NORTHAMPTONSHIRE COUNTY COUNCIL

Northamptonshire County Council’s Prioritisation Framework and Process

Consultation Analysis Report

February - March 2017

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1. Introduction and overview

In September 2016 Cabinet approved the development and implementation of a prioritisation framework and process for use across the Council.

Called the ‘Prioritisation Framework and Process’ (‘the prioritisation framework’, for short), this new way of thinking is about having a system in place which standardises good practice i.e. using same principles across the whole of the Council. The principles are the basis for ways of thinking about what is right and wrong, good and bad, or fair and unfair. The values lead the Council to decide to think about what is important in life.

The prioritisation framework - using agreed principles and values - will act as a guide to help the Council decide and measure its priorities in an open and fair way. It will also help the Council in making the right decisions for everyone. The Council believe that, as a county, residents and stakeholders can identify some principles and values that nearly everyone can agree on to decide priorities.

It is important that the Council gets the best outcomes for the people of Northamptonshire and makes the best use of the resources it has. It is also important that the Council should 'live within its means' and not spend more money than it has in its budget. In turn, this means that the Council must decide what its priorities are, so it knows what to spend money on. The prioritisation framework will say what the Council’s main beliefs (principles) and standards (values) are, and the Council will determine what its priorities should be.

The Council held a previous consultation about the Prioritisation Framework from 24th October to 22nd November 2016. The outcomes of this consultation, and relevant reports and Cabinet papers can be found on the Council’s website:

In December 2016, the Council decided that further consultation opportunities needed to be provided for residents of the county and other stakeholders. This consultation sought to ask what people in Northamptonshire thought about how the Council decides what its priorities should be, and to find out what beliefs and standards should inform the prioritisation framework. The consultation was not about asking what the Council’s priorities should be.

The feedback received will be used to help the Council in deciding what the final prioritisation framework should look like and what will be in it.
This report is the analysis of the consultation results received from public.

2. Consultation methodology

The consultation sought to ascertain the views and comments from all interested parties including people who use Council services, residents of the county and other stakeholders and partners.

Two supporting documents were developed to support this consultation:

- ‘Sample Ethical Framework’ - an example of how principles and values can be used to make a prioritisation framework. (Appendix 5)
- ‘Sample Prioritisation Tool’ – to measure and decide what the Council’s priorities should be. (Appendix 6)

Due to the specific nature of the consultation key audiences were identified as prime stakeholders to the consultation. These included:

- Members of Northamptonshire County Council’s Consultation Register.
- Members of the county’s Residents’ Panel.
- Local community and voluntary sector organisations and faith groups.
- County, Borough and District Councillors.
- Parish and Town Councils.
- Health and Wellbeing groups and organisations.
- Other interested parties including NCC staff.

The following outlines the method used to generate the material/ data for analysis.

The consultation was carried out in compliance with NCC’s Consultation and Engagement Policy and Standard of Required Practice.

Due to the breadth of potential stakeholders:

- An online questionnaire was devised and actively promoted and open to all (appendix 3).
- Postal and email address supplied for written submissions.
- Six consultation workshops were held in the north, south and centre of the county.
On request, NCC’s lead officer for this consultation was able to deliver a presentation (appendix 7) to partners/stakeholders meetings. Five presentations were given both to inform local people about the prioritisation framework and also to direct them towards the consultation questionnaire and engagement workshops. Meetings where presentations were given were:

- East Northants Council Offices, Kettering, 23 February 2017, 10am
- Daventry Town Council, Daventry Museum, Daventry – 27 February, 6pm
- Wellingborough Community Consortium, Swanspool Pavilion, Wellingborough – 7 March 2017, 10am
- South Northamptonshire Health & Wellbeing Forum, The Forum, Towcester, 7 March 2017, 11.45am
- Daventry Health & Wellbeing Forum, Daventry District Council, Daventry – 14 March 2017, 9.30am

A copy of the questionnaire and details of the consultation were made available on a dedicated internet web page on NCC’s consultation register, which is where all of the Council’s consultations are published (appendix 4).

www.northamptonshire.gov.uk/consultationregister

At the six engagement workshops a brief presentation (appendix 8) was given on the framework and the importance of values and criteria in it to help stimulate the discussion. Although individuals who attended workshops might have already seen the online consultation, which contained a list of possible values, during the workshop, no values or criteria were suggested to them, with the intention of allowing people to vocalise their own values, particularly those that they thought were important in the context of setting council priorities.

Workshops were held at the following venues, dates and times:

- 13th March, 10 am to 12 noon, Council Chamber, Bowling Green Road, Kettering, Northants, NN15 7QX
- 13th March, 6.30 to 8.30 pm, Weston Favell Academy, Booth Lane South, Weston Favell, Northampton NN3 3EZ
- 14th March, 6.30 to 8.30 pm, Kingsthorpe College, Boughton Green Rd, Northampton NN2 7HR
- 16th March, 1.30 to 3.30 pm, Pemberton Centre, H.E. Bates Way, Rushden NN10 9YP
- 20th March, 12.30 to 2.30 pm, South Northants Volunteer Bureau, Whittons Lane, Volunteer Centre, Towcester, Northamptonshire, NN12 6YZ
- 24th March, 9.30 am to 12.30 pm, Gretton Room, The Corby Cube, George St, Parklands Gateway, Corby NN17 1QG
For the purpose of the discussion, workshop attendees were all given the below definitions of values and criteria:

- **Values and principles** are codes or standards that are important to each of us OR enduring beliefs that influence the choices we make.
  - They can be moral or ethical, such as honesty, integrity, or co-operation OR they can be more neutral, like innovation.

- **Criteria** are used to judge something or decide between things.
  - We will use criteria to turn the values we choose into something we can measure.
  - Choosing the right criteria will make sense and make you feel that your values are being met.

Through discussion, workshop attendees suggested that some values and criteria that they thought were useful, necessary or important to include in framework.

Stakeholder analysis was conducted and identified key organisations were asked to help promote the consultation amongst their members and other distribution channels. These included NCC’s internal Informer articles, Daventry Borough Council People’s Panel, East Northamptonshire e-newsletter, as well as on library displays across the county.

As well as being promoted via various partners’ communication channels, this consultation was also posted and publicised via the Council’s Facebook, Twitter and other social media accounts.

The consultation began on 15th February 2017 and ended on 24th March 2017 giving just over 5 weeks of consultation.

### 3. Summary of feedback

**Questionnaire feedback**

The following is a summary of the findings from the responses of the online questionnaire. It is recommended this summary is read in conjunction with the full results which can be found in appendix 1.

A total of 519 people responded to the online questionnaire. Further data interrogation analysis indicated that 237 respondents were completing the online surveys from computer IP
addresses based within Northamptonshire whilst 282 were completing from IP addresses outside of county, linked primarily to NHS addresses in London, and the Home Counties. An IP address is similar to a postcode: a unique identifier of the geolocation of the IP address.

Whilst this is unexpected overall analysis shows that there was little significant difference in the consultation questionnaire responses from respondents with IP addresses either within or outside of the county. Further information about IP addresses and the methodology used in their collation can be found in appendix 9.

**Core Principle and Values**

Respondents were asked to what extent did they agree or disagree with the statement: “There are some core principles and values that most people in Northamptonshire can agree on”. Respondent were then asked to provide a comment as to why they had answered the question in the way that they had. From the 514 responses to this question a total of 72.5% agreed with the statement, and 338 provided a comment as to why.

![Survey Results Graph](image)

There were 514 responses to this question.

- Strongly agree: 16.7% (86)
- Agree: 55.8% (287)
- Neither agree nor disagree: 15.8% (81)
- Disagree: 6.0% (31)
- Strongly disagree: 1.4% (7)
- Don’t know / not sure: 4.3% (22)

Respondents who strongly agreed commented on the “common sense” approach to living in a democratic society. They commented that core principles and values evolve over time and could be agreed upon when they were central to the needs and wishes of a society. Some said
that the core principles not only applied to Northamptonshire but also to a democratic society in general.

Respondents who strongly agreed commented on the sharing of common bonds which existed in the county despite differences of geography and political philosophy. They believed that despite differences of interpretation of the principles and values there were enough similarities and shared goals to tie most people in Northamptonshire into a common group.

Respondents who strongly agreed highlighted the pressures of limited resources for public services. Their comments concentrated on the Council needing to deploy effective strategies to make sure that services are not duplicated across the public sector. Respondents expressed views on practical delivery of services giving examples of reducing red tape, rationalising service delivery into one organisation, hence providing equity, transparency and fairness.

Respondents, that strongly agreed expressed improving key service areas such as health and social care, education and children. They said that improving key services for the vulnerable would help secure core values and principles and in return would ensure that limited resources were directed appropriately. However, respondents who strongly agreed commented that although not everyone would agree with everything the Council does, it was necessary for the Council to build core values, principles and behaviours to help ensure that those most vulnerable were protected.

Specific service delivery comments made by those that strongly agreed included comments on basic services being made available to all such as street lighting and refuse collection. Respondents wanted to feel safe and live in a place where they could bring up families safely. They commented on looking after the vulnerable especially children and older people and that everyone should value prioritising and caring for those that are not able to voice their needs.

Those respondents who agreed made comments similar to those that strongly agreed.

They commented on having values and principles that were a mark of a coherent and stable society. They expressed that the implementation of core principles in practice determined whether they were effective or not. Comments were made on the values that existed regardless of where people lived and that most people feel the same way about issues. Respondents said that people did care about their communities and that there were underlying issues which people could agree on; and that honesty, transparency and fairness were required in deciding the provision of services. In times where resources were limited these needed to be appropriately targeted to those that were most vulnerable in society.
Comments were also expressed about the statements being simplistic with obvious answers. That a core understanding of what services are available in the county for people was required with an emphasis on those services that were specifically available for vulnerable people. Comments on engagement with all was required and that an ethical framework was a baseline for that communication.

Respondents commented on the salaries of senior managers, saying that to reduce this would mean more resources for service delivery. They commented that they wanted strong leadership, governance and accountability and for those who were designated with leadership and governance to act in the best interests of people of Northamptonshire. They commented that the Council should be there to help people and that people understand the decisions that are being made.

Respondents expressed that overall people want to have their basic needs meet, this included clean streets and feeling safe, as well as being part of a community.

Respondents were overall commenting on NCC being a Council that does the right thing and that the county’s priorities are being met. They expressed a sense of realism in that variation will exist in how priorities and values are delivered but they believed overall that the ‘right’ thing being done by the Council would mean that basic core priorities would be met.

Overall respondents commented on the diversity of people within Northamptonshire, which they felt could not aid in gaining a consensus on core values and principles. They commented that the geographical nature of the county could not aid consensus, and neither could socio-economic, including financial difference, aid consensus. Respondents commented on age difference having an impact on what core value and principles people held.

Respondents who could neither agree nor disagree commented also that it was possible to gain general agreement on broad matters of values and principles. However, they said that the agreement on such broad issues could be vague and be subject to different interpretation, hence making them of no use.

A few respondents had found the question itself difficult to understand and therefore difficult to answer, finding the language and content of what was being said confusing. A respondent just answered that they could not know what the people of Northamptonshire wanted only what they wanted. Comments were also made on diminishing council services, which made it even more difficult to gain consensus and agreement on core values and principles.

Respondents expressed the value in keeping in touch with local people saying that politicians need to keep in touch with constituents.
Respondents that disagreed mostly said they did so because there are too many variants in play i.e. difference in where people came from, where they lived in the county, their family backgrounds and life experiences. This brings with it richness and vibrancy to the county but at the same time it becomes harder to establish core values and principles.

A respondent also expressed that the way in which the statements were already worded implied that NCC had already prioritised the statements, which used language which could influence public opinion.

A respondent also commented that there would be some principles and values that people would hold but due to national and local political divisions they would not feel able to express. This was reflected as well within those that stated that peoples priorities are based within their own personal direct experience or concerns about issues and that these would outweigh the concerns and experiences of others.

Those respondents who strongly disagreed gave a comment on the ceasing of specific funding for dementia service; commented on the pressure groups having too much say in council policy making; the needs of the most vulnerable; of the Council saying the right things but not doing the right thing. A comment was made on the Council replicating existing services rather than supporting/providing services that were needed. Another commented that the Council placed its own needs and interests first and is not in a position to facilitate a countywide discussion on the principles and values for individual communities.

Respondents who indicated that they did not know/ not sure said they did not know what other people may think and therefore found it difficult to answer on behalf of others. A respondent commented that an ever changing county means that core values and principles are overridden at times when practical decisions need to be made. Respondents commented on people of different ages and backgrounds having a different viewpoint as would people living in urban and rural areas of the county. Respondents also questioned the validity of the statements in whether they were true.

Questions on specific Principles and Values

Respondents were then asked to rank 11 principles and values that are commonly found in prioritisation frameworks on how important they think each priority should be for the Council. Respondents were asked to comment as to why they had rated the principles and values in the way that they had. From the 519 respondents, 302 provided a comment. Respondents were then asked for any other principles or values which they think need to be included, and why. A total of 181 comments were made to this question.
The 11 principles and values presented were:

1. **Being financially responsible** - this means making the best use of the money we have, and not spending more than we've got.

2. **Rational decision-making** - this means using logic and sound evidence to inform the decisions that the county council makes.

3. **Accountability** - this means that the county council will answer for what we do.

4. **Being consistent** - this means that the county council will use the same approach and the same way of thinking when we make decisions.

5. **Respect** - this means that the county council will act respectfully towards everyone.

6. **Fairness and equity** - this means making sure that our decisions are not biased and do not unreasonably either favour one group or disadvantage another.

7. **Engaging** - this means working closely, and well, with local people and partner organisations.

8. **Listening** - this means paying attention to and acting on what you say.

9. **Effectiveness** - this means making sure that what we do and the services we provide actually do what they're supposed to do.

10. **Based on Need** - this means that we decide what our priorities are based on a clear understanding of the needs of our residents and customers.

11. **Looking after the vulnerable** - this means that we will take special care to make sure that we always include the views and an understanding of the needs of those who are not fully able to take care of themselves.
The following graph demonstrates how respondents prioritised each of the above principles and values.

<table>
<thead>
<tr>
<th>Principles and Values</th>
<th>Extremely important</th>
<th>Important</th>
<th>Moderately important</th>
<th>Slightly important</th>
<th>Not important at all</th>
<th>Don't know / not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being financially responsible</td>
<td>57.1%</td>
<td>29.3%</td>
<td>8.9%</td>
<td>2.7%</td>
<td>1.8%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Rational decision-making</td>
<td>60.0%</td>
<td>31.3%</td>
<td>6.0%</td>
<td>1.1%</td>
<td>1.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Accountability</td>
<td>76.5%</td>
<td>19.3%</td>
<td>2.0%</td>
<td>0.4%</td>
<td>1.3%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Being consistent</td>
<td>40.3%</td>
<td>36.7%</td>
<td>15.8%</td>
<td>2.2%</td>
<td>3.1%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Respect</td>
<td>62.6%</td>
<td>28.5%</td>
<td>5.6%</td>
<td>1.3%</td>
<td>1.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Fairness and equity</td>
<td>59.6%</td>
<td>29.7%</td>
<td>6.5%</td>
<td>1.8%</td>
<td>2.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Engaging</td>
<td>55.5%</td>
<td>31.0%</td>
<td>10.0%</td>
<td>1.6%</td>
<td>1.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Listening</td>
<td>61.9%</td>
<td>27.2%</td>
<td>6.7%</td>
<td>2.4%</td>
<td>1.6%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>76.4%</td>
<td>20.3%</td>
<td>1.3%</td>
<td>0.7%</td>
<td>1.1%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Based on Need</td>
<td>62.9%</td>
<td>28.3%</td>
<td>5.6%</td>
<td>1.1%</td>
<td>1.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Looking after the vulnerable</td>
<td>65.9%</td>
<td>22.9%</td>
<td>6.7%</td>
<td>2.7%</td>
<td>1.6%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>
From the 302 respondents who commented as to why they had rated the principles and values in the way that they had, by far the most frequent reason was because respondents felt that it was obvious for a local authority to hold such principles and values, and that they were all important, although some more so than others. Respondents felt it is important for the Council to hold these values with its responsibility for spending public money, with anything less being regarded as a dereliction of responsibility and negligent. It was felt that the principles and values were ethical and common sense and similar to many respondents own self principles. Although respondents also said there could be exceptions, as one size does not fit all.

Many respondents also highlighted how they wanted vulnerable members of society to be supported and made a top priority. As vulnerable people have specific needs which provision should be available to support, and that vulnerable people should be engaged and listened to during decision-making. Respondents were also concerned about diminishing services for vulnerable people.

Being financial responsible and astute was also raised by many respondents as a key principle. Respondents expect the Council to manage and spend publicly funded services fairly and equitably in order to make the best use of limited resources. Several concerns were raised regarding continued spending cuts, and how these will affect the delivery of these principles and values. Some respondents took this opportunity to criticise the Council’s previous financial management.

Some respondents feel that as important as these principles and values are it is impossible to treat everyone in the same way and that the needs of individuals should be the main priority, and that the Council should take into account people’s needs when decision making. Although some respondents felt that sometimes decisions have to be made that could disadvantage some groups of society.

Respondents also felt that the Council, both politicians and officers, need to be accountable for their decision making, and that such decision making process is transparent and fair.

Some respondents also stated the resident’s need to be consulted and listened to regarding decisions affecting them, and that the Council should take this feedback into consideration when making their decisions.

Some respondents criticised these questions as they felt they were written in such a way that it would be illogical to disagree with them, and felt the questions being asked were pointless and simply seeking approval for what should be obvious principles and values.
Other comments made that were about the need for the Council to work in partnership more with other organisations; for the Council to act lawfully and comply with its statutory requirements; make decisions based on clear facts and evidence; and deliver services which are in the interests of the majority of residents and not just the few. A few respondents also felt the Council do not currently adhere to these principles and values and would struggle to do so. Some respondents also felt individuals had a responsibility to look after themselves and each other within their own community.

There was some repetition of the above feedback from the 181 respondents who commented on what other principles or values they think need to be included, and why, although many said they had none to suggest.

The most frequently mentioned was improving financial management, with many respondents mentioning the need for solid, sustainable financial plans and budgeting, and the need for obtaining value for money with contracts for services. Some respondents mentioned their concerns over previous council spending which they felt was unnecessary, and that the Council should be able to justify all of its spending. Respondents also mentioned the need for the Council to generate more income to help fund services.

Many respondents also mentioned the need for easily accessible, inclusive services. Again respondents cited that a one sized approach does not fit all and that access to services should be based on individual needs, yet fair and equitable, with consideration given to the needs of rural locations.

Similar to the previous question many respondents also felt that the Council needs to act honestly and transparently with their decision making, with the rationale behind decisions being clearly demonstrated to the public.

Some respondents felt communication could be improved, for messages which residents may feel are either good or bad news, as some felt this would help them feel more connected to the Council. Respondents also want the Council to listen to residents more to fully understand their needs and want more consultation and engagement.

A few respondents also felt the environmental concerns should be of consideration, this included the preservation of the landscape of the county but also the call for improved transport infrastructure and safer communities.

Respondents called for more creative and innovative thinking from the Council, with enhanced forward thinking long-term planning. Timeliness was also mentioned by a few respondents,
with the importance of acting at the right time and consideration given to the short and long term consequences of decisions.

Other suggestions included the need for the Council to demonstrate compassion with its decision making; enhanced community services to help enable communities to look after themselves; and a common sense approach. Improved partnership working with other organisations ranging from parish councils to the NHS was also mentioned.

Below is a Wordcloud of the most frequent responses to the question ‘Please could you tell us if you think there are any other principles or values that you think need to be included, and why.’

Prioritisation Criteria

Respondents were asked to what extent did they agree or disagree with the statement: "Having a list of criteria will be helpful for NCC to prioritise its outcomes and resources." Respondents were then asked to provide a comment as to why they had answered the question in the way that they had. From the 436 responses to this question a total of 76.4% agreed with the statement, and 290 provided a comment as to why.
There were 436 responses to this question.

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>32.6%</td>
<td>142</td>
</tr>
<tr>
<td>Agree</td>
<td>43.8%</td>
<td>191</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>13.8%</td>
<td>60</td>
</tr>
<tr>
<td>Disagree</td>
<td>4.6%</td>
<td>20</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2.8%</td>
<td>12</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>2.5%</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.1%</strong></td>
<td><strong>436</strong></td>
</tr>
</tbody>
</table>

Respondents that strongly agreed said that a list of criteria is a helpful policy tool. They said that a framework is necessary so that considered decisions can be made that consider the impacts but they added that it also needs to be flexible. Respondents felt that all local authorities should have a plan in place with measurable outcomes which can be used to help make difficult decisions. They felt it was a logical approach, but the list should not be too long and full of government jargon.

Respondents stated that a Criteria must include people’s needs, especially the needs of some of the most vulnerable in the county, and that it must take into account what can be budgeted for and consider future economic situations as well. They felt having a framework outline of principles is more useful than a restrictive tick list approach as a framework allows for consistency to decision making. Many respondents felt this was a common sense approach especially at times of limited resources. They felt having a list of criteria should help focus the work of the Council and would help to avoid any distractions. Although some added that whilst having a list is useful they also raised concerns it would not all be adhered to.

Respondents said the criteria list had to be applied consistently and within the spirit that it was made in. They responded that not everybody fits into a box and sometimes things needed to be...
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led in a different way such as leading from the customer and client perspective rather than the services perspective.

Respondents did however say it is not possible to set a criteria for everything and that decisions should not be based on opinion they should be based on facts and that the criteria should not be manipulated. Respondent express that sometimes vulnerable groups may require positive discrimination to help support that service area and that having a list helps sort out critical issues from those that may seem trivial and nonessential.

Respondents said that it was how the criteria for outcomes and resources is interpreted and delivered in practice that would make a difference. Some felt the outcomes and resources criteria were too broad and that one size does not fit everybody.

Respondents spoke about measuring outcomes and stated the importance of having a measurement criteria. They felt this was most important at times of restricted resources having to meet the pressing needs of the vulnerable. They also felt it enabled the council to be clear and transparent with its decision making process and that having a set of criteria would make it clear to all those working for the Council what the residents of the county want them to act on.

Respondents were realistic in stating that the framework could provide transparency however it did not detract for making things easier for the Council when services or budgets reductions have to be considered. They commented on the expense of implementing and developing the framework. They said that even though it would be centrally determined they felt this could take away resources which were required for actual service delivery.

Respondents expressed a wish for people to be involved and consulted so that decisions could be effective. They spoke about using customer feedback to help shape service delivery.

Many respondents commented that the criteria stated the obvious and that they expected the criteria should have already been in existence. They implied that practices and principles have been learnt from previous decades of local governance and that the criteria made practical sense. It provided a means by which the Council can be made accountable and effective and gave residents openness, understanding and choice in services.

Respondents commented about the lack of flexibility and adaptability contained within the criteria. They also spoke about the role of the councillors, and questioned whether the criteria would be a tool for taking decisions away from those democratically elected councillors. Others said decisions need to be made by professionals who have knowledge and an understanding.
Respondents questioned the way in which they have been asked to consult on this aspect. They felt this question was leading and that most of the answers to it was self-evident. They said that it was more than just prioritising, the principles should be business as usual for the Council. Respondents mentioned accountability and the trustworthiness of the Council. A framework could provide this however it may be difficult at times when resources will be limited.

Questions specific to Criteria

Respondents then ranked 6 criteria that are commonly found in prioritisation frameworks on how important they think each criteria should be for the county council. Respondents were asked to comment as to why they had rated the criteria in the way that they had. From the 519 respondents, 254 provided a comment. Respondents were then asked for any other criteria which they think needs to be included, and why. A total of 122 comments were made to this question.

The 6 criteria presented were:

1. **Value to society** - this means that we will consider the benefits to the whole community.

2. **Effectiveness** - this means that there is good evidence that something works or that it is, at least, very logical to think so.

3. **Costs** - this means that we not only think about how much something costs, but also about who pays.

4. **Best practice** - this means that we always think about the best way to achieve what we want to achieve as an organisation.

5. **Risk** - this means that we take all the potential risks of each prioritisation decision into account.

6. **Effect on the workforce** - this means that we think about whether our prioritisation decisions will make things better or worse for our staff.
The following graph demonstrates how respondents prioritised each of the above criteria.

From the 254 respondents who commented as to why they had rated the criteria in the way that they had, the most frequent comment were respondents feeling that it was highly important for the Council to have a happy and stable workforce (although this was the lowest ranked criteria). They felt this creates a productive workforce that would improve services, whereas demoralised staff would have the opposite effect. A few respondents felt staff were there to do their job, with respondents stating staff needs should not take priority over the public, although a few respondents stated many staff are also residents of the county as well as employees.

Nearly as many respondents also said they felt the criteria was important and obvious and is how a council should be performing. Although some respondents felt some of the listed criteria were more important than others and have ranked them accordingly.
Many respondents felt serving the needs of the community should be the most important criteria, in particular the majority of residents, although some respondents mentioned the needs of the vulnerable and minorities should also be considered.

Some respondents mentioned the requirement for value for money, and that the cheapest option is not always the best, especially during current constraints of funding.

Some respondents also felt assessed risks were important and that the Council should not be too risk averse, as respondents felt risks are required for innovation. Although some respondents were concerned with the idea of the Council taking on or funding higher risk projects.

Some respondents felt best practice approach would help to mitigate risk, and that a best practice approach would be more beneficial than ‘reinventing the wheel’. Some respondents also thought that the level of effectiveness needs to be measurable.

A small number of respondents said the Council should listen to and communicate more with the public. Examples of other comments made were that decisions need to be evidenced based; that difficult decisions will need to be made that may disadvantage some people; and that vulnerable people need to be supported.

Again a few respondents criticised the survey questions as they felt they were written in such a way that it would be illogical to disagree with them.

There was some repetition of the above feedback from the 121 respondents who commented on what other criteria they think needs to be included, and why, although many respondents said they had none to suggest.

The most frequently other subject mentioned was the need to serve and support the community and the residents of the county, as well as the effects of the Council’s decisions on communities. Respondents mentioned the growing population, and how some decisions can effect some communities or customer groups more than others, for example the different needs of rural and urban communities, and that decisions should be based on need and demand.

Again some respondents mentioned the need for value for money, and mentioned a reduction in funding and the subsequent effect that has had on services. Respondents want the Council to be held accountable for its spending decisions and to seek alternative further revenue streams.
Some respondents also mentioned the need for sustainability and for the long term effects of decisions to be considered.

Listening and communicating effectively with residents was also raised again by several respondents, as was the need for openness and honesty in the decision making process.

Few respondents mentioned how all decisions must be lawful and ethical and that the Council must adhere to its statutory responsibilities.

Again a few respondents stated the criteria were all obvious and common sense. A similar number of respondents said effectiveness and best practice is important.

Other comments made included the request for partnership working including working alongside the voluntary sector; that any work outsourced by the Council is effectively measured and monitored; for the Council to make compassionate decisions; and that the impact of any decisions are considered.

Below is a Wordcloud of the most frequent responses to the question ‘Please could you let us know if you think there are any other criteria that need to be included, and why.’

![Wordcloud Image]

Any other comments

Respondents were given the opportunity to make additional comments. From the 121 respondents who took this opportunity most simply said they had nothing further to add. Many of those that did comment reiterated their opinions about the need for economic prudence and cost effective services. Respondents also mentioned again the need for trust and transparency of the Council’s decision making, including publishing the prioritisation framework.
Many respondents mentioned the need for good leadership and staff, with some raising criticism of the past performance of the Council. Whilst others praised staff and felt their insight should be valued.

Some said again how these priorities and criteria should already be how the Council operates, although a few questioned whether they would be applied. A similar number of respondents also repeated how they felt the decision making should be needs based with some flexibility applied to the framework to enable this to occur.

A smaller number of respondents again called for the need to protect the most vulnerable members of society and called for more support, not less, for those who require it. A few also mentioned the change to the counties environment and the need for improved infrastructure to support its changes and growth. Respondents also asked for greater collaboration with partners and aligned goals.

Other comments made repeated criticism of the survey with a few respondents stating that it is impossible to disagree with the presented options; other respondents said there is a need to look forward and plan for the future; and the importance of engaging and listening to the views of residents.

**Workshop responses**

A total of 6 participants attended the workshops. Through discussion, workshop attendees suggested principles, values and criteria that they thought were useful, necessary or important to include in the framework.

On the whole workshop participant’s responses closely followed those of the online questionnaire.

Participants mentioned all of the principles and values that were put forward for ranking in the online question except ‘Rational decision making’. Other suggestions put forward by participants included honesty and openness; working with both partners and the community; integrity; and innovation.

A number of criteria were put forward by attendees although ‘Risk’ and ‘Value to society’ were not explicitly mentioned, although public safety and improve local economy were mentioned. Examples of other suggested criteria were evidence of collaborative working; and measurements of improvements over time.

A full list of suggestions put forward is available in appendix 2.
4. Conclusion

During February and March 2017, a public consultation and engagement exercise was conducted on the prioritisation framework and process for Northamptonshire County Council, which were under development. The purpose of this exercise was to get input from stakeholders into developing the framework, rather than just to inform them about it or get general approval. In particular, we were seeking opinions about the values that should underpin the framework and the criteria needed to make it operational.

The consultation was carried out via an online survey, which was accessed on the NCC consultation portal, with the option of being sent a printed copy on request. Engagement workshops were held, in order to have more in-depth discussions about the principles, values and criteria for prioritisation.

A great deal of feedback was received to this consultation from a range of local residents, county council and health employees, and other interested stakeholders. A total of 519 questionnaires were completed comprising of 1,677 written comments. In addition to this 6 people attended the workshop events. There were no letters or other written submissions received.

The majority of questionnaire respondents (72.5%) agreed that there are some core principles and values that most people in Northamptonshire can agree on. They felt it was “common sense” for an organisation such as NCC to take this approach in order for us to have a democratic society, and that most Northamptonshire residents would have similar and shared priorities. Respondents felt that not everyone would agree with everything the Council does, but with core values and principles it would ensure that honesty, transparency and fairness were demonstrated in deciding the provision of services. Respondents expressed a sense of realism in that variation will exist in how priorities and values are delivered but they believed overall that the ‘right’ thing being done by the Council would mean that basic core priorities would be met. Although some felt that agreement on such broad issues could be vague and be subject to different interpretation, hence making them of no use.

When ranking the 11 suggested principles and values, all of them scored highly by the respondents as important. With ‘Effectiveness’ scoring the highest with 96.7% of respondents regarding it as either extremely important or important. This was closely followed by ‘Accountability’ at 95.8%. ‘Being consistent’ was regarded as the least important (77.0%). Below is a list of these principles and values in order of their ranking:

1. Effectiveness (96.7%)
2. Accountability (95.8%)
3. Rational decision-making (91.3%)
4. Based on Need (91.2%)
5. Respect (91.1%)
6. Fairness and equity (89.3%)
7. Listening (89.1%)
8. Looking after the vulnerable (88.8%)
9. Engaging (86.5%)
10. Being financially responsible (86.4%)
11. Being consistent (77.0%)

Respondents felt these were obvious principles and values for NCC to hold, especially due to its responsibility for spending public money. Respondents felt these principles and values were ethical and common sense. Although some respondents felt that one size does not fit all and decisions should also be needs based, with effects on residents being central to the decision making. They expressed their concerns that vulnerable members of society should be supported and that the Council needs to be financially responsible and astute, with financial management being mentioned by many respondents to the open question ‘what other principles or values do you think need to be included, and why’, even though this was already one of the option choices.

Other principles and values respondents suggested should be included were easy access to services; for the Council to act honestly and transparently; improved communication; environmental concerns; innovation; and long-term planning.

The majority of questionnaire respondents (76.4%) agreed that having a list of criteria will be helpful for NCC to prioritise its outcomes and resources. They felt this would be a useful policy tool and necessary so that decisions can be made that consider the impacts, however they added that it also needs to be flexible and developed over time. Respondents stated that a Criteria must consider people’s needs, especially the needs of some of the most vulnerable in the county, and that it must take into account what can be budgeted for as well as consider future economic situations. Although some felt that it’s not possible to have a set of criteria for everything and that decisions should be based on facts and that the criteria should not be manipulated.

When ranking the 6 suggested criteria, although they all scored highly, there was slightly less agreement to these as with the principles and values. ‘Best practice’ scored the highest with 89.7% of respondents regarding it as either extremely important or important. This was very closely followed by ‘Effectiveness’ at 89.4%. ‘Effect on the workforce’ was regarded as the least important (70.2%). Below is a list of these criteria in order of their ranking:
1. Best practice (89.7%)
2. Effectiveness (89.4%)
3. Risk (83.9%)
4. Value to society (82.7%)
5. Costs (82.2%)
6. Effect on the workforce (70.2%)

When respondents were asked why they had scored the above criteria in the way that they had many felt the criteria were important and obvious and is how a council should be performing. Others spoke about the importance of the Council having a happy and stable workforce. Some respondents felt value for money was important and that the cheapest option is not always the best.

Many respondents commented that serving the needs of the community should be the most important criterion, as well as the effects of the Council’s decisions on communities. Others mentioned the need for sustainability and for the long-term effects of decisions to be considered. Listening and communicating effectively with residents was also raised, as was the need for the Council to work with partners more; make compassionate decisions; and that the impact of any decisions are considered.

A few respondents criticised the past performance of the Council and raised doubts that it would adhere to the prioritisation framework. A few also criticised the survey and felt the statements made were too simplistic and that most of the question answers were self-evident and obvious that people would not disagree with them.

5. Equalities statistics summary

Equalities monitoring questions were included within the questionnaire. A total of 85.8% said they were happy to complete this section of the questionnaire.

From the available completed responses, it can be ascertained that the majority of respondents (75.1%) were residents of Northamptonshire. There were more female (56.7%) respondents than male (42.4%). Responses came from all age ranges but most (89.9%) were aged between 30 to 74 years.

A total of 15.5% of respondents identified themselves as disabled, with physical disability being highlighted as the most frequent disability. Predominantly respondents described their ethnic origin as White (93.5%), and the most frequently identified religion was Christian at 54.9%, with 36.3% of respondents choosing ‘None’. Most respondents were married (65.5%).

Full statistics of the responses that was captured can be found in appendix 1.
(A) Appendix 1: Questionnaire results

1. Please could you tell us to what extent you agree, or disagree, with the following statement: "There are some core principles and values that most people in Northamptonshire can agree on."

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<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>16.7%</td>
<td>86</td>
</tr>
<tr>
<td>Agree</td>
<td>55.8%</td>
<td>287</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>15.8%</td>
<td>81</td>
</tr>
<tr>
<td>Disagree</td>
<td>6.0%</td>
<td>31</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1.4%</td>
<td>7</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>4.3%</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>514</td>
</tr>
</tbody>
</table>
```

There were 514 responses to this question.

2. Please could you tell us why you answered the previous question in the way that you did?

- I think most people want similar outcomes in their lives. A strategic, well structured and managed authority - personally I would like to see a borough led unitary authority with a more focus on quality and efficiency. Such as a decent home to live in, a safe and clean environment, roads that don’t have pot holes and a transport system that leads to easier and safer travel conditions. Their children to be educated at good schools and opportunities with further education and proper, well run facilities for recreation. One of the most important elements is an efficient and dynamic Social Services which work for the vulnerable and frail residents in the County. A far cry from the way most of these services are presently managed and run.

- Some people want a greater role from the state and others want a lesser role.
• Okay, good starting point!
• We need local government, but only to the extent of complying with local needs.
• Northamptonshire is a fairly traditional county with fairly traditional views.
• What is right is not necessarily expedient. Whether almost everyone agrees is not is irrelevant if the principle is right.
• I think we live in a community that all want the same thing. A happy safe thriving neighbourhood that everyone can share equally.
• The variety of people in Northamptonshire precludes having core principles and values. No matter what each of us thinks, we're all different enough that we will never agree.
• I strongly believe that most people would agree that services for children and the elderly must be prioritized followed by those involving Highways, consumer safety, fire safety and wastes management. The problem comes when we seek to value them in cash terms!
• The question was incredibly vague.
• It seems that people are very divided these days. Many elections have been close to a 50/50 split. However, if you concentrate on the bigger picture rather than the methodologies, I think most people can agree on at least a couple of core values.
• Although it is a diverse county in terms of people's backgrounds, jobs and lifestyle there will be core behaviours and ethics that most people live by, for example that we shouldn't do each other harm.
• There must be some basis that we agree on.
• It is more likely than not that in a fairly homogeneous area like this that a majority of people's needs will be similar.
• Difficult to judge if or what 'most people in Northamptonshire can agree on'.
• Common sense would surely dictate that core values should be supported by any right thinking individual.
• When NCC award contracts to private service providers, and then refuse to release full copies of these contracts to the public by hiding behind commercial prejudice claims, how do you expect the public to be able to hold NCC to account?
• The sample ethical framework is good common sense and most people would agree with it.
• People do have different opinions, and these can be difficult to agree on, especially where funding issues are concerned. However most people will agree if the main emphasis is on what suits the majority.
• Northamptonshire is a large county and I bet there are very few issues most people will agree on.
• Because the things you have outlined are sensible and relevant to all.
• We should have pride in where we live, what we have and try to maintain or improve on council services.
Different core values have different priorities to different people in different situations. Some is hardly a definitive quantity! bit of a nonsense question really.

Because I believe most people would agree with the proposals, bearing in mind they are just proposals at this stage and assuming everyone, that wishes to, can make comments on the parts they may disagree with, if any.

I would think that most hard working tax payers will want similar things from the Council.

Most people would aspire to certain principles/values - whether we each meet them is another matter.

Accountability, fairness, engagement and respect must surely be core principles that most of us would agree on.

The people of Northamptonshire have endured degradation of services year on year, the core values don’t seem to apply to the ones who have to suffer to pay and struggle to pay their council taxes.

Most residents of Northamptonshire share some basic needs and aspirations.

I have no idea whether the statement is true or not.

Common sense.

There are some core values that every council should have in their strategy.

Whilst I would like to think that the majority of people share principles and values similar to mine, I realise on a daily basis that this is not the case.

Because I don’t know what principles you are talking about.

It is making assumptions.

Most rational thinkers admit to financial problems in local authority and realise you have to prioritise.

We are a caring society that looks out for the less fortunate.

People generally want the best for each other.

The question is too vague.

If you talk to people, even when you don't agree. Almost all will say you have the right to your opinion. So to me freedom of speech is a principle many people agree with.

Most people would like councils to act in a fair manner and not just to their perceived supporters.

Residents agree on some core values.

You cannot please all of the people all of the time!!

This is just a tick box, bureaucratic exercise. Nobody is going to say that you be financially irresponsible, make irrational decisions or be unaccountable. This renders the statement as valueless.

I do not have knowledge on the subject to answer otherwise.

It's a matter of being human

It is important to have agreement, if only loosely.
• Well your "Sample ethical framework" is trying to be all things to all people, which will not work, once to cut funding to one area you will upset those that use that service.
• Once thorough explanations & opinions have been sought, in my experience most people are in broad agreement on relevant themes.
• In the present political climate I do not think I can know the answer.
• Most residents are law abiding and wish to live in a safe, clean environment.
• It's reasonable to assume that most people will priorities basic needs of the population.
• Most fair minded people would agree that the principles are what would be acceptable generally.
• I believe that most, but probably not all, would agree on certain basic values. However, it depends what those values are.
• Because we chose to live here.
• I feel that some people feel that the county council's pot is bottomless and that they seek a large amount of financial support whilst children and some disadvantaged people do not receive appropriate funding.
• Many people have very different values.
• The make up of Northants is quite diverse with an urban/rural mix. Personal feelings are that core principles and values will differ.
• I have read and understood the ethical framework and I feel that it covers the needs of the community.
• The whole entire population of Daventry agrees that we DO NOT WANT/NEED thus stupid expensive Canal Arm!!! Complete waste of money.
• I think it is not possible to engage with everyone. However if the principle was "to attempt to engage with everyone" then I would agree.
• The principles and outcomes seem sensible. The 'living within means' and 'we recognise that not all needs can be met' are honest and reflect the reality of funding constraints and increasing demands.
• The majority have good values.
• SOME PRINCIPLES ARE GENERALLY ACCEPTED BY MOST PEOPLE.
• Most people want the Council to provide services for a fair price and listen to what local people want and not waste money on stupid ideas i.e. the Canal Arm - total waste of money and will not bring any Commercial value to Daventry - The Money should be spent on Roads and Railway.
• Because I don't know.
• The 7 core principles as outlined should be points that most people will wish to see; all sound good and sensible but difficult to possibly fulfil as not all will agree!
• I think most people in the area are fair minded with good ethics.
• The Council needs to be accountable to the electorate who put them in a position of trust. Therefore we expect the Council to be fair, honest and transparent in all aspects
of financial propriety, to make informed decisions for the benefit of all within the county and be aware of others opinions irrelevant of ethnicity, race or creed and to take on board those opinions when making decisions.

- There should be core values and principles!
- It's a community thing!
- Most people in Northamptonshire I would believe have inner principles and therefore when a collective approach is installed then the delivery of any plan is agreeable.
- For example, most people do not want the canal arm in Daventry.
- I think that most people want a safe pleasant place to live, good education for their children, clean streets and a variety of shops.
- It depends on the audience. Family circumstances and income and possible carer needs affect opinion as does politics. Negative feel about Brexit is affecting all opinions. Bus queues are a good place to sound out opinions.
- At parish council level there is a lot of agreement.
- I think this statement is a bit broad brush and recent political events have shown just how polarised views can be.
- There are some essential services that are important for everyone. There are those who most need help.
- People are individuals with different needs and their own needs with determine the things they think should be priorities.
- Self evident.
- Because there are basic human standards that all caring individuals would put forward as fundamental, cornerstones for living in a caring society.
- Depends what the principles are.
- I agree because I think everybody realises that there are certain priorities common to all that must be addressed and highlighted.
- The vast majority of people know right from wrong and will agree on such issues as law and order or protecting and caring for the elderly and vulnerable.
- Most people fundamentally want the same basic things - a safe place to live and work, with suitable, well-maintained amenities and leisure facilities.
- There are fundamental needs that are common to large sections of the community.
- I have no idea how other feel.
- We aim to work together across the region.
- Given statutory duties that have to be met, there must be some way of agreeing a fair and equitable way of meeting these in a value for money way. The limit on the finances available though are not within the Councils or public's direct hands but are allocated on some reasonable? / random? manner by central government.
- I have not heard anyone complain about your core principles and values.
• Inevitably it isn't possible to please everyone but hopefully a majority of people can agree to this.
• All residents require a set of basic principles and values and in a given area these are usually quite similar.
• Most people will want adult social care and other core services to provide what it needs to.
• Because the majority of people want a safe, clean, and caring environment to live in.
• The question is too ambiguous and therefore cannot be answered. What are the 'core principles' that we may or may not agree on?
• I think most people in Northamptonshire would agree that the young and the vulnerable must be catered for.
• Most people would state the roads, elderly care and child services are most important however the County is so diverse each individual area will then have its individual values.
• Everyone should want good education, social care, infrastructure.
• There will always be people who value things differently to other people e.g. prioritise rubbish collection or pot holes more than providing shelter for the homeless.
• No question, Councils and Councillors have to observe the highest principles in both their private and public lives.
• By increasing/decreasing population of certain ages, disability, gender and diversity of people - there will always be ongoing changes and core principles and values are sometimes overridden by practical answers. People may only adhere to core principles and values because they are bounded to loyalty.
• Encompass ethics etc that are based on common perception of morality and logical, transparent processes.
• Whilst we are all human beings with our own values, most people will agree to go along with the majority on some issues.
• Because not everybody will agree on everything, but some principles are universal.
• The population of Northants is very diverse. It would be difficult to know how certain groups might think on any key issues.
• I would say not just Northants but everyone everywhere - basic human rights and people's basic human needs fulfilled.
• Given we live within a democracy and are able to exercise our rights it would be natural for us to agree on a number of key principles especially when it may come to issues around support for the members of our society that are not as fortunate as others.
• Most people want value for money from their council tax payments.
• I don't think there will ever be a 100% agreement to any proposals.
• I would like to think that most people would agree values about how people are treated equitably and with respect and that public money should be used carefully and with high levels of scrutiny and accountability.
• Because no example was given as to what these are or what they relate too.
• I agree with the statement because I believe most people in Northamptonshire agree with some of the core principles and values.
• This may be the case but I do not have enough information to support a stronger view.
• Dealing with members of public and listening.
• I seem to remember that the last time the people of Northampton were asked to consult on as to what area it was felt more assistance was needed, the top priority was 'pot-holes'. The support for vulnerable and elderly people was way down the list. I do not think that serious concerns about 'pot-holes' show strong principles and values.
• Northants encompasses an extremely diverse demographic, encompassing all extremes of British society, who clearly no longer share common principles and values.
• As human beings, there is likely to be some overlap, however this is not going to be unique to Northamptonshire.
• I strongly agree with the basic principles outlined in the sample framework.
• All people's basic needs are the same.
• I think the majority of people in the county think that health and education are a priority for maintaining and improving standards for the benefit of all. I also think many living in rural areas of the county would think that protecting the heritage and countryside here is important.
• Most people want to ensure that the vulnerable people of the county are safe and looked after.
• People will always disagree on any point of principle.
• This is a sweeping statement which does not have basis in fact.
• Most people's underlying objectives for life are for adequate health and wealth. There might however be different opinions of what constitutes health and wealth but provision of an environment that can offer these core principles is key.
• I believe that most people have similar core principals, how they are acted upon may be different.
• I believe this is true however how these core principals and values are actioned and voices may be different because of finance, class, culture etc.
• There is a common culture and shared moral values among people in Northamptonshire and the UK, with some exceptions.
• NGW appears to be applied very different in other teams and needs to be more streamlined as this can hanger others attempting to move forward. Including the equipment which does not appear to meet the needs of other with disabilities.
Northamptonshire comprises a wide diversity of people and I do not know enough people to know whether we could agree on some core principles and values.

People will always share principles/values to some extent. The extent varying with each individual.

There is a wide variety of backgrounds and experience tells me that not all will agree with what may appear obvious to most.

Community values.

Because it's true. Unfortunately none of our local authorities seem to understand or share those values.

I don't think that when it comes to a framework, many 'ordinary' people would understand the concept of core principles. It is very difficult to disassociate from personal grievances and situations.

Services that protect the vulnerable members of society should be maintained.

Because 'one size does not fill all'. Residents will have different priorities depending upon their personal circumstances.

My perception.

Most people of all religions and none will claim to support some very similar core values of respect for other individual’s rights and compassion for their situation.

How is one to know? Rather strange question this.

I have faith that most people hold the same core values.

I believe that there are likely to be a small number of core principles that the majority would agree on.

I think it will be possible to agree the principles and values - it will be how they are used in practice where agreement may/will be less likely.

The majority of people are fair minded

Sustainability, delivering outcomes, accountable, transparent; i.e.: working ethically to provide services for Northamptonshire.

Most people are aligned in their thinking about services.

I think that we can reach agreement on things like the need for dignity and respect, for example. Other things like the extent to which people should be helped as opposed to helping themselves, are more difficult.

There are common principles and values that most people already adhere to e.g. to respect and listen to other’s views etc....

This supposes that there is such a thing as a "community", I believe that there are lots of communities and I do not believe that there are many things (of relevance) on which we would mostly agree.

If given options people can rank priorities. Their personal priorities may be different from the given ones though.
• Given that I have no idea if any ones currently exist I don't know if I agree or disagree with them, so I cannot say that there are any core principles or values that most people agree with, as it depends on their personal perspective as to what they perceive as important to them, i.e. some libraries over Adult care.
• Because I believe that people want the best for their community and those services that affect them as individuals.
• I think most people wish for similar things - fairness and fair trading. A level playing field for all. Fairness in access to medical care, compassion for those in need and the elderly but realise this comes at a cost.
• I think there are some core things that most people would agree on - but people have such different views about things that it will be hard to identify a broad range of principles that most would agree to.
• I think that most people, strongly, feel that disabled and elderly people should be supported to live independently in their own homes. And that NCC should provide them with enough funds to enable them to do so.
• Some basic amenities affect everyone.
• Core principles and values should be easy to get the majority of reasonable upstanding citizens to agree upon in order for Northamptonshire to be a good place to live and work
• The people of Northamptonshire, like everywhere, see their lives through their own lenses and disagree strongly on a range of issues.
• Even in diverse populations core values and principles are shared for everyone's benefit.
• I believe that priorities for Northamptonshire residents are pretty much on the same level - priorities in certain specific areas are foremost in most people’s minds.
• I think most people are fair and practical and have similar needs and desires around things like care and how we want our community to be and feel.
• I never hear a varied group of people agree on any major issue in the town.
• It's called Common Sense.
• There are principles and values that we SHOULD be able to agree upon - such as putting people first and being good stewards of the resources we have, financial and other. Also values such as transparency, integrity and honesty. I a, wary only of whether 'most people' in Northants do in fact agree on such things.
• Most people have key priorities and a good idea about what core services are needed.
• The Council is stopping funding for dementia cafe's.
• Despite differing geography, political philosophy and interpretation of principles and values, I believe there are enough similarities and shared goals to tie most people in Northamptonshire into a common group.
• I believe that this can be extended to read '...that most people in the UK can agree....' as this is the basis of the society we live in.
• Why not.
• We should all be able to agree on honesty, and treating all people equally though we cannot always agree on which things get priority when money is limited, resources limited etc.
• Because I don't know the answer. People of different ages and backgrounds have very different views.
• Because it's what I think.
• If choices are given, with an explanation, they are not read. If a choice without explanation, then there are challenges. If we had Councillors and MP's who talk to their constituents, they would get answers. Sadly councillors never speak to their local residents, neither do MP's. This means we waste yet more time in numerous pointless and costly meetings with few agreements even on 'core principles'.
• Too many variables. Rural v urban., rich v poor etc.
• Because we should all share common core values.
• There are bound to be points of agreement and some we disagree on.
• Core values by the name, implies that they are central to the needs of the population.
• Everyone has different priorities - depending on age and circumstances.
• Because there should be such principles but I am not convinced that the Council has the same ones that we do.
• Whilst there will be a wide variation in expectations of achievements by the council, I do believe that the majority of people will appreciate the need for services to children, the elderly and vulnerable groups.
• Think it is fairly important that when budgets are stretched we target the things people really value and want.
• I believe everyone wants the best for their family.
• Because most of the population would agree that as a person, let alone a local authority; that we have a duty to provide for our most needy and vulnerable in society. The authority has a difficult task of balancing the books and allocating services equally and fairly, without causing further vulnerabilities and hardship for individual, families and wider communities. If we have a strong core we can build a strong jacket to clad the core however that may take time.
• At this stage we don't know people 'can' agree. All we can say is that they 'should be able to agree'.
• Common sense.
• There will be something that we all agree on such as value for money.
• We can make any difference they will do what they want.
• Because you will never get everyone to agree or disagree to a proposal.
• A large number of 'contacts', with whom discussions about these matters are held, would be necessary to answer this question accurately. However I can say that a
number of folk in my circle of contact want core values like: All official bodies to be more open, and accountable for decisions, actions and financial aspects. Best practices could often best be determined at a National Level. Devolvement, or Giving Power to the People does not always result in the most cost effective and efficient solutions, e.g. Refuse and Recycling organised individually by Local Authorities cost massively more in Administration Costs and provides very poor solutions in very many cases. There is one Best Practice but we have to put up with thousands of unacceptable local solutions. Simply multiply this essential single aspect of life by many of the other essential aspects controlled by County Councils that should be controlled by Unitary National Council that reports direct to the National Government. Hopefully my contacts will eventually see the emergence of a Unitary NCC, in which all Services have a Duty to Interact with all other relevant sections of the Council.

- The statement doesn’t seem to say anything.
- Because I think that too many liberal wet pressure groups have too much say in council policy making.
- People want to have basic services, clean streets and feel safe. To be a community.
- Most want the vulnerable cared for, clean and safe streets and basic services.
- I take it you are unable to recognise the arrogance of the postulation.
- We all have the best interests of the town and its inhabitants in mind. Some of the core principles and aims seem a bit ambiguous. How do you get the message out to the masses, many people do not have computers.
- I think people in Northamptonshire would all agree on wanting to live safely with low crime levels and less drunken behaviour on the streets.
- Most people want a decent place in which to live and in which to bring up their families.
- I disagree as the way the examples statements have been worded implies the Council has already prioritize those statements using language which influence public's opinion.
- There are too many cuts across so many services that affect council taxpayers in different ways to gain a consensus for priorities.
- I am sure there are things we can agree on.
- MOST PEOPLE HAVE THE SAME VALUES.
- No matter what class, ethnicity or political persuasion, we all want fairness, honesty and integrity....a council that does the right thing.
- In all communities there is likely to be a majority consensus on what is the most important issue to take care of in that community and what is the least issue to take care of. This doesn’t mean that there will be one issue that more than half of the participants will consider to be the most important but that there is likely to be one issue that carries the vote of a majority.
- I believe that fundamentally people can agree on core principles and values where these are for the common good.
• It is very difficult to make a sweeping statement that includes most people.
• There is a vast difference in people in the county with varying needs and it is these needs that will determine the core principles for people - being able to travel easily and at low cost may be key for some but for others like myself who drive public transport will not be a core principle.
• Because I have no idea what other people may think!
• People can relate to each other’s needs within the community.
• I think that the core principles are likely to vary depending on the demographic and the area of the county, but I have no idea whether there is a big difference in reality.
• I believe that the diversity of people in Northamptonshire would lead to no agreement.
• Most values and principles are common across the country whether ethical or other.
• I have no evidence to suggest it’s anything different than that.
• Having values and principles that the vast majority of the population agree with are a mark of a coherent and stable society.
• It is the interpretation and implementation of core principles in practice that determines their effectiveness.
• I believe there are a majority of like-minded people that would produce a consensus.
• Most people have principles and values.
• There are some values that exist regardless of where you live that most people feel the same way about.
• I would consider that most people would agree on which services are important - education, roads, refuse, planning etc.
• Most people will have basic agreements but as we are a large county spread between towns and rural areas priorities will vary greatly.
• The community develop and adopt principles and values through time. We all live with the same core values in society.
• That the most senior managers in the county council should be paid less so that we have a better budget to offer the services that matter.
• I think most reasonable people will agree.
• Most people care about their communities, and want to live in a safe place.
• The county has a wide range of socio-economic groups, and the different areas of the county have very different needs. If broad means "good education, strong infrastructure, good communications, then yes, we can agree. If you include "richer areas should be prepared to support poorer areas" you will get some divisions. So it depends what you mean by core principles.
• These are basic values which everyone should share.
• Always believe there is core principles and values we all agree on.
• I agree with the statements on the framework document.
• I am always amazed at how different people do see things differently. I feel that for values to agree by most they would have to be so general as to be of questionable use.
• I have no idea what the core principles and values are of people in Northamptonshire.
• Too many priorities and demands making it difficult for people to agree. We vote for politicians to make these decisions.
• Nothing I could disagree with, its the practice that's crucial.
• Different people will value different services. I doubt that I could find agreement with my mates let alone across the county.
• There must be some common underlying issues which we would agree on.
• Most people would want a quality of justice or fairness in deciding on services.
• I am sure that prioritising areas that affect care in the community, policing, education and health would be supported by the majority.
• Based on the Sample Ethical Framework.
• Most people have their own core values which are similar.
• Many residents do not take much of an interest - until it affects them personally.
• Only lived here for 9 months was in Bedfordshire before. By most people, is that civilians?
• Maslows hierarchy of needs.
• From general discussion with a range of people one can evaluate their reactions to and feelings about the core principles and values.
• Vague question
• It depends on the age group. Younger people will have different priorities to older people.
• Different age groups will have different priorities.
• If core principles are basic n honest in the best interest of the community I would hope most would agree.
• Northants is a very diverse County. South Northants being mainly rural has completely different priorities and life experience to densely populated urban areas like Northampton. As such in terms of County Strategy there are most often competing desires.
• Because I think everyone understands (whether they want to admit it or not), that funds are not limitless, and therefore you need to be both responsible and rational in how the available funds are used
• The statement "We must live within our means: the Council must ensure that the decisions it takes demonstrate appropriate use of public funds and value for money, based on the needs of the population it serves" is extremely important. There is duplication of council services and functions across Northamptonshire; however to move towards a single county local government structure there has to be confidence
from public and other services/organisations in the skills and abilities of the council to deliver those services.

- Too diverse.
- Obvious.
- There will always be competing.
- Core principles are common to all.
- Simplistic statement with an obvious answer.
- NHS Mental Health, high on the agenda across the UK and not just locally.
- It's difficult to answer for others.
- Everyone is different and have different core values according to their interests and upbringing.
- I believe that most people would consider that everyone should have access to housing, health and education.
- Because people value good public services but they have to be tangible. Most people want to feel that the 'right' thing is being done and that priorities are being met.
- At the moment and for the foreseeable future we are a very divided country and county! I would like to think there are some core principles and value that people hold dear but I’m not convinced.
- Having previously worked for NCC I feel that there are some improvements which have to be made.
- Whilst there will always be some variation I believe that most people prioritise the same things.
- I don’t understand the question, neither would half the county.
- People’s opinions and principles are probably the most divided in history after the Brexit vote.
- People’s priorities depend on their life experience - they rarely represent the big picture. Thus apart from legal imperatives there are not likely to be core values.
- Unsure if the principles and values for those in rural communities would be the same as those in urban areas. I would hope that there are core values that apply across the county but am unclear whether most would agree.
- I absolutely don't think the people of Northants have a collective view of what they want. There are areas of poverty and wealth in equal measure. There is also a broad cultural range. The politics are predominantly conservative and pro Brexit yet the state of public services are complained about.
- There is always common ground and a sense of shared values in a democratic society.
- Expectation that vulnerable group will get the right sort of support.
- We should have a core understanding of what services are available for people in our community particularly vulnerable people.
• Because most residents seek strong leadership and governance, and believe that those designated to act in the best interests, do so in good faith for the people of Northamptonshire.
• I think some people in this town take what they can and give nothing back. Northampton is unsafe and the core principles and values that most people would agree on, do not appear to be present in our town.
• Most people hold a genuine interest and respect for themselves and other people. This means that the majority of people would agree on certain values (e.g. stealing is wrong, murder is wrong.)
• Find that inconsistency is a particular issue.
• I do not feel I have enough information.
• It is likely people will agree core principles if they are involved in them.
• However diverse the population of Northampton is, I do believe that there are certain values that all people hold.
• I think that some people are completely oblivious to the vulnerable in the county, the council seems to be more interested in saying the right thing as opposed to doing the right thing. They talk all about coproduction but bully small charities and organisations. Their priorities are messed up they care more about replicating existing services than providing or funding NEEDED services.
• What has this question got to do with providing a Service????
• Because I feel the majority of people in Northampton have the same values.
• Whilst principles and values differ between individuals, I believe that most people can agree to core principles and values that recognise diversity and promote wellbeing.
• Most people in Northants get along and are law abiding so it shows they value core principals.
• Ultimately people will always prioritise education, health, public safety and crime reduction/prevention.
• Many different perspectives of what is fair! e.g. I strongly agree with a focus on prevention, especially early intervention for young people, but others might disagree.
• Principles and values themselves tend to be reasonably objective. Application of these principles/values is where any conflict is likely to appear (if indeed it does). The extent to which agreement is reached, I suspect, will depend on the 'nature' (distribution) of the respondees.
• You made this up.
• Health Care and Services provided for Social Care are priorities for everyone and everyone will strongly agree on this matter.
• Because it is true that there are core principles and values that most people agree on.
• Good principles, most people aware that the council are there to help when possible.
• We have to live within our means and put things like Healthcare and Education first, however we must be transparent in what areas this should be divided into. We must also reduce red tape legislation that costs our local government millions before we have even distributed funds.
• All warps of life want the best for themselves and others around them.
• I would hope that guiding principles are generally self evident.
• I am unable to speak for "most" people. I can only speak about my own moral and ethical principles.
• To ensure equity, fairness, transparency, those at greatest risk are supported, everyone understands the decisions that are made.
• Difficult to disagree with broad value statements.
• Because some values are endemic to our culture such as being in a socially conscious society where we all invest and we all benefit, and that that investment is based on what is affordable and that benefit is based on need.
• Compassion, care, basic of care.
• Majority of people believe in fairness, honesty, value for money believe that most people would see that as values/principles when applying to their own lives.
• I think there are some services such as street lightning and refuse collection that people will all expect from the council.
• Social care and NHS funding I would say is supported highly across Northamptonshire.
• People want police on the streets, clean streets and potholes mending.
• While there may be large variation in how people believe values should be expressed or put into practice, I do agree that there are core values most people would agree are right and reasonable.
• Mostly, we all want to live well.
• Does the average person even understand what you mean by 'key core principles and values'? Most are only concerned about how funding will affect them!
• In any given population surely there must be some overarching issues of principle that most people can agree on.
• Because people will be concerned with what affects them directly which may not be the same case for someone else.
• There is a general consensus re health, education and safety being paramount.
• It is a self evident statement.
• I believe there to be a core element in society who do not prioritise the needs of the vulnerable, however, I think most would agree that certain services are of paramount importance (i.e., care of the elderly, care of the disabled.)
• There is always common ground for any parties be them local residents or warring nations.
• I feel everyone should value prioritising and caring for the most vulnerable people who are not able to voice their needs.
• The right to be safe, in all ways is everyone’s right.
• People in Northamptonshire can strongly agree on issues that directly affect their lives and the lives of their loved ones. However answers can be manipulated and division provoked by the manner and content of a placed question.
• There must be essential and core services that we all would like/need to be able to access and have provided.
• Because there are undoubtedly some principles and values that most people in Northamptonshire can agree on. 'most people' is the best you can attain.
• Because I keep hearing conflicting arguments about what should be prioritised from different parties.
• As a new resident in the county I can only base my answer on previous experiences elsewhere - but assuming that most people would have the best interests of everyone else as well as themselves at heart, core principles should be agreeable to them.
• In general society there are core values that the majority of people can agree upon, otherwise we wouldn't have a functioning society.
• Most people would agree with core principles and values of being listened to and heard, receiving fair treatment. People are aware of the limits on resources but expect a fairness of the services they are able to access and expect that basic needs should be available and met.
• It is already evidenced within health and social care, and in many communication documents from local councils.
• The core values and principles appear to be mostly 'common sense' and not too controversial.
• In principle yes re outcomes section it states to start with the young however must not disadvantage the older population in need to maintain and improve health and well being, prevent risk i.e. falls, or parents relying on education and support with new families, and help to cope and thrive and improve their own wellbeing.
• I have marked "I agree" as I believe that as a society there are core principles that we would wish of and for ourselves and from others. Also core values ensure some level of equity.
• I feel that basically if you asked the views of people in Northamptonshire then common values would show up. Basic human values, sense of fairness etc.
• I think that the majority of people living in Northamptonshire have similar concerns and aspirations.
• I have no idea whether 'most ' people can agree on anything related to values and principles these days.
• Some fundamental values are shared by many people but there will be some exceptions.
• It sounds brilliant and I'm sure most people will agree with most of the principles outlined but there is much that is open to interpretation.
• The county council places its own needs and interests first and is not in a position to facilitate a countywide discussion on the principles and values for individual communities. The north of the county more closely associates with Stamford and Peterborough (with healthcare services commissioned by Cambridgeshire), the south of the county more closely associates with Oxford and the Cotswolds. Daventry and Northampton both have extremely strong identities. In addition, the county council has too much history of promoting itself and ignoring the disparate principles and values of Northamptonshire.
• I believe the core values for most people should be similar.
• I think that core values differ greatly in a broad population.
• Most sensible people use the same moral code to make decisions.
• I believe most people want to live in a society which is safe and happy - this then supports their value and belief systems.
• I think everyone can agree that the architectural heritage of Northampton is important along with the preservation of the outdoor space. However this needs to be balanced with the requirement to develop and modernise.
• Families or those who have had families their have a desire for their children or grandchildren to be brought up in a safe and stimulating lifestyle that enables the children to experience a broad spectrum of different activities and then excel at what they choose/like/good at, so as to act as a focus for their futures and self esteem., i.e. being part of a team, reaching a high individual competency, achieving multiple skills and different experiences.
• It's obvious that there will be some core principles we all agree on! In the same way it is obvious that there will be core principles with which not everyone will agree.
• I would think that all people share some values and principles not matter where they live.
• There are fear issues facing the county at present.
• People's priorities are based on their own experiences, religious beliefs, culture class and social circumstances. This makes the principles and values wide and varied.
3. Being financially responsible - this means making the best use of the money we have, and not spending more than we’ve got. How important do you think this priority is for the county council?

There were 450 responses to this question.

<table>
<thead>
<tr>
<th>Priority</th>
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<th>Count</th>
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</thead>
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</tr>
<tr>
<td>Don't know / not sure</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>450</td>
</tr>
</tbody>
</table>

4. Rational decision-making - this means using logic and sound evidence to inform the decisions that the county council makes. How important do you think this priority is for the county council?
There were 450 responses to this question.

<table>
<thead>
<tr>
<th>Importance</th>
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<th>Count</th>
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<tr>
<td>Not important at all</td>
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<tr>
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<td>0.2%</td>
<td>1</td>
</tr>
</tbody>
</table>

99.9% 450

5. **Accountability - this means that the county council will answer for what we do. How important do you think this priority is for the county council?**

There were 446 responses to this question.

<table>
<thead>
<tr>
<th>Importance</th>
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<th>Count</th>
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<tr>
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<tr>
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<td>0.4%</td>
<td>2</td>
</tr>
</tbody>
</table>

99.9% 446
6. Being consistent - this means that the county council will use the same approach and the same way of thinking when we make decisions. How important do you think this priority is for the county council?

There were 449 responses to this question.

- Extremely important: 40.3% (181 responses)
- Important: 36.7% (165 responses)
- Moderately important: 15.8% (71 responses)
- Slightly important: 2.2% (10 responses)
- Not important at all: 3.1% (14 responses)
- Don't know / not sure: 1.8% (8 responses)

7. Respect - this means that the county council will act respectfully towards everyone. How important do you think this priority is for the county council?

There were 449 responses to this question.

- Extremely important: 82.6% (374 responses)
- Important: 28.5% (121 responses)
- Moderately important: 5.6% (25 responses)
- Slightly important: 1.3% (6 responses)
- Not important at all: 1.6% (7 responses)
- Don't know / not sure: 0.4% (2 responses)
There were 446 responses to this question.

<table>
<thead>
<tr>
<th>Importance</th>
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</thead>
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<tr>
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<td>Not important at all</td>
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<td>7</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>446</td>
</tr>
</tbody>
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8. **Fairness and equity** - this means making sure that our decisions are not biased and do not unreasonably either favour one group or disadvantage another. How important do you think this priority is for the county council?

There were 448 responses to this question.

<table>
<thead>
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<tr>
<td>Not important at all</td>
<td>2.0%</td>
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</tr>
<tr>
<td>Don't know / not sure</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>448</td>
</tr>
</tbody>
</table>
9. Engaging - this means working closely, and well, with local people and partner organisations. How important do you think this priority is for the county council?

There were 449 responses to this question.

- Extremely important: 55.5% (249 responses)
- Important: 31.0% (139 responses)
- Moderately important: 10.0% (45 responses)
- Slightly important: 1.6% (7 responses)
- Not important at all: 1.6% (7 responses)
- Don’t know / not sure: 0.4% (2 responses)

10. Listening - this means paying attention to and acting on what you say. How important do you think this priority is for the county council?

There were 449 responses to this question.

- Extremely important: 61.9% (228 responses)
- Important: 27.2% (122 responses)
- Moderately important: 6.7% (30 responses)
- Slightly important: 2.4% (10 responses)
- Not important at all: 1.6% (7 responses)
- Don’t know / not sure: 0.2% (1 response)
There were 449 responses to this question.

Effectiveness - this means making sure that what we do and the services we provide actually do what they're supposed to do. How important do you think this priority is for the county council?

There were 449 responses to this question.

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<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>
12. Based on Need - this means that we decide what our priorities are based on a clear understanding of the needs of our residents and customers. How important do you think this priority is for the county council?

There were 448 responses to this question.

<table>
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<th>Priority</th>
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<tr>
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13. Looking after the vulnerable - this means that we will take special care to make sure that we always include the views and an understanding of the needs of those who are not fully able to take care of themselves. How important do you think this priority is for the county council?
There were 449 responses to this question.

<table>
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<td>Not important at all</td>
<td>1.6%</td>
<td>7</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>0.2%</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>449</td>
</tr>
</tbody>
</table>

14. Please could you tell us why you rated the principles and values above in the way that you did?
   - This style of 'consultation' questionnaire is not fit for purpose as most engaged residents in the County are obviously going to want the Council to consider the above priorities as important.
   - Fiscal responsibility is very important to me, as is fairness and equity.
   - Because the survey is skewed towards the answers.
   - Central government should be the first port of call for vulnerable people.
   - The ethical principles outlined in the sample ethical framework are logical and appear to be based on common-sense. The important thing is to concentrate on meeting basic needs throughout the county before spending money on projects that 'would be nice if...'.
   - They are all extremely important and should be adhered to through every decision process.
   - I live in East Northamptonshire so I have a different view of NCC from this who live elsewhere in the county. It does not feel like we matter at all. Most NCC staff don't even seem to know where we are, let alone what our needs are. Sad.
   - Please see my earlier comments.
   - Please prioritize the most vulnerable in society, without blame.
   - I feel that people don't have much faith in large organisations and public bodies. I would like to see a lot of effort put in to demonstrating that you are doing things well, even if it is at the expense of achieving some of the lower priorities.
   - Depends on the criteria.
   - Its very important to listen to what people say, not just listen and ignore it.
   - According to the principles that I felt most important for the council.
   - In an ideal world, all people and local needs would be looked after without fear or favour, but life as we know it, doesn’t always work like that.
   - Dear Sir/Madam, Having dealt with NCC over a number of years, and being a recipient of some of their services and actions I feel it yet again pointless taking part in a survey. Lets
be honest do you really believe that this survey will have any effect. From past experience NCC only consult because they have to.

- These should be the principles and values of any decent society.
- All the above issues are extremely important obviously, and it would be good to work to these standards. No.6- Maybe it is time for a different approach when making future decisions and use all the above statements.
- I worry that the Council assumes it must "lead" us, without perhaps listening where we want to be lead to or in which manner!
- Choices made on best fit to my beliefs. E.g. No. 4 Logic is not always used in making decisions. Sometimes it is good to make a decision based on reality, popularity or even the heart. No 8 Sometimes need should come above equality.
- People who in the past have made valuable contributions to our local service should be looked after in a caring and considerate manner.
- If you need to spend £1,000 on a single vulnerable person, or £100 on each of 10 people then the vulnerable person should logically have to come 11th providing there is not another 10, £100 people waiting, then the vulnerable person should come 21st and so on.
- There always needs to be a degree of flexibility in some areas, not so in others such as accountability, taking care of all the vulnerable and so on.
- Because most of it is common sense, I do feel however that the people that contribute into the tax system should be given a priority of services over those who choose to not contribute.
- Principles that I hold to be important and some that I believe Council officers and politicians should have some leeway to use their expertise and judgement on.
- Just my personal view.
- Views are rated as they are the only way any company should act in the welfare of its employees. The only problem Is NCC doesn’t have any backbone to stand up to Her Majesty’s government and demand more public purse to pay for services, so the public, many of them on low wages pay a high council tax, which puts them in to poverty and struggling to live week by week. The Council like any company must always act in the highest integrity, it is also a public service, but the public cannot be expected to keep bailing out the county council with extortionate high council tax, where the company NCC doesn’t demand more public purse money to cover service costs..
- I believe all these principles and values are extremely important and can't believe the Council is asking these questions - maybe that is why they make such dreadful decisions.
- Staying within the means of the council and being open and transparent about how those funds are used are very important goals.
- So that the council is seen to be fair, equal, and listening to the people of Northamptonshire.
I hope that the council would hold the same views to the way I try to live my life.
Most are just common sense with big words wrapped round them. We don’t waste money at hope if we can help it so we wouldn’t expect a council to either.
The format of this questionnaire is very platitudinous. It amounts to a statement of ideal universal general policies with which no one could sensibly disagree. It is without any original questions where alternative conclusions might be debateable in a local context. It does not merit a response. I am sorry that I have to respond in this way.
The Council should make informed decisions not just put money into something that is not sustainable.
Must not prioritise the "loudest shouters" but be aware of the best outcomes with restricted finances.
Based on a fair society.
The council should be working for the people of Northamptonshire and not use it as a bargaining tool.
Many of the above comments overlap each other, which is why I've moved between extremely important and important. For example - if you are accountable and use evidence to backup your decision, your actions will be in the interest of the electorate.
It is all too easy to scapegoat the most vulnerable in society and it appears he who shouts the loudest has the edge over the less articulate members of our society.
The council needs to listen to residents.
The council must always remember that it is there to serve the best interests of the population and not act on the "we know best" principle.
Total wibble.
Residents and customers must be listened to and taken notice of.
Point 13 - it is important to refer to those arose no the individuals that cannot fully take care of themselves so as to understand more fully the needs.
I considered each and then did as you asked. Pointless question.
Well you will be unable to hit all these values, because you are not doing it at the moment, because it's very easy sitting down and coming up with these statements, the wheels will come off once you try to apply them.
Financial probity, respect engagement etc are all important values that we should all subscribe to, particularly those in influential positions.
They agree with my ideas.
We have to support people and communities providing it is within the resources available.
I think that all the principals are important, some more than others.
Financial responsibility, accountability and effectiveness are top of the list, so that in these times of limited resources best use is made of the money available, and the public
can see that promises are being kept - or receive an explanation as to why they weren't kept.

- It is basic principle of being a human being and taking part in society that you look out for those who are unable to.
- I feel that the council does not always prioritise as they should. Money is required 'on the ground' and for early interventions. They need to do what they say they are going to do. Pulling services could lead this county to crisis point.
- All are extremely important. This should be the way the County Council works at all times. I would question whether this is the case with items 3, 8, 9 and 10.
- I believe that the Council must act fairly and within its means, be unbiased and take into account the views of the people it works for i.e. the ratepayers.
- I don't feel that the actual people get a say in decisions regarding money etc. E.G my sister is 30 years of age and has MS (7 years now). She is married, owns her own home and has two pre-school aged children. She has been so so poorly but isn't entitled to any physical help for herself or her children.
- Rarely "extremely important" because there can only be honest attempts as opposed to assurance.
- I think they were obvious question with obvious answers. Maybe too simplistic and OBVIOUS.
- I think this is a good set of principles and values. As with any set of principles, what really matters is how they are applied. Do people live those values?
- MOST ARE IMPORTANT BUT I REALIZE THAT SOMETIMES IMPOSSIBLE CHOICES HAVE TO BE MADE AND IT COULD BE NECESSARY TO MAKE CHOICES THAT WOULD SEEM TO DISADVANTAGE ONE GROUP OVER ANOTHER.
- My perceptions.
- Council needs to be totally open and responsible to all. The needs of the vulnerable are especially important as these people have specific needs and should be engaged with decision making. Simple things like cars parked on pavements or access to shops, etc are extremely important which abled bodied people take for granted.
- Because if the council is given a wishy washy statement of intent, then things will not get done as the people of the county wish it to be done, therefore all the statements above need to have the highest of importance attached to it.
- Some times doing the 'right' thing costs money and sometimes councils have to stand up to government and not use them as an excuse.
- It is essential that the money received by the county council is used in a cost effective manner and that those who need the most help get it. Cash is in short supply so this is important. It is vital that the cost of running this scheme does not outweigh its overall value. I am not a great fan of committees so keeping the decision making simple and straightforward is of paramount importance. Decisions at the end of the day must be
made by the council and these should be based on getting the fullest information possible.

- On occasions there seems to be a disparity as to what the council sees as the relative need of others. Delivery of key initiatives should be a priority for the masses rather than the few. Council offices should be totally independent of all external factors regardless of what offers are laid before the council. Integrity must be the main principle and not be waived in any circumstance.

- All of these are very important to the community - regardless of race, gender, ability or wealth.

- When people are acting on my behalf I expect them to take as much care as I would in consultation and making decisions.

- These are the values of respecting and valuing every person. The difficulty arises when there is insufficient money to support those values so something has to go.

- I believe that if we are paying people to do a job for us they need to be accountable honest and do what they say they are going to do without delay.

- Extremely important Disability & Disabled People & Carers & Support Staff.

- These are all pretty obvious priorities and ones I think we would hope our elected members and paid decision-makers would hold dear. In reality I doubt if they are all compatible with each other and I think recent decisions show that the bottom line is money.

- Helping the vulnerable is obvious. Sometimes one needs to be flexible and the most cost efficient way while desirable cannot always be the governing rule.

- Being respectful, accountable, effective and financial efficient are extremely important, as these are principles that should be applied to any activities undertaken by anybody in a professional role. The vulnerable people’s needs, which are growing in numbers, should to be dealt with as a priority, as a duty of care for people living in the area. Logical decisions, fairness, equality and consistency can sometimes stop things being looked at on the individual merits of the case, so are less important. Working closely with partners in business is not always a good thing and can lead to stagnation and possible exploitation by these partners, but obviously listening and working with local people is important.

- Because each of the statements put forward as a question are important principles and values, but some are even more important aspects to bear in mind when considering certain questions.

- Anything lessening of importance opens an institution up to corruption and negligence.

- Despite what is said above, that will not be the way it happens!

- I do not agree with the same consistent approach to decisions by the county council should be the way forward as I do not feel that this has worked in the past, there have been a lot of changes made which residents have not been at all happy with, the town
centre for instance, and their voices have not been heard. I do however agree that the older more helpless residents' voices should be heard more and their rights upheld.

- In general the Council should heed the needs of the community but, sometimes, they may need to make decisions that will necessarily disadvantage some. Not everyone's needs can be catered for in some circumstances and the council may need to decide on the basis of "least harm".

- Clearly all things are important, but there will always be something outside of the council’s control when it come to effectiveness, and not all decisions will need to be based on the same decision-making approach - some things may be more conceptual, and therefore not have clear outcomes or pros/cons.

- Some times there are higher or long term objectives that are not current needs but part of what we are proud of or hope for for the continuation of a well balanced community.

- Common sense approach is required. Sometimes you cannot do what everyone wants you to do - you have to stand by principals on some issues that you know are contentious.

- As per my previous comment, it is imperative that we work together across the region.

- I think the council needs reminding of these principles, they have / are wasting a lot of money (over quarter of a million a month on private taxis????- that should stop immediately).

- Because it is my view.

- Sometimes there maybe a case to look at a subject in a different light and whilst being respectful you should not be left open to those that would use and abuse you.

- It is important to protect those who have particular needs or are vulnerable because of e.g. age or illness whilst not forgetting that decisions about their care have to be made on a rational basis and within the budget available.

- Anything else would be a dereliction of responsibility.

- The council made a complete hash of lending money to Northampton Town Football Club. If you had applied some the above you would not have got into such a mess and someone at NCC would have accepted responsibility.

- The County Council is the public face and servant of the residents. If they are to be rated excellent and provide equitable, to the point and cost effective services then all the above are extremely important.

- Stupid question.

- Although desirable, I think it is probably impossible to treat all groups the same all of the time. Priority of need has to override that in the current economic climate.

- The service needs to match the needs of residents........these can change, e.g. bus service to our village has been severely restricted. We can no longer access MK or Towcester using our bus passes......this has curtailed many lives for the elderly &
disabled. Some villagers feel trapped in the village now they cannot drive or use bus. Be more inventive............research Post Van/Minibus.....joint use of transport etc....

- I feel that Financial responsibility, Rational decision making and Consistency are important but on some occasions it is more important to pay full attention to the human cost of making decisions based on these factors. At times, inconvenient as it is, it is necessary to allow something to happen because it is the 'right thing to do' and will have benefits for an individual or family or society as a whole.

- Can this be answered any other way? These are all extremely important.

- If this applies to No 13 only then it is obvious that most people are anxious about getting old and not getting the care properly. It has already created a knock on effect starting from NHS all the way down.

- I think these are valid principles to work by, but I also appreciate that some decisions for the greater good have to be made in circumstances that may comprise some of the ideals.

- It is our money that ultimately goes to the council, as agree with the current Government. The country MUST look after its people or our democratic country will collapse.

- Putting the most vulnerable first is the highest priority. Other decisions like basing services on need making sure they are effective and working closely with partner agencies are no brainers. Fairness respect and consistency are baseline expectations. And of course the Council has to be accountable. The Council is employed by and paid for by the residents of Northamptonshire, to provide services for them. I fully expect the Council to be accountable to me and everyone else that employs them.

- People must not become invisible in the decision making process.

- They are all important of course, but I only chose moderately important for financial one as I think people's needs come first, think about the money later.

- There is a need to be financially accountable to funding streams however given the current administration has been in office for some significant time along with a similar central government administration there is the highest likelihood that their fiscal policies will be of the same ilk. There is a need at a local and national level to review the fiscal policy in relation to local government alongside other areas of focus, particularly those areas that may not warrant from a humanistic point of view. The county council's current style of consultation with the public is fairly limiting and almost appears to be tokenistic by the time it comes to consultation after the main areas of policy have been more or less agreed between officers and members.

- Being a council tax payer the above should be statutory, due to council tax payers paying for a service.

- They are in line with my own principles.
I think all the above are highly important for a public organisation, but the population do not always understand the rationale for decisions and priorities and therefore acting on what they say is not always the right thing. Making decisions based on political expediency undermines the other principles and values. For example a few years ago the public priority was potholes rather than education or social care.

I think these are common sense principals that the County Council should all have as a priority, it’s a bit ridiculous why these wouldn’t be the case and what the County Council should be doing anyway. So I fail to see why these questions are useful. NCC has failed to be financially responsible and a lack of confidence in its actions and services is common. I am not sure that this process of consulting on these values is useful and again does not in still me with confidence that NCC currently are clear on what they need to be doing to improve things. This survey seems so weak and lacking direction, I am sure these resources could be put to better use and officer time used to try to turn NCC around.

These principles and values are vital for a public body to be able to function in today's world.

I feel that these are important areas to ensure financial stability, money is used sensibly to provide good quality/effective/efficient services; equality and fairness and accountability. NCC also need to listen and take into account the views of its residents, partners, etc but not to waste funds on mindless and inefficient consultations when it could be better spent improving services.

I think they are being left behind and need more resources.

The council needs to be responsible for the budgets and ensure that money is not 'wasted'. If you consider the level of consultants that have been used over the last few years and how much they cost - has the council recouped this level of money. The council needs to provide more social care front-line workers to deal with the people of Northamptonshire, this can then help with a quicker through-put in sorting out issues. Social care needs to be more pro-active, than re-active - get issues dealt with quickly, rather than waiting till major issues arise. If the council states that it is going to do something - this should be researched thoroughly beforehand, to ensure that it is feasible before announcing something, then changing their mind. All decisions made by the council should be totally transparent as to why that decision was made. Ensure all services provided, whether they are by the council or outside organisations that are contracted to the council provide a high level and effective service - especially care agencies.

We cannot spend money we don't have, otherwise we're piling future debt on future generations. We have to accept the "needy" require infinite money; there aren't enough paying in to cover everyone who wants support.

The CC represent and are accountable to the populous. The CC should be at least as responsible with CC money as they would be with their personal money.
They are all key qualities a government or leadership body should have for the benefit of all residents and tax payers.

Everything the Council does is important.

It is important that the CC is aware of the needs of all everyone affected by its decisions.

Confidence and trust from the authority is important. Get the priorities right and deliver and provide a 21st Century service.

I believe all these principal and values are important.

I believe decision making should be based on evidence and be focused on the best outcomes, not on bias, prejudice or hunches. It must be effective and be clear about its objectives. Listening to people and being consistent are less important. People may not always have all the information they need to make clear judgements and their opinions may be swayed by very local issues, and personal interest and bias. Consistency is important, but as evidence changes, so should decisions and planning.

They are my views.

Fairness and equity should mean just that. Less resource should be given to minorities where it significantly affects resource for the majority.

When cash is in short supply we cannot necessarily meet all needs - some people's needs are just wants or unnecessary to others. Similarly listening to others is important but we should not give in to excess pressure.

Extremely important to capture the views of those who are needing extra care and support. Also consult with family members too.

Because NCC don't do any of these in a manner that the people want. Add to this NCC understanding of 'vulnerable' is far too 'left-wing' and 'touchy-feely'.

They are all key factors that can be used to actually measure performance.. KPI.. However, they are all biased towards the positive and should be a given, not a decision or a choice.

Money should be well spent & the Council should be clearly accountable for the services they provide that they are excellent, are what residents need & delivered efficiently.

They are no brainers!! I would be extremely upset with a council that didn't uphold all of the above. How is this really going to help with those nigh on impossible spending cuts??

This is a ridiculous questionnaire.

Priority, effectiveness are easy to see, whereas fairness is very subjective.

The most important priority for the Council is to provide decent services for its most vulnerable residents. Base this on the evidence of what works. What works, and is also most cost-effective, is to provide preventative services with respect to Health, including mental health, and to provide proper social care which supports the beleaguered health service. Services should be provided in-house as this is cheaper and there is better control on quality.
Looking after the vulnerable and disadvantaged should be a priority as they are a small group of people who find it difficult to make their voices heard and it is easy to ignore them and their needs.

They are all important or extremely important - understanding the needs of residents can be difficult as they will not always know or be able to articulate their needs - some things happen to protect the community as a whole but residents may not state them as a priority as they are hidden from view.

It's a public duty to care for the vulnerable in society.

I think it is imperative the CC acts within the law, applies their policies in an equitable manner, is transparent about how it provides services/what is required to seek/get assistance and is held responsible for its actions. By being clear about the processes involved, having defined policies which are readily available to all, by keeping records and by acting responsibly without 'blaming others'... the CC will be more efficient and less wasteful. For example - apply the correct legal tests to educational support such as EHCPs and don't, by default, deny requests at the outset. If staff have clear processes, policies and pathways that can be shared with residents then this MUST happen. Make it obvious about next steps, do what you say you are going to do and stop wasting time with bureaucratic bluffery. E.g. care act endows a certain right on the carer/cared for... be clear, explain processes and act in a manner to maintain dignity for those in a very difficult situation. Be supportive NOT obstructive. Regarding the highways, the twitter feed about road closures/roadworks and gritting is excellent. This is transparency and a useful tool for staff and residents alike. Also street doctor is great... appears very responsive.

I believe that everyone needs to work together with clear goals.

As a society we will be judged by how we support our vulnerable members of the community and this is so very important. I do not believe that we should be delivering the austerity measures of this government that put our vulnerable community at risk and therefore I think we should deliver the services that are needed, and then cost them. Without wasting money of course.

NCC is accountable for public funds and have to get VFM every time and show this in all reports and annual statements.

I have rated all of these as at least moderately important. My lowest rating was for financial responsibility, not because I don't regard it as important, but because I believe that the level of irresponsibility to date has put us in the position we are in and seeking to blame only central government and other external factors is disingenuous. In order to be safe in the longer term we need to invest properly now - not in agency workers, but in stability. The others I have divided between very and extremely important. those which I have categorised as extremely important are the things I believe have to be the very most core principles and those I have called very important are those which matter but in which I can see a need for rather more flexibility.
• They are clearly all very important and actually quite basic. However, there are always exemptions to decision making and we need to acknowledge this i.e. one policy does not always fit all but decision making needs to be transparent.

• Because we will be demonstrating that we consider, observe, respect and empower all areas of our community to achieve; valuing the contribution they are able to make and empowering them to make a positive contribution to their surroundings, challenging them to consider all the needs of all their networks and promoting each other’s well being. Providing an environment which is free from discrimination and supporting all whilst prioritising an agreed set of priorities.

• These should all be important, but balancing need and financial accountability may lead to conflict. Also what does being accountable really mean - can decisions be overturned or if people decided that it was not right and not listened too or it really was a bad idea, what happens to the decision maker? Can they be sued? As really this is not likely to occur.

• I believe we all have a responsibility to look after those who are not able to look after themselves. None of us know if we will be in that position one day.

• I think they are all equally important. These values should also be applicable to the county council as an employee.

• Decisions are not made in a vacuum of logic, so despite the priorities there will be other aspects to decision making - including views of individuals involved in decision making and pressure from communities which may not always align with the identified values.

• The CC needs to be fair, accountable and reasonable - and seen to be so.

• It depends on how you’re assessing need. The County should be a good place for everyone. Decisions should be made taking into account work that charities are already doing.

• it is our job to look after the vulnerable, if the council don’t do this then how can we set a good example for residents to follow.

• Because they’re obvious in a rational, humane, society. But unfortunately despite aspiring to apply these values, time and again the council doesn’t apply them. Self-serving petty politics have got us in this mess - Tory cuts from Westminster compounded by ego-tripping local Tories focussing on the headline of low council tax rather than raising it and banking the extra in the good times to fund the hard times. Now the money has run out they’re panicking. They should have got the wasteful services under control years ago (Adults, Children’s) and banked the savings. This is a shameful way to bankrupt the council, which is effectively what has happened.

• Those in office should be accountable and responsible for their actions. The vulnerable of society should be protected. Fair and equitable to all classes depending on identified need.
• The council must always act in a 'fair and just' manner - the needs and requirements of Northamptonshire residents - on all levels - must always be taken into account in a consistent and fair manner. Listening and understanding everyone's needs and requirements in a controlled, consistent and fair procedure is paramount.
• Common sense approach but I doubt you REALLY listen.
• The only ones I didn't make extremely important were 6 and 10: 6: I agree that consistency is important but am not sure using the 'same approach' and the 'same way of thinking' is flexible enough to cope with every circumstance. 10. I rated this as important but realise that you can't always act on what we say (e.g. competing demands, wants vs needs etc) so felt rating this as extremely important is too restrictive.
• People need to seek to provide for themselves, and remember that there is always someone worse off than themselves. Just because a service could be provided does not mean that it always should.
• I am particularly interested in the prioritisation of the vulnerable. Consistency is important but there will be times when it is, quite simply, right to do something differently when special circumstances warrant it.
• Plenty of voluntary agencies around and key issues are money - as always. But the average Mr and Mrs in communities don't get listened to very much - it's always the disadvantaged or other needy social groups.
• The council has not asked the people living with dementia or their carers about the impact of the closure of this valuable service on them. There are 8000 people living with dementia and add onto that their carers, family, friends. A lot of people will be affected by this decision, which was not consulted on.
• None of these principles are unimportant but not every one of them can be given a top priority. Being held accountable for every action taken ensures that many of the other principles should be met automatically. However, every action must take place within a responsibly managed budget.
• Beliefs.
• Some decisions we have to trust the council to make as we may not all fully understand all the issues involved with some decisions. We are not all experts in everything so sometimes we must trust that the council will ask questions and listen to answers from suitable experts.
• They are relatively bland obvious statements that is difficult to answer anything else.
• The NCC don't look after or listen to the views of the vulnerable enough.
• You are working for the people without discrimination, so be equal and fair to all. This questionnaire is somewhat biased in order that real answers from participants are not possible.
• Because it is common sense.
• You need to follow the principles above to ensure confidence in the Council and not be afraid to ensure you have the resources to meet your obligations.
• It is important not to focus on one segment of the population over another, care should be given to the vulnerable but not at the expense of the wellbeing of the whole environment, otherwise the whole population will be subjected to a substandard level of living which will in turn lead to a lower standard overall.
• They are all important and should be taken into consideration.
• Because councils rank "vulnerable", "needy" etc in a different way to most people.
• Answers a little obvious (I think).
• The council needs to be able to show to residents that it will cover basic services and not spend money on pet hobbies of Councillors.
• I feel that it is important to look after our vulnerable people in society ensuring children have adequately staffed services such as schools and nurseries. Ensuring that child protection services are adequately funded and that other support agencies work together effectively to make best of the public purse. I feel strongly that out police and fire service are already over stretched and working with each other to make less budget stretch further due to ever increasing population and development. The refuse collections always having increased demand and less public purse, however I find fly tipping a curse which people appear to get away with, taking valuable resources away from the needy. They need to be fined and the monies from this put into a resources budget for greener communities, where our young can be educated on recycling and the environment. I feel that the poll tax should increase a little to help pay for public services however I also feel that people on benefits could contribute more to poll tax and wider communities.
• They are basically those any sensible well run organisation use. In my view while all are important some are slightly more so.
• I understand from a recent column in Private Eye, that NCC's money management is very poor.
• As a council tax payer I expect my money to be spent sensibly, under sound judgement and by people who know what they’re talking about.
• To try and make a difference.
• I believe that people also have a responsibility to take care of their own welfare.
• Listen to the views of the community and electorate do what they want and not do what you think they want.
• Their opinions are very important. They often have a 'quieter' voice than those who are not vulnerable.
• No condition is permanent, therefore when thinking about resolutions it is essential to think 'outside of the box'. The objective is to strive for the best outcome, blinkered thinking is a barrier to achieving this. Respect often seems to result in failure to
confront. When somebody has violated a regulation, e.g. littering/fly tipping, failure to recycle or parking the action taken is meek and mild. This results in multiplying repeat offending. A simple increasing cost Fine System, ascending from the base administration cost in substantial increments, would stop these problems developing. Presently regulations and laws are not enforced. Enforcement is expensive. Change the laws/rules, and appropriately adjust conditions to maintain the rights of offenders, enabling the Authority levying the fine to retain the Administrative Costs of doing so. I am old and becoming increasingly vulnerable. However I do not consider it appropriate just to sit around waiting for things to be done for me. Benefits are seen by many as a right to enable them to live on par, or if possible above, the standards of their hard working neighbours. Sadly this seems too easy to achieve. Authorities need to bear in mind sustainability regarding project funding.

- Not sure what this means. Is the council saying it will look after the vulnerable or just listen to their views & needs?
- The Council must be objective and effective in its work and the use of Tax Payers money. All members and employees of the Council must be fully accountable for the jobs that they do and at all times should consider their effectiveness in providing value for money. Focus on very good management is imperative.
- Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is jot a 'sop' to the electorate and a facade erected to act as a diversion as to the actions of the council which are made in its own interests NOT the community it serves.
- Society cannot exist with out these principles.
- They are the values I think appropriate.
- All very important aims and objectives. However I fail to see how they can be achieved with the continued cuts in financing. If your objectives are to be achieved you will need more not less money in order for the services to be maintained let alone improved.
- They seem obvious.
- Based on need this means that we decide what our priorities are based on a clear understanding of the needs of our residents and customers. You decide what customers and residents needs – I think that the residents and customers should dictate how a council should respond and not interpret how the council should respond from the results of a survey which is worded in such a way to appear as a consultation which in fact is already predetermined. A document on consultation needs to be published first on how any consultation will work, how the questions are formulated, the intention of the councils consultation and a measure of answer ratios to the population of a county.
• People who are unable to take care of themselves, by definition will not be able to provide rational input to shape a policy.
• THEY ARE THE CORE VALUES FOR ANY COUNCILS.
• Its common sense...everything is equally important. You need to do the right things at the planning stage and ultimately what is delivered needs to match the expectations....all extremely important.
• It's always a difficult call is this one. Ultimately the employees of the Council and their representatives must behave professionally within the job that they are paid to do. If that is the main criteria for all decision making then it’s highly likely that the best decisions will be made. Not guaranteed but highly likely.
• I think that it is vitally important to take account of all views and to act in a sensitive, sensible way to the needs of the community in a well-balanced and well-considered way. Of course it isn't always possible to please all of the people all of the time, but action that is balanced, fair and accountable will keep most people happy.
• I generally don't feel there is a set principle / value on decision making within the county / country and definitely no accountability.
• I think that we need to regard some of this spending as an investment in people and not just a drain on resources.
• They are obvious.
• When it comes to planning and agreeing on what the people actually want and where they are wanted and the provision of certain facilities, the council does not consult the residents enough and tends to stick to certain plans come hell or high water after the residents have raised concerns.
• I think that there needs to be an effort made to engender some trust in the various councils across the county, and therefore there needs to be accountability. Local Government should be looking after the vulnerable, and also to make effective decisions, although in the short term these might not always be the most financially sound, it depends on the timeframe. I don't think that listening to the locals is always the best way as a) they are likely to be polarised and not consider anyone in other parts of the county, and assume everyone has the same view, and it is difficult to reach everyone as many people are not very vocal or assume their opinion would not make a difference and therefore any actions formed via listening to residents is likely to be biased to those that often shout the loudest.
• I read the questions and answered accordingly. I don't believe that this question is valid.
• I think some of the decisions made are based to solve one issue and do not necessarily prevent the same issue in other areas.
• Any rational person would agree with these principles. I find the questions rather banal and repeating in a slightly different way the previous questions. They are stating the obvious.
• There are competing interests and organisations that will interpret principles and values to support their belief systems and their self interest. It is a difficult balancing act for the County Council to achieve.
• Because many of these principals are the very same that my generation accepted as normal. Regrettably a lot have disappeared on have been diluted.
• They are all important at least but the priority emphasis is on 100% secure and firm governance, financial scrutiny and accountability.
• Because you are spending public money and therefore should be fully accountability to the paying public.
• The council should look after vulnerable people even if it means council tax must go up. That is the right thing to do. The council also needs to be aware that a lot of people (including me) are currently struggling to pay their bills including council tax so it would impact on many people if it went up loads. This still means the vulnerable MUST be looked after.
• The county council should take all the above as extremely important, whether all those on the council actually do is up to their conscience, if they don't then they should ask themselves 'should they really be on the council and what are their reasons for being on it'.
• All these principles are essential to the county council running effectively, especially being within budget which the council does not seem to be able to do even making huge cuts to essential services. I think the best way to get information from the public to the county council would be through parish councils and feed up to the county council.
• The provision of public service must be underpinned with the values you have listed. In reality there are all important as each other.
• After watching the cabinet meeting where the person in charge wanted to take the session into private council, this seemed to happen each time someone said something that she did not want to hear. Cutting people off mid sentence and accusing people of being repetitive, would that not ring alarm bells and clearly state that there is something wrong in what decisions are being made!!!!!!!
• Every group should be listened to.
• They are pretty "motherhood and apple pie" really! I hovered on the consistency one as the different areas of the county may require a different approach at times. The challenge is not in the principles, but whether the administration can live up to them! By the way, when you refer just to "the council" it does sound as if you are setting up a one-party state. Need to watch that!
• These mirror my own values.
My personal values.

All the principals and values are important and a vital part of the ongoing process.

The County Council should implement the policies of the councillors.

Caring for those in need is crucial with the changes to PIP, Universal Credit, benefit cap fixed Housing allowance, more people will lose their homes, the values need to be more explicit.

Consistency can lead to a one sized fits all approach. Not ideal.

These are the weakest!

It's the ethical way to provide services.

Because they are in line with mine - mostly! But I fear there will be no room for compassion and common sense.

Because they matter to me and others.

I have not made all the answers rated to extremely important because of the equal need/priority of making people more responsible themselves in being a part of any needs or priorities that have been validated.

Many residents do not understand the workings of NCC. Remember the saying "empty barrels make the most noise". I am a firm believer that we are not a "nanny state" and residents should take some responsibility for their own wellbeing.

All important, but some are more important than others.

In practically all cases the quality is extremely important. It is when you come down to the realities that awarding priorities becomes so relevant and important. The question of balance becomes an extremely difficult decision.

Listening to people, being accountable and taking care of the vulnerable is just a given.

It is often the case that those who shout loudest get the most response. The Council need care to consider all such requests in light of the silent majority as well as the vocal minority. Being overly protective and politically correct in all things is a disease affecting many bureaucracies. Perhaps question 31 says it all - Really what does that matter and who thought to include it in an ethnological survey.

I feel that all the aspects raised are at the least 'important'. You should only spend what you have, but caring for those who cannot care for themselves, and engaging interested parties to understand decisions made, and outcome intention will get more parties/people onside, or at least understanding as to why actions have been taken.

Opinion.

All extremely important however with regards to listening the council will not always be able to act on everything people say or want and the council should be clear that there will be certain priorities which can be funded and there will be other wants and needs that cannot.

Deliver to promise, no half measures... the town is a mess, the surrounding areas are a mess... Make local businesses accountable for maintaining area.... i.e. the amount of
litter joining the M1 at Jun 15a (southbound) is atrocious... All clearly blown there from the services.... Make them accountable for clearing its up.... very simple and cost the taxpayer nothing but has a massive positive impact... logic, accountability and enforcement...

- The questions are so ridiculously naïve that you cannot really give any other answers.
- Because all of these are self evident in a modern society.
- The County Council has a record of being remote from local needs and has shown that it can spend resources without achieving.
- All the above points are important for clients using the service.
- It should be accountable for all decisions they make and be transparent in why, how and outcome. Should listen to the views and feedback from everyone involved, not just a minority. If for instance refuge collection schedule is a big issue for locals then this should be considered a priority. If locals have voiced a negative opinion on how the NCC want to spend money this should be listened to as well. Locals and the council should work together almost like a co-operative.
- It is very important that the council, who are elected to represent the people of Northamptonshire, do everything possible to ascertain the needs of the local population, act upon the need and are accountable and transparent.
- We need to have services that are based on what people need to be able to support themselves, not just those that are reactive to an acquired need. Prevention and self efficacy are really paramount to a healthy population.
- Accountability is important but I rated it lower as I think sometimes the council is overly focussed on accountability and fear of repercussions lead at times to poor decision making. For example, keeping people under DoLS to prevent them making unwise decisions and coming to harm even though the evidence suggests they have regained their mental capacity. More focus on the person please and less on covering your backs.
- Having elderly relations in the family, to make sure there are provisions for them.
- They form the basis of fair and rational decision making with inclusion for everyone, no one person being more or less important.
- I have honestly never read such a badly worded, condescending questionnaire in my life- every question was just asking for approval for things that in principal should be adhered to anyway.
- It does not sit well with me talking about vulnerable people and care needs in the same category as managing spending. If the council and NHS have to over spend because the government are not providing enough funding, then over spend. After all the government keep telling us how great the economy is and we are one of the wealthiest countries in the world.
- Decision making should be objective, impartial and above all within the letter of and the spirit of the law.
• You can not always provide an equitable service in that some areas may require increased resources in order to make them equitable with other areas. Being consistent - you can not always use the same approach to services and need to take into consideration areas of deprivation, wider determinants for society and also age differences.

• You should put this section under each principle.

• We have a duty as a scent society to look after vulnerable people.

• I definitely think we need to take into account and care for those vulnerable, and not always able to take care of themselves, but need to listen and provide the care that they wish for, rather than what we think they may want. I don't always think the county council can be wholly equitable, as the county is diverse, and needs vary. I do think that there are needy groups who may live in rural areas, who aren't always as equally represented or considered than those who live in the towns. I also suspect that because the county council is based in Northampton, that the north and east of the county may not necessarily achieve parity and equity of financial resources.

• I believe that all of the above should not need to be labelled priorities in that the council should already behave in this way.

• This is a complex question to answer given that I have just answered 11 questions. Vulnerable people should be prioritised. They are already losing out to cuts and problems with social care, benefits, etc. Being consistent is less important when there are a variety of decisions to make and not everything will be resolved in the same way. It is important to be accountable for your actions when you are using other people's money to make changes. Engaging with other organisations is necessary but it is not always happening, when I think about it from a professional and personal point of view.

• Supporting the most vulnerable group of people must be made a priority and have those supporting them, armed with the correct training and knowledge.

• The need for transparency and accountability is essential. The county has not worked / supported partners as closely this year, funding appears to have been diverted to First for Wellbeing.

• The answer may differ if you were to ask how it important .......... should be for the council.

• As these are the core values that I hold most closely.

• I find this laughable. I asked years ago for the council to explain to me why they had chosen to spend £45million at least on duplicating existing services in their creation of first for wellbeing instead of funding pre existing and working projects. I'm still awaiting an answer as are several others. Their surveys and information gathering processes are limited and although on the surface they appear to be listening the council are very good at exhibiting only the answers that agree with their own; never mind manipulating the data to appear to support their rhetoric. They seem bull headed in proceeding with
projects despite public opinion and common sense. Their services are limited and ultimately flawed, duplicating what is already out there and skimping on much needed services that are currently over subscribed or non existent - like the stay free programme, WENWA, counselling, anger management, young family support, homeless shelters, substance misuse support, family mediation and support on top of all the 'normal' complaints more bungalows, more low cost housing, better roads etc etc.

There needs to be more transparency with regards to finances and breakdown of spending, as well as justifications of spending on projects and outcomes.

• Because they are the only way a responsible body can make choices about what they do.
• I feel overall that the council should live up to all these statements and be accountable to the public for their decision making, clear and transparent dealings at all time.
• Because I feel at this moment Northamptonshire county council does not work to any of the above principals and should be then they would not be bankrupt.
• They are clearly all important.
• All of the above I agree are extremely important but I have noticed that this Council have unfortunately not adhered to some of these, in particular Social Care.
• Sometimes there is inconsistency with approaches/decision but on the whole always accommodating to people.
• We have to live within our means and put things like Healthcare and Education first, however we must be transparent in what areas this should be divided in to. We must also reduce red tape legislation that costs our local government millions before we have even distributed funds.
• My opinion the council over spend on silly things and underspend on services that are needed and wanted
• Each item as described would seem to be very important. I have only downgraded some of the items because I feel that there is a higher chance of them being perceived differently by different people. As such it will be more difficult to keep everyone happy. It would be financially unviable to achieve perfect solutions that satisfy everyone. These items are one where we might have to live with a less perfect solution.
• I think that the council has made poor decisions in the past. Reopening Abington Street to traffic might not have been a good decision. Not allowing business development i.e. IKEA may have been detrimental to the growth and development of the town as was the inability of the council to negotiate the development of the Grosvenor Centre. Lots of money wasted on town centre roads and not enough on surrounding street pot holes.
• Because the council need to be accountable, transparent; open and clear in all they do.
• Vulnerable groups need to be understood but helped to overcome the vulnerability, thus becoming self sufficient and not remain vulnerable for ever.
• In my view these are important statements that are at the heart of good public service.
I don’t believe that achieving a financially neutral position through austerity and cuts is the answer I think that NCC needs to become more ingenious and look to Kettering BC for models of income generation. Failure to do this will lead to significant impact on the health and wellbeing, prosperity and achievement of the population of Northamptonshire. All of these values are very important - I chose to put "based on need" as lower as I think that decisions which target all resources towards the same groups of people have several negative effects: 1. it creates another form of deprivation for people in need but not enough need and gives the message you need to get worse 2. it creates stigma 3. it creates ghettoisation - if we all learn to parent together in shared groups etc we can role model, support and encourage each other and learn from each other across society - if we identify only extremely vulnerable parents as needing this support there isn’t the same community capacity which can take learning and support beyond the group.

Rated then all as important - don’t think one should be more important than the others.

It is important to have a needs based, fair system and then look for additional funding if possible, rather than cut essential services or act unfairly due to financial constraint.

Self explanatory.

I feel that being consistent in approach is less important than treating residents as individuals and striving to meet their needs in a personal way. One-size-fits-all approaches do not work and mean that people are excluded from the system and denied access to vital services.

They might not be able to share their views or have capacity to.

No brainer!

These are general principles which should govern the way in which elected public bodies and elected individuals act to ensure that they act fairly and retain the trust of the public.

Because when you are handling other peoples money you need to be accountable to them. The affect the NCC decisions on peoples lives should be considered before any firm decisions are made.

As I stated above these statements are self evident - "motherhood and apple pie" type of statements which any rational would find difficult to disagree with. I am not sure that this survey could result in any useful insights.

I think these are ridiculous questions, given the nature of the services provided by NCC.

Utilising the communities’ real knowledge is essential for our local needs and idiosyncrasy.

The Council is a body created for the welfare of the citizens within its catchment. If it interferes with or becomes an obstacle to their genuine welfare, then it becomes a redundant body and an obstacle to its citizenry. It is EXTREMELY IMPORTANT that at this time the Council clarifies its values and places the welfare of people in first priority.
However, in response to question 3, if the Council needs to cut services due to limited budgets, people should come before council expenses, property, road services, or organizations.

- I think that being accountable and being fair and equitable is important. It would be difficult to categorically state that you will not spend more than you've got as life throws stuff at us that we just simply haven't accounted for sometimes.
- Because the council needs to be ethical in how it conducts its business but also understand and act on what benefits the county best.
- The work of the county council impacts on all its residents one way or another. It is crucial that people in power do not lose sight of their responsibilities when spending other people's money. They need to be seen to be effectively carrying out the duties for which they were elected.
- They are all very difficult to argue with and it could be argued that the council has a fiduciary and legal responsibility to use those values. I'm not sure of the value you gain by asking the general public's opinion on them.
- All these statements are essential to strive for a well balanced, supported society that cares for all groups but especially the most vulnerable members of our society.
- They are all important, but ensuring that the service is fair and caters for the most vulnerable is essential.
- Re evidence there may not be sufficient robust evidence out there on topics required. So may need a plan do study act approach to amass evidence based on local needs. Re finances - are councils to become totally self financing, without support from the treasury in times of extreme need, one off major events? I.e. flooding - so need for water course management? There are those in society who are going through periods of vulnerability who may need a pump prime of monies or services to get their life on track. There may be those with long term conditions, disabilities, difficulties, age related co morbidities who require ongoing support in order to maintain health and wellbeing including mental health, which in the long term means less cost per capita for the council and the health economy. Services should be planned in five to 10 year cycles, not annually, as this can lead to fear and vulnerability, and acopia for those who need it most.
- All of the above are the least of what I expect a local authority to take in to account when spending tax payers money. Too much money has been wasted over the years by "pet projects" that have not had the sound backing of residents.
- Because all of these principles are vital when making decisions and planning future services.
- Decisions are taken in a context and need to be able to be flexible at some times but should always look after the most vulnerable.
• These are all of some importance in organising limited resources and helping the most vulnerable.
• We should look after those who cannot take care of themselves because if we don't who will? In the end it is cost effective.
• The county council is a very poor judge of financial priorities. Countywide infrastructure and services are in a mess because of a complete lack of 'invest to save' projects and extremely conservative views on not spending money where it's needed because 'it's in the public interest', not to raise taxes or generate investment - it's not great that we are amongst the lowest for tax when we've got roads that are collapsing and adult social services that can't support the majority of people to a reasonable standard of living. The transport infrastructure is sucking money and people are suffering because adult social care is substandard. Everybody is different and the county council needs to learn to be adaptable and flexible. It doesn't always matter if the money spent is not effective. Sometimes money needs to be spent that will cause the longer term to be effective as a whole. It's a massive indicator of how entrenched the county council is in steam-rolling a fixed, one size fits all approach because flexible and adaptable are two words not listed here as priorities or values for the council. Shame on you. This looks like a consultation to say to the residents of Northamptonshire, 'see, you've confirmed we're right!'
• All principles listed are important.
• There is a need to pay attention to every part of our society and not just those who are able to shout the loudest, often it is those who can not be heard who need the most but their inability to raise their voice means they get excluded. Money should never be a barrier. In my experience you resolve the issue no matter what it takes then trim your cloth afterwards not before.
• Principles and values are important for the continuity of fairness in the society. Therefore respect is vital for good communication and support.
• The vulnerable need to be considered and their best interests taken into account.
• Logic and gut feel.
• Adult Care is a priority.
• They outline the basic ethical principals that any governing body should adhere and strive to achieve.
• I have to laugh at the idea of the council listening to residents. All you seem to do is go to consultation, collect residents' views and do what you wanted in the first place. A classic is the extra housing at Overstone Leys and the expansion of Overstone Primary School, both of which were strongly opposed by residents. Why bother going through the nonsense of surveys like these when you know they count for nothing, and never will.
• Relying on residents and customers to know what is best for them or the community can result in small-minded and short term thinking. Recommendations that are more radical and look forward by at least 10 years are needed, and should be proposed by professionals to the community who can assess them.
• I rated most as extremely important because they are what you get paid to do. If you were not doing them then you would not be doing your job! Re the other answers: Q6, 7 and 8. I rated these of lower importance simply because so often the work of councils becomes totally obsessed with these areas to the detriment of getting the job done to the satisfaction of everyone else. If one is slavishly consistent (Q6) in thinking then it prevents lateral thinking to get the most effective result. Q8: in many areas this simply can’t be achieved since almost any issue deals with groups of society of which not everyone is a member and therefore is by definition biased.
• They are all important and at the heart of what Government / councils are there for.
• I would expect the council to already be abiding by these guidelines and ethics, I sincerely hope the council has not paid for this survey, it is not a survey, but a checklist for best practice.
• When a need is identified, it should be met and this should not be influenced by cost.

15. Using the free text box below, please could you tell us if you think there are any other principles or values that you think need to be included, and why.
• The difficulty I have is that, generally speaking, the County Council does not appear to be able to deliver the above priorities within an existing budget. Adult and Children Services have been shaven down to the bone, there are not enough schools in the county, most roads are in pretty poor condition and some have dangerous potholes which have been getting progressively worse, street lighting has not in any way increased safety for road users and pedestrians. And I’m sure there are more complaints from people who live in more rural and isolated areas.
• The County Council shall be an inventive organisation, constantly striving to improve services within its means by piloting innovations and improvements. It should not be afraid of failures or mistakes in its journey to find better ways of delivering services.
• Good roads and transport links are essential to our local economy.
• None.
• Northamptonshire is a big place. We should all be included.
• Communicating across as many channels as possible, the work that is being done - the successes, the failures, the difficulties. I find people are much less judgemental and more forgiving when organisations ‘wear their heart on their sleeve’. People are more hostile when they suspect a cover up.
• Be enterprising - proactively look for ways to streamline processes, reduce cost and raise income.
• Being non judgemental. Accepting that individuals are the experts in their own lives Ongoing training for council employees Which can include involvement of residents. Being more specific about what is meant by respect e.g. respecting difference and diversity.
• Secular - things should be done for sound logical/scientific reasons and not because of religious belief, superstition etc.
• Full transparency. I.e. NCC stating that if they award any contracts the service provider must be made aware that full copies of the contracts will be available for the public to view!! Then we can see if NCC are obtaining value for money. TRUE TRANSPARENCY.
• Value for money, everything has a worth and a value, and this has to mean something to the people, not just the council.
• Looking after our environment.
• Need. Vulnerability.
• Out with political correctness and in with common sense.
• I strongly feel the value of pride needs to be instilled in the communities, such as pride in the place you live and looking after it, pride in the town as a whole, and pride of self worth through working and paying your own way in life.
• Transparency in what the council does and why - how and where are decisions made on particular issues which enable us to keep elected members and staff accountable.
• Honesty and openness in all Council dealings. All Councillors and decision makers need to share these principles and values.
• Identify, document and then cut out, waste.
• The council needs to be more proactive, innovative, and thinking outside to box, looking at what other countries are doing which is good practice and works.
• Honesty.
• See above.
• Accessibility- we all need to use the roads, there needs to be more investment for existing residents and to encourage new investment. That investment includes a maintenance programme.
• Start investigating fraudulent claims.
• Compassion and a greater depth of understanding and knowledge by our decision making Councillors.
• Wasting money on things that are not necessary and put it towards essential more important issues. Two rubbish trucks each week coming along the mounts, one to collect green bin bags then later on another to collect black? Such a waste of council tax money!
• I making decisions on financial matters Councillors must demonstrate that they too are contributing to the plan. E.g. cuts in expenses and allowances and the cost of unnecessary lapel badges (an affectation anyway!)
• Speaking in plain English would be a good start.
• Differentiating between genuine need and exaggerated statements.
• I think the costs of this survey, including consultancies be shown after every stage so. The panel can see where the money is going.
• You need to stand up and puts names to actions so the voters know who to or not to vote for.
• I think that you have pretty well covered all of the important ones.
• Being aware of environmental concerns and preserving/maintaining the natural landscape.
• Communication. I realise this is similar to 'engaging', but is wider. Engaging seems to be more about finding out what groups/people want, whereas good communication makes the public feel the council is less remote and wants to involve their community.
• Openness and transparency. Those trusted with the power to influence other people's lives should be able to account for all their actions carried out in an elected office.
• Consistency, accountability, early help/actions, use the finances available efficiently. Support staff on the front line.
• No I think you have covered most things.
• Collaboration with partners e.g. NHS to ensure efficient and sensitive services are delivered.
• This should go without saying however sometimes worth being explicit about acting with integrity, being open and honest...
• HONESTY IF A PRINCIPLE HAS TO BE IGNORED IT IS IMPORTANT TO ADMIT THAT IT HAS BEEN DONE AND EXPLAIN WHY A PARTICULAR DECISION HAS BEEN TAKEN NOT TRY TO COVER IT UP.
• Not wasting money on unnecessary layers of management.
• The 7 core principles cover all that I can see. At this point I would say that although councils 'say' they listen and take on the views of the people, it seems that this is not always the case. Some decisions, if not the majority, are usually contentious but if councils and stakeholders explained in simple 'bite size' bits and be totally honest then the support will be there. Councils must be upfront and honest and not try to use complicated technical terms.
• Integrity - this covers most of above but it means acting in good faith and what is right and best for people of Northants not necessarily just following government policy.
• Integrity - this should be at the core of the principles as this covers everything the council should follow. Diversity and Inclusivity - we must not forget that these means all including men.
• I think you have them covered.
• Asking residents to pay a more tax to ensure the above principles can be met.
• One should not be locked into financial necessity. The County Council should be able to think outside the box if necessary, perhaps looking from funding from more unorthodox sources.
• Being proactive in choosing local suppliers and people when recruiting contractors, to support local businesses and therefore communities, improving local prosperity.
• When money is tight, it is very important to think 'outside the box,' and be creative; not thinking necessarily along the usual lines, but finding solutions to problems in different ways. Perhaps have a 'brain storming' session where anything is possible, and simply written down and then discussed to see if it is viable. Businesses do this by calling in Strategy experts to help them think of ways of improving their business that they hadn't seen for themselves. For example, if money cannot be found in the usual way for certain needs in the county, can the county help others to fund these needs so that there are win, win solutions. It is really important not to close our minds to any possibilities. Where there is a need, solutions of one sort or another must be found, so that no one suffers. We need to see the needs as opportunities to come together and help each other. The groups needing help are often full of ideas on how best to deal with situations. Little businesses could be formed to help or groups at least break even on costing. Much can be done when everyone helps each other.
• Accessibility. A council should be accessible to and by all regardless of ethnicity, class, social status, age, race or ability.
• Timeliness should always be taken into account - sometimes an opportunity arises on a once in lifetime timescale and if this is missed by applying pure 'logic and need' requirements then something that could have a significant long term benefit could be passed up for other short term gains or from budgetary restraints.
• No.
• Being transparent and open in decision making.
• Value charities / voluntary sector and start funding them again (from the taxi money?), - they are doing a lot of work for you!
• Compassion, timeliness of payments. If contracted out, constant, close scrutiny and regulation of contractor.
• None.
• I find it hard to equate yet another new county council building with the above principles. Looks like looking after yourself. In my lifetime NCC had been at George Row/Guildhall Road complex. Northampton House, The Lakes & now Angel Street. Many councils have remained in the same building for hundreds of years. Looks like putting NCC needs above the vulnerable. Costs of moving and capital costs of these schemes
seem forgotten. Would be interesting to see total of all these moves and ongoing capital charges over many years.

- Inclusion of all young to old with what they need, not what someone in an office thinks we need.
- None.
- People tend to 'listen to reply' rather than 'listen to understand'. On this basis, a new value should be based on enhancing communication by all means. It may be buried somewhere along the already mentioned Principles and Values but it needs to be delivered.
- Based on sound evidence must include setting out to obtain evidence not simply relying on what is currently available. It is not adequate to say we are not aware of a problem so we will do nothing unless effort has been made to ascertain whether a problem actually exists. One might still have unknown unknowns, but known unknowns can be investigated.
- The above questions are the "core" of best practice. From time to time there will naturally be sub-divides to cover individual situations. These will not necessarily suit everybody, but the Council must try hard to please as many people as possible.
- If the Council doesn't have enough money for services then it should take action to get the money it needs, either from the government, or taxes. If services have to be paid for then it should be means tested, especially for people in full time employment on low wages.
- Ensuring that the most vulnerable (and not necessarily already known to services) have the support that they deserve. To ensure effective service delivery, more front line staff than management, more astute value for money.
- The above should capture why it is important for the council to behave in a fair and just way to the residents of Northamptonshire who are paying for the services via the council tax.
- Each principle should fit in with the others not give more money, time and energy to one or two.
- All information about how decisions are made and what money is being spent on should be easily and readily available to the public. For example the use of expensive consultants/ interim staff continues but is not openly acknowledged or the individual cost available for public scrutiny.
- Value for money - this has to be questioned around services that NCC deliver or commission as the case now may be. The staffing structure needs to be reviewed including salary levels of those that are left within county council and those who have been recruited in posts in the organisations that have been created to deliver NCC responsibilities Partnership working - NCC does not work well with districts and boroughs, it often seems disjointed and not in line with local partners - the principal of
working together in partnership and valuing local organisations needs to be more of a focus.

- These principles and values are quite comprehensive but they could be tweaked a bit in the wording to make sure they are understood by all.
- Although I agree that NCC needs to be fair and equal, I also think it needs to take into account the differing principles/values which may exist between rural and urban communities.
- Minimalism: don't meddle where you're not needed and stop the waste.
- Sometimes some of the statutory responsibilities of the Authority can be misunderstood by residents and customers, which can result in unrealistic demands and confusion.
- It is important that the CC can fully justify the use of every penny spent - there must be a commitment to auditing and assessing the impact of every decision - preferably before it is put in place. Too much money is wasted on ill thought through schemes which may have seemed good ideas at the time! Think, audit, act.
- The natural environment is scientifically recognised as key to health and wellbeing. This is a value that should be top of the list whether the general public agree or not. Research into the health benefits of the natural environment give clear benefits which reduce costs to the NHS and industry.
- Principles and values might need to include a timeframe. Are decisions being made for the short, medium or long term, as short term decisions, though rational, may have negative medium and/or long term consequences? Principles and values may also want to make reference to expertise and knowledge, and what role these play in decision making, and how they are valued, if at all.
- NO.
- How about understanding that the majority of people want NCC and district council to cease to exist and allow people with local knowledge to control resources.
- Take key policy action points. Ask the people their opinion, and don't discount the majority opinion until the reasoning has been identified and offset against the idea, or the idea itself has been dropped.
- Every person matters.
- In house publicly provided services.
- I think they cover most aspects.
- Transparency, in all processes and decision making. Apply the law; statutory duties MUST be adhered to. Be business like and expect to be held to account. The council works for the residents. Be ready to defend/justify and CHANGE decisions/processes or 'local policy' when tenacious residents identify and demonstrate your wrongdoing - i.e. LISTEN and act on LGO upheld complaints. Work with residents to improve rather than immediately denying things and defending your 'position'. It's petty and usually wrong.
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- I would like the LA to be leading the county on environmental issues, such as a subsidised and efficient public transport system - benefitting all sorts of people.
- If the council can make these work then it will be doing very well. I would want (now or in the future) to either add or extend 'respect' to include relational approaches to all that we do.
- Be transparent and provide good communication/face to face.
- Being honest. Focusing on something other that the new building in Northampton - I suspect that most people in the County will never see it or care about it. Change the record please.
- The vision is important. What will Northampton look like? What is the travel plan for all members of the working community? How does this think link up with all organisations and for all members of the community? How are the most needy looked after - why are there still people living on our streets? What is the school plan and how does it fit into the Northampton Plan. What is the road plan and how does it fit into the plan? Cross fertilisation from one part of a community to another should be encouraged.
- Commitment from the Local Authority that it's internal workings will be reviewed to ensure that excess levels of management are removed and that adequate front line staff will in place to actually provide the services tax payers contribute towards.
- I think the budget and planning needs to be carefully looked at. I understand an audit has been carried out and NCC budget and plans have been found wanting. Without a sold budget and planning we do not have a firm foundation on which to plan, rather a quick sand.
- Fairness for all.
- The council should be honest with people, and not create unrealistic expectations about what can be achieved within the constraints faced.
- Knowing how to run a "business" and manage poor performance would be a good start. Get some proper financial management into Adult Social Care. Scrap the silly federated model, which so far has just created more bureaucracy and added no value.
- Genuinely listen to residents over matters such as the development planned for Isham, not just have a meeting at which no residents agree but you do it anyway.
- Something about having clear, transparent processes and evidence - there's a lot implied above, e.g. 'based on need' how do we know these? Does it actually break down into eligibility criteria? Also am wary of promises to meet needs not all needs can be met. Also something about closing the outcome loop - i.e. did it actually deliver what was intended, e.g. did we make the right decisions and if not what lessons have been learnt. How will we the customer know you have delivered successfully?
- Money is not endless and people need to realise that a 'wish' is not the same as a need.
- Compassion as an explicit value.
- No.
- Follow their own rules, to suit themselves not the people living in Northamptonshire.
- Safety such as drop kerbs to all houses, visibility and precautions for children.
- I think you have covered all aspects though I think sometimes compassion needs to be included in decision making so therefore, though all should be treated with respect, occasionally a slightly different outcome could result from similar problems.
- NCC need to start prioritise on social care a lot more.
- More basic principles and values should be adopted rather than some of the waste of time core principles that the CC has. There are too many pointless and not included to list here. It would not be listened to anyway by Councillors.
- Always deliver value for money. Social Care and the NHS should be taken out of politics.
- Regarding consistency, I do not believe that a single approach is always the best and as such flexibility should be allowed. Fixed thinking and methods stifle talent flair and change.
- I believe that the above principles should be sufficient.
- Fairness to those who DO actually PAY for services, many of which they themselves do not use.
- The need to have open dialect and links with other local authorities to ensure best practice, sharing resources and knowledge for the benefit of all residents in each area.
- Improving our communities volunteers to help full the gaps within our public services due to cut backs in budgets. I am volunteering with ambulance service, learning and working.
- Transparent - meaning that all can see how and why decisions have been reached.
- Less meetings, less lip-service, fewer staff away-days, fewer middle-managers, less bureaucracy, less paperwork. Less time spent discussing 'departmental principles / values / frameworks' and more time spent with disabled children in care. Less jargon, fewer acronyms. Action, not words.
- Always be mindful of the public purse. Be realistic about what's deliverable.
- To be honest with us.
- Moderation in the claiming of expenses and allowances.
- Remember the whole electorate and community and not just the vocal few with vested interests.
- That the council employs people who have the right attitude whether facing the public or in an office.
- At present there does not seem to be any Public Authority from Parish Councils to National Government that really functions efficiently. If you always do what you have always done you will always get what you have always got.
- Surely the principles & values are just a lot of words that don't mean anything & are not measurable. The main things are to treat everyone with respect, provide excellent
services within our means and be particularly aware of the needs of the vulnerable and those who need extra help. Do everything to possible to help them & the environment.

- "Am I effective in my job? Do I provide value to the Council and to the Population who pay my salary?" These are basic principles of value and fair working. Both management and other employees must be held to regular account in these principles.

- Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is jot a 'sop' to the electorate and a facade erected to act as a diversion as to the actions of the council which are made in its own interests NOT the community it serves.

- I am leary of who qualifies for vulnerability. I know that good government at any level is done with a broad brush. Never with micro management. No minority of any description with the exception of the genuinely disabled qualify for special treatment. All government should, ought and must be for the great majority. Anyone with any claim to being a minority need to adapt themselves to the majority.

- The council should make sure people in Northamptonshire feel safe and free to walk the streets without feeling afraid or disgusted.

- To value all residents participation not just through a digital / web questionnaire.

- You have them all I think...maybe need to state that if a cost for a particular project in the initiation stage is so many £000's....what was the ultimate cost? Deliver on budget and on time? if not then why not and what lessons can be used for the future.

- I don’t think I would add any further values but would be tempted to test how well the principles adopted are being/have been embedded. For example, I would consider inviting complainants in to Board Meetings once per quarter to share their experience and ask/have answered questions (one of many ideas to embed values...).

- Openness is a principle that is lacking contract awards etc. are never defined and when things haven't gone to plan there is no plain information as to what has been done to stop it happening again.

- To think holistically about how decisions may impact on other areas of life locally and nationally.

- It doesn’t matter. It is a matter of common sense!!

- Public consultation and listening to what residents want.

- None that I can think of - other than the council should be thinking long term, rather than just for the next elections and government.

- Please see answer to above question again I don’t believe that this question is valid as it is covered by previous answers.

- N/a.
• Stringent accountability with effective sanctions with financial penalties and early termination of contracts for statutory and private sector organisations in procurement and out sourcing contracts must be mandatory wherever possible. The divide between the promise of better services to the public and the actual reality of the delivery of these services in practice has sometimes been wide of the mark.

• Common courtesy, respect and tolerance and consideration should be the cornerstone of our society. I hope we can get it back.

• Something about increasing tax, I'd be happy to pay more if we get better services!

• None, because the council don't listen.

• Honesty with the public. Hard for any politicians, but you need to tell the public what can and can't be done, and make sure decisions are not just driven by dogma or party politics. The strength of local government is that it is local, and not driven by Westminster - at least we need to try or it will be eliminated by making itself redundant. Being clear about the line between the political administration and the permanency of the county council.

• The needs of the rural economy needs to be equitable with towns, with an understanding of the additional cost to provide these areas with services at the same level as urban areas.

• Should include sustainability - e.g. no point spending a lot of something now and then ditching it shortly afterwards an unaffordable. Similarly need to consider environmental concerns (e.g. if you make it harder to take things to the tip then get more fly tipping).

• See above.

• Reflective practice; willing and able to acknowledge and thus learn from mistakes without blame.

• When being accountable more care should be taken not to waste council tax payers money on ridiculous schemes & ideas.

• Being forward looking. More and more political organisations are refusing to deal with the difficulty decisions that area required to safeguard a successful future as it is likely to be unpopular in the 'Now'. Everything done today impacts tomorrow. What will the impact be? This should be a top priority.

• At a County Council level, I think they are covered by issues as identified above.

• The council as a community leader; championing the county, raising the profile, gaining funding and resources for investment from government and investors.

• As above logic, accountability and enforcement... as councillors don't hide, challenge principles always and show/share progress continually.

• This survey is a farce. Effective management of subcontractors should be much better, and accountability should be actively engaged not just aspired to. Sort the roads out and get rid of the dead wood who sit back in the offices and contribute nothing.

• Value for money is not mentioned and is a key driver.
• Having a long term evidence based view. Partnership working.
• Better transport.
• Principals should be that questions should not be written that are just prompting the obvious answers. They were like the silly quizzes asked on TV that everyone knows the answer to but it raises more funds to pay the winner. This was just to show what people expect, the council should be behaving as the public expect them to anyway.
• Empathy from all staff.
• We need to have open conversations about social care. Long gone are the days when we can afford to give care at no cost. We need to discuss people selling their home to support their care or using savings to cover the entire cost - an inheritance is a privilege and not a right.
• An approach to building healthy communities with sustainability.
• Inclusiveness. Transparency.
• The principal of equity and transparency of allocation of resources across whole county.
• I think the council needs to spend a day in the shoes of different communities in the county. Maybe then they will realise the effect this council has had on the county.
• Dissemination of information to all should be a priority as should consistent practices.
• Inclusion and diversity at all times and to the best of the council’s ability.
• The above principals would be a good place to start any others can be added as we get reputable representation.
• None to add.
• I will be happy if you can please adhere to the above - that will be a great start.
• Justification of Expenditure before incurred. Quality Control on the services received.
• We should ensure consistency of provision and access with neighbouring counties and ensure that families living in Northants but using GP services or school in bordering counties are not deprived of access to services.
• Compassion - the council should recognise where its residents are suffering and be motivated to reduce this suffering to the best of their ability.
• No.
• Using innovative practice and taking successes from other County Councils nationally to inform better practice locally and not always necessary to be trailblazers.
• Plenty of media coverage and time to allow people to sit on any consultations in action, especially if it involves the areas that will affect them.
• None that I can think of!!
• I would be interested to know if attempts have been made by NCC to renegotiate / cancel PFI contracts. I also wonder if the deal with Shaw should be investigated, as it currently appears to be falling far short of the service which should be provided.
- I would require of my Council that they take collective issue with any cuts that create unnecessary human suffering in their jurisdiction. Failure to do this should be cause for immediate dismissal.
- There could be some indication somewhere that you will use a common sense approach to decisions and not take them purely based on legalistic interpretations which fly in the face of reason.
- Timeliness - it's important to act at the right time. 2. Effectiveness - it's important to be useful. 3. Outcome focussed - it's important to achieve the outcome, not hide behind the process.
- Planning ahead for infrastructure for predicted population growth in the area.
- In our latest council tax bill there is an additional section for Adult Social Care, make sure this money is ring fenced and all of that money goes where it should. I would consider it very dishonest if it didn't. I assume vulnerable would include children, if it does not then I think there should be a specific principle for under 18s.
- Considering the future needs of the next generation and the implications for future generations by raising enough revenue for sustainability of services.
- Acting with honesty and integrity which will increase trust.
- Strategic, flexible and adaptive, free-thinking, appetite for risk, innovative, listening, leadership. These can all be framed as principles and values and would create a framework which would improve the county council and the way it works with its partners and residents.
- I believe it is important to not refuse people altogether when they're asking for help. Even if criteria is not met, signposting to other services is important so vulnerable people do not end up feeling they have nowhere to turn.
- Respect for others and their beliefs.
- None I can think of.
- Protecting our environment ensuring the highest of building standards i.e. Enforce the use of SUD systems and rainwater harvesting on all new buildings.
- You could start by observing the principles you have already outlined, see above.
- Town versus country (village) needs can be different.
- Prevent decision making and budgets from being dictated by "political correctness" rather than common sense.
16. Please could you tell us to what extent you agree, or disagree, with the following statement: "Having a list of criteria will be helpful for NCC to prioritise its outcomes and resources."

There were 436 responses to this question.

- Strongly agree: 32.6% (142)
- Agree: 43.8% (191)
- Neither agree nor disagree: 13.8% (60)
- Disagree: 4.6% (20)
- Strongly disagree: 2.8% (12)
- Don't know / not sure: 2.5% (11)

17. Please could you tell us why you answered the previous question in the way that you did?

- It would be great if the NCC was able to agree outcomes and resources with residents in the County. It feels at the moment that NCC does not listen to the people who pay the taxes.
- I believe we should be open and honest about how NCC supports or degrades services and having criteria will help in that decision making process.
- This is a rubbish survey.
- This should not even be in doubt.
- As long as the criteria are sound and not a question of tick boxes which disadvantages some groups more than others who don't meet the tick box criteria - common-sense and local knowledge may have the edge over any tick box system.
- It will assist logical consideration of the issues - but it must not be formulated on the basis of available cash or political ideals - it must be created on needs only.
• Obvious.
• Having a framework of criteria sounds helpful but could potentially be a hindrance. A list could be used as guidance, but generally common sense should be applied over rigid guidelines.
• It's useful to have a structure to measure ideas against.
• Be prepared to deviate from your list, it's always dangerous to set things in stone.
• It gives people a standard/hierarchy by which to judge their aims and actions.
• All public bodies should have a clear mission statement that they should be able to be held accountable for.
• Because outcomes are what matters. Only problem with this is that NCC do not resource truly independent organisation to monitor these outcomes correctly.
• It is essential to produce a list of criteria so that a plan can then be made to achieve the desired outcome.
• It depends who sets the criteria.
• I worry the Council will spend too much time worrying about meeting the criteria rather than dealing with the issue.
• You have to have a basis to work on and with.
• A need to prioritise to ensure our needy and vulnerable citizens are well cared for. A small rise in any tax, either income or local, would be worth the cost if used correctly.
• Cost effectiveness will be helpful to prioritise outcomes and resources.
• I have always found it advantageous to list priorities, seeing them listed is easier to juggle them around if need, to get the final plan, if not perfect, as good as can be.
• Isn't it basic common sense to know what you are working towards?
• Might be useful but should not leave out the opportunity for special considerations to be applied by staff or elected members - otherwise let’s just commit to developing IT/software that can make those decisions on our behalf.
• A list of criteria makes the job easier to do - it's measurable and targeted.
• Come on this is all common sense stuff - you know what is required and demanded by the public...you are now trying to cover your backs again with pointless bullet points from us morons who are stupid enough to answer these pointless questions.
• Make sure you keep within your budgets.
• Not only helpful but necessary!
• Checking it once, checking it twice, you will soon see what's rubbish or nice.
• There should be a list of criteria and prioritise that list.
• Because each case could be different and should be treated with pros and cons on a case by case basis.
• I agree but my priorities may be different to others. I have no children to benefit from the education service but I do use the highway.
- As stated before must not let "interested parties" over influence judgements just by shouting loudest.
- Clear ongoing pathway and goals.
- But don't need to give focus groups etc which cost money to try to decide things, it gets lengthy and invariable dies not change what you are going to do.
- It could be a great tool to help prioritise the council’s decisions. But people won't always agree on what they see as a priority.
- Hopefully to make better decisions.
- List is good.
- Common sense.
- I agree but they have to be real things that people can understand and, importantly, there is some alternative to it. So, for example, not being financially responsible is not a realistic alternative and so the statement has no value.
- Helps efficiency.
- The criteria must not become written in stone and be subject to humane review in each case.
- It makes sense to have some sense of order.
- You will never be able to please all the people all of the time....EVER.
- Without a list it is easy for issues to "slip under the radar".
- Depends upon whether the list is used and if it is used effectively. A document that sits on a shelf or in a file and isn’t used is worthless. Also, with any list need to use common sense and not follow blindly.
- You have need to show you working fairly.
- I agree in principle - but you need to be flexible and respond to new challenges which may not have been apparent when the original list was drawn up.
- We still need to ensure that the priorities identified make "common' Sense.
- It seems common sense to me to have a list of criteria.
- A list of criteria is very important, but not the only tool for decision making. Common sense is also important!
- It gives the council a frame of reference upon which it can make decisions, create policy and spend our money.
- NCC should have a clear way forward. I feel that some decisions are not followed through. They should have a criteria and evaluate their progress against the intended outcomes.
- An agreed list of criteria and the actions taken against each being EVIDENCED would lead to better decision making.
- it makes sense.
- It could just become yet one more talk shop getting in the way of and taking scarce resources from the delivery agents.
- Obvious answer.
- I think it's important to implement principles and values effectively so prioritisation and planning are an important part of any values rollout.
- IN A PERFECT WORLD WITH UNLIMITED RESOURCES PRIORITIZATION WOULD NOT BE REQUIRED BUT RESOURCES ARE NOT UNLIMITED SO PRIORITIES HAVE TO BE SET.
- I'm not sure.
- To nature all decisions are being made to the same standard/principle.
- Without a criteria to follow the council wouldn't therefore firstly know what they need to do, what was expected and when they got there, did they succeed, or not.
- Sometimes the criteria are wrong!
- See previous remarks.
- This can only form part of the principles is all follow.
- It will give a clear and defined route to follow.
- Having a list of criteria helps to focus.
- Financial difficulties and political differences could scupper all the principles.
- More consultations are needed so the outcomes are a fairer balance on cost and what is really needed by the community, and not just what councillors think we need. The voice needs to be heard.
- A tool will be of little use when it comes down to cuts - it will depend on timing i.e. how close we are to an election and what are statutory duties. It's a nice idea but I have little faith it will be used in the way it is intended.
- It is essential to prioritize if funds are limited.
- There needs to be some framework to sort the important issues from the less important when there is insufficient money to cover all needs.
- A framework is needed for any discussion, otherwise it is very woolly.
- More wasted time and money.
- I think that it is important to have a criteria, it just determines how priorities are formed.
- Whilst a list of criteria should be the main considerations there should always be a 'wild card' factor that allows one off circumstances to be considered on other merits than those prescribed.
- It’s only useful if its suggested outcomes are followed - and it's also only effective if it takes full consideration of ALL options available, not just a preferred set of criteria.
- Having an overall strategy is important but it should not be the overriding factor in a land that is constantly changing. There must be some flexibility.
- It is essential that the council has a very clear vision as to what is required.
- You shouldn’t need a 'tool' to see where you need to prioritise, that is what you are paid for.
- Seems sensible.
• You need to look at the whole picture not just one piece of the puzzle.
• It helps to concentrate the minds of those involved in the decision making process.
• If you do not have a list of criteria to discuss when deciding the priorities of your outcomes and resources then you will not be able to make reasoned and informed decisions.
• There needs to be some benchmark so that everyone knows and acts to the same priorities.
• You asked the question and I answered it.
• A set of criteria to judge all things will never work. There may be overriding needs that just aren’t covered by a list.
• Research what is wanted by residents, look at how they want it. Get your councillors out there in the community to see what services are like.... How many Councillors have used a bus recently??????? Not many I’m sure!!
• I can see the sense of trying to follow a process but none-the-less, in my world, some things are not black and white. This decision making process may work for the majority of situations but there will be some for which this is not the appropriate tool. Where is the humanity in all this? If you follow a decision tree slavishly you may as well get a computer to make all the decisions and get rid of even more of the humans who currently contribute to decision making in the council.
• Any list will be prescriptive so there needs to be leeway to consider issues not on it just because you haven’t thought of them. This is where Councils can appear to make foolish and/or unjust decisions.
• Clarity of targets and areas to be implemented will be monitored more.
• Guidance yes but mandatory no as judgement is also an important factor and scoring systems cannot cope with subjectivity.
• If you do not have a basic list, you cannot plan anything!
• It depends what the criteria are and who gets to write them, and who they benefit most financially... but not to have a list of criteria agreed by the people would be like going shopping without a shopping list.
• Determination of criteria can be problematic.
• It’s just another corporate tag line or phrase at the end of the day, how much does anyone pay attention to the ones in place already?
• It is all very well having a list but ensuring that those making key decisions are compliant with the list will be the challenge.
• It would help remind decision makers that the residents / council tax payers of Northamptonshire need to be listened to / what they want and why they are paying council tax.
• These fit in with my own priorities.
• In principle I strongly agree, but I have doubts relating to who develops this tool and how it is developed. It needs to be autonomous and not able to be manipulated according to political expediency or a knee jerk reaction to public opinion.
• This is basic stuff, why would you not have a list of criteria when making a decision? I would have thought a county council would not need to ask this question, you need to have criteria on which to base a decision and be accountable for the reasoning of it.
• Criteria focuses public bodies to prioritise its outcomes and resources.
• I think it would be useful to have a list of criteria to provide specific guidelines when considering different options. However, I would not support large sums of money being spent/wasted on such a tool at the expense of other services.
• It's important to have goals and aims.
• A criteria list is essential, but the problem is people have very different ideas of what should be at the top of the list. I feel it would be very difficult for all people to have the same idea.
• It's good in theory, but I suspect you'll spend too much on an outsourced IT project that you won't understand.
• This will enable residents to understand how decisions are made.
• Depending what's included.
• Your criteria list should ensure that resources are allocated on need and not on artificial priorities.
• Like a mission statement, if you always return to the original objective when making decisions, it helps to ensure that it is followed and remains true to promises made.
• To demonstrate the diversity of what NCC has to do as a statutory requirement, the nice to dos etc - similar to when you only have £5 left 2 days before payday - you buy essentials not luxuries.
• It depends on who is setting the criteria - this could just be another time and money wasting scheme. The CC is there to provide services - make a list of services and assess the need for each one.
• This is needed to be effective and achieve results - otherwise priorities will change and results will not be achieved.
• If this prioritisation makes differences to how services are provided/commissioned now then may make a difference but if a piece of paper at the top and no changes won’t make a difference to staff or customers.
• It would depend upon the criteria plus a large degree of common sense should be used something that appears to be sadly lacking within public sector organisations.
• NCC needs to be clear about it's purpose in order to plan how to meet it, and in order to know when it meets it, or doesn't. This purpose will be defined by these criteria.
• It is better to have a structure than vagueness.
• Decisions should be made in a consistent manner where set criteria are used.
- So people can understand the basis of decision making.
- How else can the outcomes be measured?
- Because you should be wound up and not control any resources.
- It would depend on the criteria and why it had been defined in that way.
- People should be treated as individuals & not whether a box is ticked or not.
- No idea what the question actually means I'm afraid.
- NCC should be operating as a business, so priorities are a must.
- Resources are always limited. Any help to prioritise what is available is welcome.
- It may or may not help - at the end of the day the Council does not have the resources to properly deliver the services it should and needs to deliver. Any criteria may help but they won't be able to negate the financial issues the Council faces.
- How is the list compiled it must be made by service users and not accountants.
- If you have criteria, you can show how you reached a decision. Random "we decided..." or worse "it has been decided..." type actions are NOT defensible and nor are they transparent.
- Again working together, not duplicating actions, in a cost effective clear visible way.
- The criteria will need to be graded in importance, and I have only used this as a tool in order to work out what the criteria will cost. And I don't believe that cost should be the starting point for public services. The support that the public need should be the starting point.
- Depends on the criteria.
- It will only be valuable if, having agreed them, the council follows through, applies and abides by then.
- A list of criteria and/or needs analysis will confirm where resources need to be targeted and will inform outcomes. It would offer transparency and would be available to challenge/review if required.
- Yes it will help but the answer often depends on the question asked? The process of evaluation is more important.
- All decisions should be made in this light, but sometimes one of other of them may take priority, due to personal favours, political persuasions and budget constraints - so it never would have an equal measure of those values etc.
- It is not always possible for circumstances to fit a pre determined criteria list. Common sense and taking the time to actually understand the situation are in my view more important when prioritising outcomes and resources.
- This will ensure matters are looked at fairly and consistently.
- It will be useful to a certain degree - but people will always be able to argue that their preferred course of action contributes to identified criteria. It should hopefully stop decisions which really don't significantly contribute to agreed priorities.
• If common sense is the basis then criteria are redundant - time and effort checking and scoring against criteria is wasted and costly.
• When cuts happen there needs to be an opportunity to review the tool in view of any recent situations that would impact. For example the issue with migrant children being abandoned at the M1 services and the devastating impact that is having on our finances and resources.
• It will help with consistency and provide a baseline against which difficult decisions can be judged.
• Because it's obvious. See previous.
• In most cases.
• Sometimes 'criteria lists' do not always identify correctly the actual 'needs'. It is clearly something that needs to be recorded but how these 'criteria' lists are compiled often misses the 'bigger picture'.
• My only concern is who comes up with the criteria? The distribution warehouse planned for Isham will go ahead despite having no support locally.
• Not enough info / example to make a response. Nowhere on the sample links is the term criteria mentioned so not sure which bit this shows and nothing shows weighting.
• It may be helpful but the use if rigid priorities stifles innovation and initiative.
• Without such criteria it is difficult to determine whether a particular action or need is consistent with the council's priorities.
• See previous remarks.
• Defining a list and prioritizing within that list provides a framework that can be shared with everyone, ensuring all our working towards a common goal and can be accountable for the success (or otherwise) of their actions.
• Why not.
• Agree so long as there is a little room for lee-way on occasions.
• Makes it easier to make decisions and everybody is aware how those decisions are arrived at.
• It's what I think.
• The council is always bogged down with lists of criteria. A system of sifting them into simple blocks of importance.
• A proscriptive list risks overriding flexibility and creativity.
• I agree as long as its not a tick box system.
• You can't work to an end or plan unless you have one.
• There needs to be some framework for the Council to work to.
• Because these decisions cannot be made without it PROVIDED the taxpayers agree with the criteria.
• Obvious answer.
• Sometimes a formula may indicate that something in particular is a priority but common sense or previous experience will show that you should not blindly follow such advice, experience is key.
• You need to have guidelines and fundamentals to help keep choices fair and meaningful.
• Because such a tool helps to bring a consistency of approach to decision making.
• Creating the list could be an opportunity for staff (and private consultants) to spend months posturing in meetings, trying to justify their own salaries.
• It’s important to have principles but having strict criteria risks the council fettering it’s discretion
• I don’t believe you should get too hung up on criteria and strategies. It doesn’t take a genius to work out what service are essential to the public. Consult with them, engage with them and use customer feedback to help shape the service delivery. Some Councils appear to spend too much time and effort on airy fairy things instead of getting down to the nitty gritty!
• They will not use it.
• This should lead to consistent, rational decision-making.
• Need to have priorities to sort out the critical issues and needs from the trivial and non essential items from the vocal few.
• I imagine the demands for council resources is long. It will be helpful to prioritise if each item is dealt with following the same formula.
• Obviously a MO is essential to tackle any problem. However this suggestion smacks of being a Tick Box nonsense. Having a List of Criteria is only helpful in conjunction with a Think Tank injection on specific aspects regarding the subject under discussion.
• You cannot be effective and efficient if you don’t know what your job is. Careful planning and delegation of jobs/tasks should lead to better productivity and therefore value for money. Managers must be good and effective communicators and must be very aware of the targets.
• Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is jot a 'sop' to the electorate and a facade erected to act as a diversion as to the actions of the council which are made in it’s own interests NOT the community it serves.
• You need a plan.
• A list of criteria. You have to be joking?
• It seems to be common sense to prioritise resources. This has not always happened in the past.
• It's obvious.
• Because there will still be customers who left out of the system and will then be excluded.
• NCC NEED TO KNOW WHAT IS IMPORTANT TO THE RESIDENTS.
• See comments on previous page.
• Making a list helps focus the mind and a focused mind is likely to be a more powerful mind than a non-focused mind.
• Anything that turns aspiration into crystal clear pathways to success has to be good...
• Without criteria how can a plan be set - key to this is who sets the list of criteria? The phrase 'those without a plan, plan to fail!'.
• This type of decision making tool may impede logical thinking - people will use it as a way of choosing an either or - rather than thinking that there may be multiple considerations.
• It may be useful, it may also be used as an excuse.
• Common sense again.
• It would help them keep on track, as long as the lists don’t get to long and are full of government jargon.
• I am not sure what the purpose is - how does anyone decide which actions are covered by which principles and values, surely the principles should be business as usual.
• My interpretation is that you would be entering into a debate with pre conceived idea.
• Any form of sturdy plan would be good.
• Decisions aren’t based on opinion they are then based on fact. You can't manipulate the criteria to suit the outcome that someone wants.
• Of course. How long has the Council been in existence? Haven't these questions been answered by the practice and principles of local governance over previous decades.
• It is how the list of criteria for outcomes and resources is interpreted and delivered in practice that counts. The belief of value for money means that the cheapest contract is the successful outcome is unsustainable.
• Such structure helps to get the job done effectively and efficiently, however it is important to build in sufficient flexibility as there are exceptional circumstances. This is why I choose agree and not strongly agree to allow for this.
• The accepted rules of the past are fast disappearing. Having a list of criteria is a step in the right direction, especially in our multicultural society where many members have not been brought up in a society that has rules.
• It will give decision-makers consistency and clarity and a clear, formal auditing process.
• All authorities should have a list of criteria otherwise how do you proceed.
• Because with no list something will be wrongly put to the top as being important when it is not. For example I love to see flowers and hanging baskets but they should be well down on the list and people should be higher. We need roads that work but vulnerable people must also be taken care of and much as we all like them the flowers should
probably be taken out of the equation until we have more money. Having said that the gardeners should not be made redundant.

- To manage decisions with evidence to support them.
- Lists are fine, but they are seldom adhered too.
- NCC doesn't seem to have any consistent priorities or if it does it isn't communicated to the public.
- A prescriptive list can be restrictive. Budget Managers will write capital and revenue bids deliberately based to match criteria.
- It will help to make objective decisions.
- It is impossible to evaluate this without seeing the tool! The question is pretty meaningless.
- A framework is necessary so that nothing is left out.
- Well thought-out detail is an important part of the decision process.
- A list is useful but would need to be subject to change as circumstances change.
- Common criteria are not possible for the competing demands on the budget. How do you compare social care with emptying the bins? The first is "well being" qualitative, the second is functional "quantitative".
- Don't want a tick box exercise.
- In theory should ensure a commonality of approach.
- You have to know what the aim is before you can decide on strategies.
- I believe the criteria is important as a basis for discussion, but again, would like to think that we don't lose a bit of "blue sky thinking".
- People making choices will get guidance from having a basis in the form of a criteria, although are people fully aware of the extent to which those resources include and how the outcomes are measured.
- NCC needs to know what they are dealing with.
- The alternative is whoever shouts loudest gets the resource.
- At all times and particularly in the present and future parlous economic situation, priorities are vital.
- Once again it's stating the bloody obvious.
- Is it all going to be an expensive paper pushing exercise?!?
- How can you make priority decisions without an agreed criteria????
- Provides guiding principles to decision making.
- Please refer to my previous comment. There are finite resources to achieve the most pressing needs. The council should review its structures and functions and determine what should or should not be delivered - can services to devolved to borough's and districts or vice versa?
- Sharing what you aim to achieve and what you have achieved demonstrates your worth, by not doing so means you're invisible.
• Ingrained practices will negate any list.
• Without a list of priorities it would be impossible to function effectively
• Such criteria already exist.
• Not everyone fits in to a box, sometimes things need to be client lead rather than service lead.
• It depends how this is done.
• There is not limitless resource and the council is a political organisation. Inherently this means that more care needs to be taken to ensure that the appropriate influences are used to inform decision making.
• Because it is impossible to reduce human behaviour and need to a restricted list of criteria. A framework outlining principles to be considered would be more useful than a restrictive 'tick list' approach that doesn't allow any flexibility in situations that don't neatly fit into one box or another.
• To ensure that no one facility has more support than another.
• Whilst it is important to have a list to reference there will always be something which does not "fit into a box".
• Again this is a blatantly obvious - why would anyone disagree - another leading question to the answer you want.
• These allow objectivity.
• It would depend on how the criteria is applied and whether this is applicable to all age groups, social classes and settings.
• Complexity - criteria based decision scoring works best on simple rational questions. Not that appropriate or effective for emotional / moral things for example or very complex things. Some things should be answered from the point of principle or a mixture of reasons.
• One size does not fit all, and I do not believe that one criterion will suit all different needs.
• Criteria is important to help decide outcomes and resources. Having a public and accountable list of criteria is very important so that it is clear for everyone to see what these are - and to check they have been followed.
• You cannot justifiably make sound and correct judgements based solely on criteria. Sometimes its about looking beyond a criteria and making decisions based on professional knowledge and understanding of the situation.
• NNC needs to be more aware of the needs of everyone.
• In times when resources are less and the need increases a criteria helps to identify on a non biased basis that should have evidence as it backbone.
• I feel the outcomes and resources are too variable to be able to be compared just by a 'criteria' alone. One size of assessment does not fit all.
I think the council needs to stop flailing in the dark and do what is needed opposed to what they think is needed.

Depends who writes the criteria and that it is unbiased and independent.

Having seen NCC not adhere to the principals I feel they make perfect guidelines for a trustworthy council to work from.

Very difficult to develop criteria to cover all scenarios; I think that some individual decision making and accountability is inevitable and systems which can look at the individual features of someone’s situation is more humane.

I think that criteria will be centrally determined, and driven by what is expected of each particular area. Is all of this going to cost a lot of money, to the detriment of actual service delivery?

I am not too sure having a list of criteria that should actually be the standard of any council not to prioritise but to actually practise.

It would everyone to rate and allocate resources in the same way, fair to all customers.

What is important to understand is that we need to base decisions on need, evaluate evidence for that need in a timely manner with the minimum amount of cost. Would this tool also include a professional’s opinion for that need? If the applicant does not fit the criteria in one area within the proposed tool does this automatically affect whether there need is greater?

I do agree that having a cut off is necessary however the criteria should not be so strict and rules can be bent for exceptional cases.

We have to have a starting point.

It would be clear, help everyone to understand the criteria and ensure equity.

Any measures that assist in reaching difficult decisions or choices must be helpful.

I think this will help NCC to have a basis for inclusion and exclusion of services and provide a transparent criteria against which things can be measured and this will mean that NCC can refer to their consistency and transparency when met with objection. I don’t think it will make it easier to make huge cuts and I don’t think that the public will find the criteria make them feel any better when they lose services which they value.

Having criteria means that you will have exclusions so when prioritising outcomes and resources certain groups will already have been excluded.

It gives transparency and accountability.

Logic.

Otherwise what are they working towards.

You have to apply a logical approach otherwise almost every service will deem itself a priority but if you can show due diligence and a fair and sensible approach you are more likely to gain consensus.

It is essential that NCC has a means of assessing its priorities and in order for it to be held accountable.
• Because this is a structure way to decide on very important issues.
• Transparency, fairness and objectivity.
• It is self evident!!
• The answer is self evident.
• A List of Criteria is a helpful policy tool, but does NOT EXCUSE the Council from fulfilling their base line responsibilities to people and to those who are especially vulnerable in our Society.
• I agree that it will 'help' provided that it is not the only tool, and if the outcome using this tool just doesn't sit right that you will look again and use the common sense approach.
• Even though a list of criteria may be available the criteria may not be fit for purpose in deciding the prioritisation of resources.
• Listed criteria, even if only an aide-memoire, should focus the work of NCC and avoid distractions. However, when occasional spontaneous occurrences take priority for attention, the list can be re-addressed once the distraction is gone.
• It's a common set of decision making criteria. The challenge is then to make sure they are applied consistently and in the spirit of the criteria.
• I'm really not sure how the best way to prioritise services, but I do think involving as many people as possible in decisions can be effective.
• I agree a criteria is useful to provide a framework but it should not be so rigid that it doesn't allow for thinking or acting outside it.
• Without a list, everything would seem like a priority. This helps it to be fair and transparent.
• Sometimes vulnerable groups may require positive discrimination to support.
• Criteria ensure that the council can be clear and transparent as to how they came by their decisions, how ever it may not be possible to always set criteria for everything. Equally it would be inappropriate to spend a disproportionate amount of time deciding criteria rather than acting on findings and "doing the doing" i.e. delivering outcomes.
• It would make it clear to all Councillors and those working for the council what residents want and help them to act accordingly.
• A criteria is helpful as a guide.
• A benchmark is needed for people to understand why decisions have been reached.
• It depends how rigidly the NCC decides to stick to the list and if there is any flexibility.
• There is no flexibility or adaptability in criteria. How about meeting the needs of communities rather than having a criteria for not doing work or else always ending up with the same outcome. What are the councillors doing? It seems as though officers wish to have a tool for taking decisions away from councillors.
• I agree criteria are important, but people do not always fit in boxes and it is important to consider the individual too.
Things change; life is dynamic not static. So having agreed criteria can offer a guideline, but very often can become a limiting mechanism when something new and often important comes along, then set criteria and a lack of ability to deviate can cause paralysis.

- Prioritise outcomes to gain good results.
- To make sure that all concerned are working to the same criteria
- Logical.
- How else would you make decisions consistently if you don't have a priority list where is the 25 year strategic plan for Northampton.
- All organisations need priorities.
- Who is to decide the criteria? Council?
- While criteria are always required in decision making, having this apparent obsession with endlessly debating and determining those criteria easily becomes counter productive. Many of the criteria are blindingly obvious (e.g. being responsible with money) - why are they even open to question in this survey?!
- As long as the criteria includes peoples needs, not just what can be budgeted for.
- It's common sense.

18. **Value to society** - this means that we will consider the benefits to the whole community. How important do you think this is for the county council?

![Bar Chart](image_url)

- Extremely important: 44.8%
- Important: 37.9%
- Moderately important: 12.5%
- Slightly important: 2.6%
- Not important at all: 1.4%
- Don’t know / not sure: 0.7%
There were 417 responses to this question.
Extremely important 44.8% 187
Important 37.9% 158
Moderately important 12.5% 52
Slightly important 2.6% 11
Not important at all 1.4% 6
Don't know / not sure 0.7% 3

99.9% 417

19. Effectiveness - this means that there is good evidence that something works or that it is, at least, very logical to think so. How important do you think this is for the county council?

There were 415 responses to this question.
Extremely important 53.0% 220
Important 36.4% 151
Moderately important 6.7% 28
Slightly important 1.4% 6
Not important at all 1.7% 7
Don't know / not sure 0.8% 3

100.0% 415
20. **Costs** - this means that we not only think about how much something costs, but also about who pays. How important do you think this is for the county council?

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely important</td>
<td>52.9%</td>
<td>220</td>
</tr>
<tr>
<td>Important</td>
<td>29.3%</td>
<td>122</td>
</tr>
<tr>
<td>Moderately important</td>
<td>12.7%</td>
<td>53</td>
</tr>
<tr>
<td>Slightly important</td>
<td>1.7%</td>
<td>7</td>
</tr>
<tr>
<td>Not important at all</td>
<td>3.1%</td>
<td>13</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>0.2%</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99.9%</strong></td>
<td><strong>416</strong></td>
</tr>
</tbody>
</table>

There were 416 responses to this question.

21. **Best practice** - this means that we always think about the best way to achieve what we want to achieve as an organisation. How important do you think this is for the county council?

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely important</td>
<td>54.6%</td>
<td>230</td>
</tr>
<tr>
<td>Important</td>
<td>35.1%</td>
<td>146</td>
</tr>
<tr>
<td>Moderately important</td>
<td>6.1%</td>
<td>27</td>
</tr>
<tr>
<td>Slightly important</td>
<td>2.2%</td>
<td>9</td>
</tr>
<tr>
<td>Not important at all</td>
<td>1.5%</td>
<td>6</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>0.5%</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>416</strong></td>
</tr>
</tbody>
</table>

NCC – Engagement, Participation and Involvement Team (EPIT) v1.0
There were 410 responses to this question.

- **Extremely important**: 54.6% (224)
- **Important**: 35.1% (144)
- **Moderately important**: 6.1% (25)
- **Slightly important**: 2.2% (9)
- **Not important at all**: 1.5% (6)
- **Don't know / not sure**: 0.5% (2)

100.0% (410)

### 22. Risk

Risk - this means that we take all the potential risks of each prioritisation decision into account. How important do you think this is for the county council?

There were 411 responses to this question.

- **Extremely important**: 44.0% (181)
- **Important**: 39.9% (164)
- **Moderately important**: 13.1% (54)
- **Slightly important**: 1.2% (5)
- **Not important at all**: 1.2% (5)
- **Don't know / not sure**: 0.5% (2)

99.9% (411)
23. Effect on the workforce - this means that we think about whether our prioritisation decisions will make things better or worse for our staff. How important do you think this is for the county council?

There were 413 responses to this question.

<table>
<thead>
<tr>
<th>Importance</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely important</td>
<td>36.8%</td>
<td>152</td>
</tr>
<tr>
<td>Important</td>
<td>33.4%</td>
<td>138</td>
</tr>
<tr>
<td>Moderately important</td>
<td>18.9%</td>
<td>78</td>
</tr>
<tr>
<td>Slightly important</td>
<td>5.3%</td>
<td>22</td>
</tr>
<tr>
<td>Not important at all</td>
<td>4.6%</td>
<td>19</td>
</tr>
<tr>
<td>Don't know / not sure</td>
<td>1.0%</td>
<td>4</td>
</tr>
</tbody>
</table>

24. Please could you tell us why you rated the criteria above in the way that you did?

- Because it's a rubbish survey.
- Good employees are busy and happy.
- It's the exact situation I mentioned before - tick box criteria over common-sense and local knowledge.
- The council’s primary objective must be to deliver the right services to the tax payer in the most efficient way possible.
- What a silly question and at best insulting to your hard working employees.
- Having such a hierarchy helps make decisions and ensure one keeps to one's core aims.
- A lot of people think, sometimes it appears rightly that Councils do not listen to the views of their constituents.
- From my experience NCC have always put their staff before the public. Promoting from within or moving people sideways even thou they give no added value to the job in hand.
This is common sense to achieve the best and most economical solutions to the county council's current problems.

The obvious are extremely important, No.23 is open to interpretation.

No 18. Sometimes we have to provide for the needy and not the whole community.

Staff, as members of the general public, will benefit from need the decisions made by the council.

You are there to serve the public, your staff is only a minor percentage of the public as a whole and should not have special dispensation.

I would think that was obvious.

Again this is all basic common sense.

Re effect on workforce - the effect should be considered but not just on a better or worse basis - the effect should be identified and the best way forward decided with an honest and transparent assessment of its impact on staff.

22 - Sometimes risk is necessary. 23 - Although I feel decisions sometimes have to be made that make things difficult for staff, it's important to have a happy, productive workforce. Other questions - the council is there for us and funded by us, so should operate in the most efficient and effective way.

The Problem NCC have and always have had is they had a superb employee structure, great employers and then have continued to stab them in the back and destroy the services they provided, the services once gone and staff gone will never be delivered in the same way or with same expertise once they are destroyed...NCC staff worked with minimal cash input in to the ground services, many spent their own money making sure their client base got they best service, NCC stabbed their staff and the customers in the back, and continue to do so...this is because the Board of directors of NCC have no Backbone, have their own agendas, and pet schemes such as project angel which is not for the good of the people of Northants, but a glory and self pat on the back for themselves.

Make you treat your staff fairly.

These questions are all so basic! If they need to be asked and are not already in place I understand why the Northants Council is deemed to perform so badly.

So that you can be a responsible council, and to be seen to do things in a proper way, and not seen to waste money.

Although they make decisions on our behalf, council officials must never lose sight of who their decisions may affect.

The staff deliver the service. Make them feel valued and they will go the extra mile.

Common sense.

The cost issue raises questions for me. Parks are a great mental health asset. But are they deemed secondary because during winter they're not high capital earners, and incur maintenance costs. Which priority takes hold over the other?
- To ensure the council is ethical and accountable.
- Prioritising is so important.
- Seriously, if these aren't already part of your day to day way of doing business there is something wrong.
- All people must be considered and protected.
- I viewed from a personal, fair way of doing things.
- I do not have to justify my answers to you, as you asked me the question.
- All discussion/change should be evidence based, not purely "knee jerk".
- All need to be taken in to account. To be seen to use our money wisely.
- Staff are nearly always reluctant to change and their views are distorted.
- All of these criteria are important.
- I feel that cost and effectiveness are the top priorities. Of course the work force should be considered, but should not affect the other two.
- The way you treat your staff is a good indicator of how you will carry out your civic duties
- NCC needs to think about the well being and effectiveness of their staff. This should improve their competency.
- As previous answer on criteria.
- I have rated risk, effectiveness & best practice as extremely important however there are certain areas which could not benefit everyone i.e. Rushden Lakes would not benefit everyone and also where costs are concerned everyone pays according to their capabilities.
- Back to the fact that we are spending millions of pounds of our resources through council tax to fund the Canal arm - I've lived in Daventry all my 33 years and I'm yet to hear from one person who thinks this is a good idea?!?!?
- These are ridiculous no brainer question creating no brainer answers.
- I think these are all good questions to ask and would expect impact analysis on any projects.
- THE WORKFORCE IS REQUIRED TO ACHIEVE CERTAIN OBJECTIVES BUT THE CC CANNOT TAKE THE EFFECT ON THE WORKFORCE OVER THE EFFECT ON THE POPULATION.
- If staff don't like it, they should leave and find a job that does suit them.
- A happy, well informed, staff will see a benefit in their output.
- I think answering the questions in the way that I have indicates why I have rated the questions in importance to me and how I would like the council to see and act on my behalf.
- Staff are the main stay of councils and should be treated fairly and well. They often work 120-150% to deliver services.
- You need a dedicated, experienced workforce. The expression comes to mind "if you can't help yourself you can't help others".
• With all of the outsourcing all councils do then clearly not a priority.
• All members of society and staff should be considered in everything the council does. The council is paid for by the community which includes the staff.
• I agree with the points listed above.
• Assessing the risk of changes - whatever they are are essential to good decision making for service delivery. This includes considering the impact on staff - on morale - cost of redundancy possible, and can the service be effective if staff are affected?
• There should be no risk taking when spending other people’s money, your workforce needs to be looked after, but at the same time not have 10 people looking down the same hole. That is a committee and we all know how committees work!
• Again, all important. Presumably this means these things haven’t been considered up to now...
• The workforce is only part of the equation, the benefit is more important. Rubbish collection is a point in question, the new bins etc. certainly make it more pleasant for the bin men, but the rubbish in the area when they have been is worse, they do not look after the bins which are often strewn about. However the clean up done by hand along the roads is excellent and makes a real difference to the community, and it cannot be easy or pleasant work. I know as I have done it with other volunteers in the village. There are some things done by the council (hole filling) which when done cheaply do not last. Look at the road from Upper Benefield to Glapthorn, look at some of the major roads in the area resurfaced fairly recently, done cheaply and done badly. Some things need to be done for a few in real need that do not help the local Society as a whole and should not be dropped. Help for the disabled, elderly etc.
• Effectiveness, costs, risks and best practice are all things that should be looked at as a matter of course before any project is undertaken, but as a council it is important to provide value to the community as well. Effect on staff should be the less important consideration.
• Because each one is an important point to consider.
• Any lessening in importance would result in complacency and corruption.
• It is what I feel.
• I think that best practice should always be first consideration.
• There are often multiple facets to any issue, and these should always be considered. The council should not take on or fund risky projects without taking every step to minimise the risk to an acceptable level and apply best practices to any on going supervision. i.e. Sixfields.
• To slavishly follow best practice guidance may not fit every situation. To have staff who are contented is the most important part of providing and maintaining a service.
The best is not always of the same value. Staff are important but more important is that the people/providers/organisations who are going to deliver services on behalf of NCC need to hold same accountable values.

It is very important that the council acknowledges its "customers" needs and works to achieve these within budget.

You must look after your staff, but sometimes you need to take a risk on new ventures that you cannot predict the outcome.

Nothing to add.

All are common sense attitudes and approaches.

You are there to provide a service to the people not to look after your own backsides.

It is important that the County Council provides an excellent service to residents and if they are to do this then they have to look after the staff who provide those services.

Daft question. However cost - question 20 should not mean you always take the cheapest quote.

They are generally common sense.

Communication with us the taxpayers as well please.

At the end of the day, difficult but balanced decisions have to be made which sometimes mean discretion is required.

Because such decisions would affect the workforce’s job security. It is important that the workforce have a clear sense of job security.

I think all are important considerations in a decision making process but at times creativity and entrepreneurship is also vital.

People are the source of the finance brought into the Council coffers. If you do not look after the people, the people will not be able to, or wish to, co-operate.

They are all important. It is very important to think about who pays, because otherwise people with needs would miss out on services they couldn’t afford.

The effect on the workforce must be taken into account in order to avoid recruitment and retention issues.

Again all important when making decisions. I chose value to society as extremely important as we are the ones paying for, receiving and sometimes delivering the services. They need to be what the people want and need and what will improve their quality of life.

Whilst staff are key to successful service delivery as the council move to the NGM, staff are already acutely aware of the future conditions of work.

Due to council tax payers getting value for money from a reduced service.

All these fit in with my own criteria.

Sometimes the right priority is not one that is best for the whole community, but just a section of it - e.g. social care/education. As a member of staff I do not feel I am top
priority, but staff are more likely to stay and be good value if they are treated with respect.

- The above criteria are extremely important to all concerned both service providers and users.
- It is important that we get the most for our money and apply best practice across all principles but sometimes applying principles in one area can have a negative effect on another which doesn’t necessarily rule them out.
- They deal with immense pressure and there well being should be considered
- The workforce is what keeps the council running. Without them the council has nothing. There are a huge amount of changes at the moment for the staff, both in places of work and changes of processes within Social Care. This is extremely unsettling. It has always been found that if you keep the workforce happy and fully informed you get a much higher level of input from them. ALWAYS LOOK AFTER THE WORKFORCE.

ALWAYS BE FULLY AWARE OF THE ISSUES THE WORKFORCE FACE.

- The staffing ratio in the public sector is far too high for its output/outcomes. Far too many managers.
- They are all key areas the council should consider in everything that they do.
- Staff are employed to do the job.
- There is always evidence and costings available for projects.
- Costs - this means that we not only think about how much something costs, but also about who pays and what value it has as well. Best practice - this means that we always think about the best way to achieve what we want to achieve as an organisation. Within an understanding of what resources are at hand staff, money and processes being realistic. Risk - this means that we take all the potential risks of each prioritisation decision into account. Positive as well as negative looking at ways of supporting the positive if this is needed before final decision.
- You need more common sense decision making and less "council speak". And as to Q20, it is the taxpayer who ultimately pays.
- The effect on the workforce should be part of the total picture, when looking at the effects on the whole community. They shouldn’t necessarily be prioritised over other section of the community.
- Staff need to be properly resourced to achieve best outcomes for all. Diverting public money to private profit is not best practice, nor logical.
- Whilst some are in considerable need others are very well off so that a policy that benefits all could be a waste of resources.
- The public comes first in importance...always.
- Because none of you or your officers understand any of the above.
- Again, this assumes the framework has already been decided. With only positive choices to choose from, it is very difficult to question.
- If staff are stressed by added work load they will perform less well.
- Best Practice mitigates risk, value is subjective.
- They are all critical to being effective for the community.
- Staff are employed to provide a service. Service users are not there to keep council staff happy.
- Best practice will be more efficient because it will reduce complaint and errors.
- Effectiveness... who decides that? If you have a template for all to see this will be easier rather than a pen pusher just saying so! Cost - is a matter of needs to happen if a statutory duty is involved. Workforce appears to have a disproportionate reluctance to embrace change... this needs to be different.
- Sometimes difficult decisions have to be made to move forward which may affect the workforce. But this may mean more effective use of resource.
- I think that it is extremely important to ensure any decisions made in in the best interest of NCC, Staff and members of the public. We are better together.
- I believe that the priorities should be based on public service need. The way it is delivered is then part of the plan.
- NCC cannot function without its staff, need to keep the wellbeing of the staff in mind at all times.
- As with the previous answer, those I consider important are those in which there could be come flexibility whereas those which are extremely important are those which should be held to more firmly.
- Effectiveness needs to be measured but sometimes you need to test it. Budgets are a huge priority so we need to ensure they are used properly to best effect. Best practice sometimes has budget implications that need to be considered. Risks and impact should always be assessed in decision making to measure how effective it is likely to be.
- Workforce is a priority but service users are even more priority. That said, your workforce are your biggest tool and it must be a particularly priority in NCC where agency spend is huge - problem is retention and we need to examine why to deal with it.
- The priority is to follow the criteria.
- Again all of those should be considered, but costs may outweigh the effect on the workforce (i.e. Angel travel plans), risk may not be considered and can be overruled by costs, due to constraints on public purse.
- Because currently this has not been considered at all in respect of the recent changes and resulting chaos affecting staff and customers. The effect on workforce is a massive negative impact and it is disgraceful that this has not been recognised by those people making decisions about services they clearly do not understand how they are delivered.
- Without the good will of the workforce a lot will be lost.
- Value decisions and their ongoing effect and value your people.
• We all come from different backgrounds with different religious or non-religious views, there needs to be an agreed joint set of values that transcends those.
• Demoralised staff give the council a bad name.
• Difficult times require innovation and clarity - councils need to accept the need to take risks, and be honest with people about this.
• Again, because it's obvious. But you're asking the wrong questions, again. You've got your tick in the box for consultation but it's false.
• If change is needed staff should find better ways to accomplish target by changing the way they work.
• I rated 18 less than extremely important because sometimes to be fair something may be seen to benefit a part of the community not the whole. To always have to benefit the 'whole community' is either too restrictive or means everything can be given a generic 'it'll be good for all in the long run'. I rated 22 less than extremely important because being too risk averse means things don't get done or new things tried.
• Because they do the frontline work.
• They are all important in the context of being good stewards of the council's resources, whether financial, human or other.
• Staff are important.
• Previous comments.
• Not all criteria can be given the highest priority. It is most important that any action has the impact intended and that the maximum impact is achieved for a given cost.
• OK.
• Beliefs.
• Happy clients, residents and happy workforce will lead to more contented people happy to live in East Northants.
• While the staff are important it is the delivery of the service to the customers and the charges to the tax payers which should have priority.
• Because it's what I think.
• It appears that this is a criteria for staff, not the public. For instance q21 is not always the best.
• The key aim of your responsibilities should mean doing your best for the people you have a duty to; your staff should not override this.
• Workforce moral is important.
• Councillors should consider what they do as if it were their own money and family, sometimes you have a hurt a feeling to achieve the best outcome.
• These are all criteria that need to be considered.
• The effect on YOUR workforce has no relevance in determining what needs to be delivered in the area.
• Again personal views - but obvious to me.
The council needs to be effective, not taking risks which may blight our lives.

It is important to have a safe level of working.

Your definition of 'effectiveness' is inadequate. It should also consider the probability of decision having the effect desired and the magnitude of benefit vs cost.

I think a lot of the middle-managers, private consultants, and agency social workers are capable of looking after themselves. Lower paid staff, however, should have a clearer progression path.

These are classic considerations, just don't spend too much time and money in doing so!

To make things better.

As a "service provider" I think the council's first responsibility is to its "paying customers".

Do not re-invent the wheel, if it is not broken don’t fix it.

It is important to have staff that are content and proud of what they are doing.

There is ONLY one known Best Practice and that may not be one used by NCC. Consideration needs to be given to the true Best Practice. Consideration to effects of decisions on the Workforce have to be moderated by the needs of the subject matter. Councils need to adopt practices of successful Commercial Enterprises. The days of cosy jobs for life and fat Retirement Pensions are over.

I have already laid out my reasons in the previous boxes. When you say "Effect on workforce" it is important that ALL the workforce understand that they are there to be effective workers. Also that they are responsible for spending Public money. That includes Managers, who might consider how many other employees their salary could pay for, so are they personally offering value for that money, and should their own job actually exist?

Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is just a 'sop' to the electorate and a facade erected to act as a diversion as to the actions of the council which are made in its own interests NOT the community it serves.

We need to be a caring society.

Council staff are not more important than any other person in the electorate. When I first came to this county in 2003 NCC were advertising in the Telegraph for a Finance Director. The ad mentioned a more than £2 million pension fund. That tells me where the priority was in 2003 and the fund can only have grown since then.

Every question asked is logical and can only be answered as important.
The needs of the public and usually unheard members of society e.g. the aging need to be taken into consideration without unnecessary bureaucracy e.g. 'Best Practice usually means wasting money sending people to see how other organisations work.

Why are questions 18-23 asked in this format where as the questions prior to 18 were much more detailed in asking for responses. Straight away there is an implication implied through the structure of this survey in that the council is already pre planning the outcomes of the consultation through the construction of the question framework.

NEED TO CONSIDER ALL INVOLVED.
As mentioned before, all equally important.
There's no 'right answer' to any of the above and one set of criteria that leads to one decision will always be considered a compromise on how it affects another set of criteria. Steering a good pathway that is understood by the people in Northamptonshire will require sound judgment and a steely professionalism that in itself will be open to observation and criticism.

The council focus should be on the people it serves - over analysing decisions can be a waste and generally provides no relative benefits and to be quite frank I receive nothing from NCC.
Whilst thinking about who pays appears important and sensible, it should not be used as an excuse to marginalise a vulnerable minority.
Common sense.
We live in a big county, some areas are very rural and decisions should be there to help everyone with all their needs.

Actions should be effective, but there may be occasions where a particular part of society is positively impacted, but not others, this should not mean that the action is ruled out. Costs should be determined over a longer time frame and are only meaningful if they include externalities. Best practice is good, but can prevent innovation.
You should always consider your workforce this is the key to good man management.
These should be important but perhaps not always thought of.
As you have god rid of most of the directly employed staff over the last few years, it is virtually irrelevant.
Point 23 should be the guiding principle in the decision making process.
A stable workforce helps to get the job done. Frequent staff changes have a high training cost to any organisation.
The criteria listed goes a long way to producing/recovering a caring society.

#20 should clearly reflect "value for money" as there is a fear that council decisions may always favour the cheapest option.
Most councils do not rate the people who work for them.
These criteria are less important.
• The workforce have adopted to the culture of change.
• The council do not listen to the public.
• Staff are vital for good operations.
• Because the council should be working on measures that will be of practical benefit.
• Citizens are the first priority.
• Same reasoning as for previous questions.
• Re 23: It is important that staff are valued and that changes make sense to their working life.
• They were all important.
• Value to society, which part of the county society are you referring to? The wealthy in the town and county or the poor in the town and county?
• Think like the private sector - important, but less so than getting the job done.
• 23. Your thoughts about the effect on your workforce should be the same as for any other employer.
• Without a content workforce the output will suffer.
• I work in public service, and we have to respond to what is needed, like it or not.
• Decisions relating to workforce must be based on need and effective use of resources.
• The criteria are all good, just some more important than others, in my view.
• Sometimes tough decisions can have an effect on people in a negative way but should not be a reason not to make it.
• If a decision is taken which will adversely affect the workforce, this should be explained beforehand and the recommendations of employees taken into account. It could be that an employee has an idea which had not been considered by NCC.
• Best practice is using what others have paid for to give us the best result.
• Surely it is self apparent that all of these criteria are extremely important when one comes to evaluating policies and projects. The problem obviously comes when the evaluation is performed.
• Without understanding the risks, you cannot understand potential impacts. By utilising best practice and understanding effectiveness, you will go about things the best way, for the best benefit.
• All about your aims not just the staff.
• Having an effective stable workforce is extremely important. To deliver the corporate messages, deliver effective service the workforce should be permanent. Social care services needs strengthening in this regard.
• First and foremost you service the people / the taxpayer.
• Naïve questions again, looking for the obvious result.
• The responses are surely self evident.
• Good management practice.
• Having a motivated workforce is key to successful delivery of services. Services must be provided consistently and with sound principles applied to demonstrate integrity.
• The "service users" should drive services not staff needs.
• Ditto as previous questions.
• Risk and where funding comes from is by far the most important to me.
• Self evident.
• Risks and costs should incorporate the long term benefits / outcomes as well as shorter term objectives and gains to be made.
• Staff are also users of the service and deserve equal respect.
• I think it important that effectiveness is considered, but sometimes one can’t evaluate an effectiveness until it is trailed and delivered. I.e., you cant have evidence based practice, until practice has been delivered and evaluated. You also need to think about your workforce, it is your most valuable asset. You need to consider why you are losing so many experienced social workers, who are being replaced by more expensive and less effective agency workers.
• Again, I believe that it is just obvious that these should be how the council operates daily. It shouldn't need a survey for the council to behave in this way.
• You need to look after your staff. I visited one of your buildings in a professional capacity recently and it is in a terrible state. Staff working in a building such as that do not feel valued and are probably not as efficient as they could be as a result of this. Please consider the knock on effects that will impact on some of your decision makers. All of the above statements are important.
• Staff are the backbone of any organisation and ensuring that they are treated with dignity and respect ensures their loyalty and continued professionalism.
• Makes sense.
• Effective timely and efficient services are extremely important and should be evidence based. However while staff should be considered they are there to provide a service.
• It’s not just the staff that need to be considered - the users of the service/resource you are prioritising are the number one priority.
• Because after viewing the information these were the decisions I came to.
• Because all need to be taken into consideration when a council considers any issue.
• Because they are important.
• Yet again all of the above should be standard practise. Social Care is woefully wanting and the staff are disengaged.
• These are all valid points. There is no easy way to differentiate their importance.
• I have no idea what the county council thinks or how they prioritise need.
• Unclear now; difficult to find information, unclear as to who gets what and what measures are used.
• 21-Adopt best practices followed by others instead of reinventing wheel every time.
• Experience tells me these things matter.
• As principles there is nothing to disagree with.
• As per pervious pages if you are going to have criteria then all are important - not one more than the other.
• Staff should be considered, however the service review should be centred on the needs of the public rather than the needs and preferred ways of working of council and staff.
• You are asking pointless question - all of the above are extremely important to decision making.
• All of the above criteria have their place in the system. However, I worry that terms like 'effectiveness' and 'best practice' are subjective and would depend on how they are defined by the current administration (e.g. is something effective if it reduces costs or if it improves quality of life?)
• If staff are unhappy, service quality may drop.
• Don't be too risk averse and get lost in the minutia as you have to often take a certain amount of risk to innovate and move forwards as sometimes assessing risk can result in bureaucratic delays that are stifling and time delaying whilst every stone is unturned and examined in detail. A robust but streamlined pragmatic risk assessment process is fine.
• The above are essential aids in strategic thinking.
• Because this is good practice which should already be in place or enforced.
• These are self evident truths!!
• Self evident.
• A happy workforce instils good practice motivation and commitment leading to high quality.
• Given that the Council holds itself legally bound to the good of the individual, the vulnerable, and the "whole" I believe it "extremely important" that the Council be efficient and ethical in its use of time, work, investment, and resource.
• Though the staff are normally part of the community they are cogs in the machine that serve the community. So the communities benefit should be at the heart of every decision.
• I believe that all criteria should have equal weighting in order to achieve excellence in practice.
• You cannot plan without evaluating and measuring effectiveness.
• Best practise should always be strived for, within the constraints of funding.
• It could be short sighted to outsource services need to receive maximum and timely service required, i.e. access to a handyperson scheme as soon as needed could prevent injury and increasing need for council services. In the long run, the transition backwards and forwards at start and ends of tender processes etc can take up a lot of
time have a destabilising event surely better to retain and grown expertise in local services for the needs of people in our county.

- Whilst the staff/workforce is a very important component of the council it is essential that we focus on outcomes for service users/the community first which may sometime mean changes for staff which may not be popular.
- All of the above are what I would expect to be happening already, but there is no harm in putting it in black and white.
- A happier engaged workforce provides better services.
- Happy, motivated and valued staff are extremely important.
- Change and leadership can mean doing things that others are not doing or taking decisions that other haven't taken. Evidence and best practice are not always available. Northamptonshire is not one community. It is many communities. Each needs to be considered on its own merits. Change is not always easy and requires a flexible, adaptable workforce.
- For the reasons I have given previously.
- Sometimes decisions need to be made which may not be easy on the workforce.
- All decisions have long lasting impacts on society.
- Benefits to the whole community? See above about Overstone Leys etc. How is that benefitting the community of Overstone or Moulton?
- A more radical and long term approach may result in more effective services.
- All except Q23 are basically what you are paid to do so are extremely important. Q23 your staff are not more important than the council doing it's job effectively. If getting things right means upsetting some of your staff then so be it.
- Council employees do not have a right for a say in council decisions, it is not a cooperative. In private employment they would not get a say.
- It is important to not be risk averse whilst assessing risk.

25. Using the text box below, please could you let us know if you think there are any other criteria that need to be included, and why.

- Employees need to be aware they are working for the community as a whole not just for their individual department.
- Common-sense and local knowledge - sometimes a project that does not tick the right boxes can have a greater positive impact over a longer term that one which does tick the right boxes.
- Decision makers to address their continuous professional development.
- Value for money, effectiveness, correct monitoring of outcomes.
- Everything looks good so far (on paper) no doubt this took a fair few man hours and meetings to compile, but it will only be effective in practice.
- Loyalty to the residents of Northampton not the transient population.
- Be cost effective, you do not have sufficient resources to help everyone so help as many as possible, don’t be selective about minority factors we are all people and should all have the same priority, cost should be the balancing factor not religion sex colour intelligence or disability.
- Not at this time.
- I think there should be an acceptance of responsibility from council staff who give the go ahead to spending money, if it is proven that they have made a bad decision and wasted our money or given preference to big businesses that offer poor service (e.g. the current state of refuse collections) then they should be disciplined accordingly.
- Related to value to society - consideration /identification of people/groups negatively impacted by a given prioritisation.
- You need to be looking at other ways to make money or save money. For instance, making use of the volunteer section, where you are cutting money, but in fact if you funded them you would get a far better service and a whole lot cheaper. You are so short sighted.
- To give greater consideration to the effects the councils decisions will make on the community.
- Always consider the less fortunate when making decisions.
- Make a better "fist" of running NCC than you are doing now.
- Safety. The consequences of not carrying out your responsibilities safely could have far reaching and long lasting consequences on your staff or the community you serve.
- No I think most things are covered.
- ALL DECISIONS NEED TO BE ETHICAL.
- Can't think of any others.
- What is best for constituents not just the budget.
- None.
- None.
- No.
- Where services are contracted out, the effectiveness and capability of the organisation to deliver, is thoroughly assessed and that monitoring and accountability routes are put in place in order to monitor effectiveness.
- Effect on the environment (especially when costing. Not to take short-cuts that damage our planet, and our future generations).
- Demand.
- Home care and care homes to lower the number of bed blockers who cannot leave hospital because they have no family to care for them.
- None.
- Something about those working and delivering services on behalf of the council, including all organisations and partnership arrangements.
- None.
- Need - are there any alternatives for fulfilling a need - or is it the county council or no-one.
- Outcomes for people........is a service HELPFUL? Who says? You need to evaluate your services ........with us!
- No.
- None at this time.
- Just and fair criteria due to council tax payers getting value for money from a reduced service.
- None.
- Not all decisions are going to affect the whole community so they should not need to be considered for every decision made as it may not be relevant to them. Decisions need to be effective - again this goes back to value for money, if it’s not effective then you should not be doing it. You need to be able to take a risk sometimes on new ideas for delivery in order to develop and deliver services most appropriately to your community.
- The above criteria is very comprehensive but will, of course, have to adapt to any change in circumstances in the future.
- Again, consideration needs to be given to the fact that while NCC is responsible for urban areas, it also has a large rural community which is often overlooked and/or ignored when valuing or applying principles.
- Statutory Responsibility awareness - e.g. Elderly persons Bus passes/travel, NQT support, corporate Parenting, emergency planning, - there is a lot that has to be covered that there is no choice about by the authority and the benefits and responsibility should be a shared awareness for society.
- Long term objectives and targets should be a priority - i.e. providing for the long term and building that into plans.
- Some criteria seem repetitive, effectiveness and best practice, risks and costs. Costs are part of the risk of a decision. If something isn’t effective it shouldn’t be best practice. Criteria should ideally represent separate factors which are unrelated. Other criteria may be whether it’s short term or long term focused, and possibly a criteria around integration or cohesiveness.
- Legal requirements because it is the law!!
- You have failed to do anything that would benefit the county community for years. 2. you can’t even maintain our roads.
- I think there is a lack of financial consideration in the framework. The needs to be some detailed investigation, and not just a case of general cost effectiveness.
• Statutory duty and law MUST be driver to some decisions which are made. Some things cannot be delegated, delayed or denied... so stop doing so!
• No.
• Workforce implications - ensuring the right staff/tools are in place to deliver the strategy/priorities/values and statutory requirements etc... Develop/nurture staff. Make best use of resources so less on agency spend and more on service delivery. Encourage innovation.
• Communication and openness - all should be visible and open to scrutiny.
• Commitment to remove unnecessary layers of management who do not understand the front line workings of services and the impact decisions have on staff and customers.
• Openness and honesty.
• Sustainable development - need to consider longer term / wider impacts of decision than just the short term / obvious outcomes.
• It's always hard to weight the relative importance of small benefits to many people against large benefits to a few, but some tools to help with this should be seriously considered. 'Head Counts' are nowhere near adequate when complex decisions need to be taken, more sophisticated tools are required.
• See before.
• All aspects need to be considered and all are important.
• With risk there should also be consideration of the unknown unknowns, and your staff have to deal with these every day.
• The council should be outward looking as well as considering local needs. For example, meeting humanitarian demands such as meeting the needs of unaccompanied minors and refugees is part of simply 'doing the right thing'.
• No.
• Prior to closing a service, you should discuss the issue.
• OK.
• Safety.
• It isn't possible to please all the people all the time but please do your best.
• More criteria to consider the people who pay the bills, i.e. the public. Councils are institutions that if were private businesses, would not survive. RBS is a classic, because the Government took over, the public paid and it is still a disaster.
• Massive growth in Northants population.
• Costs and benefits should be on a whole life basis and include both direct and indirect costs/benefits. At present there is too much focus on short term costs/benefits. It's all very well to talk about accountability but when things go wrong people rarely seem to be held to account. The recent gross underfunding of the move from three to two tier education in the East of the county is a classic example - who was held accountable? What happened to them?
- Time - the council should consider how much time staff spend chatting in meetings (and tossing around abstract ideas). Staff hours are a major expense.
- Nothing to add.
- No.
- Non essential projects, there seems to be quite a few, should be subject to a Public Referendum. Moving Council Offices should have come under this type of scrutiny! Money is tight for everyone but Councils seem to think they are not part of the problem.
- See previous boxes. Ensure management that is nothing short of excellent all the time.
- Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is just a 'sop' to the electorate and a facade erected to act as a diversion as to the actions of the council which are made in it’s own interests NOT the community it serves.
- Not really but roads and attracting employers to the county are important. Remember this, as government at all levels has no idea of the world outside its own bubble. The most important point in any business is the break even point. A penny in the red and eventually you go broke. A penny in the black and you never go broke. Tax on profit is far less important than the cost of doing business. So don’t burden business with your problems. Businesses no matter how small are more important than NCC is.
- There needs to be a workable plan for social care. If it means raising the rates do so.
- Wellbeing of the community as a whole.
- You mention benefits to the community, which is very important. You should also specifically consider the needs of carers.
- Use your common sense!!
- None.
- No.
- To look at decision making in a generic way. There are often unintended consequences for the broader aspects of local decision making, e.g. Employment.
- Be tough on wrongdoers and make respect a high priority.
- See above. Also a consideration to the context of the decision or issue - is it to fulfil short, medium or long term goals: a "return on long-term investment" as it were.
- You should always consider the criteria as you will be accountable to the tax payer eventually.
- None.
- Only to stress the importance of consulting EACH group of people who will be directly affected by any measure put in place.
• We do not want a Council that is risk adverse if the rewards to the community outweigh the risk.
• Decisions need to be based on need, the needs of those who can least help themselves.
• Is it good for wider society.
• The 'law' of unintended consequences. I have often found that planning has not looked at the knock on effect of decisions. This can often result in serious wastage, cancelled projects and lost assets/finances. In business I learned to set up a small team whose sole remit was to look at projects and then brainstorm possible unforeseen consequences. e.g. The Gov't decision to close rehabilitation and recuperation homes to save money has resulted in severe backlogs and costs for the NHS.
• Durability / longevity; will the proposed action be effective over the long term, not just a short term fix.
• What impact will it have? How will you measure it?
• Just to understand as part of value to society, who the winners and losers of the decision making process would be, and the long term effects of any decision on the people that live in the County.
• Leadership, creating an area for investment and wealth.
• We are multi racial society, not multi cultural one. Do not pander to the minority for political correctness.
• Response to, and communication with the public who pay all your wages, should be a priority, not a nuisance.
• Effectiveness of any project is important, putting things out to contract has shown not effective unless standards are laid down and monitored and this is not happening.
• A survey giving clear reasons What, Why, When and Where you intend to make these improvements
• More exploration into raising extra funding whether from government or from local tax payers who are employed or on benefits.
• None
• Compassion. Compassion should be a criterion - how kind is the council to our county. Does the council genuinely care about the people in the county - and if so - how can you prove that? Perhaps one way would be to fix the dreadful roads, sow some seeds in communal areas, etc. Or even just by being more present in the community to show people how you care. Parking needs sorting out - particularly in Northampton and Kettering.
• NCC should review all charities / organisations that provide services in the county and support good work.
• I think coproduction value, I think the council should measure how and whether their funding of a project involves them working with and funding pre existing, non statutory, non profit local organisations and charities.
- All important points to be made but again the process needs to be fair, transparent and honest.
- None to add.
- I will be happy if you can address the above.
- No.
- Timescales for actions and decisions that are in line with peoples needs, not one time scale for all, decisions need to be made quickly and clearly.
- Instead of large projects to think of small changes which will improve quality of life of rate payers.
- A measure of sustainability a measure of wider impact if this service/resource is withdrawn.
- Equity - services should be designed to be accessible and beneficial to all, taking into account the particular difficulties that more vulnerable members of society may have in engaging.
- No.
- Learning from others across the UK and taking the best bits for many other CC's to help shape and influence the way you do business.
- Cannot think of any.
- None!!
- Q.18 - "Value to the whole Society" can be misunderstood and manipulated. The vulnerable in Society are not representative of "the whole", yet any member of the "whole" could become vulnerable. There still needs to be focused consideration on the creation of a safety net in our Society. At present the vulnerable have paid a high price in cut backs in the name of the "good of the whole". No one is fooled by this, and the re-prioritization and re-distribution of said funding is not moral or credible.
- Need to really consider/challenge cost of back room/support staff and mechanisms so as lean and stream lined as possible Public perception is often of bureaucratic top heave councils. Therefore transparency to dispel this potential myth is essential.
- Maybe a criteria that Councillors and employees work lawfully and that measures that are already there within the law to remove or reprimand wrong doing is enforced.
- The long term effects of any policy should be carefully considered. Short term decisions just to satisfy any criteria may not be the best for a sustainable future.
- Leadership, communication and credibility.
- Long term Vs short term solutions and equal resources needs to go to both, ignoring the one for the other is a recipe for disaster.
- Giving people and community real say in there area to influence decisions.
- You can't even stick to your current principles so there is no point in suggesting others. This is simply box ticking to keep some county council clerks employed.
- None.
26. **Do you have any other comments you'd like to make here?**

- This is not a very helpful survey, they are excellent targets it's how you intend to deliver that's more important.
- roads, roads, and roads.
- No.
- Some of the definitions for the questions were not reader friendly.
- Always consult or at least ask opinions of your householders, don't just go ahead and do things, as is the councils normal way of working.
- NCC have been struggling for years with a lack of resource and in my opinion have failed to make services more cost effective and efficient. Community equipment being a prime example.
- Is there a scrutiny group?
- All about making Northampton the best it can be for residents of all ages.
- NCC is tasked with caring for the people within its area, not an easy task granted, but I do believe that the first thing that should be looked at is the needs of the people which is ever changing, hence the need for flexibility in certain areas. The main things that I believe need looking into is health and safety of the public, secondly education and housing. I also believe it does more good than harm to look back to when certain plans were successful and see where they went wrong, if they did, and how they can be brought back on track, if this means we need to do things in the old way, so be it, if it works that is to everyone's benefit surely.
- I really hope you didn't pay an outside company to come up with this rather abysmal questionnaire! You might as well have been asking how important air and water are to the continued survival of the human race!
- No.
- I would like to think that all areas of the county are treated fairly and equally, rather than some areas e.g. Kettering and Corby, being given a higher priority than South Northants when spending money on policing or roads for example.
- You must make sure you spend your budgets wisely.
- See above.
- Economic prudence is important but so has the effect cuts etc have on peoples life's and the knock on effect does not seem to be taken into account.
- Resident Parking would benefit all street in the double H area of mounts Northampton. Families are moving out due to lack of parking. To many shared houses with up to five separate residents with cars! Double parking through the night, most nights too.
• Since 'contracting out' services for those with special needs - mental and physical - have deteriorated. The providers have guidelines and do not seem able to see that not everyone fits into a certain category of need.
• No.
• Great idea. Whole heartedly support this initiative.
• I feel that NCC are not providing adequate services the community require. I fell that not all staff are competent and that turn over of staff is greater than ideal. I also feel that competent key staff leave because of the poor working conditions. I feel at times that finances are misused starting something and then not moving positively forward.
• The County Council needs some consistency. The endless reorganisation and the associated costs really make your decision making seem very reactive based on short term need.
• No.
• Very disappointed with this too simplistic survey. Obvious questions leading to obvious and no brainer answers.
• IT IS IMPOSSIBLE TO PLEASE ALL THYE PEOPLE ALL THE TIME IS A WELL KNOWN SAYING THAT IS UNFORTUNATLY ONLY TOO TRUE A UNPOPULALAR DECIONS SOMETIMES HAVE TO BE TAKEN TO ACHIEVE DESIRABLE END BUT THE CC MUST ALWAYS ADMIT THESE DECISIONS AND JUSTIFY THEM PUBLICALY.
• No.
• No.
• None.
• None.
• No.
• This is good in theory but I would like to see the practical application of the above.
• OK and good for Disability & Disabled People & Support Staff.
• Can we trust this or any other council?
• You must plan for the future and not be diverted by current needs.
• No.
• Outsourcing is not always the best option. Usually ends up being more expensive in the end. Expensive external ‘expert’ reviews only tell you what you should know yourself. No one knows your 'business' and problems better than your own staff.
• I’d like to know how much Councils cost per meeting they have..... What expenses are paid??????? I do a lot of voluntary work and get no expenses from any of them...in fact I provide some supplies each week.... I'm hearing that Xmas lunches, working lunches, travel is all paid for from tax.....not a good advert for economy.....
• I recognise that you have difficult decisions to make and applaud the efforts that have been made in many ways. Personally I no longer have confidence that I can do my job with the professionalism that is important to me. I have no confidence that I will be
able to access the resources I need as we have had to reduce them so severely. We have been consulted with, and met endless 'project managers', but do not feel our professional needs have really been taken into account. I have chosen to resign my position after 20 years loyal and proud service to a County Council I have always respected. Some times you have to listen and do something practical rather than just listen! I suspect we are moving forward on the basis of 'process' rather than meaningful consultation. Please keep the awareness of 'humanity' as not everything can fit into the same size box however hard you push it!

- No.
- It is important to strike a balance between the rigidity of a process and the spirit of trying new. It’s not always possible to evaluate the problems before setting of on a journey but the first step must still be taken otherwise no progress is ever made. Being adventurous is good, being gung ho is not.
- Thank you for requesting the information above.
- This austerity budget is completely unnecessary and damaging to Northamptonshire as a whole. We need to be looking at funding more services than less. We need to look at prioritising giving children and families a good start in life, supporting the education system to do more than just hold children until they are 18. They need to be inspired everyday to reach their goals and potential. This is hard when they come home to domestic abuse, how can they do their homework in that environment? Yet funding for support is being cut. Surestart Centres can’t give new Mums the headstart in life that they need. Parents of children with ADHD have no support at home, and yet this neurological condition is treatable, and responds well to strategies in the home, and yet these children are left to cause disruption at home and at school and in society, and are highly represented in the prison population. Lack of a decent countywide ADHD service is costing millions!
- There should be evidence that the opinions of the work force have been thoroughly researched and taken into account. Otherwise any form of change looks as though it is being imposed autocratically.
- Council tax payers need to know what they are paying for - perhaps break down the services like the personal tax notification of what your money has been used for in any given year (e.g. pie chart).
- No.
- None.
- NCC staff need to treat NCC money as carefully as they treat their own. NCC (like all other public sector employers) have far too many office staff and managers not contributing to the front line services.
- Why does the Council spend money supporting charities and putting on "events" - they should ONLY be supported if there is a direct relevance to the criteria above.
To slightly misquote Cromwell "You have sat too long for any good you have been doing. Depart, and let us have done with you. In the name of God, go!".

It is easy to agree to these criteria but sometimes you need think out of the box and not be to ridged in guidelines as not everything fits the criteria decided on.

Have all policies clearly available online. Provide easy read/alternate format documentation. Stop withholding phone numbers when staff call residents. Ensure staff keep records accurately and, at the very least, know where in a file to find information. Encourage and phone calls to be followed up with an email/letter confirming what’s been agreed/said... this will help the ageing population with understanding/tracking and ensure fewer mistakes are made when staff move on (which they do with seemingly monotonous regularity!)

No.

People should be encouraged to contribute to discussion and be rewarded for raising positive awareness. They should not fear the consequence of raising a negative awareness - feedback should be welcome and fed back into cycle of learning and improvement.

Regular workforce and customer satisfaction surveys that are taken seriously and acted upon may restore some faith in the LA and their commitment to providing exceptional services delivered by a valued and respected workforce.

The more that gets cut the more people adapt and cope. There is a lot of goodwill that is extended by the staff serving Northamptonshire. This is coming at a personal cost. Priorities and values and toolkits work in theory but don't lose sight of the real people working extremely hard for no extra pay.

Any priorities the council may have in terms of targeting provision towards certain groups or needs MUST be made explicit, and open to question.

See before.

What makes the above 'criteria' as such? I get confused by too many variants of essentially the same thing. Criteria to me involve measurement - none of the above do they feel to me like statements of intent and not significantly different to the previous priorities, principles, values etc.

It's a very wishy washy survey and very politically correct and achieves nothing.

There is no where now for people with dementia and their carers to go together as a couple and feel comfortable, share experiences, get information. This service assists people to stay in their homes longer so ends up saving the council money. How dare the council not even consult on this? Disgusting behaviour!

OK.

Safety.

Not at the moment.
I hope it has not taken too long to come up with this survey as most of what has been mentioned the council should have been doing for years.

Very disappointed right now with NCC and all of its councillors.

The growth of the population in support of the 80,000 new homes planned for Northants by 2080 need the infrastructure to be updated. Not just more GP’s but expansion of the Hospitals otherwise there will be longer waits for treatment, New schools, car parks. Urgent care centre for KGH.

I haven’t answered any of the questions because the weighting scales don’t make any sense. When in a survey do you use four 'important' options and one 'unimportant' option? Very poor practice that will provide a positive bias and unreliable data on such an important topic.

A good management team will lead an organisation in the best manner possible. Ensure you have that in place and it will naturally filter down through your staff.

No.

Get better experienced management but have fewer of them, let the council works have more say in the running of the council they usually have better knowledge of the issues in hand.

None.

Highway repair and maintenance is chaotic with Northamptonshire. Resurfacing of our street was performed by a 'cowboy' outfit whose Vehicles and Plant where devoid of and Company Name or Identification, except one 'Digger' that had one Mobile Telephone Number visible. The results of the work were appalling and the reaction of the official concerned suggested he was completely satisfied with the results. The Highways Department allegedly maintain a Register of Approved Contractors on the web site. That List could not be found and written enquiries as to its whereabouts were completely ignored. Nil Log Record of the Request offered whilst the NCC System does provide this information. Some Ivory Towers to pull down? Highways Staff need to learn who pays their Salary. Action needed to improve openness and accountability? Parking in Northamptonshire is messy. In Kettering Borough it is diabolical. Failure to adopt Decriminalisation of Parking leaves the onus for control upon the Police. Locked in by Double Parking the Police were requested to assist. The response was sorry we are 'busy at Rothwell Fair for the next 3 days'. VERY unhelpful. Somebody needs to accept responsibility for parking before anarchy breaks out.

Because I feel that this questionnaire is written in a way to dupe those taking it into thinking that this is a true consultation. IT IS NOT! We are not being asked to consider any real issues, more these questions have been cynically produced to brain wash those taking this questionnaire into thinking that the council are engaging with the voters when in reality they are NOT. This whole exercise is jot a 'sop' to the electorate and a
facade erected to act as a diversion as to the actions of the council which are made in its own interests NOT the community it serves.

- No. I look forward to Brexit - and we ain't paying any tribute.
- When do you plan to inform us of the outcome of this survey?
- None.
- It'll need a group of powerful minds possessing nerves of steel to make decisions that can find the majority of residents in the County who share the views of the Council. I wish you well.
- All priorities are equally important, however, I do believe that a balance needs to be struck between need and reality. There is no way that the council will be able to balance the books financially whilst taking into account all comments and preferences from residents.
- Pressure must be put on national government to change funding to enable local authorities to function properly.
- This is not a proper survey and is a waste of time for me, and a gross waste of public money paying for whoever thought up this questionnaire.
- Cuts etc shouldn't be made across the board but down to which communities needs.
- No thank you.
- No.
- Working as a team, building positive relationships with the public, statutory and private organisations is essential in providing effective services that the County Council is responsible for. Relying on the private and voluntary sectors for the effective delivery of services over a sustained period of time has had mixed results. When organisations choose to terminate contracts because the expected financial gain is not achievable, the public sector has to pick up the pieces.
- I look forward to seeing this initiative in action.
- No.
- No.
- I wish you luck with balancing the books and meeting the needs of the county's residents.
- To start the process I would like the council to prepare a list of EVERYTHING it does and then to get teams to put the list in order of priority with the essential at the top and the 'we can do without' at the bottom. An example being support for minority supported groups such as local theatre and sports. Nice to support when we can afford it but not vital.
- I would like to think that everything will not be so cut and dried! There are always going to be exceptions and there should be a way of including those. So, the criteria are not adhered to so completely that those exceptions are ignored.
- Please publish the criteria once they have been adopted.
• One has to be very careful when entering the area of evaluation that the tail does not wag the dog. In 87 years I have seen and been involved in too many schemes or projects which have been frustrated or nullified by the weight of bureaucracy and/or paper they are swamped by. Make it simple so that it is effective and honestly operated by the people who deal with it day to day.

• Amazement.

• Why, will it make any difference to the status quo?

• Practically all of these values are self evident and no one could reasonably disagree with them. The key however is whether they are really adhered to or are there for window dressing and not applied in practice.

• Why waste time on this when you already know the answers?

• I am sorry to appear so negative but just found the whole questionnaire an insult to people's intelligence.

• I really can't see why the government doesn't just raise income tax by a small amount.

• No.

• Engagement with partner agencies to identify overlaps, views and identification of vision/ mission statements to allow for clear reflection within NCC working as well as partner agencies reflecting the vision and mission of NCC.

• This is a poorly laid out and worded survey - feels like a tick box exercise, which of course it is. You would be better off with qualitative focus groups where you can explore, understand, score and weight answers that will be both meaningful and useful to.

• I think that this survey is all well and good, but you are also spending a large amount of money on Councillors who are not at all representative of their locality, and don't even answer their emails, although presumably being paid to do so. We are only able to vote for those standing for election, but those have been cherry picked and nurtured before getting to election.

• Let’s make this county great. Let’s be tolerant, exclusive and compassionate. Let’s offer a listening ear and perhaps a tiny bit of compassion. Fix the terrible roads which cause so much distress, try and make this town at least somewhere worth living. I've never heard one person say that they enjoy living in Northampton - perhaps if the council were to listen to the ground instead of looking down on people.

• I hope that you consider any changes you may be making may have a knock on effect elsewhere. For example, cuts to social care, day opportunities, travel arrangements etc. can have a considerable effect on people's health.

• If the service is already provided elsewhere. There is no point in the council duplicating and siphoning funds from pre existing services. Why does it matter if it's statutory or not. If it's statutory you should already be supplying it. Next generation working is ridiculous, stop spending stupid amounts of money on consultations, gimmicks and
advertising and just do what needs to be done!! Of course it's not just about the outcomes but how you got there and how long it lasts, who decides on what outcome is best? The council? Or the individual needing support?

- The public will accept cuts if they understand the rationale behind them and are given honest accounts of how the decision are made.
- This is a load of PC mumbo jumbo really.
- More support please for Adult and Children Social Care, The Children's Centres are vital, any support for the mentally ill, the vulnerable Elderly and Homeless and any Health Care Services you commission. These are so important for the wellbeing of the people in this County. I would rather pay a few extra pounds on my Council Tax than see cuts in these areas, as someone whose family and friends have been affected by some of the above and the lack of resources for them.
- No.
- Greater partnership working across health and social care where collaboration is the focus to ensure the person gets the right service with the right skills at the right time stops time wasting searching for information and people being passed around due to unhelpful criteria they don't fit in.
- TRUELY LEARN from Past mistakes ensuring absolutely that they are never repeated.
- No.
- It is always good to look at how to improve a service, but I do think that the NCC need to seriously take this on board as it should already be common practice.
- I do not think this survey will lead to any useful insights for the council. It is pointless to put to the person completing the survey statements which are self-evidently truthful. In my humble opinion this is a pointless exercise.
- I hope that this survey has not wasted even more NCC money. It appears to be nothing more than a tick box exercise.
- I am concerned by the Council's actions to date. Please do not take this survey as a mandate to continue the current application or values of this Council. The ill, learning difficulties community, aged, homeless, chronically ill, and financially poor have fared far worse than our football team and other superfluous enterprises. I sincerely hope that a "change of values" statement will not be used to justify a hardening of hearts policy.
- I'm really struggling to understand the purpose of this survey as it's difficult to argue with any of these from a logical rationale perspective. Asking the general public isn't going to help design the structures that you need. As someone who designs government initiatives I'm disappointed with this survey. You have a responsibility in legislation and policy to do all of these, the question isn't about these as priorities, the question is how do you design something to trade investment criteria that optimises on a case-by-case basis in a consistent way.
• Future proofing is important. Are the criteria being used to plan for the future?
• The county council is clearly in a mess and requires strong leadership and clear communication. There is no credibility in its current actions because they don't match the needs of the people 'on the ground'.
• Probably but I won't.
• None that are printable!
• Hub centres of excellence may be more effective at providing services than to each location.

Equality Monitoring Demographic Questions

1. Are you happy to provide some personal details to assist with our demographic monitoring? If you choose to do so, you need only answer the questions that you feel comfortable answering.

There were 424 responses to this question.

<table>
<thead>
<tr>
<th></th>
<th>85.8%</th>
<th>14.2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>364</td>
<td>60</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>424</td>
<td></td>
</tr>
</tbody>
</table>
2. In what capacity are you primarily responding to this survey?

There were 357 responses to this question.

<table>
<thead>
<tr>
<th>Category</th>
<th>%</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Northamptonshire County Council Employee</td>
<td>6.4%</td>
<td>23</td>
</tr>
<tr>
<td>A local resident</td>
<td>75.1%</td>
<td>268</td>
</tr>
<tr>
<td>A representative of the voluntary sector or community organisation</td>
<td>3.1%</td>
<td>11</td>
</tr>
<tr>
<td>A representative of the local business community</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>A representative of a partner organisation</td>
<td>5.6%</td>
<td>20</td>
</tr>
<tr>
<td>As a service user (of Northamptonshire County Council services)</td>
<td>3.4%</td>
<td>12</td>
</tr>
<tr>
<td>Other</td>
<td>6.4%</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>357</td>
</tr>
</tbody>
</table>

Other:
- Member of Daventry People's Panel
- Parish councillor
- 4 of the above
- Councillor
- Parish councillor
- My daughter is a service user
- Forst for Wellbeing
- Local hospitals
- NHS staff
- NHFT staff member
- Healthcare
- NHFT
• NHFT employee
• NHS employee
• Parish councillor
• NHS Worker
• NHS worker
• Email sent to work address. NHFT
• NHS employee
• NHS
• NHS employee
• Local resident and business owner
• NHS

3. How old are you?

There were 359 responses to this question.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 to 19</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td>20 to 29</td>
<td>4.5%</td>
<td>16</td>
</tr>
<tr>
<td>30 to 49</td>
<td>29.2%</td>
<td>105</td>
</tr>
<tr>
<td>50 to 64</td>
<td>37.3%</td>
<td>134</td>
</tr>
<tr>
<td>65 to 74</td>
<td>23.4%</td>
<td>84</td>
</tr>
<tr>
<td>75+</td>
<td>3.9%</td>
<td>14</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>1.4%</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>359</td>
</tr>
</tbody>
</table>
4. **What is your gender?**

There were 356 responses to this question.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>42.4%</td>
<td>151</td>
</tr>
<tr>
<td>Female</td>
<td>56.7%</td>
<td>202</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>0.8%</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>99.9%</td>
<td>356</td>
</tr>
</tbody>
</table>

5. **Is your gender identity the same as you were assigned at birth?**

There were 353 responses to this question.

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>98.3%</td>
<td>347</td>
</tr>
<tr>
<td>No</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>1.7%</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>353</td>
</tr>
</tbody>
</table>
6. What is your marital status?

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>65.5%</td>
<td>234</td>
</tr>
<tr>
<td>Single</td>
<td>14.6%</td>
<td>52</td>
</tr>
<tr>
<td>Cohabiting (living together)</td>
<td>10.9%</td>
<td>39</td>
</tr>
<tr>
<td>In a civil partnership</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>5.6%</td>
<td>20</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>2.8%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>357</td>
</tr>
</tbody>
</table>

Other:
- Widow
- Widowed
- Widow
- WIDOWED
- Widowed
- Divorced
- Widow
- Divorced
- I'm not single but I'm not married and we don't live together.
- Divorced
- Happy
- Long time Divorced
- Widower
- DIVORCED.....
- Widowed
- Divorced
7. Are you currently pregnant or have you had a baby in the past six months?

There were 347 responses to this question.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>2.6%</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>96.3%</td>
<td>334</td>
</tr>
<tr>
<td></td>
<td>Prefer not to say</td>
<td>1.2%</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100.1%</td>
<td>347</td>
</tr>
</tbody>
</table>

8. Do you have a disability?
There were 355 responses to this question.

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15.5%</td>
<td>55</td>
</tr>
<tr>
<td>No</td>
<td>82.5%</td>
<td>293</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>2.0%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>355</strong></td>
</tr>
</tbody>
</table>

9. If you answered yes to the previous question, please could you tell us which of the following best describes your disability?

![Bar chart showing responses to disability question]

There were 57 responses to this question.

<table>
<thead>
<tr>
<th>Disability</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health</td>
<td>4</td>
</tr>
<tr>
<td>Physical Disability</td>
<td>25</td>
</tr>
<tr>
<td>Hearing Impairment</td>
<td>4</td>
</tr>
<tr>
<td>Visual/sight impairment</td>
<td>2</td>
</tr>
<tr>
<td>Learning Disability</td>
<td>11</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>4</td>
</tr>
</tbody>
</table>

Other:
- 2 of the above
- COPD, diabetes, high blood pressure
- Diabetes type 2
- LTC
- Mobility problems through lower back degeneration
- None
- Ticked in error
10. What is your religion or faith?

There were 350 responses to this question.

<table>
<thead>
<tr>
<th>Religion</th>
<th>%</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>36.3%</td>
<td>127</td>
</tr>
<tr>
<td>Buddhist</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Christian</td>
<td>54.9%</td>
<td>192</td>
</tr>
<tr>
<td>Hindu</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Jewish</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Muslim</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Sikh</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>4.6%</td>
<td>16</td>
</tr>
<tr>
<td>Other</td>
<td>2.6%</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>100.2%</td>
<td>350</td>
</tr>
</tbody>
</table>

Other:
- Atheist
- Atheist
- Catholic
- Humanist
- I don't have a religious bone in my body and don't respect any middle eastern religion or any proselytizing religion.
- Jedi
- My spiritual life is important but I do not follow a specific religion
- Pagan
- Spiritualist
11. How would you describe your ethnic origin?

There were 354 responses to this question.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>93.5%</td>
<td>331</td>
</tr>
<tr>
<td>Asian or Asian British</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Black or Black British</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td>Mixed / Multiple Ethnic Background</td>
<td>0.6%</td>
<td>2</td>
</tr>
<tr>
<td>Other Ethnic Group</td>
<td>2.3%</td>
<td>8</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>2.8%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.1%</strong></td>
<td><strong>354</strong></td>
</tr>
</tbody>
</table>

Other:

- Anglo Scottish - white
- British
- Human
- I am also a registered carer
- White - British
- White English
- White yorkshireman
- Why are you asking this question, it is irrelevant.
## Appendix 2: Workshop/events results

A total of 6 participants attended the workshops. Through discussion, workshop attendees suggested values and criteria that they thought were useful, necessary or important to include in the framework. These are presented in the below table, grouped by conversation.

<table>
<thead>
<tr>
<th>Principles &amp; Values</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>Accuracy</td>
</tr>
<tr>
<td>Honesty</td>
<td>Evidence of collaborative working</td>
</tr>
<tr>
<td>Trust</td>
<td>Economic analysis</td>
</tr>
<tr>
<td>Listen -&gt; change</td>
<td>Review and feedback (to all stakeholders)</td>
</tr>
<tr>
<td>Respect</td>
<td>Happiness of community</td>
</tr>
<tr>
<td>Consistency</td>
<td>Community acceptance</td>
</tr>
<tr>
<td>Appreciate others’ worth</td>
<td>Use of the framework</td>
</tr>
<tr>
<td>Sharing – “community spirit”</td>
<td></td>
</tr>
<tr>
<td>Encouraging volunteering</td>
<td></td>
</tr>
<tr>
<td>Supporting local communities</td>
<td></td>
</tr>
<tr>
<td>Demonstrating effectiveness</td>
<td></td>
</tr>
<tr>
<td>Accountable</td>
<td></td>
</tr>
<tr>
<td>Working together</td>
<td></td>
</tr>
<tr>
<td>Bringing people together – not just out for oneself</td>
<td></td>
</tr>
<tr>
<td>Localism</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principles &amp; Values</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness considering need</td>
<td>Coherent business case</td>
</tr>
<tr>
<td>Impartiality</td>
<td>Good customer service</td>
</tr>
<tr>
<td>Objectivity</td>
<td>Respect</td>
</tr>
<tr>
<td>Integrity</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Honesty</td>
<td>Continually improving</td>
</tr>
<tr>
<td>Commitment</td>
<td>Measures improving over time</td>
</tr>
<tr>
<td>Innovative</td>
<td>Efficiency improvement targets</td>
</tr>
<tr>
<td>Caring for staff and customers</td>
<td>Eliminate waste</td>
</tr>
<tr>
<td>Operational excellence</td>
<td>Reduce meeting time</td>
</tr>
<tr>
<td>Best way to execute initiatives</td>
<td>Good staff objective setting &amp; appraisals in line with organisational goals</td>
</tr>
<tr>
<td></td>
<td>Communicate values and objectives so all staff know them</td>
</tr>
<tr>
<td></td>
<td>Clear rationale for decisions – ‘transparency’</td>
</tr>
<tr>
<td></td>
<td>Admit mistakes freely</td>
</tr>
</tbody>
</table>
### Northamptonshire County Council’s Prioritisation Framework and Process – Consultation Analysis Report

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness</td>
<td>Care for the environment, Harmony amongst people, Safety, Personal responsibility, Continual improvement</td>
</tr>
<tr>
<td>Legal responsibility</td>
<td>Public safety, Environment, Equal opportunities, Support local economy, Research and review</td>
</tr>
<tr>
<td>Equity</td>
<td>Co-operation/co-production, Operational effectiveness, Clarity around responsibilities, Moral, Value for money, Honesty, Unbiased, Actual need, Supporting communities</td>
</tr>
<tr>
<td>Co-operation/co-production</td>
<td>Outcomes per price, Accountability, Transparency, Evidence of need, Proportionality, Continuous improvement, Community ownership</td>
</tr>
<tr>
<td>Care for the environment</td>
<td>Public recreation, Wildlife</td>
</tr>
<tr>
<td>Harmony amongst people</td>
<td>Road &amp; transport, Health, Social care</td>
</tr>
<tr>
<td>Safety</td>
<td></td>
</tr>
<tr>
<td>Personal responsibility</td>
<td></td>
</tr>
<tr>
<td>Continual improvement</td>
<td></td>
</tr>
<tr>
<td>Legal responsibility</td>
<td></td>
</tr>
<tr>
<td>Public safety</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
</tr>
<tr>
<td>Equal opportunities</td>
<td></td>
</tr>
<tr>
<td>Support local economy</td>
<td></td>
</tr>
<tr>
<td>Research and review</td>
<td></td>
</tr>
</tbody>
</table>
Survey overview

What is this survey about?

The council is putting in place a new way of thinking about its priorities and how it decides what they should be. This is called the ‘Prioritisation Framework and Process’ or ‘the framework’, for short.

By prioritisation, we mean developing a framework that will say what the council’s main beliefs (principles) and standards (values) are, and how we determine what our priorities should be.

Principles are the basis for ways of thinking about what’s right and wrong, good and bad, or fair and unfair. Values lead us to decide what we think is important in life. We want to use our principles and values to decide our priorities, because we think it will help us to be fair and make the right decisions for everyone. We believe that, as a county, we can identify some principles and values that nearly everyone can agree on to decide priorities.

The council is writing a guide (our prioritisation framework) to say how the people who make decisions can measure priorities and decide, in an open and fair way, which are the most important. Wherever possible, we are trying to involve the people who use our services, residents of the county and other partners throughout this process.

What are we asking people to tell us?

At this stage of the consultation, we are not asking people to tell us what they think the actual priorities should be for the county council:
We are only asking what you think about the way we plan to decide on these values and priorities.

The feedback we receive here will be used by the council to help decide what the final framework should look like and what will be in it.

To help you think about this, we have included a Sample Ethical Framework, which can be accessed by clicking on this link. This document is an example of the kind of principles and values - such as being financially responsible, being accountable, showing respect, fairness and equality - that we think are important in influencing the decisions that the county council makes. In this survey, we would like to know the extent to which you agree with these values and priorities.

You can also see an example of how we will use our priorities and values in a practical way by...
following this link. This is an example of a Sample Prioritisation Tool.

This survey should take around 10 minute to complete and we would be grateful if online surveys could be completed by 24th March 2017.

Thank you for your interest.

Core Principles and Values

The council wants to agree some key principles and values to help decide what our priorities should be. If you haven't already had a look at the sample ethical framework referred to on the first page of this survey, you can also access this document here.

1. Please could you tell us to what extent you agree, or disagree, with the following statement: "There are some core principles and values that most people in Northamptonshire can agree on."
   - Strongly agree
   - Agree
   - Neither agree nor disagree
   - Disagree
   - Strongly disagree
   - Don’t know/not sure

2. Please could you tell us why you answered the previous question in the way that you did?

   [Blank space for written response]
Questions on specific Principles and Values

Some Principles and Values that are commonly found in prioritisation frameworks are listed below. It is important for us to find out how you really feel about each of them, so we can decide whether or not they should be included in Northamptonshire County Council's prioritisation framework. For each of the eleven questions below, please could you indicate the extent to which you think each is important.

3. **Being financially responsible** - this means making the best use of the money we have, and not spending more than we've got.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

4. **Rational decision-making** - this means using logic and sound evidence to inform the decisions that the county council makes.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
5. **Accountability** - this means that the county council will answer for what we do.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

6. **Being consistent** - this means that the county council will use the same approach and the same way of thinking when we make decisions.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

7. **Respect** - this means that the county council will act respectfully towards everyone.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
8. **Fairness and equity** - this means making sure that our decisions are not biased and do not unreasonably either favour one group or disadvantage another.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

9. **Engaging** - this means working closely, and well, with local people and partner organisations.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

10. **Listening** - this means paying attention to and acting on what you say.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
11. **Effectiveness** - this means making sure that what we do and the services we provide actually do what they're supposed to do.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

12. **Based on Need** - this means that we decide what our priorities are based on a clear understanding of the needs of our residents and customers.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

13. **Looking after the vulnerable** - this means that we will take special care to make sure that we always include the views and an understanding of the needs of those who are not fully able to take care of themselves.

How important do you think this priority is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
14. Please could you tell us why you rated the principles and values above in the way that you did?

[Blank]

15. Using the free text box below, please could you tell us if you think there are any other principles or values that you think need to be included, and why.

[Blank]
Prioritisation Criteria

In order to make the principles and values into something practical, to help make decisions on what we prioritise, a prioritisation tool is being developed. In this tool, the principles and values will be translated into criteria that will help us to decide between different options.

16. Please could you tell us to what extent you agree, or disagree, with the following statement: "Having a list of criteria will be helpful for NCC to prioritise its outcomes and resources."

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/not sure

17. Please could you tell us why you answered the previous question in the way that you did?
Prioritisation Questions

We choose the criteria in the sample prioritisation tool by thinking about common values and principles. The same criteria have been included in prioritisation frameworks in other organisations, too. As an organisation, we would like to know how important you think it is for each of these criteria, or others, to be in the NCC framework.

When the council decides its priorities, how important do you think it is to consider each of the following criteria? For each of the following, please could you indicate how important you think each one is.

18. Value to society - this means that we will consider the benefits to the whole community.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

19. Effectiveness - this means that there is good evidence that something works or that it is, at least, very logical to think so.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
20. **Costs** - this means that we not only think about how much something costs, but also about who pays.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

21. **Best practice** – this means that we always think about the best way to achieve what we want to achieve as an organisation.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

22. **Risk** – this means that we take all the potential risks of each prioritisation decision into account.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure
23. **Effect on the workforce** – this means that we think about whether our prioritisation decisions will make things better or worse for our staff.

How important do you think this is for the county council?

- Extremely important
- Important
- Moderately important
- Slightly important
- Not important at all
- Don't know/not sure

24. Please could you tell us why you rated the criteria above in the way that you did?

25. Using the text box below, please could you let us know if you think there are any other criteria that need to be included, and why.

26. Do you have any other comments you’d like to make here?
Demographic Monitoring

As an organisation, we collect specific demographic information from the people who participate in our consultations or complete online surveys to build up an accurate understanding of the communities that we serve so that services and policies can be delivered to meet the needs of everybody, and ensure that everybody has an opportunity to have their voice heard. Please feel free to leave any questions which you do not wish to answer. Any information you chose to provide will be treated confidentially and in accordance with data protection legislation.

27. * Are you happy to provide some personal details to assist with our demographic monitoring? If you choose to do so, you need only answer the questions that you feel comfortable answering.

- Yes
- No

28. In what capacity are you primarily responding to this survey?

- A Northamptonshire County Council Employee
- A local resident
- A representative of the voluntary sector or community organisation
- A representative of the local business community
- A representative of a partner organisation
- As a service user (of Northamptonshire County Council services)
- Other (please specify)

29. How old are you? (Please tick the appropriate box)

- 10 to 19
- 20 to 29
- 30 to 49
- 50 to 64
- 65 to 74
- 75+
- Prefer not to say

30. What gender are you? (Please tick the appropriate box)

- Male
- Female
- Prefer not to say
- Other (please specify)
31. Is your gender identity the same as the gender you were assigned at birth? (Please tick the appropriate box)

☐ Yes  ☐ No  ☐ Prefer not to say

32. What would you describe your marital status as? (Please tick the appropriate box)

☐ Married  ☐ Single  ☐ Cohabiting (living together)  ☐ In a Civil Partnership

☐ Prefer not to say  ☐ Other (please specify)

33. Are you currently Pregnant or have you had a baby in the last 6 months? (Please tick the appropriate box)

☐ Yes  ☐ No  ☐ Prefer not to say

34. Do you have a disability? (Please tick the appropriate box)

☐ Yes  ☐ No  ☐ Prefer not to say

35. If you answered yes to the previous question, please could you tell us which of the following best describes your disability?

☐ Mental Health  ☐ Physical Disability  ☐ Hearing Impairment

☐ Learning Disability  ☐ Sight Impairment  ☐ Other

36. What is your religion or faith? (Please tick the appropriate box)

☐ None  ☐ Christian  ☐ Hindu

☐ Muslim  ☐ Sikh  ☐ Buddhist

☐ Any other religion (please specify)  ☐ Jewish  ☐ Prefer not to say
### 37. How would you describe your ethnic origin?

Tick **one** category within the option which best describes your background.

| White - English, Scottish, Welsh or Northern Irish | White - Irish | White - Gypsy or Traveller | White - other white background |
| Mixed/multiple ethnic background - White and Black Caribbean | Mixed/multiple ethnic background - White and Black African | Mixed/multiple ethnic background - White and Asian | Mixed/multiple ethnic background - other mixed/multiple background |
| Asian or Asian British - Indian | Asian or Asian British - Pakistani | Asian or Asian British - Bangladeshi | Asian or Asian British - Chinese |
| Asian or Asian British - Other Asian background | Black or Black British - Caribbean | Black or Black British - African | Arab |
| Prefer not to say | Other (please specify) | | |
Title
Consultation on Northamptonshire County Council's Prioritisation Framework and Process

Dates
Start Date: 15 Feb 2017
End Date: 24 Mar 2017
Results Expected: 26 May 2017

What is this consultation about?
Northamptonshire County Council is putting in place a new way of thinking about its priorities and how it decides what they should be. This is called the ‘Prioritisation Framework and Process’ or ‘the framework’, for short.

By 'prioritisation', we mean developing a framework that will say what the council's main beliefs (principles) and standards (values) are, and how we determine what our priorities should be.

Why is the council making this change?
It is important that the council gets the best outcomes for the people of Northamptonshire and makes the best use of the money it has. It is also important that the council should 'live within its means' and not spend more money than it has in its budget.

This means that the council must decide what its priorities are, so it knows what to spend money on.

Priorities are what people think are the most important things for the council to do first. Councillors are elected to make important decisions for the council, and the council also asks residents, including the most vulnerable people with the highest needs, to say what their priorities are. Ultimately, the council has to balance its 'statutory responsibilities' (e.g. what the law says that the county council must do) with what our service users and residents think that our priorities should be.

We would also like to know what people in Northamptonshire think about how the council decides what its priorities should be, and need your help to decide on the beliefs and standards that should inform the framework.
Previous consultation
The council previously ran a short consultation about the Prioritisation Framework from 24th October to 22nd November 2016. The outcomes of this consultation, and relevant reports and Cabinet papers can all be accessed via the links at the bottom of this page.

What are we asking?
The council is writing a guide to say how the people who make decisions can measure priorities and decide, in an open and fair way, which are the most important priorities for the county council.

We would like the people who use our services, residents of the county and other partners to be involved in this process.

At this stage of the consultation, we are not asking what you think the county council's priorities should be. Instead, we are asking what you think about the way we plan to decide on them.

Principles are the basis for ways of thinking about what's right and wrong, good and bad, or fair and unfair. Values lead us to decide what we think is important in life.

As an organisation, we want to use our principles and values to decide our priorities, because we think it will help us to be fair and make the right decisions for everyone. We believe that, as a county, we can identify some principles and values that nearly everyone can agree on to decide priorities.

The feedback we receive will be used by the council to help decide what the final framework should look like and what will be in it.

To help you think about this, there are two documents to support this consultation. You can see an example of how principles and values can be used to make a framework by following the link to the document called ‘Sample Ethical Framework’, and you can see how we can measure and decide what the council's priorities should be by looking at the ‘Sample Prioritisation Tool’ document. Both of these can be accessed from the links at the bottom of the page.

Subjects
Public Consultation
Strategic framework
Local Government
Area
Northamptonshire County Wide

How can I take part?
The second stage of this consultation gives people another opportunity to let us know what they think about our values and priorities.

Consultees will be able to feedback their views and opinions through three different channels:

- By responding to our online survey (see link below).
  - By email, to the address below.
  - By attending a workshop (details below).

To support this consultation, we have organised a series of five workshops/drop-in sessions in different parts of the county for residents, staff and partners interested in this consultation. These workshops will help to identify the main principles and values that we need for the framework, and offer opportunities for discussion. The workshops will take place at the following dates/times and venues:

- **Monday 13th March, 10am to 12noon** - The Council Chamber, Bowling Green Road, Kettering, Northamptonshire, NN15 7QX.
- **Monday 13th March, 6.30pm to 8.30pm** - Weston Favell Academy, Booth Lane South, Weston Favell, Northampton, NN3 3EZ.
- **Tuesday 14th March, 6.30pm to 8.30pm** - Kingsthorpe College, Boughton Green Road, Northampton, NN2 7HR.
- **Thursday 16th March, 1.30pm to 3.30pm** - The Pemberton Centre, H. E. Bates Way, Rushden, NN10 9YP.
- **Monday 20th March, 12.30pm to 2.30pm** - South Northants Volunteer Bureau, Whittons Lane, Towcester, Northants, NN12 6YZ.

If you have any queries about these meetings, or require any further information, please contact Sandra Husbands, using the email address below.
Lastly, should any consultees require consultation materials in a different format, or have any further queries, please use the email address below.

**What happens next?**

At the end of the consultation period, the results of the survey, and feedback gathered from the workshops will be combined to help shape NCC’s own statement of principles and values and tool for prioritisation, as we finalise the prioritisation framework. The framework will be presented to the Cabinet for approval in the summer.

The results from this consultation will be posted here on the Consultation Register.

- [Cabinet Decision Sheet, 13th December 2016 (see Item 12 for Prioritisation)]
- [September 2016 Cabinet Papers and previous Prioritisation consultation (see Item 11)]
- [Sample Ethical Framework]
- [Sample Prioritisation Tool]
- [Link to the online survey]

**Who can I talk to about this consultation?**

Dr Sandra Husbands

Email: shusbands@northamptonshire.gov.uk
(E) Appendix 5: Sample Ethical Framework

A. Who we are

- Financially responsible:
  o We must live within our means: the Council must ensure that the decisions it takes demonstrate appropriate use of public funds and value for money, based on the needs of the population it serves. This includes the Council Cube outcome of becoming self-financing.
- Rational decision-making:
  o The Council has a responsibility to make fair and rational decisions about how it allocates its resources to meet the needs of the population and remain within the law
  o We will make informed and transparent decisions which are subject to effective scrutiny and risk management
- Accountability:
  o We are accountable to each other, to residents, the electorate and to partners; we will be able justify all our decisions and will also hold each other to account
- Consistent:
  o At all levels and across the Council, the principles underpinning priority-setting and its federated vehicles should be consistent
- Respect:
  o We have respect for the human rights, dignity and autonomy of each individual and will support people to make choices and take charge of their own lives
- Fairness and equity:
  o The Council ensures that the decisions it makes are fair and equitable to the community, residents and tax payers in our county. We aim to be fair to everyone and allocate our resources equitably; balancing competing claims on resources, according to need and strategic fit, while putting the most vulnerable first
- Engaging:
  o We engage with local people and other stakeholders, seeking views and input on key decisions, working in partnership to make improvements and to ensure robust, local public accountability
- Listening – open to feedback and input from service users, frontline staff, providers and voluntary and community services organisations

1 Northamptonshire County Council Code of Corporate Governance (2010)
B. Outcomes

- Benefit to the community and/or consumers & service users:
  - We will seek to increase wellbeing for our residents, consumers and service users by keeping them safe and meeting their needs, but not necessarily by responding to their demands. We recognise that not all needs can be met

- Effectiveness:
  - We will ensure that services we deliver or commission are effective – they will be based on evidence or sound theory, which shows a logical connection to the desired outcome. We will evaluate programmes and services to ensure they deliver the desired outcomes and reach the right people

- Prevention:
  - We will focus on prevention and early intervention to reduce risks, improve wellbeing and increase independence from the Council and other public services. The ultimate approach to prevention is to start when people are young and support them in all ways to keep safe, thrive and grow into adulthood ready for life.

C. Statutory obligations

- We will meet our statutory obligations using the most effective, cost-effective and efficient methods in the context of our Council Plan Outcomes.

D. Needs of our communities and individuals

- We will seek to understand and forecast the needs of communities, in order to plan effectively and be confident that services we commission address actual needs

- We will manage demand, both with specific demand management plans and by managing expectations
## (F) Appendix 6: Sample Prioritisation Tool

<table>
<thead>
<tr>
<th>VALUE TO SOCIETY</th>
<th>Strategic fit</th>
<th>Activities and spend will be prioritized if they lead to improvements in the wellbeing and safeguarding of the people of Northamptonshire</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Alignment with the Council Plan and political and corporate priorities</td>
<td>• Directly supports achievement of Council outcomes, as set out in the council Plan (and/or its subsidiary strategies and plans), or, if indirectly, it is clear how outcomes are or will be supported</td>
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<td></td>
<td></td>
<td>• Supports delivery of partnership strategies and plans, e.g. Health and Wellbeing Strategy, Sustainability and Transformation Plan, etc.</td>
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<td></td>
<td></td>
<td>• Alignment with Council ways of working, e.g. Next Gen, “right-sourcing”</td>
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<tr>
<td></td>
<td></td>
<td>• How might this improve the economic, social and environmental well-being of the area?</td>
</tr>
<tr>
<td>2. Statutory duties</td>
<td></td>
<td>Directly meets statutory duties</td>
</tr>
<tr>
<td></td>
<td>e.g. in Social Values Act, Care Act, etc.</td>
<td>Indirectly meets statutory duties</td>
</tr>
<tr>
<td>3. Need</td>
<td></td>
<td>What is the need?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Number of people affected?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Communities affected?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Is a vulnerable group or population affected?</td>
</tr>
<tr>
<td>4. Population &amp; individual impact</td>
<td></td>
<td>Is this a statutory obligation?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Will this affect primarily children, adults or both?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact on the target population</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact on other populations not being targeted</td>
</tr>
</tbody>
</table>
### Proportionality
- Balance between meeting the needs of individuals or groups and those of the wider community
- Does this benefit the whole population and not just those whose services are funded by NCC?

### Inequities
- Are these reduced or widened? (E.g. from EqIA and other data; differential impact on life chances, poverty, education, etc.)

### Next Generation working and consumer expectations
- Meeting consumer expectations for 21st century services?
- Driven by, or in line with, Next Generation working?

#### EFFECTIVENESS

### Effectiveness
- Is there high quality evidence that this works to deliver the desired outcomes?
- For innovations or interventions where there is a paucity of evidence, is there a clear evaluation plan in place? Is there an opportunity to brake if it does not work?
- Does this address underlying causes, or intervene once needs have arisen?

### Benefit to residents & service users
- Benefit is clear in terms of council outcomes including independence, wellbeing and safeguarding, educational attainment, sustainability, etc.
- Benefits to service users, e.g. easier access, improved quality of service, better outcomes, better experience, increased independence, improved quality of life, preventing further disease, disability or disadvantage
- Benefits to the community, e.g. reduced disparities, increased wellbeing, improved community cohesion, etc.
- Encourages and supports individuals and communities to exercise autonomy and responsibility, with Council support only when needed
## COSTS

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<tbody>
<tr>
<td>9.</td>
<td>Value for money</td>
<td>• Is there evidence of cost effectiveness or return on investment/social return on investment?</td>
</tr>
</tbody>
</table>
| 8. | Affordability – total budgetary impact | • Is this manageable within the existing net budget? If not, how are resources to be released for this?  
• Does it release resources for alternative uses?  
• Are any savings to be made – in the short term, medium term or long term? |
| 9. | No cost shifting | • Would it result in a cost pressure elsewhere within the council/within the system, e.g. with partners, unless the overall system benefits. |

## IS THIS THE BEST WAY TO ACHIEVE THE OUTCOME?

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</table>
| 10. | Alternative services | • Can this need be met elsewhere?  
• Can this need be met in another way?  
• Is there scope for innovation? |

## RISK (identified and managed in line with Council’s existing risk management framework)

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</table>
| 11. | What is the risk to the council, or others, of either doing or not doing something? | • Financial?  
• Failure to meet statutory duties?  
• Harm to individuals or communities?  
• Reputational? |

## WORKFORCE IMPLICATIONS

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| 12. | The right capacity and capability to deliver what’s required | • Can this be delivered with existing capacity?  
• Are there resource pressures from additional training requirements?  
• Possible to attract/retain staff to deliver this – directly employed or via commissioned services, e.g. terms and conditions? |
Developing a Prioritisation Framework for Northamptonshire County Council

Dr Sandra Husbands
Consultant in Public Health

February 2017

Purpose of this session

• To let people know about:
  ▪ The reason for introducing a prioritisation process
  ▪ The proposed approach to prioritisation for NCC

• To talk about the consultation and engagement:
  ▪ To clarify:
    ▪ The principles and values that will drive our priority setting
    ▪ The criteria for deciding between priorities
Background

Where has this work come from?

• Ever increasing demands on services
• Budget constraints
• Climate of austerity
• Need to make tough choices

Challenge – how do we decide between competing priorities?

Systematic Prioritisation

• Prioritisation decisions can be made in a transparent, defensible, fair and equitable manner

• Helps incorporate the most important and relevant factors into the decision-making process

• Ensures that all strategic prioritisation decisions are fully considered, in a similar way.
Not a euphemism for rationing

- Effective prioritization may lead to increased spending or activity in some areas (though we won’t exceed the budget)

- It will help to avoid shifting financial pressures from one area to another

Don’t we do this already?

---

How Could A Prioritisation Framework And Process Help?

- Give greater clarity to why we do what we do
- Help focus decisions and actions on achieving goals
- Bring greater consistency, higher quality and better value for money to services
- Partners and providers sign up to decisions in advance, increasing likelihood of follow-through
- Increase consistency of prioritisation decisions across the council

- Increase transparency of the process, principles and criteria that underpin the decision-making
- Involve a wide range of stakeholders, ensuring prioritization decisions are well-informed and gaining agreement and support for decisions
- Include engagement with the public, consumers and stakeholders to help forestall, pre-empt and/or prepare for challenges
Benefits of a Prioritisation Framework and Process

- Staff and stakeholders are clear about what NCC will do/commission and what it will not
- Easier to make choices at pinch points
- Spend and activities are:
  - clearly aligned to Council Plan & political and corporate priorities
  - meeting strategic commitments
  - Keeping people safe from harm
- Statutory responsibilities will be met

Why We Need A New Way of Prioritising

To direct time and resources to what matters most and can be achieved:

- To ensure that residents are receiving the most effective, high quality services
- To manage the budget/finances, at a time of austerity and decreasing resources
- To ensure that those needs that must be met by NCC are met, directly or indirectly
- To prioritise at population level, as well as between individuals, in order to achieve the best outcomes
Four conditions for an effective priority-setting process

1. Logical – we should know that what we commission and provide should work
2. A clear set of values and principles (called and “ethical framework”) – to ensure decisions are acceptable and adhered to
3. A transparent process – with accountability
   - Reduces risk of and provides a defence against challenges to the decisions
4. Public involvement & stakeholder engagement

About how we prioritise, not what we prioritise

NOT about political priorities
- existing strategies and plans already tell us what’s important and needs to be done

HOWEVER
Prioritization is difficult – it is more than just ranking
- People won’t always agree about what’s most important
- Not everything that can be done, should be done
- Not everything that can be done can be afforded
- Decisions must be made about what to stop, as well as what to do
How you can take part

• Complete the survey:
  2515-4724-833c-635665560991&returnpage=%2f%2fconsultations%2f2017%2f%2fconsultation%2f%2fadmin%2f%2fpage%2fhome.aspx

• Come to a workshop – details below and on the Consultation Register
  • Monday 13th March, 10am to 12noon - Council Chamber, Bowling Green Road, Kettering,
    Northants, NN15 7QK
  • Monday 13th March, 6.30pm to 8.30 pm, Weston Favell Academy, Booth Lane South, Weston Favell, Northampton NN3 3EZ
  • Tuesday 14th March, 6.30pm to 8.30 pm, Kingsthorpe College, Boughton Green Road, Northampton NN2 7HR
  • Thursday 16th March, 1.30pm to 3.30pm, Pemberton Centre, H.E. Bates Way, Rushden NN10 9YP
  • Monday 20th March, 12.30pm to 2.30pm, South Northants Volunteer Bureau, Whittons Lane, Volunteer Centre, Towcester, Northamptonshire, NN12 6YZ

• Spread the word through your networks

THANK YOU
(H) Appendix 8: Workshop presentation

Developing a Prioritisation Framework for Northamptonshire County Council

Why We Are Here

FRAMEWORK
To learn about the prioritisation framework

VALUES
To identify the values we want to drive our priority setting

CRITERIA
To identify criteria to make the values work
Background

Where has this work come from?

- Ever increasing demands on services
- Budget constraints
- Climate of austerity
- Need to make tough choices

Challenge

How do we decide between competing priorities, fairly and reasonably?
A Framework for Systematic Prioritisation

Prioritisation decisions can be made in a transparent, defensible, fair and equitable manner.

- Helps incorporate the most important and relevant factors into the decision-making process.
- Ensures that all strategic prioritisation decisions are fully considered, in a similar manner.

Not a euphemism for rationing

- Effective prioritization may lead to increased spending or activity in some areas (though we won’t go over the budget).
- It will help to avoid shifting financial pressures from one area to another.
Don’t we do this already?

Yes, But We Need A New Way of Prioritising

To direct time and resources to what matters most and can be achieved

- To ensure that residents are receiving the most effective, high quality services that we can afford
- To manage the budget/finances, at a time of austerity and decreasing resources

To be more consistent about prioritisation decisions across the council

- To ensure that those needs that must be met by NCC are met, directly or indirectly
- To prioritise at population level, as well as between individuals, in order to achieve the best outcomes
Four conditions for an effective priority-setting process

① Logical – we should know that what we commission and provide should work
② A clear set of values and principles (called and “ethical framework”) – to ensure decisions are acceptable and adhered to
③ A transparent process – with accountability
   ① Reduces risk of and provides a defence against challenges to the decisions
④ Public involvement & stakeholder engagement

Programme for Today

- First Group Discussion – Understanding Our Values
- Feedback to the whole room

- Second Group Discussion – Developing Priority-setting Criteria
- Feedback to the whole room

- Summing up and next steps
Today is about working out *how we prioritise, not what we prioritise*

**How Does This Work**

- Try to mix up the groups – sit with people you don’t know too well

- Everyone’s contribution is valued and respected equally

- Let everyone have the chance to speak, if they want to

- Capture your thoughts in writing – on the flipchart, sticky notes, or on the wall
Group Discussion: Values

Values are helpful for building trust and confidence
- Values and principles are codes or standards that are important to each of us
  OR
- Enduring beliefs that influence the choices we make
- They can be moral or ethical, such as honesty, integrity, or co-operation
  OR
- They can be more neutral, like innovation

Group Discussion: Criteria

- Criteria are used to judge something or decide between things
- We will use criteria to turn the values we choose into something we can measure
- Choosing the right criteria will make sense and make you feel that your values are being met
How else can you take part?

• Complete the survey: [link]

• Spread the word through your networks

THANK YOU
(I) Appendix 9: Anomalous consultation IP addresses search methodology

- Respondents’ IP addresses were collated and run through several IP Lookup sites. Several free platforms (including using the who is xxx.xxx.xx.xxx syntax in Google search) were used, to ensure that the geolocations of each IP address were verifiable.
- [https://www.iplocation.net/](https://www.iplocation.net/) was used for the majority of respondents’ IP addresses.
- An IP address is similar to a postcode: a unique identifier of the geolocation of the IP address.

How can we be sure that an IP Address in a survey means anything?

- A survey was completed in SurveyMonkey whilst the officer was based in County Hall. Using the analysis tools in SurveyMonkey, the address that was returned was: 195.195.5.207.
- This address was also obtained by just typing in ‘What is my IP address?’ in Google.
- It should be noted that Geolocation data can vary slightly depending on the specific IP lookup tool used. Some IP lookups indicated that the ‘city’ was Leicester; and some said that JISC Services Limited is the name of the ISP, but ALL point to Northamptonshire County Council as the ‘organisation’.
- We know that a lot of Northamptonshire consultees’ responses IP addresses mentioned ‘JISC Services Limited’ — this is an NCC server.