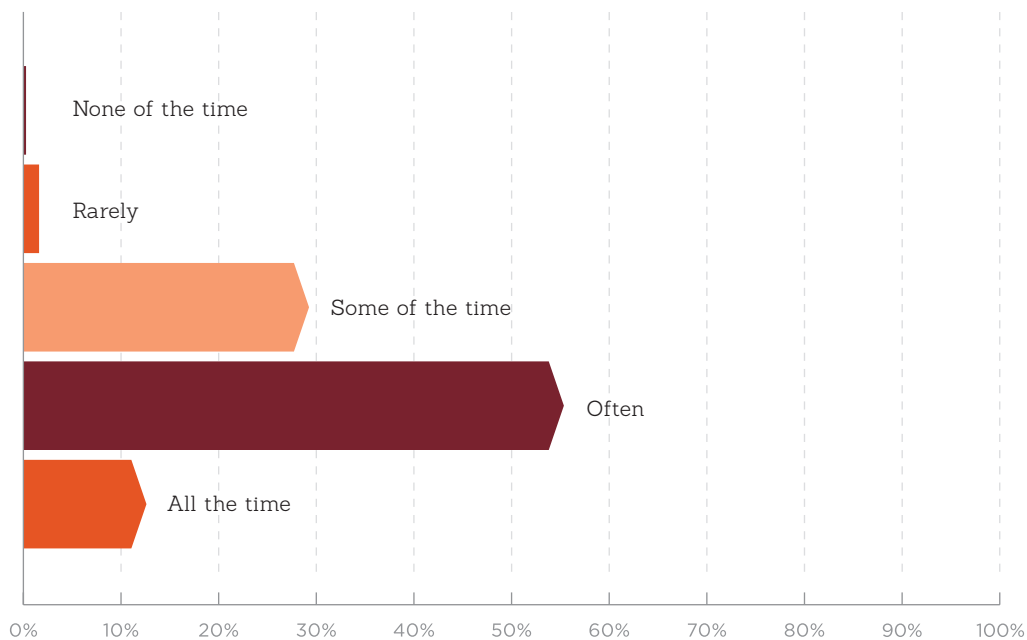
ANSWER CHOICES	RESPONSES
None of the time	6.02%
Rarely	37.65%
Some of the time	45.48%
Often	8.73%
All the time	1.81%

## Q15 I CHALLENGE MYSELF



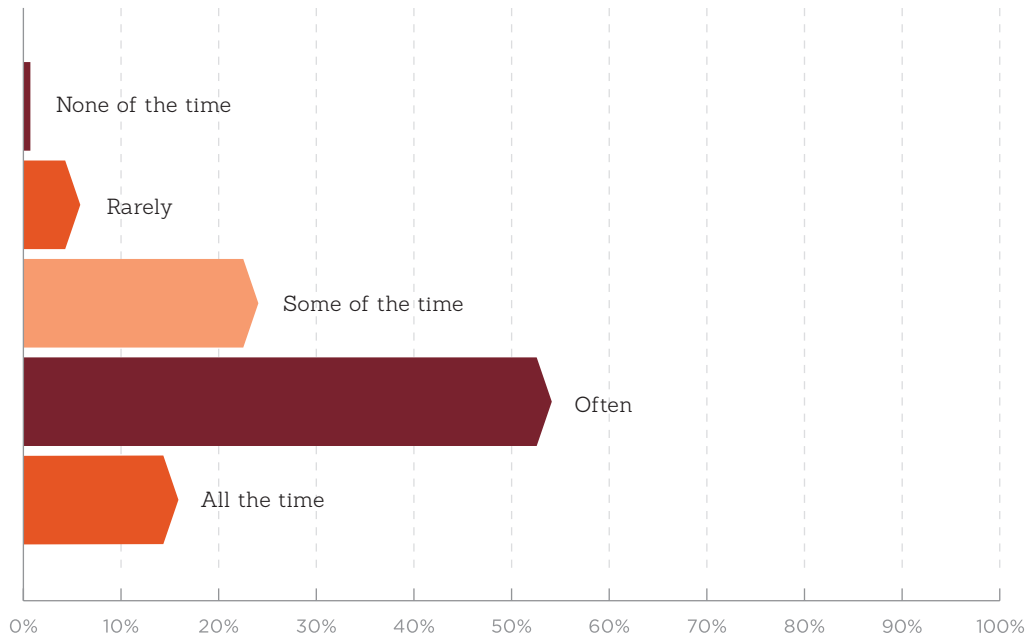
ANSWER CHOICES	RESPONSES
None of the time	0.30%
Rarely	2.4%
Some of the time	18.62%
Often	58.26%
All the time	20.42%

## Q16 I RESPOND WELL TO FEEDBACK



ANSWER CHOICES	RESPONSES
None of the time	0.30%
Rarely	1.50%
Some of the time	29.43%
Often	56.46%
All the time	12.31%

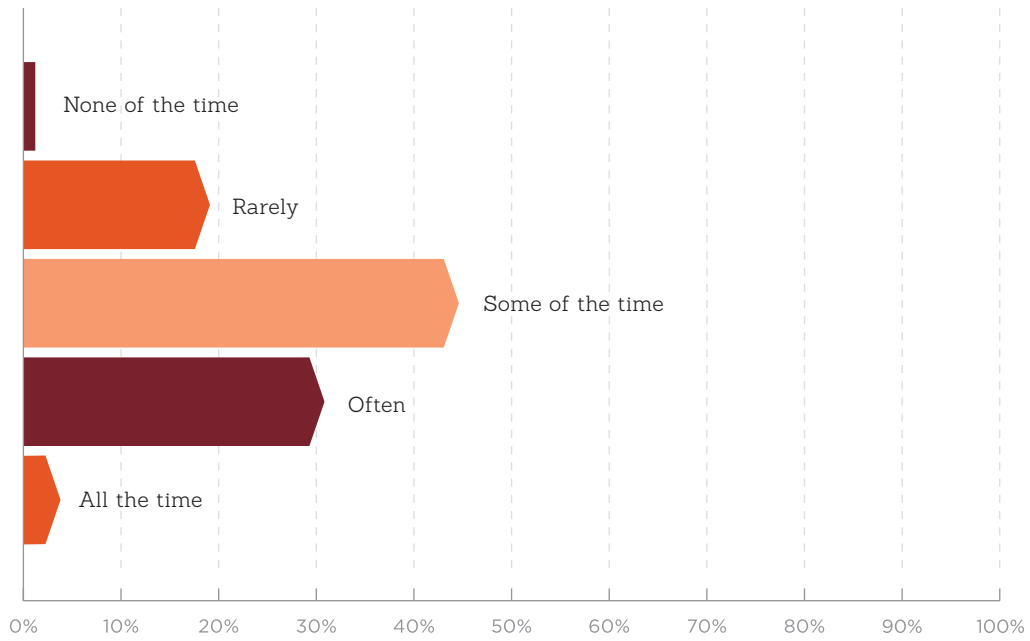
## Q17 I GET INSPIRED BY OTHERS' SUCCESS



ANSWER CHOICES	RESPONSES
None of the time	0.60%
Rarely	5.72%
Some of the time	23.80%
Often	54.22%
All the time	15.66%

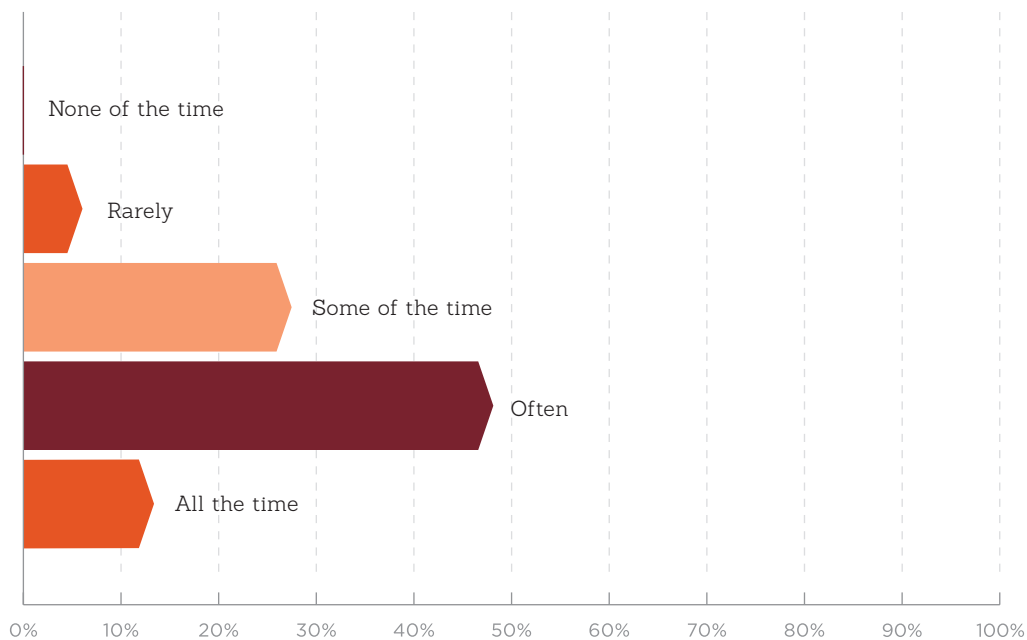


## Q18 I FEEL APPRECIATED FOR THE WORK I DO IN MY COMMUNITY



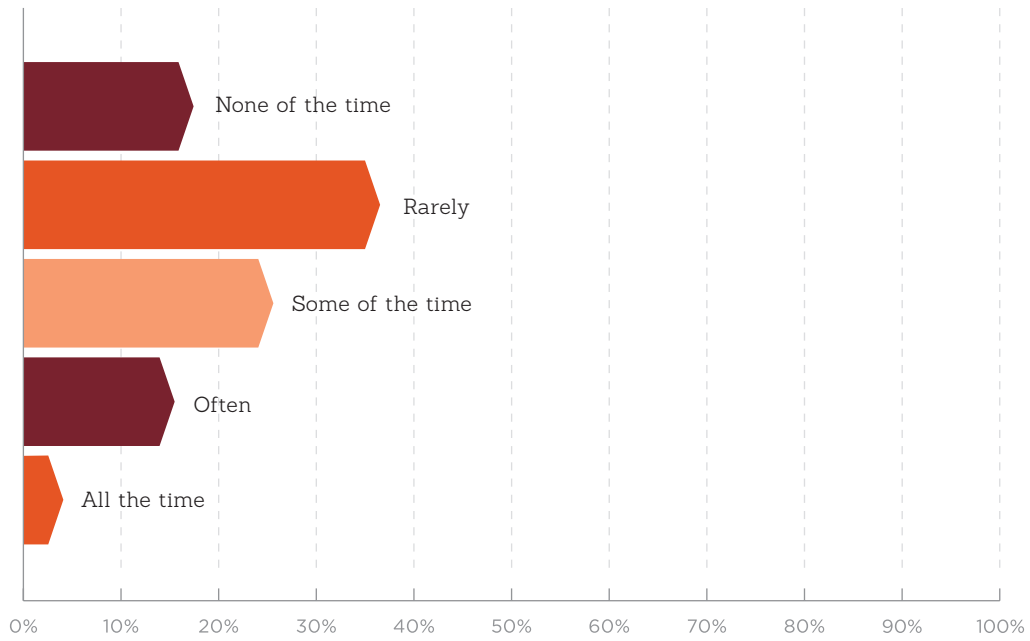
ANSWER CHOICES	RESPONSES
None of the time	1.24%
Rarely	19.25%
Some of the time	44.72%
Often	31.06%
All the time	3.42%

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



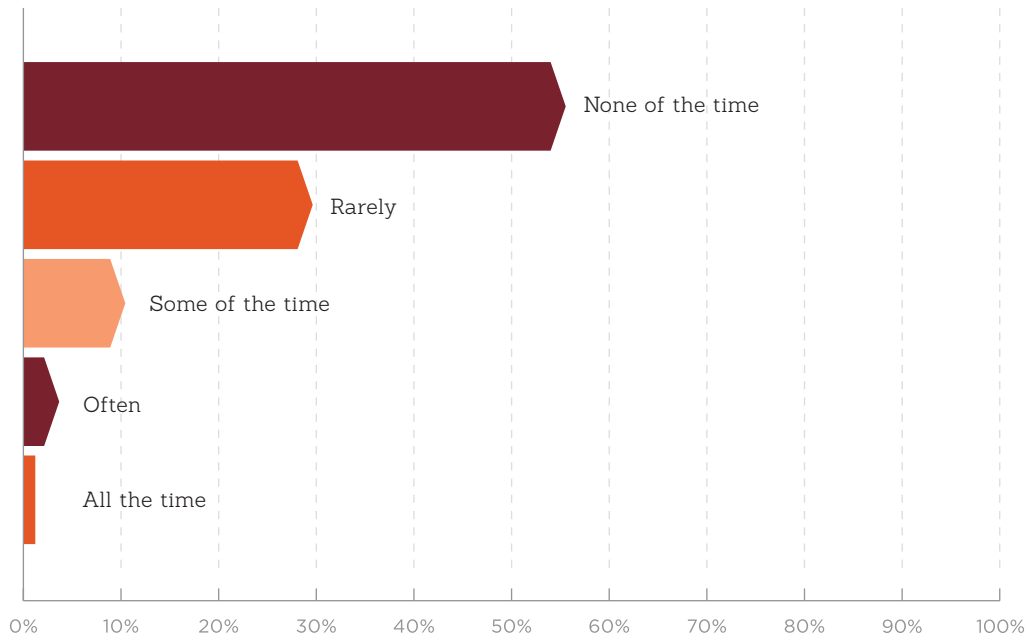
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	6.52%
Some of the time	32.92%
Often	47.52%
All the time	13.04%

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



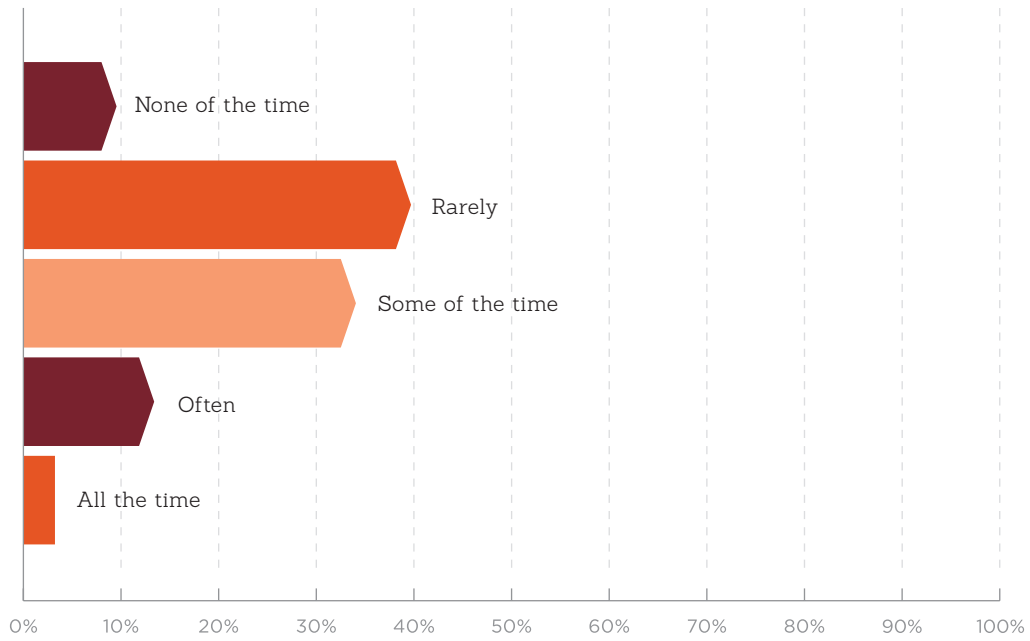
ANSWER CHOICES	RESPONSES
None of the time	17.39%
Rarely	36.65%
Some of the time	25.47%
Often	15.84%
All the time	4.35%

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



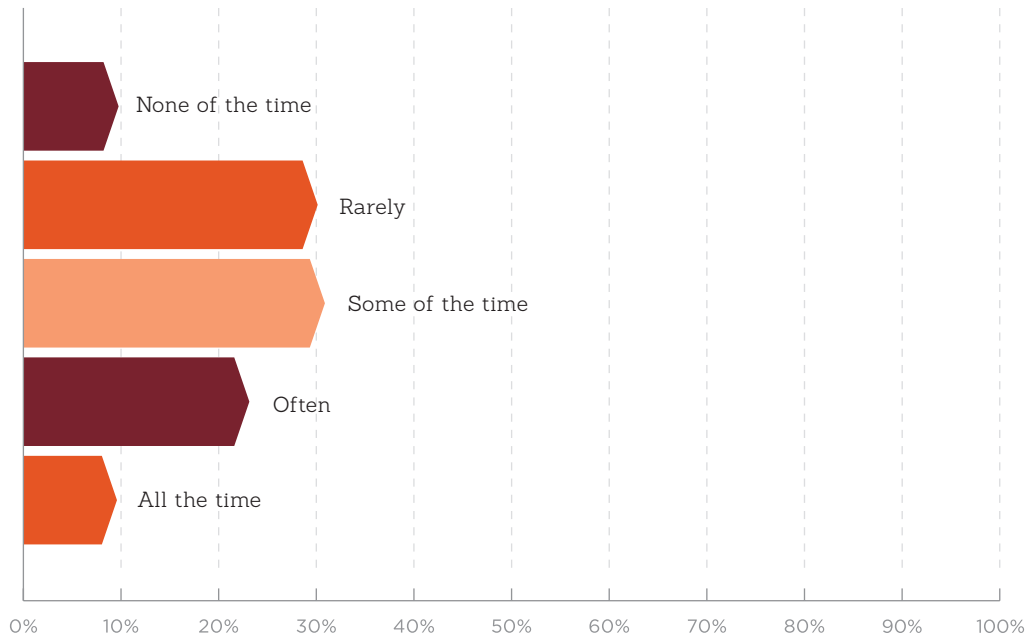
ANSWER CHOICES	RESPONSES
None of the time	55.28%
Rarely	29.50%
Some of the time	10.56%
Often	3.11%
All the time	1.24%

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



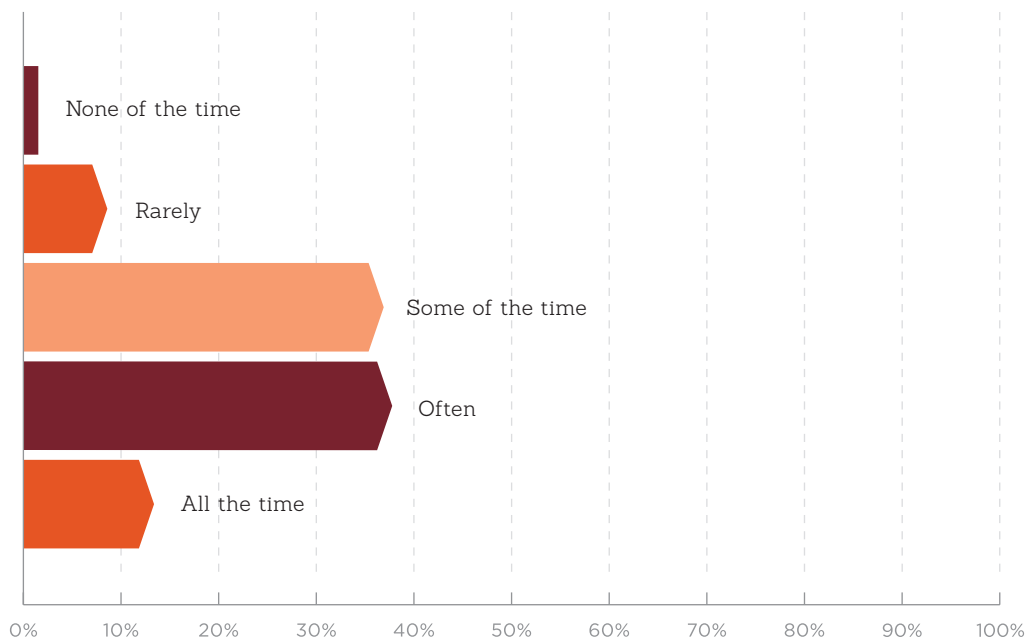
ANSWER CHOICES	RESPONSES
None of the time	9.66%
Rarely	39.88%
Some of the time	33.64%
Often	13.08%
All the time	3.43%

## Q23 THERE IS FRICTION OR ANGER BETWEEN COLLEAGUES



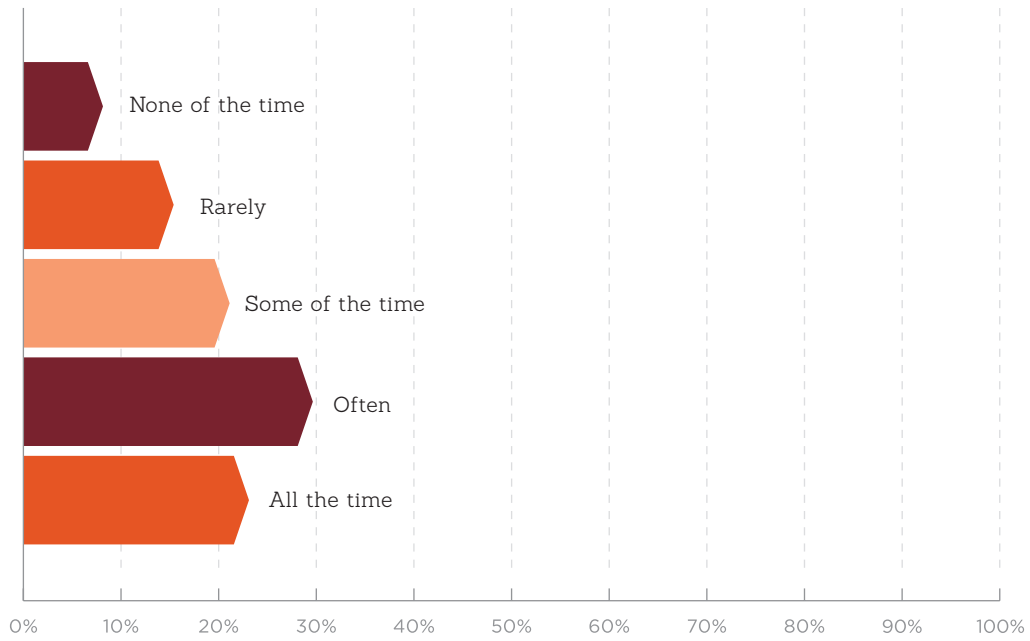
ANSWER CHOICES	RESPONSES
None of the time	4.97%
Rarely	30.12%
Some of the time	31.37%
Often	23.29%
All the time	9.63%

## Q24 I FEEL RESPECTED BY MY COLLEAGUES AT COUNCIL



ANSWER CHOICES	RESPONSES
None of the time	1.55%
Rarely	8.70%
Some of the time	37.89%
Often	38.20%
All the time	13.66%

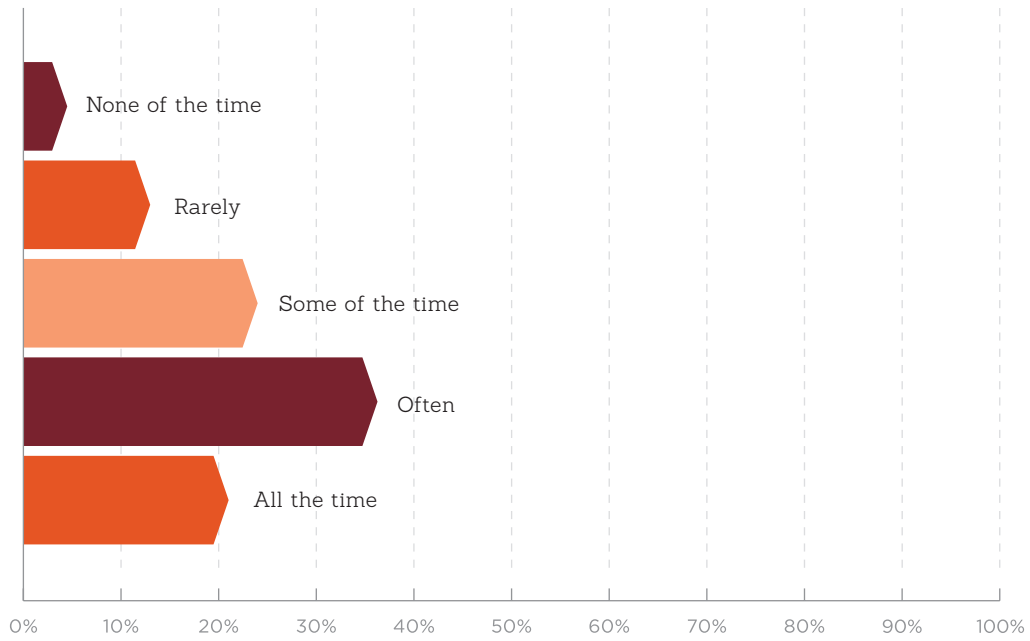
## Q25 GUIDANCE AND SUPPORT IS AVAILABLE IF I NEED



ANSWER CHOICES	RESPONSES
None of the time	7.76%
Rarely	15.22%
Some of the time	21.74%
Often	29.50%
All the time	23.60%

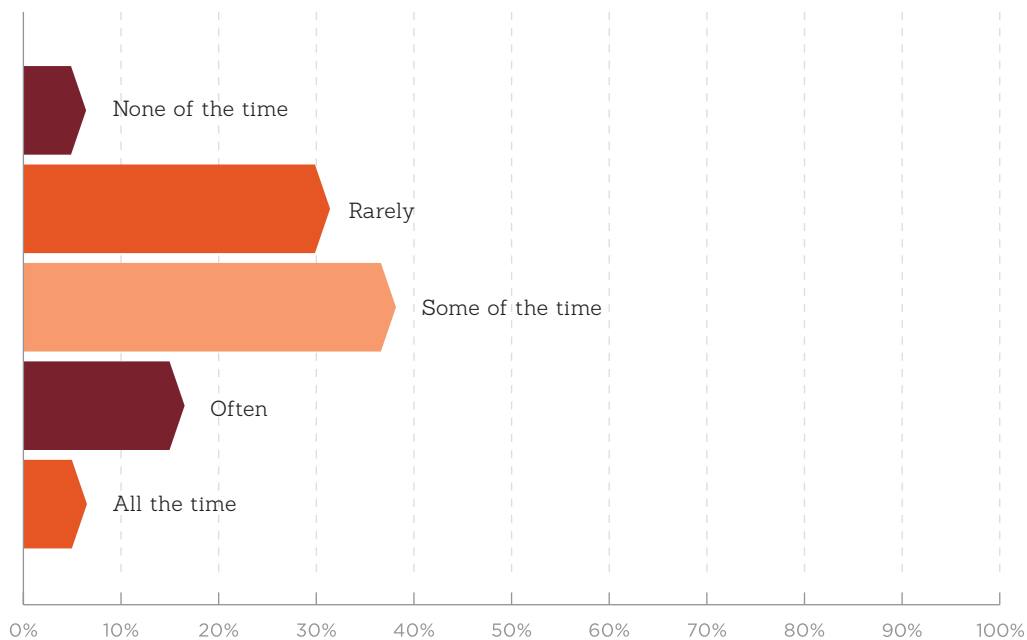


## Q26 I FEEL SUPPORTED BY THE ORGANISATION



ANSWER CHOICES	RESPONSES
None of the time	4.66%
Rarely	13.35%
Some of the time	24.22%
Often	36.02%
All the time	21.43%

## Q27 I FIND IT HARD TO TRUST THOSE AROUND ME



ANSWER CHOICES	RESPONSES
None of the time	6.23%
Rarely	31.15%
Some of the time	38.32%
Often	16.82%
All the time	6.54%

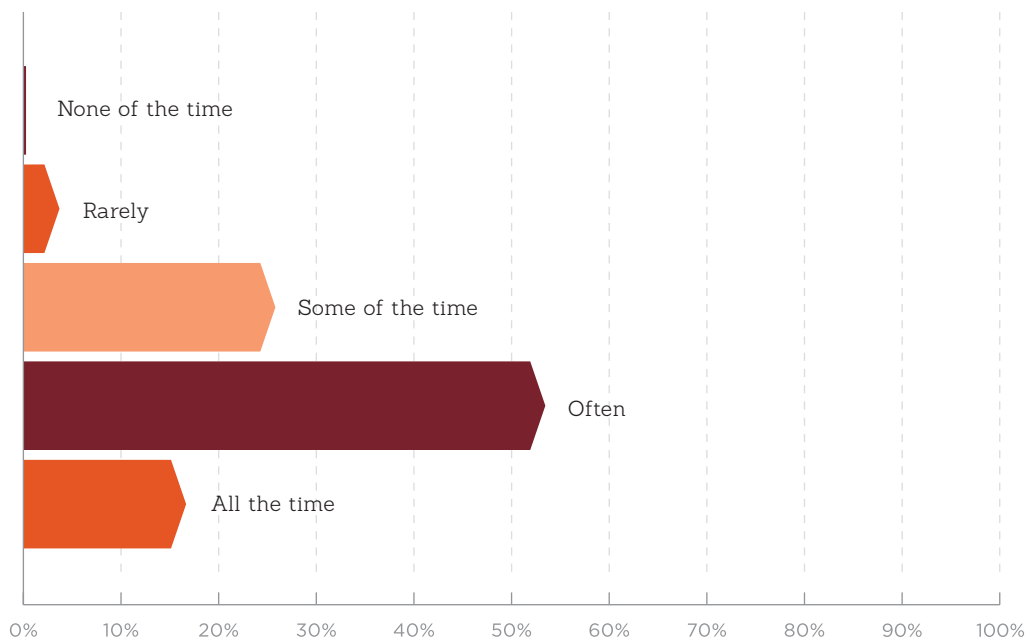
**Q28 WHAT DO YOU LIKE MOST ABOUT BEING A COUNCILLOR?**

**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?**

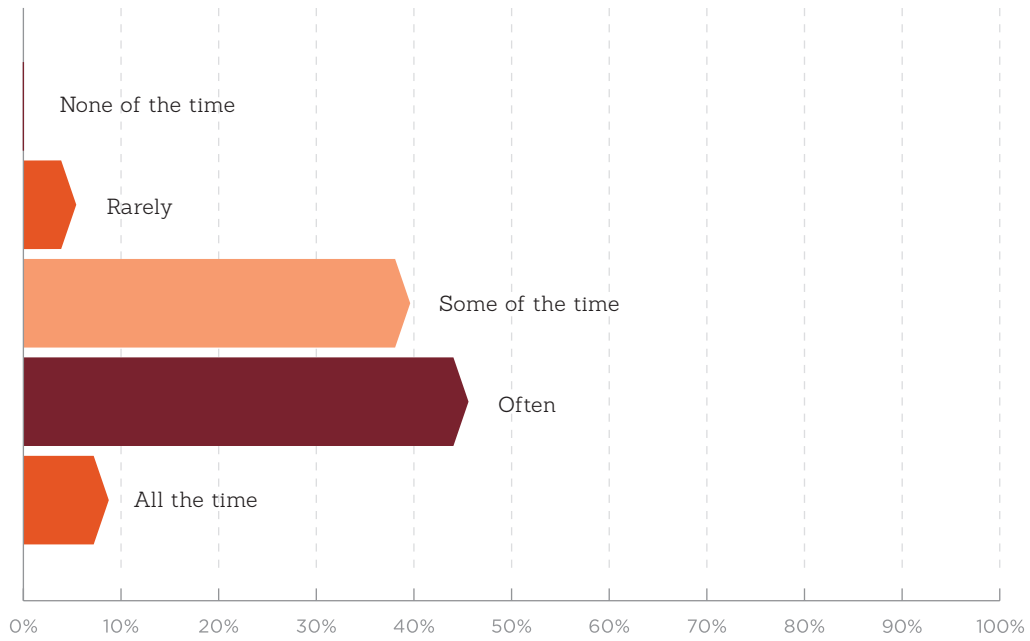
Over 920 confidential written response to question 28, 29 and 30 were received.

## Q31 I FIND MY ROLE FULFILLING



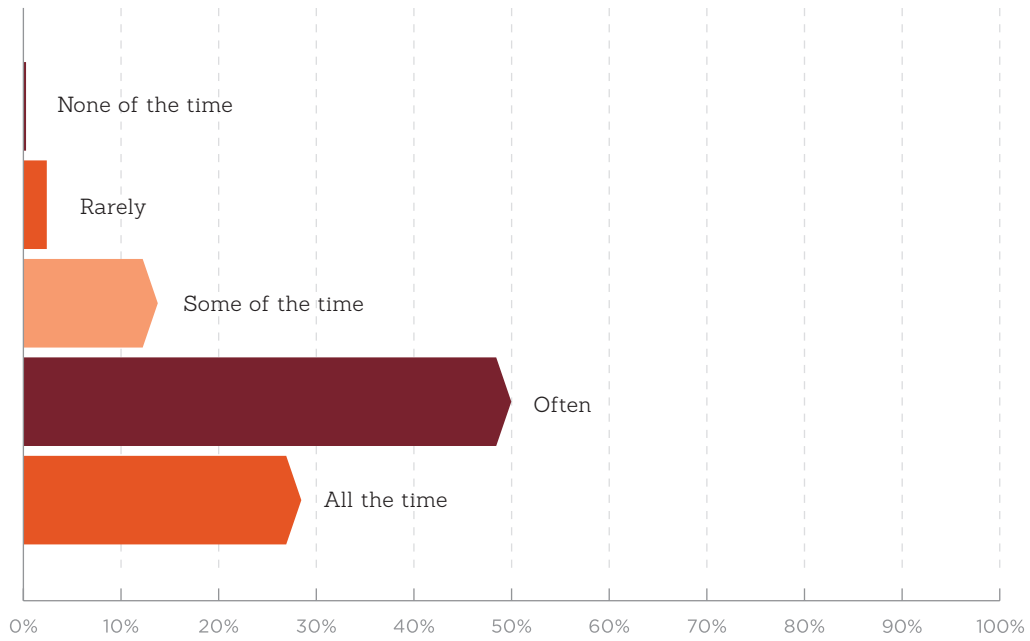
ANSWER CHOICES	RESPONSES
None of the time	0.31%
Rarely	3.73%
Some of the time	25.78%
Often	53.11%
All the time	16.46%

## Q32 I FEEL I'M MAKING AN IMPACT IN LIFE



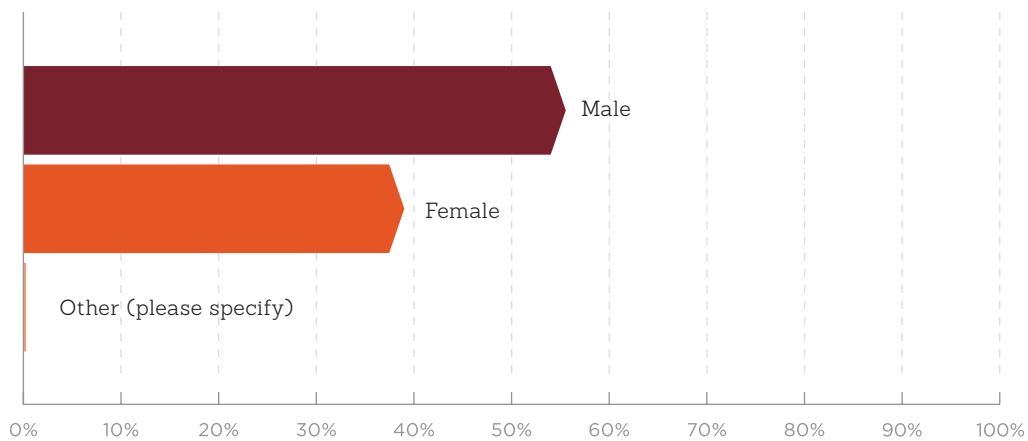
ANSWER CHOICES	RESPONSES
None of the time	0.00%
Rarely	5.30%
Some of the time	39.88%
Often	45.48%
All the time	8.72%

### Q33 I AM CLEAR ABOUT MY GOALS AND OBJECTIVES



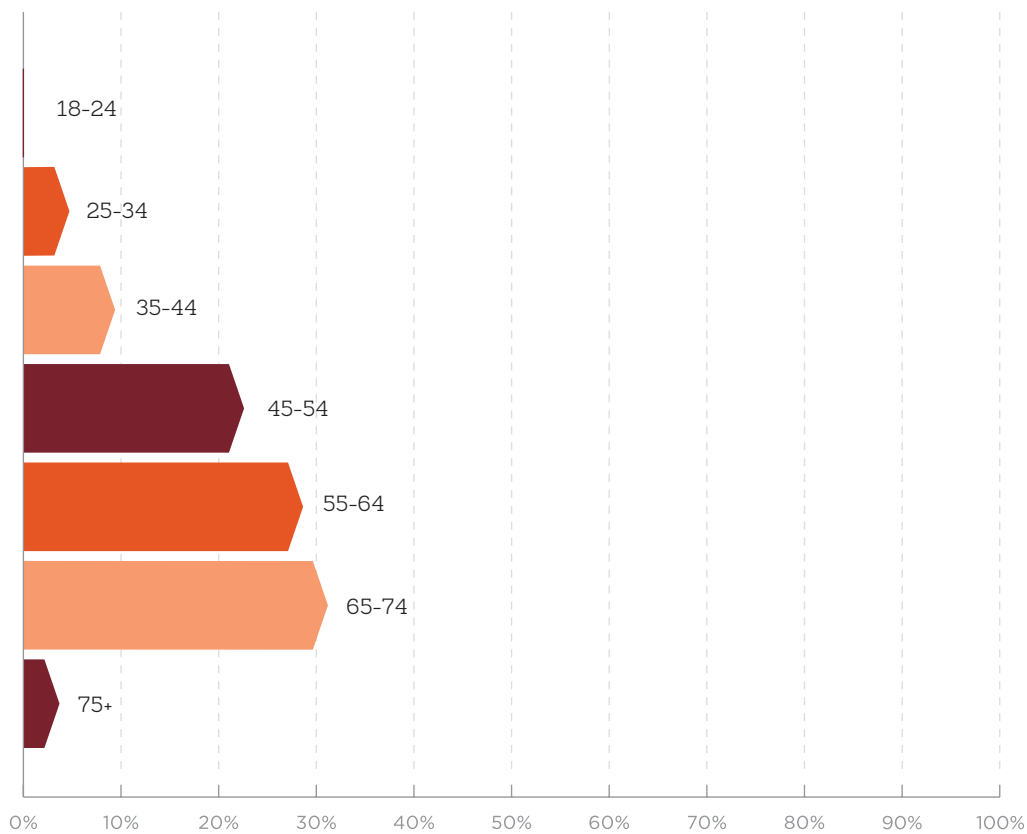
ANSWER CHOICES	RESPONSES
None of the time	0.31%
Rarely	2.48%
Some of the time	18.32%
Often	50.00%
All the time	28.26%

## Q34 GENDER



ANSWER CHOICES	RESPONSES
Male	55.52%
Female	44.16%
Other (please specify)	0.32%

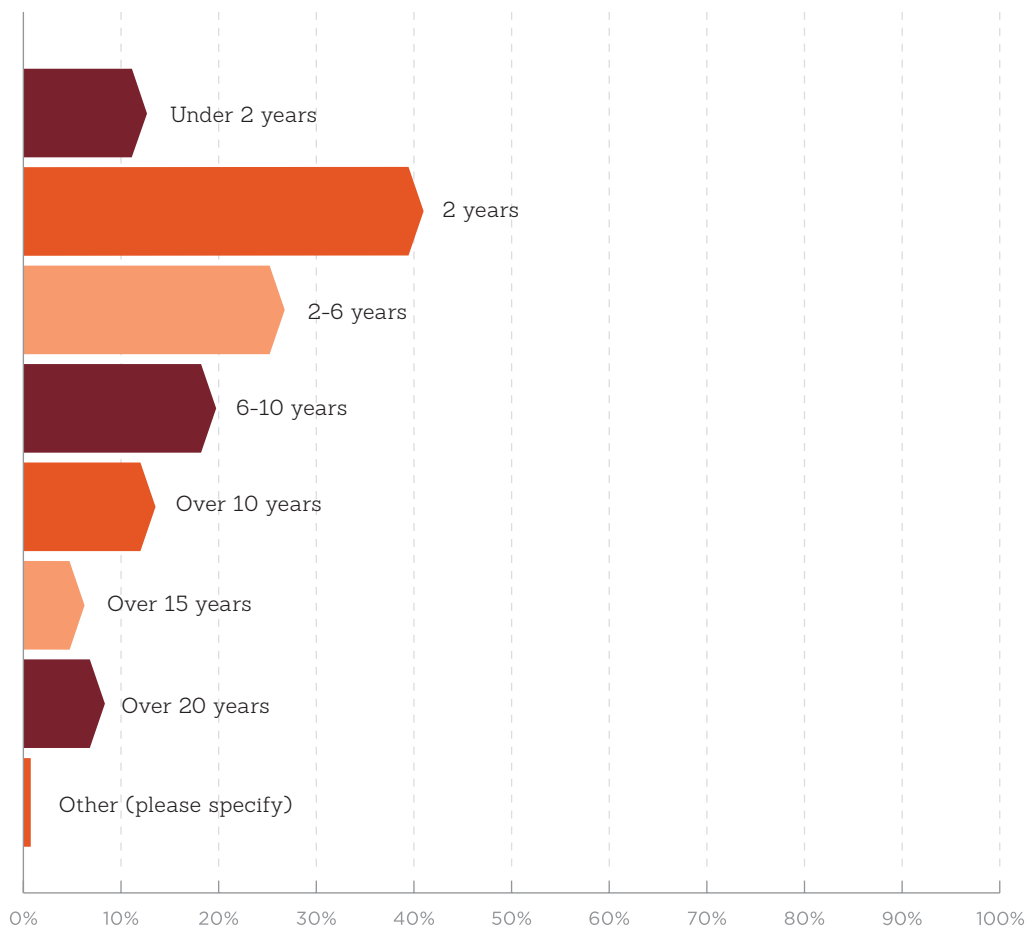
## Q35 AGE



ANSWER CHOICES	RESPONSES
18-24	0.00%
25-34	4.72%
35-44	9.43%
45-54	22.64%
55-64	28.62%
65-74	31.13%
75+	3.46%

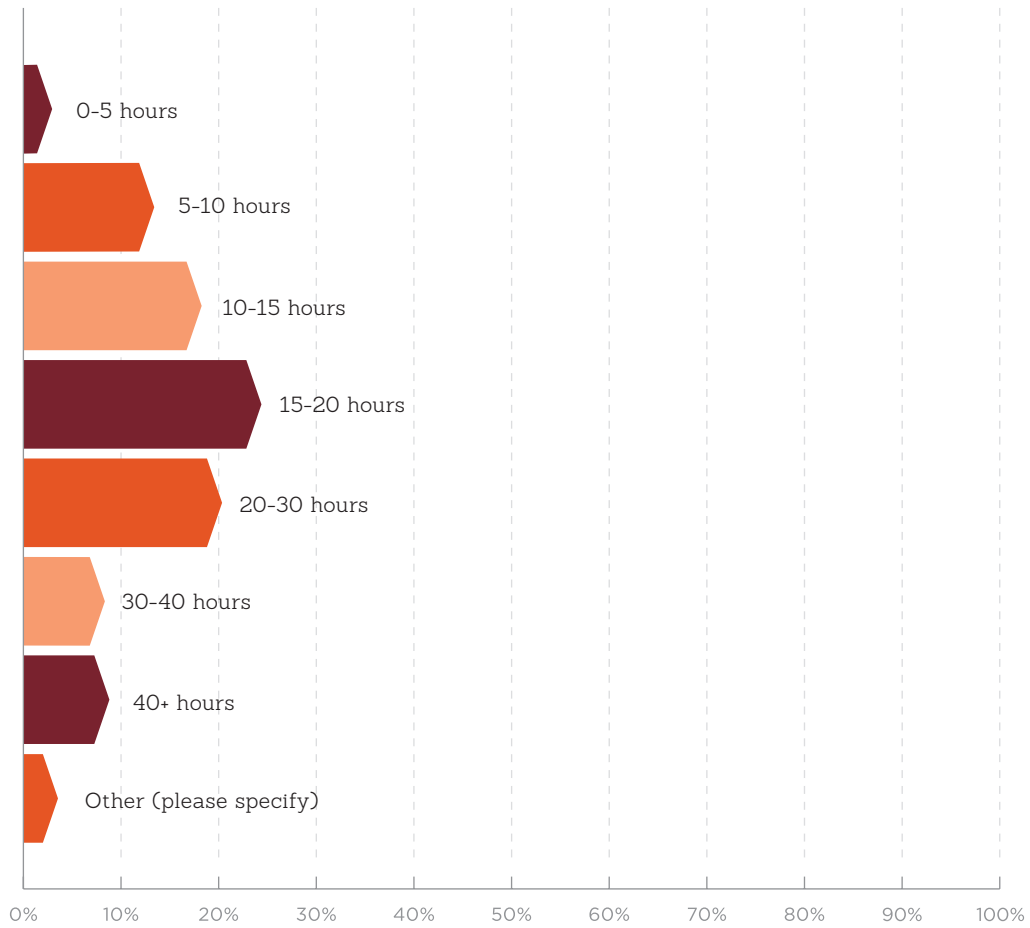


## Q36 TIME ON COUNCIL



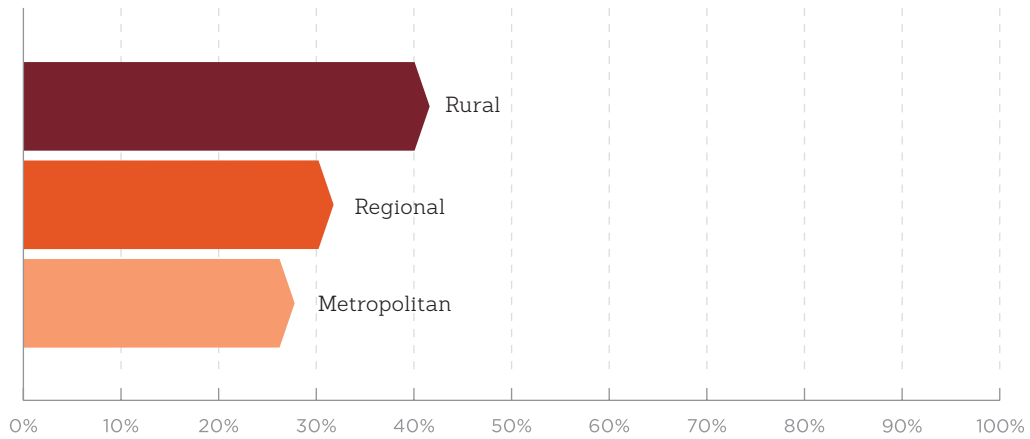
ANSWER CHOICES	RESPONSES
Under 2 years	11.99%
2 years	12.93%
2 - 6 years	26.81%
6-10 years	19.56%
Over 10 years	13.56%
Over 15 years	6.62%
Over 20 years	7.89%
Other (please specify)	0.63%

## Q37 HOURS SPENT ON COUNCIL DUTIES PER WEEK



ANSWER CHOICES	RESPONSES
0 - 5 hours	2.84%
5 - 10 hours	13.56%
10 - 15 hours	18.61%
15 - 20 hours	24.61%
20 - 30 hours	20.19%
30 - 40 hours	7.89%
40+ hours	8.83%
Other (please specify)	3.47%

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



ANSWER CHOICES	RESPONSES
Rural	41.14%
Regional	31.33%
Metropolitan	27.53%

**Q39 IS THERE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR TIME ON COUNCIL?**

Over 213 confidential written responses were received.



Markstone

