

Appendix 1 NK PLAN 2020-23

Consultation Results

Executive Board 13th February 2020

- This appendix summarises the results of the consultation exercise undertaken for the NK Plan 2020-23
- Consultation for the NK Plan 2020-23 as set out in the main report was split into two distinct areas comprising stakeholder sessions supported by a detailed survey, with this open to residents to complete; and a question focused on the NK Plan within the larger Household Survey.
- Responses were provided by seven groups – Elected Members, Our Communities Partnership Action Group, Youth Council, SMT, Managers Forum, NK staff, and of course Residents. The Our Homes and Our Economy PAGs no longer meet; whilst the Tenant Liaison Panel did not have a suitable opportunity to review the plan.
- This appendix reflects this structure with the first part of the document focusing on results and analysis from the stakeholder groups and associated survey. With the exception of residents face to face sessions were conducted with the various stakeholder groups, with all including residents then having the opportunity to complete the detailed survey. These sessions were undertaken from September with early engagement sessions for Elected Members through to 9th December 2019 when the detailed survey for residents closed.
- The Household Survey launched 13th November 2019 with a cut off for resident responses on the NK Plan taken on 18th December at which point 1,774 residents had provided a response. This appendix focuses on the question within the survey specific to the NK Plan 2018-21, this being:
 - Thinking of the Council's five priorities, do you agree that the Council is focused on the right things
- The final section of the appendix covers the ranking of the strategic drivers by the various stakeholder groups.
- Percentages in this appendix, where rounded up / down, may not always add up to 100%.

STAKEHOLDER SURVEY METHODOLOGY

This page sets out the methodology used to generate the positive / negative percentage, the net positive percentage, and the “strength of agreement” score and percentage from the detailed NK Plan Survey.

The survey contained a set of questions covering level of agreement based on a 1 (strongly agree) to 5 (strongly disagree) scale with these covering: the purpose statement; each priority, followed by an individual question for each of its constituent ambitions; the removal of the objectives layer; whether overall given the five priorities the Council is focused on the right things. Additionally three further Yes / No questions were asked in terms of capacity to deliver and clarity on benefits for residents, and for businesses.

This methodology section focuses purely on the handling of the 1-5 scale questions and uses a specific ambition example response from the survey for the *clean, safe and inclusive* ambition within the *our Communities* priority.

A	B	C	D	E	F	G	H
Scale	Responses	Responses %	L1/2 and 3/4 %s	Net positive	Score Scale x Responses	Strength of support score	Strength of Support %
1	140	53.8%	86.9%	83.1%	140 (1 x 140)	1.64 (426 / 260)	84.00%
2	86	33.1%			172 (2 x 86)		
3	24	9.2%	3.8%		72 (3 x 24)		
4	8	3.1%			32 (4 x 8)		
5	2	0.8%			10 (5 x 2)		
TOT	260	100.0%			426		

- Column **A** shows the response scale options.
- Column **B** shows the number of responses for each of the 1-5 scoring options. These total 260 responses indicating that a small number of residents did not provide a response to this question.
- Column **C** shows the percentage that each of these represents. Thus in this example 53.8% selected score “1” strongly agree.
- Column **D** shows the combined percentage for the “agrees”, score 1 or 2; and disagrees, score 4 and 5. Thus 86.9% agreed, with 3.8% disagreeing.
- Column **E** then shows the net positive: 86.9% less 3.8% in this instance giving a net positive of 83.1%.
- Column **F** moves into the strength of support calculation, multiplying the number of responses for each score by the number of respondents giving that score. These total 426.
- Column **G** then calculates the strength of support by dividing the total in column F, 426, by the number of respondents. Thus 426 / 260 equals 1.64.
- Finally column **H** expresses this as a percentage. In this instance giving a strength of agreement of 84.00%

STAKEHOLDER SURVEY METHODOLOGY (2)

The process summarised on the previous page is repeated for every question giving an overall value for every question for every stakeholder group.

Given the structure of the questions a comparison can be made between a highest level question (eg *to what extent do you agree that through its five priorities the Council is focused on the right things?*), and the specific questions which in reality build up to provide an answer to the same overall question. This highlights a level of inconsistency in terms of how people respond to the questions. The top right table uses residents as an example.

A slightly varying picture is shown when comparing the response to a priority with the combined score for that priority's supporting ambitions. This again uses the residents' responses in the adjacent table. The green highlighted cell for each priority shows whether the priority question, or aggregated ambitions within that priority received a stronger level of support.

The process thus far has created for every question seven stakeholder group scores. These have then been aggregated as a single score, and also weighted by the number of respondents within each group to give a second single score. Again these two approaches will provide differing results. The example right uses the ambition scores within the Our Economy priority. The green highlighted cells again indicate the stronger level of support.

Question	Raw Score	% Score	
Overall "focus on right things" single question	2.08	73.00%	As the scores show at the overall level residents score lower than for the five priority specific questions; with this in turn being lower than the aggregated score for the 22 ambition questions. As can be seen agreement with the ambitions overall is almost 85%, however when asked the overall question agreement sentiment drops to 73%.
Specific Priority questions (x5)	1.72	81.90%	
Specific Ambition Questions (x22)	1.60	84.98%	

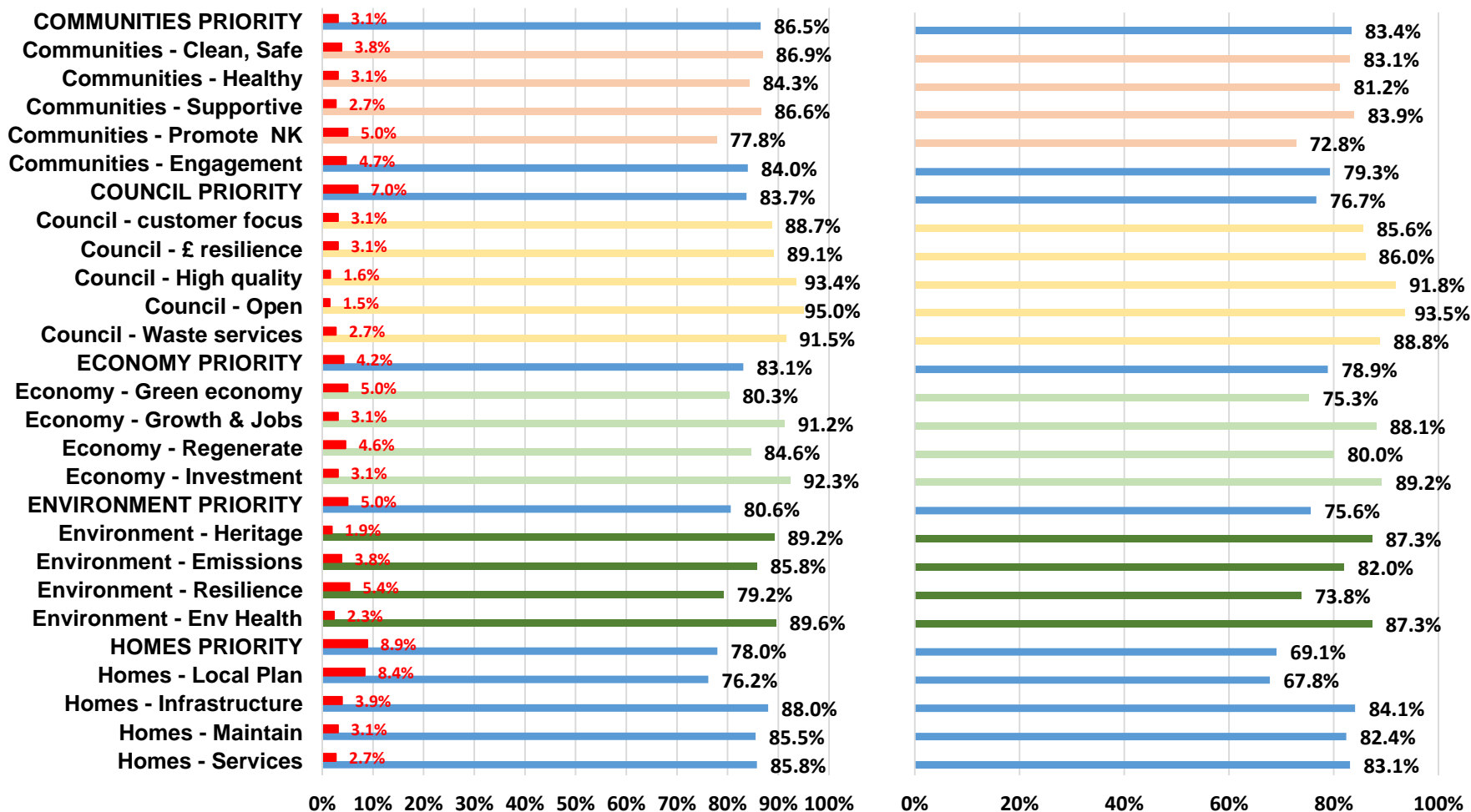
Priority	Priority Question Score		Ambitions Aggregated Score	
	Raw	Percentage	Raw	Percentage
Communities	1.65	83.75%	1.71	82.15%
Council	1.71	82.25%	1.42	89.55%
Economy	1.65	83.75%	1.59	85.31%
Environment	1.74	81.50%	1.60	85.06%
Homes	1.87	78.25%	1.69	82.81%

Ambitions	Consolidated Group Scores Unweighted		Consolidated Group Scores Weighted	
	Raw	Percentage	Raw	Percentage
Green economy	1.779	80.53%	1.767	80.82%
Business Growth	1.575	85.62%	1.523	86.91%
Regenerate	1.711	82.22%	1.738	81.56%
Attract investment	1.530	86.75%	1.482	87.95%

STAKEHOLDER SURVEY – RESULTS - RESIDENTS

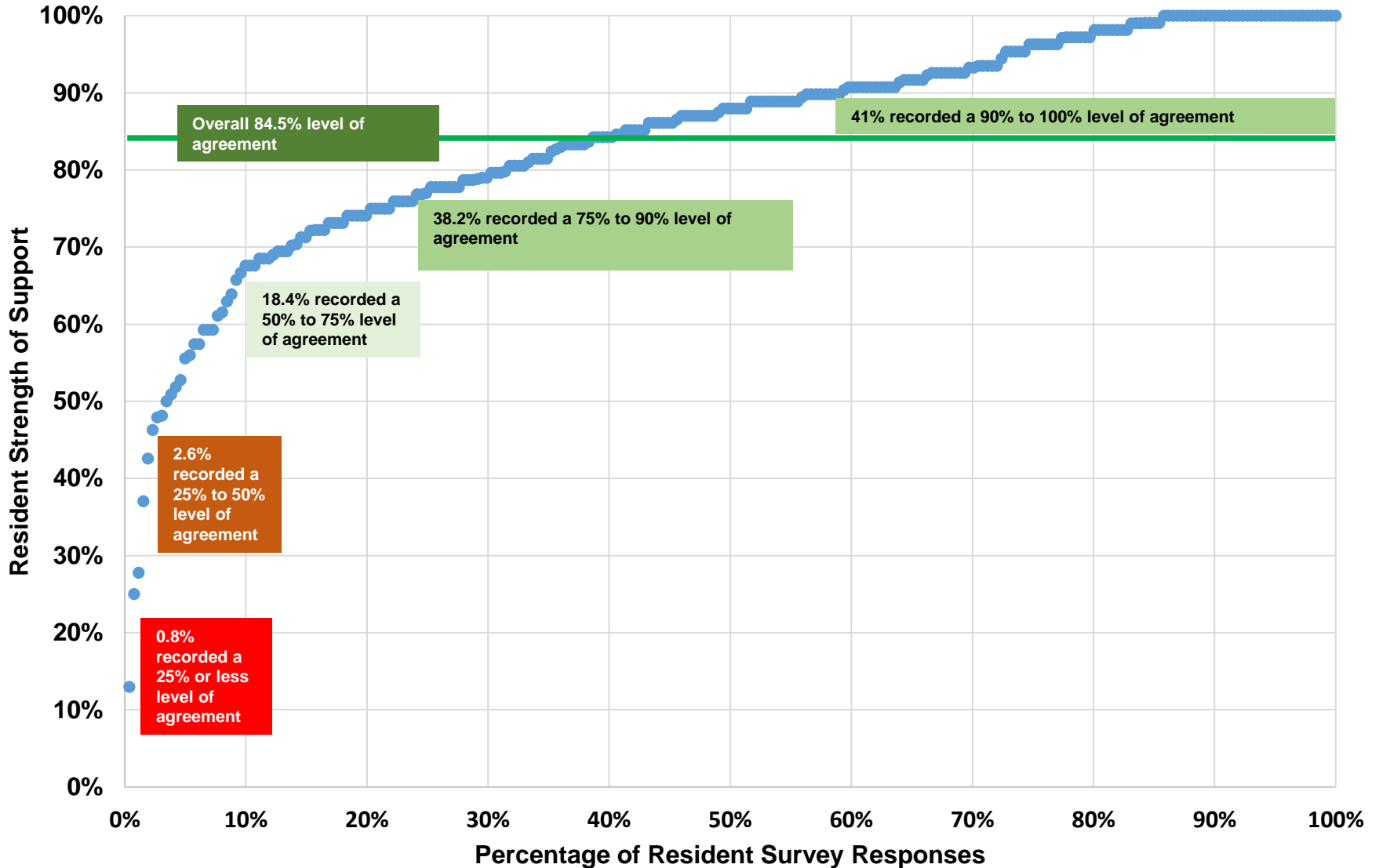
The chart below reflects figure 1 in the main report, with the left hand side showing the percentages of responses selected as either level 1 or 2 (agreement). The red bars in this chart indicate the percentage of level 4 or 5 disagreement responses. The right hand side then shows the net positive response (eg the level 1 and 2 percentage less the level 4 and 5 percentage).

As the charts shows the overall response from residents is extremely positive, with no priority or ambition having a combined level 1 and 2 (positive response) of less than 75%. Negative (level 4 or 5) responses are limited with all being below 10%, and the majority being less than 5%. At the net level again a strongly positive response. The net response does highlight anomalies in how residents view a priority as opposed to its constituent ambitions. The net score for the Our Council priority at 76.7% is almost ten percentage points lower than that for its lowest net scoring ambition, customer focus, at 85.6%.



STAKEHOLDER SURVEY

A latitudinal approach has also been taken to the survey results. This looks at all the responses from an individual (as opposed to all the responses to a single question) and uses these to again assign an overall score with this also represented in the report as a percentage. This been undertaken for the 260+ resident responses only, and at the overall level – in other words a resident's combined response to all five priority questions and all twenty-two ambition questions. The latitudinal approach provides a better picture of the strength of agreement distribution, with the overall picture for residents shown below.



Strength of Support for NK Plan Priorities

The graph below right shows the overall strong levels of support for all five priorities – Communities, Council, Economy, Environment, Homes – proposed as retained in the NK Plan 2020-23.

Priority point A is based on the responses weighted and unweighted to each specific priority question.

Priority point B is based on the responses to the individual ambition questions within each priority. The ambition scores within each priority being combined to provide an ambition based priority score.

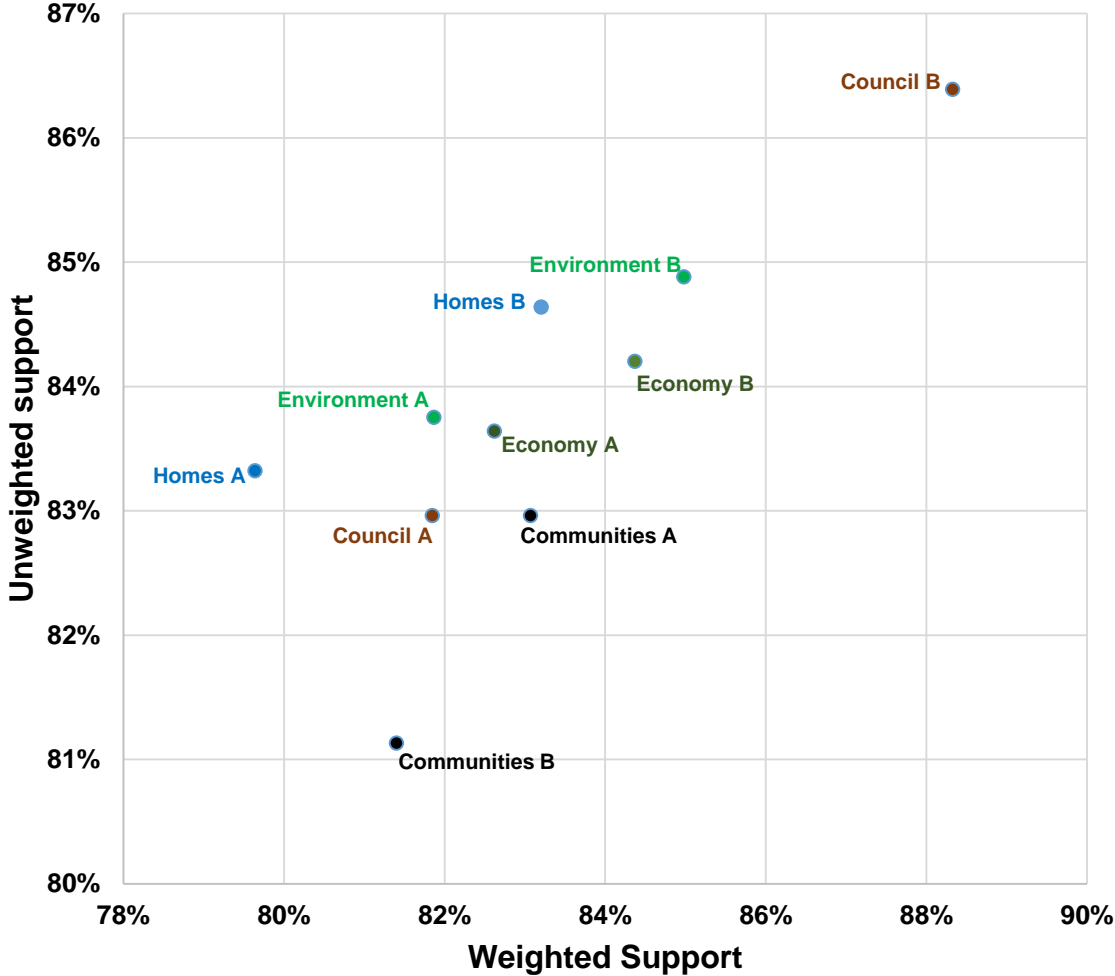
As can be seen these two approaches show a differing support picture.

For Our Communities the constituent ambitions are scored lower than the single priority question.

The opposite is the case for the other four priorities.

Our Council shows biggest increase. At the priority level question support stands at 82%-83% (weighted and unweighted). However based on the constituent ambitions that make up the Our Council priority support increases to 86%-88%

Priority Support

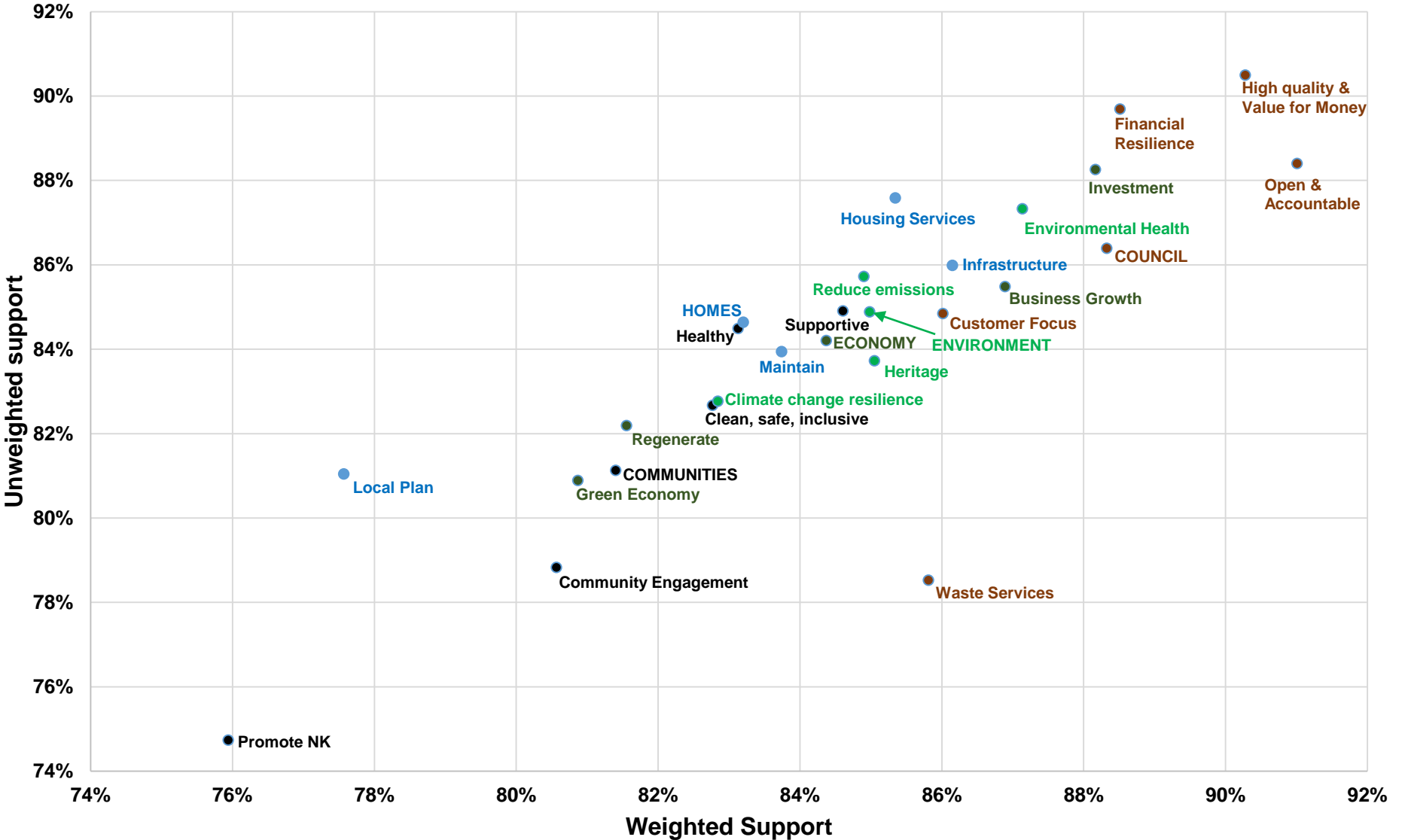


The pages that follow show the distribution of support for both priorities and ambitions, overall for weighted and unweighted, and then the weighted overall score plotted against the scores from each separate stakeholder group. Given the variance in support levels with particular groups the axis scales may vary between each group.

Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the **overall** weighted and unweighted support for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, Council, Economy, Environment, Homes. Ambitions are shown in lower case and each overall priority in UPPER CASE.

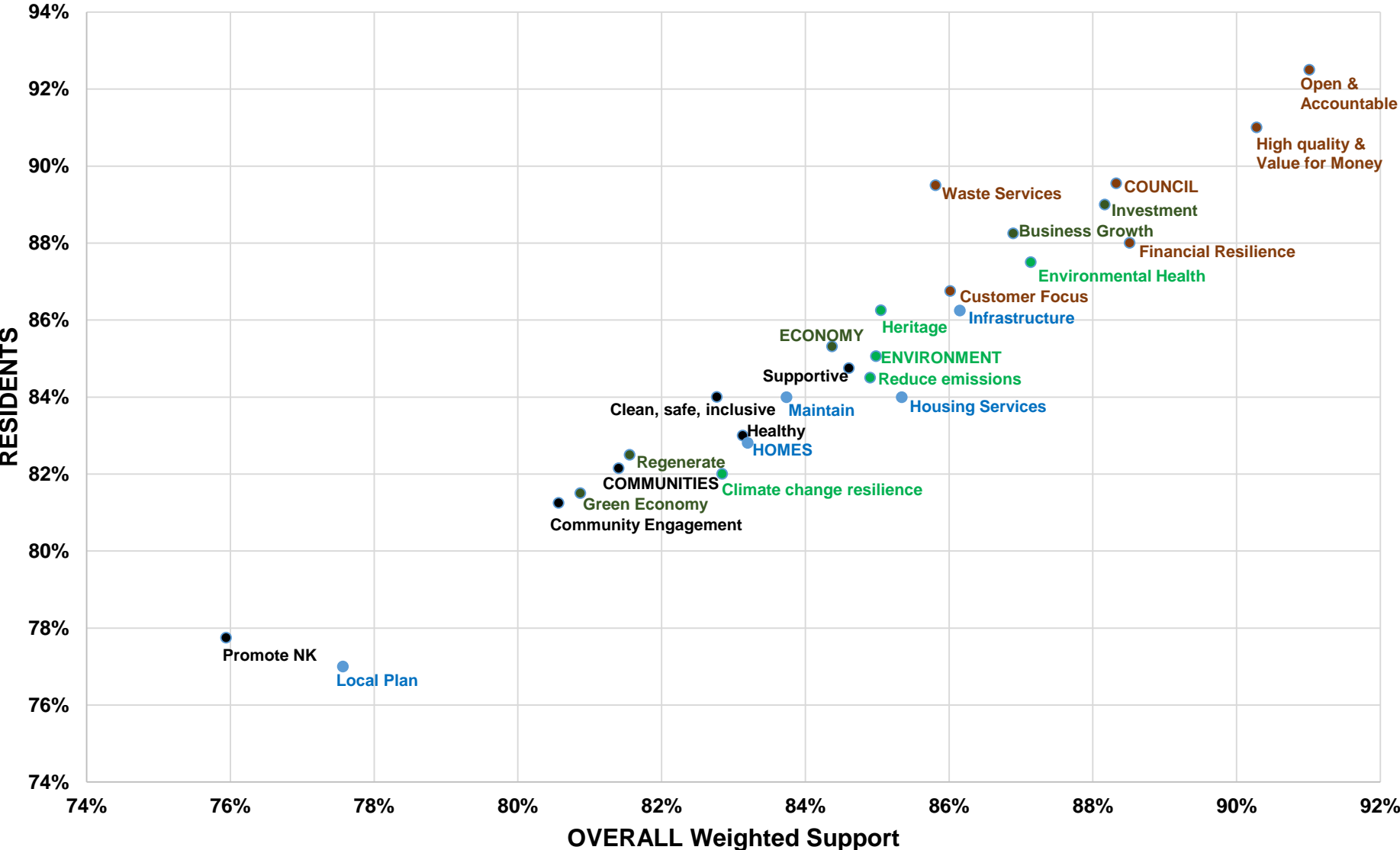
Priorities and Ambition Support



Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the overall weighted support against that for **Residents**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, Economy, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.

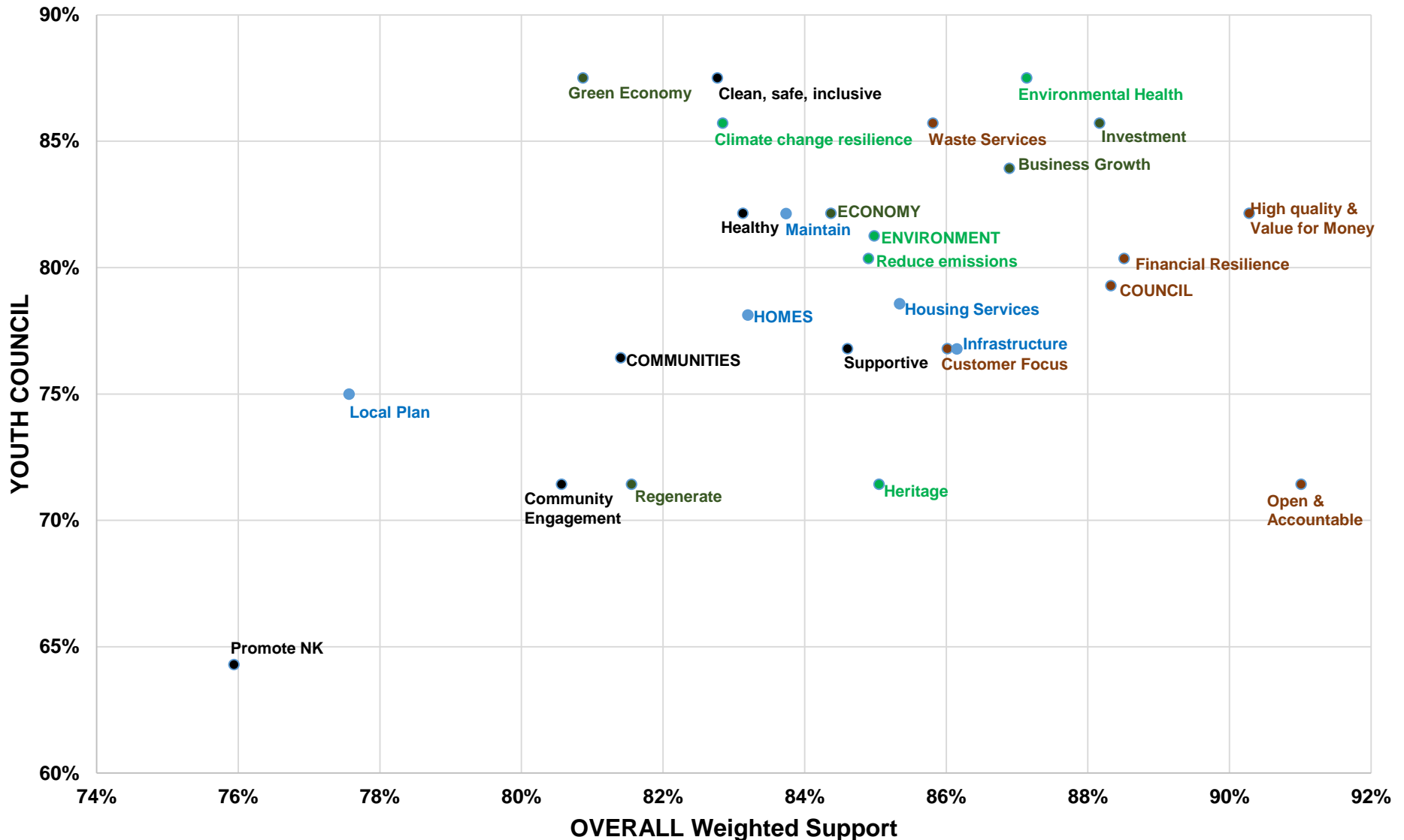
Priorities and Ambition Support



Levels of Support for NK Plan Priorities and Ambitions

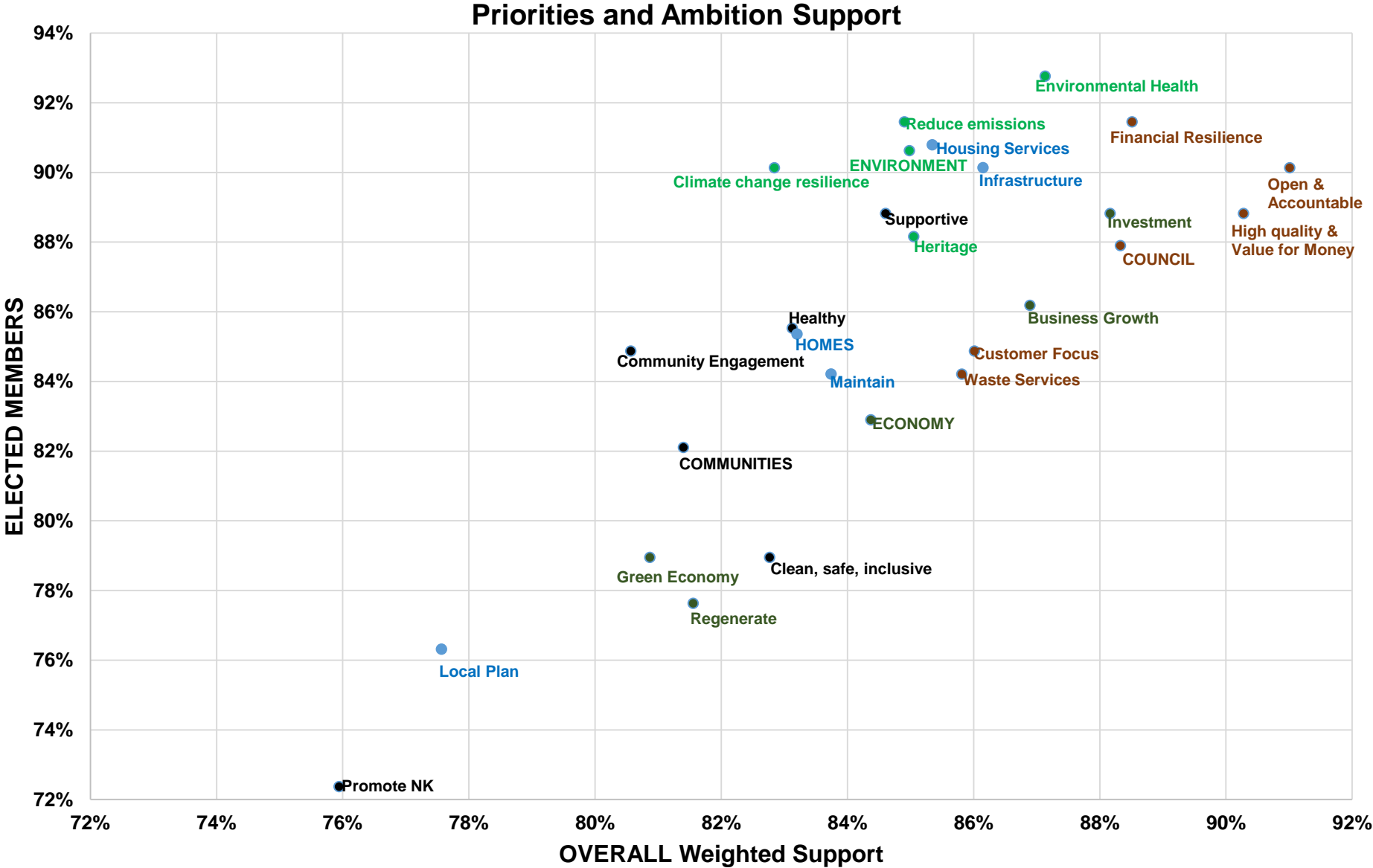
This chart below plots the overall weighted support against that for the **Youth Council**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, Economy, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.

Priorities and Ambition Support



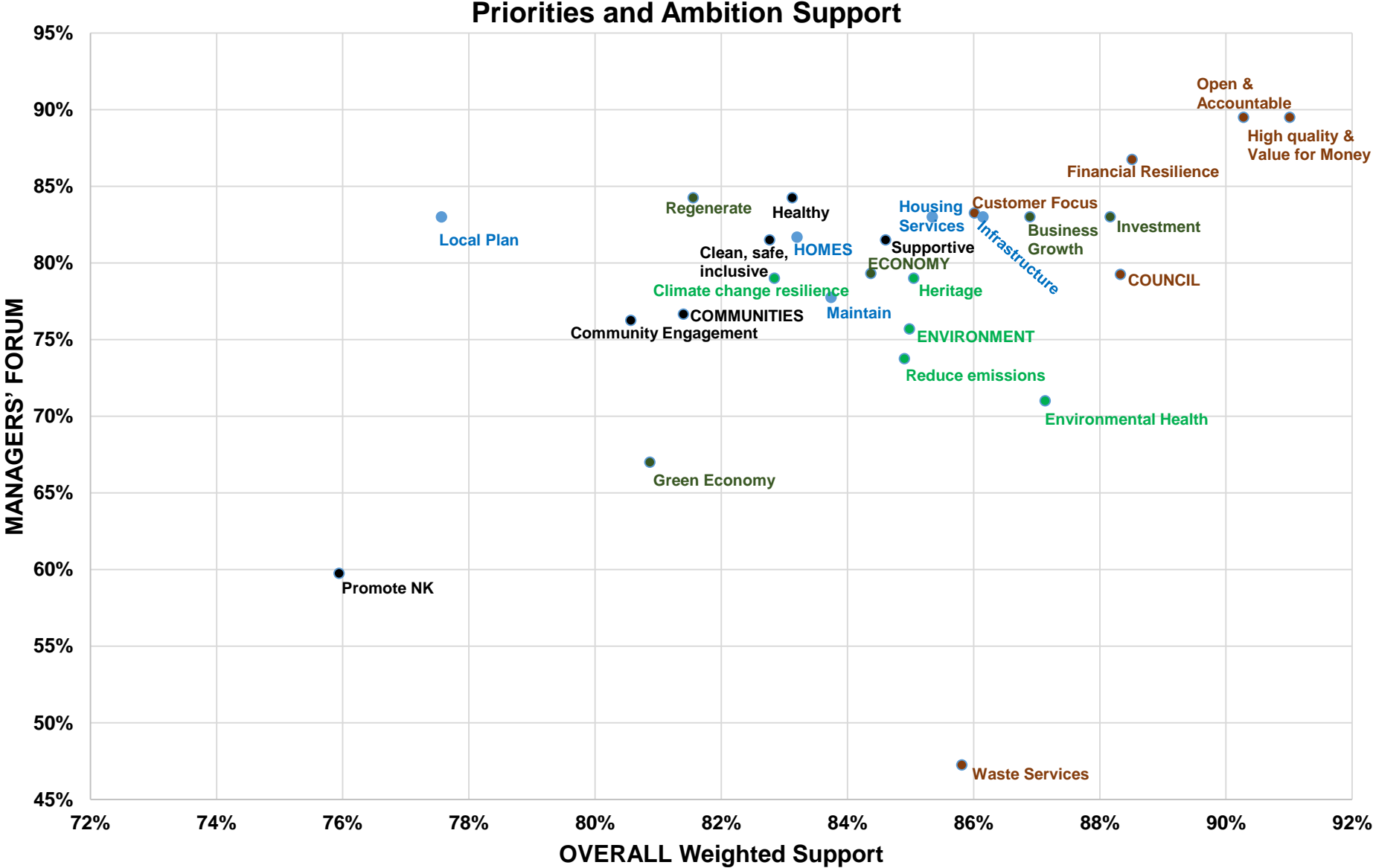
Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the overall weighted support against that for **Elected Members**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, Economy, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.



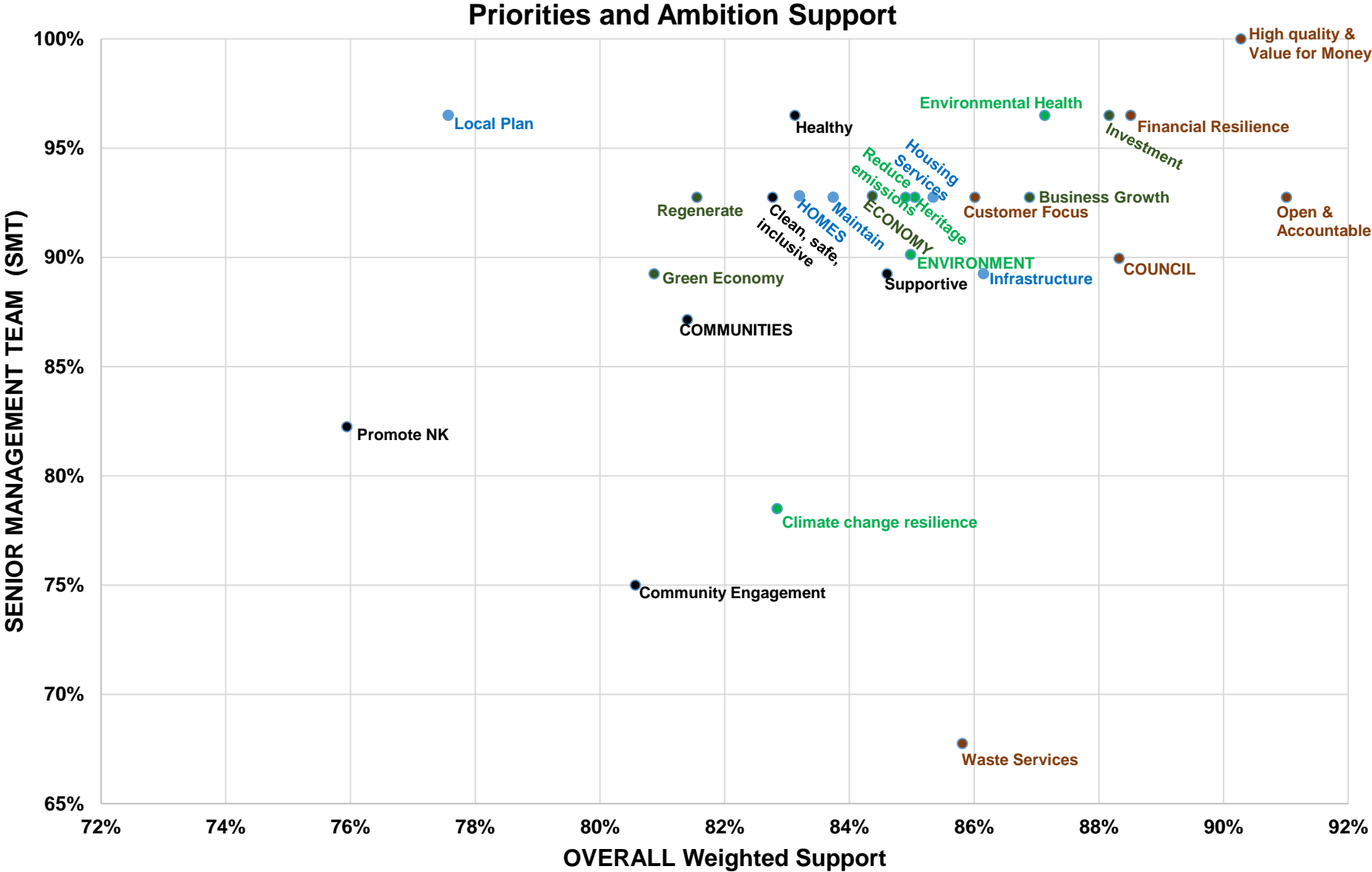
Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the overall weighted support against that for **Managers' Forum**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, Economy, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.



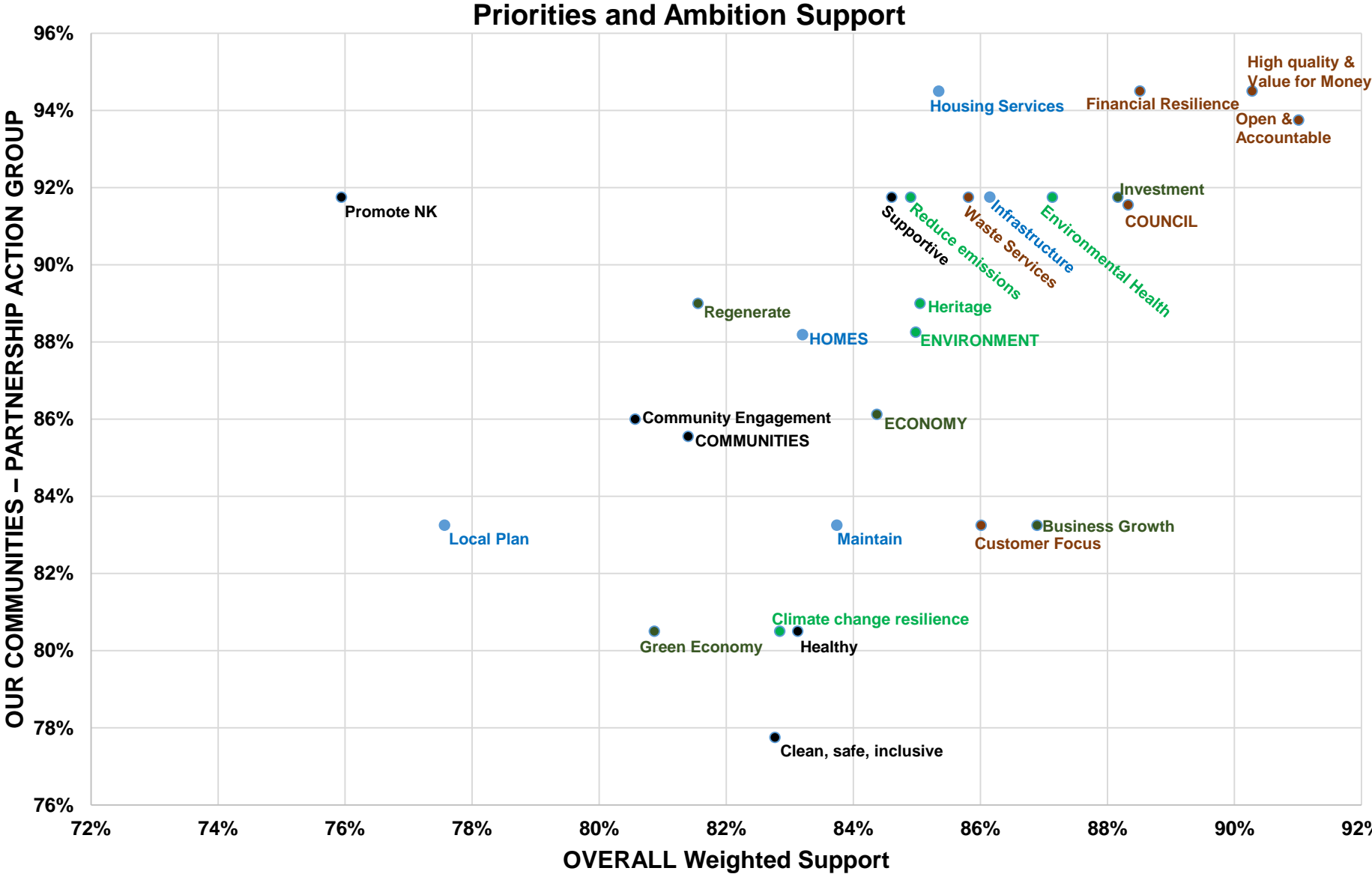
Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the overall weighted support against that for **SMT**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, **Economy**, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.



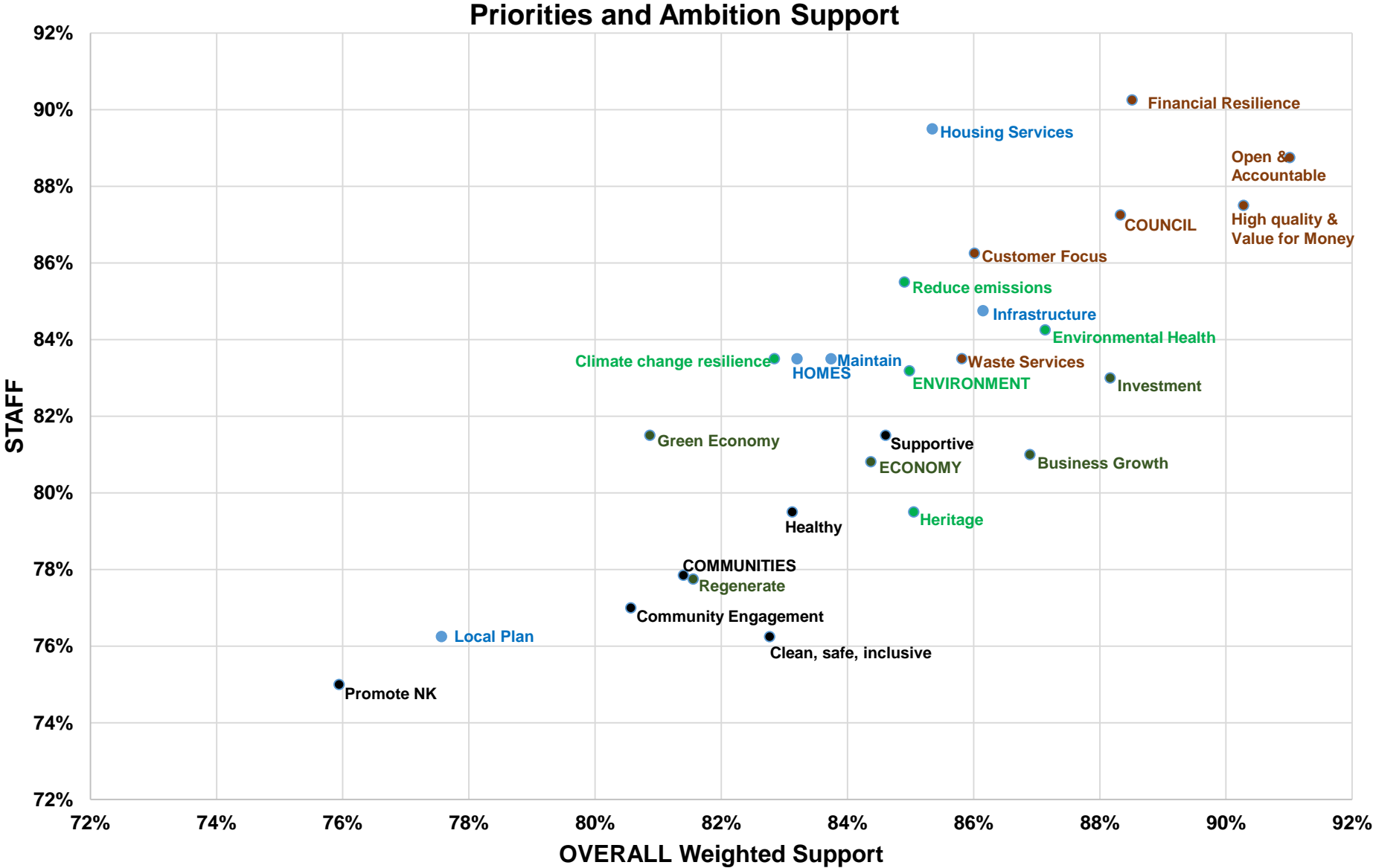
Levels of Support for NK Plan Priorities and Ambitions

This chart below plots the overall weighted support against that for **Our Communities Partnership Action Group**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, Council, Economy, Environment, Homes. Ambitions are shown in lower case and each overall priority in UPPER CASE..



Levels of Support for NK Plan Priorities and Ambitions

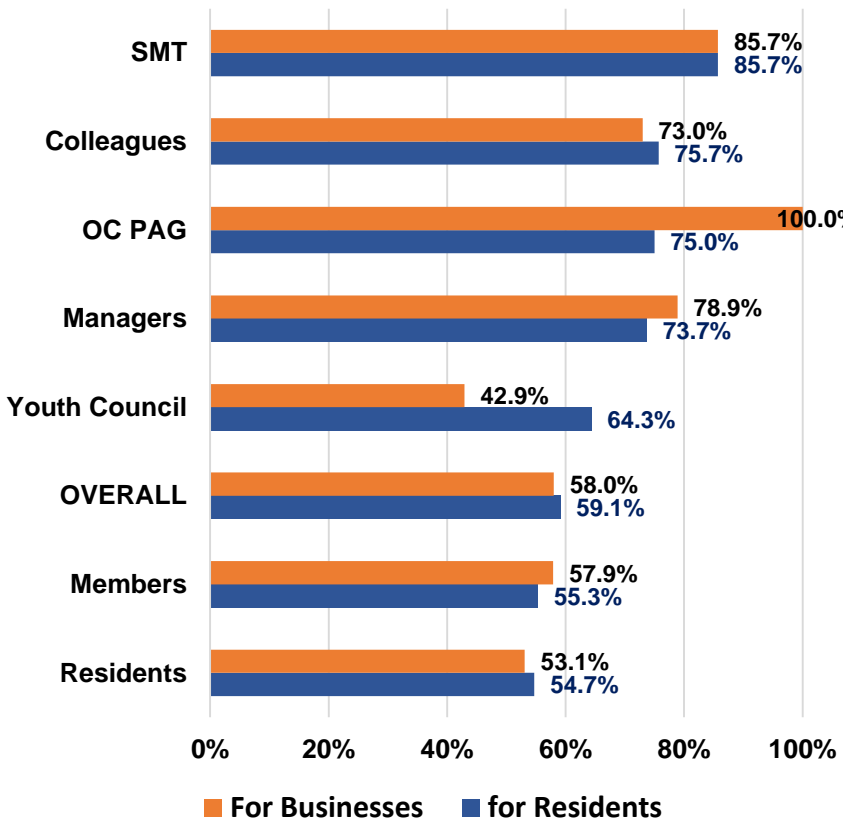
This chart below plots the overall weighted support against that for **Staff**, again for both Priorities and Ambitions, using the short name for each ambition. Colour coding – Communities, **Council**, **Economy**, **Environment**, **Homes**. Ambitions are shown in lower case and each overall priority in UPPER CASE.



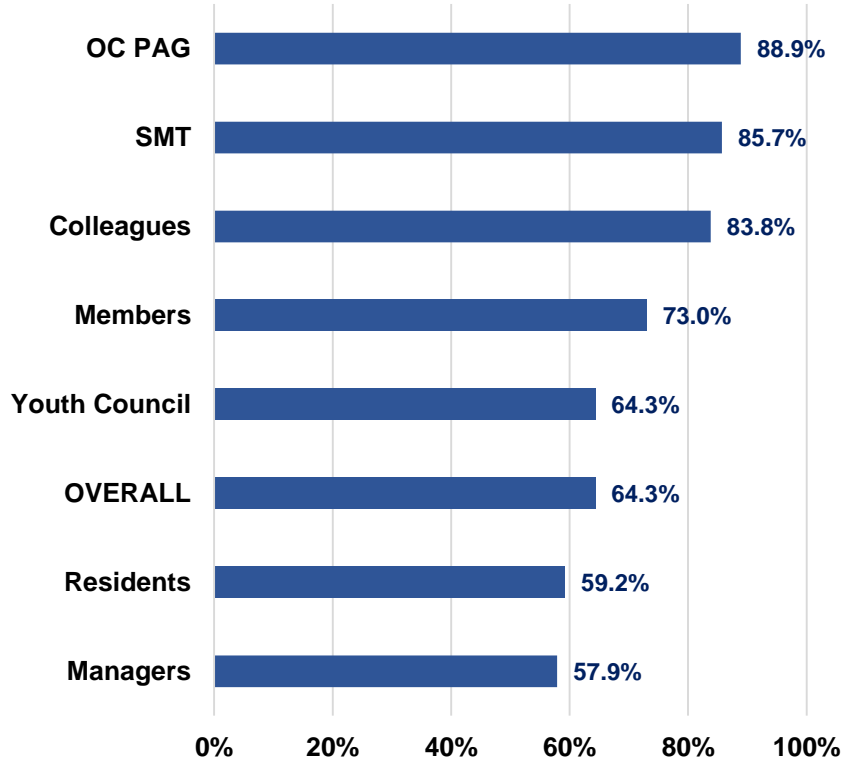
Clarity on the Benefits and Capacity to Deliver

All stakeholder groups were asked within the detailed survey to comment on the clarity of benefits that would arise from delivery of the priorities and ambitions proposed for the NK Plan 2020-23 with this both for clarity of benefits for residents and benefits for businesses. Similarly all groups were also asked as to whether they thought the Council has the capacity to deliver the priorities and ambitions. All of these questions required a simple Yes / No answer. As the **Clarity** chart below left shows whilst there was a majority across all groups it was not necessarily clear cut. Our residents, arguably the most important group, were only just past the 50% threshold at 54.7% for residents and 53.1% for businesses. **Capacity to deliver**, as shown by the chart below right, recorded a slightly higher response at 64.3% overall. Residents scored at 59.2%, with several noting this was a perception only. However managers recorded the lowest score at 57.9%, significantly below the strongly positive and similar scores for wider staff (83.8%) and SMT (85.7%).

Percentage "Yes" to Clarity of benefits

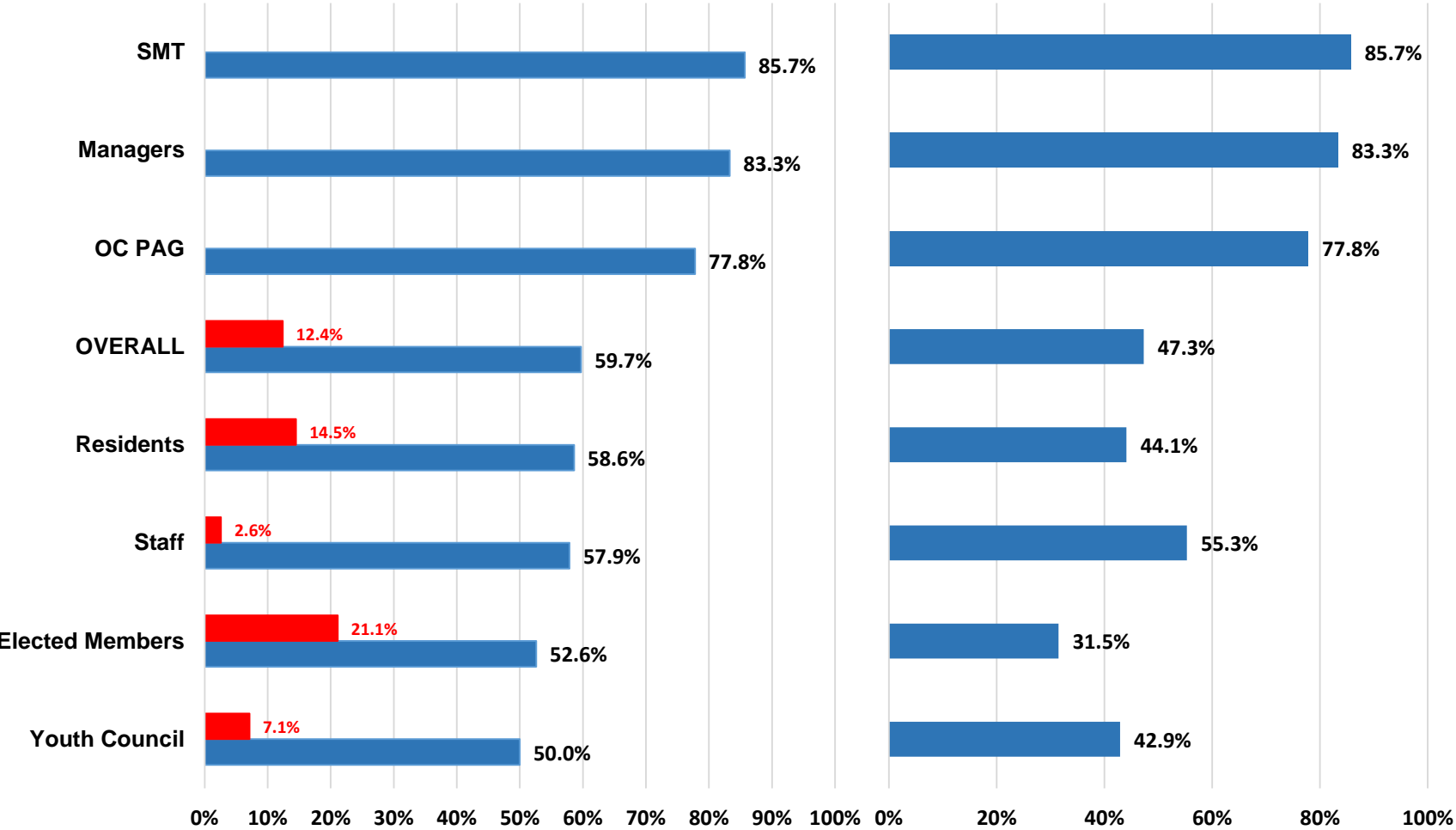


Percentage "Yes" for Capacity to Deliver



Proposed removal of the Objectives layer within the NK Plan structure

All stakeholder groups were finally asked to comment on the removal of the objectives layer within the NK Plan structure. This was positive overall, albeit with over one quarter of respondents being ambivalent about this and selecting a “3” from the score range. Overall just under 60% chose agreement scores at either level 1 or 2, with 12% disagreeing as shown in the left hand chart below. As a result the net positives, as per the right hand chart, vary considerably.



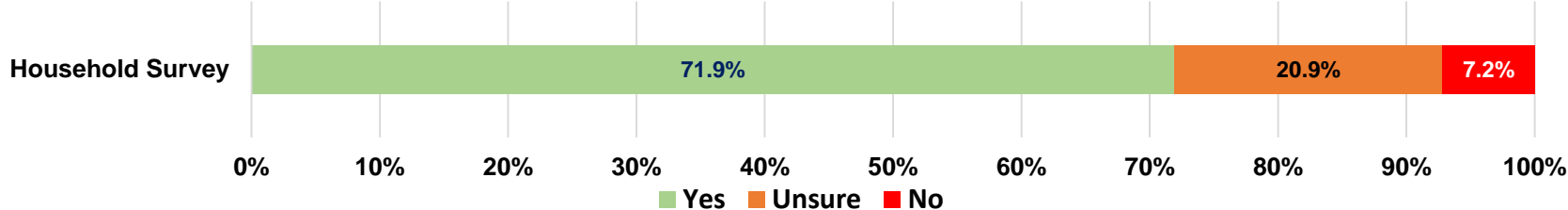
RESIDENT COMMENTS

168 of the 266 residents who responded to the detailed NK Plan survey commented on at least 1 question. The matrix below shows the distribution of comments based on the strength of a resident’s overall support for the proposed priorities and ambitions, and the number of comments received. As such the top right hand box shows that 357 comments were received from 64 residents each of whom had a strength of agreement score in excess of 90%.

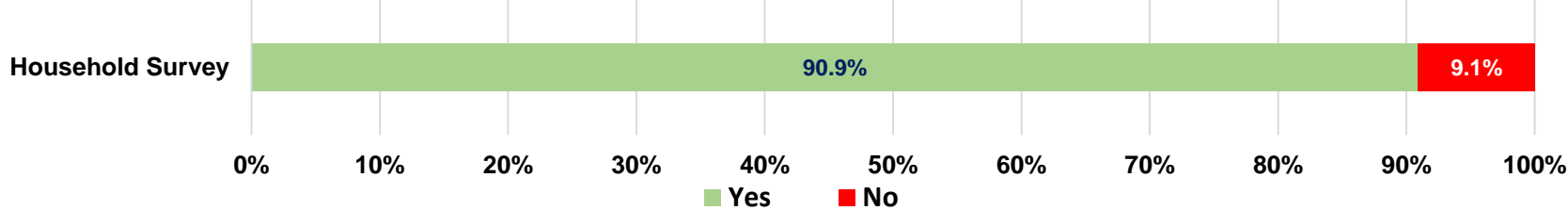
COMMENTS RECEIVED	301-400											357 from 64
	201-300											285 from 47
	101-200									167 from 30		
	51-100					71 from 4	90 from 8	101 from 12				
	26-50		27 from 1									
	1-25			1 from 1	1 from 1							
		10	9	8	7	6	5	4	3	2	1	
		Low <10%	Respondent strength of agreement profile								High >90%	

Household Survey NK Plan question

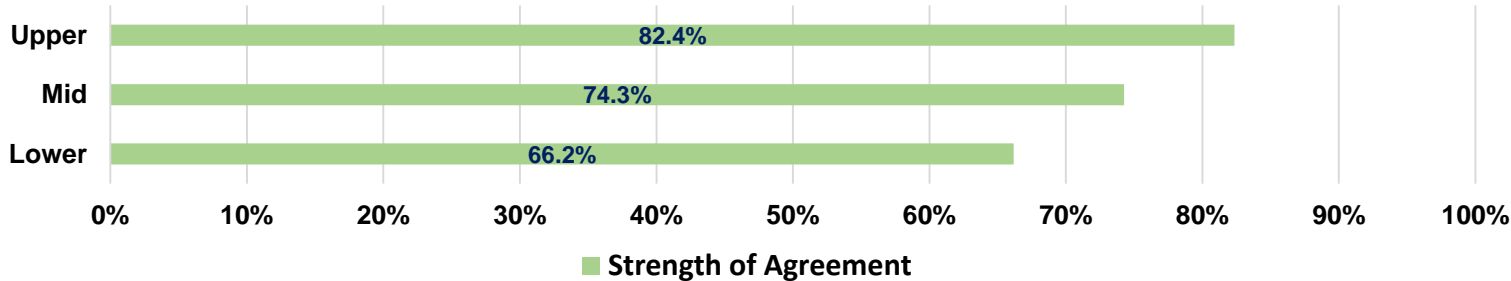
This page shows the results from the NK Plan question included within the main household survey. This asked **“Thinking of the Council’s five priorities, do you agree that the Council is focused on the right things”** with the option of Yes, Unsure, No. As at 18th December 1774 residents had responded to this question.



Taking just those who provided a clear Yes or No response the mix is



Using the strength of agreement methodology.



The Upper limit is based on a “Yes” response equating to a score of 1 and a No response a score of 5. The lower limit uses 2 and 4 for Yes and No. The Mid, as the name suggests takes the average of the two.

The mid score of 74.3% is in line with the 72.7% recorded by residents against the same question in the detailed NK Plan Survey.

STAKEHOLDER SURVEYS – STRATEGIC DRIVERS

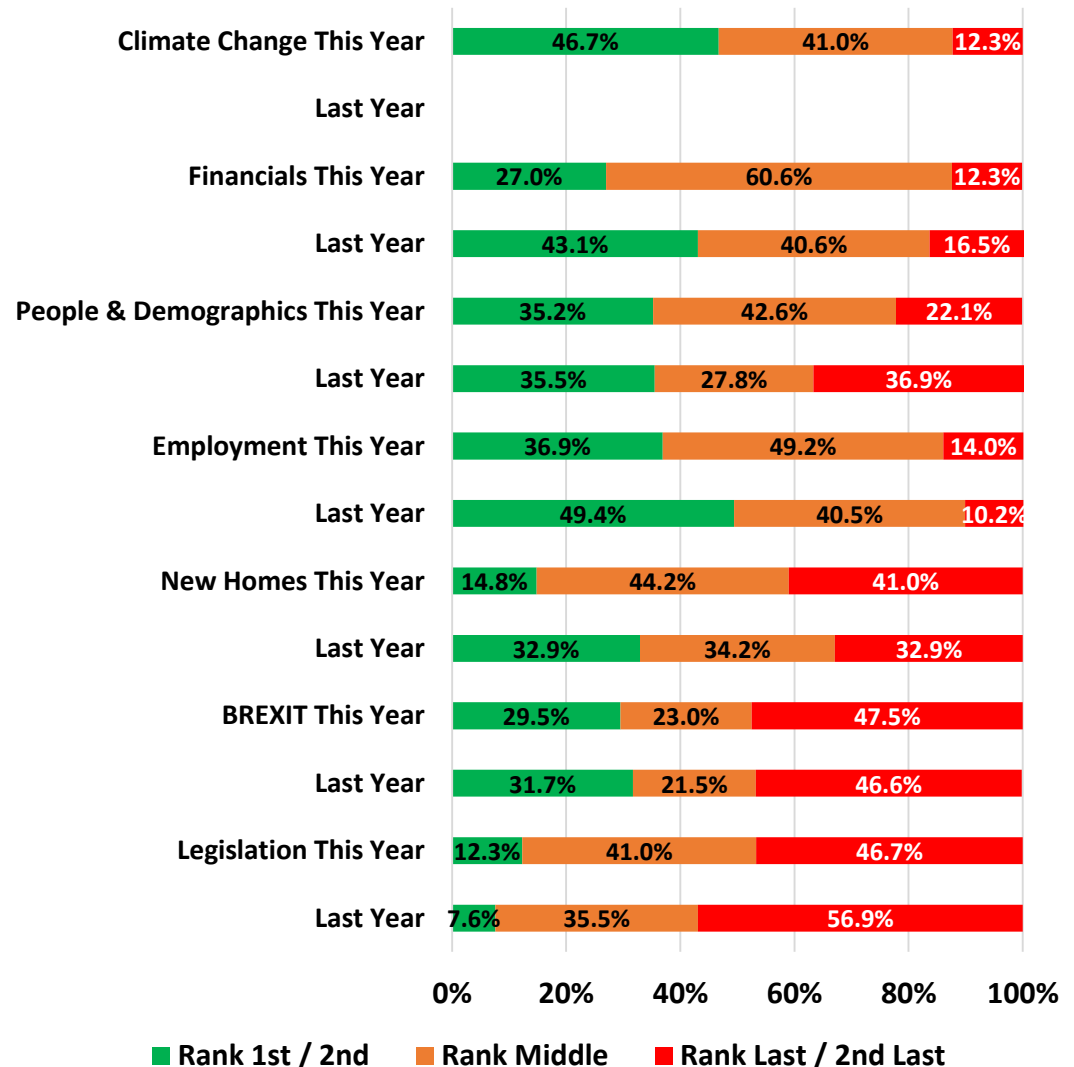
All the stakeholder groups were also invited to rank the strategic drivers. Climate Change was an additional strategic driver this year, and other six were carried forward from last year.

The table below shows the ranking placement for the previous consultation and for this year's. The chart shows the percentage ranking each driver 1st or 2nd, last or second last, and in the middle – 3rd or 4th last year, or with the introduction of the new strategic driver 3rd, 4th or 5th this year.

As can be seen Climate Change, newly introduced, is now ranked 1st.

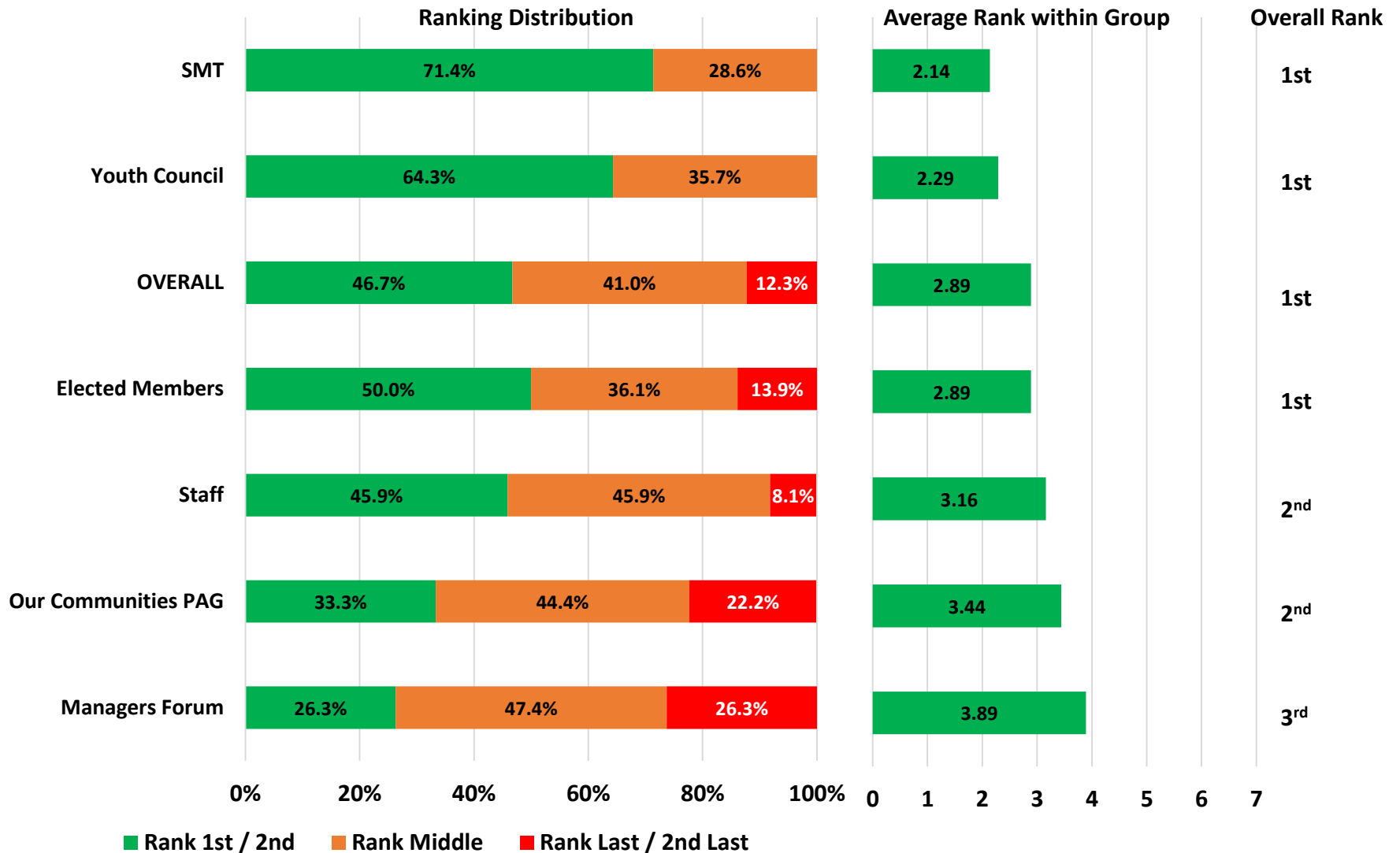
Rank	Last Year	This Year
1 st	Employment	Climate Change
2 nd	Financials	Financials
3 rd	New Homes	People & Demographics
4 th	People & Demographics	Employment
5 th	Brexit	New Homes
6 th	Legislation	Brexit
7 th		Legislation

The final two pages of this appendix compares the results for Climate Change and Brexit between the various stakeholder groups. Climate Change is included as although newly introduced it is the top ranked strategic driver, whilst Brexit is shown to highlight the demographic mismatch – mirroring national opinion polls.



STAKEHOLDER SURVEYS – STRATEGIC DRIVERS – CLIMATE CHANGE

Climate Change as noted previously ranks 1st overall, and as shown with the overall rank column no stakeholder group ranked it lower than 3rd. However as can be seen there are variances in the ranking distribution. Whilst over 60% of Youth Council and SMT respondents ranked climate change either 1st or 2nd, and none within these groups ranked it either 6th or 7th; for Managers Forum just over 26% ranked it 1st or 2nd with a similar percentage ranking it 6th or 7th. This range is reflected within the average ranking score group from the respondents with each group.



STAKEHOLDER SURVEYS – STRATEGIC DRIVERS – BREXIT

Brexit was ranked 6th overall. However in line with national polls there is a very clear demographic split based on age. Almost 80% of the Youth Council ranked Brexit as either 1st or 2nd, and as a group they placed in second overall behind climate change. No other group ranked it higher than 5th, with three groups ranking it last in terms of importance.

