

Agenda Item	
Report No	

HIGHLAND COUNCIL

Committee: The Highland Council

Date: 31 October 2019

Report Title: **Results from the Citizens' Panel 2018-19 Performance and Attitudes Survey**

Report By: The Chief Executive

1. **Purpose/Executive Summary**

1.1 The results from the Annual Performance and Attitudes survey to the Citizens' Panel provides information on satisfaction with Council services, Council qualities and perceptions of community life in the Highlands. There is high confidence that the results are representative of the Highland population with 1137 responses and the maturity of the survey means we have information on performance trends over several years. The report also highlights for the 2nd year an additional social media survey was carried out to seek the views of those aged 16-34 years in Highland with 363 responses. Overall satisfaction with Council services overall has stabilised at 63%.

2. **Recommendations**

2.1 Members are asked to:

- I. Consider the key findings of the feedback from the Citizens' Panel from this year's survey.
- II. Approve the follow up action to communicate the results set out in paragraph 6.1.
- III. Await further analysis and reports as outlined in paragraph 5.5.

3. **Implications**

3.1 Resource implications

The survey normally costs around £20,000 in research fees, printing and postage. Through the 2018/19 budget process a saving of was proposed and has been achieved reducing the external costs for the survey. This resulted in the contract covering research fees (£15K) for data analysis being cancelled and the work being taken in house. The need for focus groups and further survey work identified at paragraph 4.5 will require costing and resources allocated to enable this work to be carried out with support from the Council's Policy Team. An additional £150 was spend this year again on a shorter

survey via social media targeted at 16-34-year olds, the engagement and number of returns secured for this investment again represents excellent value for money.

3.2 Legal implications

There are no legal implications arising from this report but using the information for understanding how our performance is perceived and being open about that, helps us to comply with our legal duties on public performance reporting.

3.3 Community implications

The report includes questions on public attitudes to diversity and equality which generally appear to show improving tolerance and acceptance of diversity in our community since 2010/11. Additionally, the Community Life section includes questions on awareness of, and understanding of, the impact of hate incidents and crimes, i.e. those motivated by malice and ill-will towards a social group on the basis of disability, sexual orientation, race, religion or faith. The trends shown in this information are used to inform and measure several the Council's equality outcomes. Monitoring information on the breakdown of the panel by age, gender, disability and ethnicity is available. While, the sample size is too small to provide statistical confidence that it is representative of all views this information can, however, provide a useful indication of areas where further investigation is needed. The survey aggregates data to groupings of urban, rural and mixed Wards, but the sample sizes of returns are too small to have statistical confidence, they do provide insight into the difference between geographies in Highland.

3.4 Climate Change/Carbon Clever implications

There are no climate change/carbon clever implications. There is scope to use the survey to help us to understand how we are perceived on a range of environmental services if this is required.

3.5 Risk implications

There is a risk that our performance is judged solely on public perception. Credible performance reporting should also consider performance information from other sources as well and ideally combining results from a range of sources. This includes our statutory and local performance indicators, describing our performance against our Programme commitments, professional opinion gathered through self-evaluation and external scrutiny bodies as well as feedback to members from constituents.

3.6 Gaelic Implications

As outlined at paragraph 5.2 (d) the survey supports the delivery of the Gaelic Language Plan (GLP) and allows us to assess public opinion on the extent to which they feel we have strengthened the profile of the Gaelic language.

4. Background

- 4.1 Each year we survey our Citizens' Panel on their views on performance and attitudes and the 2018-19 results are now provided for Members' consideration. The information will be useful in informing Council redesign and continuous improvement activity across the organisation.
- 4.2 Overall, while the survey continues to provide a mixed picture of performance it also demonstrates that we continue to deliver quality services which are valued by the public and this has been a consistent feature of the findings year on year. As highlighted over the past 4 annual reports the impact of the current and ongoing period of financial austerity, which has seen annual reductions in the Council's revenue budget, continues to impact on public perceptions of the Council. There continues to be significant challenges facing the Council with on-going reductions in revenue budgets a reality. It will therefore continue to be particularly challenging to improve or maintain positive public perceptions on the quality of our services, however, the Council has taken positive steps to improve its connectedness to staff and communities.
- 4.3 The Council continues to report positive performance including the delivery of the Council Programme, Local Voices, Highland Choices with 77% of the plan on target or where performance being maintained as reported to Highland Council on 5th September 2019. There are areas for improvement in relation to the Council's benchmarked statutory performance indicators (SPI) as reported to Council on 7th March 2019. Work on the Council's new Corporate Plan has set out the Council's ambition for continuous improvement and Members have been involved in setting stretch targets for improvement. The Council now has a comprehensive Change Programme supported by a Change Fund to deliver the Council's saving targets and the Council's ambitions around Council improvement and Redesign. The Council also continues to make good progress to identify efficiencies through the work of the Redesign Board and the ongoing Lean reviews of functions and processes. Direct survey work with our stakeholders including with parents and pupils, and Council house tenants also continues to provide a more positive picture than the annual survey. Through a new plan for Corporate Communications more engagement is being planned and delivered working with both staff and communities around the Council's vision to be an Ambitious, Sustainable and Connected Highland. This is further discussed in sections 5.4 and 5.5 of this report on the ongoing challenges for the Council.
- 4.4 In keeping with previous survey analysis, we have considered if there are any differences in view among different groups in our community, including by age, gender and disability. While the citizens' panel membership is balanced, the profile of survey respondents is less so and this is reflected in more detail in paragraphs 10-16 of the full survey report with a link provided at paragraph 5.1. A consequence of this is that survey responses are less representative of the views of young people. To help address this a shorter survey of core questions using social media targeting 16-34-year olds was conducted again this year in parallel to the main survey. This was extremely successful and has highlighted some key areas to consider further. These are reflected across this report with full detail at the following link:
https://www.highland.gov.uk/downloads/download/407/how_we_are_performing-public_performance_reports
- 4.5 While we have consistent trends with a similar profile over several years, we will continue to look for other opportunities to understand the views of a range of user groups which this survey cannot provide including age, gender, disability, ethnicity and housing tenure. The Council has in the past run focus groups and Services have also surveyed their service user groups achieving a more robust and relevant sample of

views. Going forward all available information, supplemented by further surveys and focus groups, will be needed to inform our approaches to continuous improvement, the prevention agenda and to support the redesign of the Council.

- 4.6 This year we received 1137 responses from our Citizen’s Panel of 2,593 adults, including 610 electronically, providing a 43.8% response rate. This number of responses along with the random sampling methodology used for the panel provides good validity in the results; a 95% confidence level is achieved with a confidence interval of + or - 3.2%. In other words where this level of responses was received, we can be 95% confident that the response we would get if we surveyed all adults in Highland would be within + or – 3.2% of the results from the survey¹. In comparison the smaller survey of 16-34-year olds had 363 responses (535 in 2018 and 357 in 2017) compared to 93 responses from this age group in the main survey. However, the self-selecting nature of the responses via social media means while there is very useful information and insight provided the same confidence level cannot be attributed to the results.

5. Key findings

- 5.1 The full 32-page survey report can be accessed on our performance web pages at: https://www.highland.gov.uk/downloads/download/407/how_we_are_performing-public_performance_reports

This provides further details on trends over time and graphics, as this is a lengthy report, a summary including highlights and areas for improvement is provided below.

- 5.2 Key results and trends in performance and attitudes include:

- a) 51% of the panel believe the Council meets or exceeds their general expectations, (57% in 2018 and 64% in 2017). This compares to 19.3% of those aged 16-34 (social media responses) (24.4% in 2018 and 26.6% in 2017).

Council Qualities

We ask questions on the qualities people feel are important about their Council. We have used these to help understand what matters to people about how their Council behaves as well as what it achieves. These are highlighted below. Overall results in this section include:

- b) Ranking of qualities in order of importance is noted below. The top three for the main survey below differs from that of the younger age group where ‘cares for the environment’ features rather than ‘provides value for money’. For the younger age group via the social media survey ‘listens to local people’ was their top ranked quality with 62.2% selecting it compared to 55% in the main survey below.

Quality as ranked in order of importance by respondents in 2019 survey	Respondents mentioning quality in their top 5 (%)		
	2019	2018	2017
1. Maintains good quality local services	76	78	75
2. Provides value for money	55	57	57
3. Listens to local people	55	57	54
4. Cares for the environment	39	31	28
5. Treats all residents fairly	38	38	38
6. Is efficient	36	51	47
7. Is aware of people's needs	36	38	35

¹ While this is a very small margin of error, not all respondents answered every question, especially when the questions were about using specific services, so results need to be treated accordingly.

8.	Is open and honest about funding choices	29	33	28
9.	Involves people in how it spends money	28	33	28
10.	Is ambitious for the region	23	n/a	n/a
11.	Is approachable	23	20	24
12.	Is helpful	19	15	17
13.	Represents your views	13	14	13
14.	Invites challenge and different views to help make decisions	10	8	8
15.	Asks you for your ideas on how to do things better	10	10	14
16.	Helps people to help each other	7	10	8

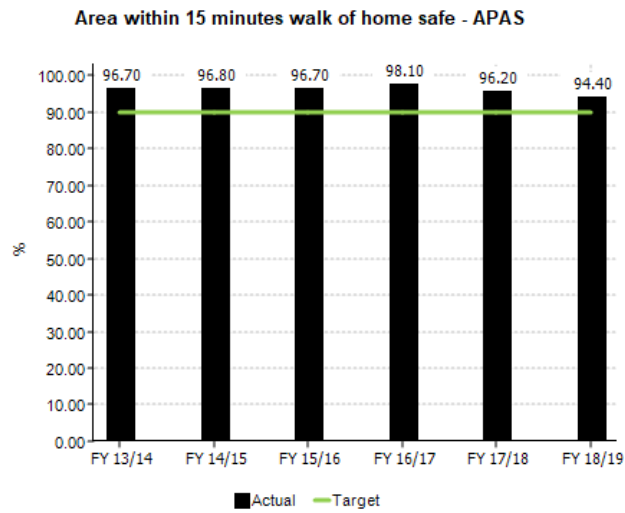
c) For 2019 the top three qualities where the panel agreed or strongly agreed with the statements: 'maintains good quality local services' (49%) 'is approachable' (48%), and 'is helpful' (43%) which replaces 'cares for the environment in the top three compared to 2017. There are a further 2 Council qualities which are viewed positively in the report 'treats all residents fairly' and 'cares for the environment' having the strongest scores. However, there were 11 qualities where on balance more disagreed rather than agreed (net satisfaction score) with statements on:

- Helps people to help each other (-4)
- Is ambitious for the region (-4)
- Asks for your ideas on how to do things better (-7)
- Is aware of people's needs (-9)
- 'provides value for money' (-12)
- 'listens to local people' (-13);
- 'invites challenge and different views to help make decisions' (-13);
- 'is efficient' (-19);
- 'represents your views' (-20) and
- 'involves people in how it spends its money' (-31).

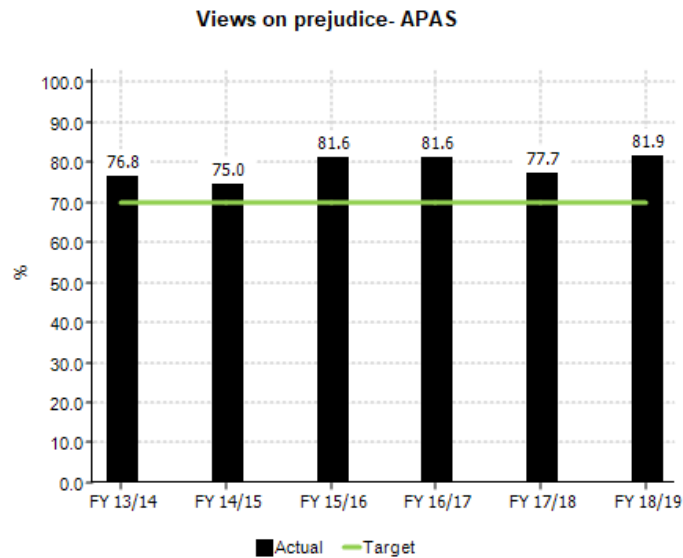
Of the negative scores, two also features in the top 5 most important qualities; 'listens to local people' and 'provides value for money' as outlined in the table at (b) above.

Community Life

- d) 73% feel we have strengthened the profile of the Gaelic language to a great or some extent (77% in 2017/18).
- e) Community safety - the top 3 areas of concern remain the same as the previous year and are: road safety (80%); alcohol abuse (69%); and drug misuse (65%).
- f) When asked about awareness of the impact that hate incidents or crimes have on people in Highland, 81.7% said they were aware (77.7% in 2017/18 and 72.7% in 2016/17) with 18.3% saying they were not aware (22.3% in 2017/18 and 27.3% in 2016/17).
- g) Community safety: 94.4% of respondents consider the area within 15 minutes' walk of their home to be 'very' or 'fairly' safe compared to 96.2% the previous year. In comparison a lower number (86.5%) of the younger age group felt safe, while this remains a high figure, 12.7% feel 'rather' or 'very' unsafe compared to 5.0% in the main survey.



h) Equalities – 81.9% agree that Highland should do everything it can to get rid of all types of prejudice compared to 77.7% the previous year. In comparison 82.1% of the younger age group agreed.



i) When asked if people would rather live in a place with lots of different kinds of people or where most people are similar to you. 64.9% of respondents answered with lots of different people (58.7% in 2017/18). In comparison 73.4% of younger people held this view (69.3% in 2017/18).

j) Satisfaction with Council services

Appendix 1 of this report provides a table with more detailed information about the percentage of the panel that used key Council services and their satisfaction with them. There are a number of positive and negative movements in satisfaction but these need balanced with how many people's views this represents. A net satisfaction score is calculated i.e. the balance of positive and negative views.

Services with net satisfaction of 70% or more

- Libraries (82%);
- Walking routes e.g. Great Glen Way (78%);
- Registrars for births, deaths, and marriages (73%);
- Swimming pools (71%);
- Recycling facilities (70%);

Net Satisfaction of services used by more than 50% of respondents

- Libraries 82% (used by 57%)
- Recycling facilities 70% (used by 97%)
- Refuse/bin collection 67% (used by 98%)
- Public Parks and other open spaces 62% (used by 82%)
- Street lighting 60% (used by 91%)
- Payment of Council Tax 59% (used by 75%)
- Council website 49% (used by 65%)
- Street Cleaning 29% (used by 92%)
- Dealing with floods 26% (used by 58%)
- Grass cutting 17% (used by 87%)
- Winter roads maintenance -2% (used by 97%)
- Pavement maintenance -5% (used by 91%)
- Public Toilets -31% (used by 75%)
- Road repairs & potholes -69% (used by 98%)

- k) Of the 48 service areas surveyed, there were more positive views than negative views for 41 of them (net satisfaction rate). The 5 highest positive scores are found for libraries (82%), walking routes (78%), Registrars for births, deaths & marriages (73%), swimming pools (71%) and Recycling facilities (70%).
- l) Road repairs and potholes are the only significant negative score but decreasing from -81% to -69% in 2018/19 (-61% in 2016/17) and public toilets at -31% as a new indicator. While still a negative score winter maintenance improved from -17% to -2% in 2017/18.
- m) Of the top 3 most important services to the panel, two of these were also used by the most people; road repairs and potholes (98% used), and winter road maintenance (97% used). Refuse/bin collection has move into the top 3 most important services, used by 45% of respondents. The tables below highlight the most important services to respondents where at least 15% of the respondents placed them in their top 5 most important.

n)

Importance of services to respondents - appearance in respondents' top five

Service	Appearance in top 5 (%)				
	2019	2018	2017	2016	2015
Road repairs and pot holes	71	70	55	66	63
Winter road maintenance	48	49	42	43	50
Refuse/ bin collection	29	24	27	26	45
Primary education	27	25	24	23	21
Recycling facilities	25	14	15	18	28
Public parks and other open spaces	23	24	21	24	20
Secondary education	20	20	19	21	17
Public toilets	19	13	n/a	n/a	n/a
Pavement maintenance	18	15	10	14	15
Street cleaning	16	15	13	10	14

Importance of services to respondents - appearance in respondents' top five of 16-34-year-old

Service	Short survey Under 35s (2019) %	Short survey Under 35s (2018) %	Short survey Under 35s (2017) %	Main survey (2019) %
	Road repairs and pot holes	69	77	63
Primary education	44	47	50	27

Secondary education	36	35	33	20
Public Parks and other open spaces	31	32	33	23
Winter road maintenance	24	30	29	48
Refuse/bin collection	24	26	35	29
Other sports facilities	15	16	15	12
Pre-school services	12	16	15	8
Public toilets	14	14	n/a	19
Services to protect children from harm	15	14	20	10
Recycling facilities	18	11	13	25

o) There are 7 services that 90% or more of respondents (main survey) say they use (4 in 2017):

- Refuse/bin collection (98%)
- Road repairs/potholes (98%)
- Winter road maintenance (97%)
- Recycling facilities (97%)
- Street Cleaning (92%)
- Pavement Maintenance (91%)
- Street lighting (91%)

p) In relation to complaints to the Council, detailed reports are provided to Audit & Scrutiny Committee twice a year. The annual survey provides a supplementary snapshot of Citizen's Panel views. For 2018/19 the net satisfaction score is -18% compared to -32% the previous year. The main reasons given for dissatisfaction given by respondents where: quality of response (39%), timescale (39%) and the outcome (33%). The most significant change was in relation to timescale increasing from 25% to 39% however there was improvement in relation to the outcome decreasing from 52% to 33% in 2018/19 compared to the previous year.

Using our online and customer services

q) We asked the panel about when they last contacted the Council and their views on the service received:

- 46% of the panel said their request had been dealt with by the first person they contacted, 21% said it had not, and 33% stated they had used the Council's website.
- 68% of respondents rated the helpfulness of staff as good; 65% said staff had a good understanding of what they wanted and 60% rated their overall satisfaction with the service given as good.
- 83% of respondents said they found the Council easy to contact an improvement from 76% the previous year.

r) We ask a set of questions to gauge the panel's views on overall satisfaction with their online experience at www.highland.gov.uk. Overall 67% said they were very or fairly satisfied with online services compared to 74% the previous year.

s) In relation to questions on the qualities of online services:

- 78% said they would use online services again (78% in 2018);
- 67% agreed that online services were easy to use (74% in 2018);
- 70% said they were able to find the online services they needed (76% in 2018);
- 57% agreed that online services were quick to complete (67% in 2018);
- 60% agreed that online services were easy to find (71% in 2018).

t) Perceptions of Young People

This is a new set of questions in the main survey which were developed with the Highland Youth Convener to support better understanding of community perceptions of young people.

- 58% of the panel felt to some or a great extent the Council supports and represents the views of young people.
- When asked about view on how young people positively contribute to communities the panel were clearer of young people as consumers, part of the work force and service users but less clear on whether young people were positive role models or if they participated in decision making. More striking is the level of 'don't know' responses from the panel which may indicate a generational disconnect within communities.

Respondent's views on how young people positively contribute to your community

	(%)		
	Yes	No	Don't know
As consumers	65	7	28
As part of the workforce	59	12	29
As local service users	57	8	34
Through arts and culture	48	12	40
Through volunteering and charitable giving	47	12	41
As positive role models	40	14	46
By participating in decision making	25	26	50

- The panel was also asked to give their views on a series of statements about young people and indicate the level to which they agreed or disagreed. On all questions the balance of responses was positive (net satisfaction score) with the most significant positive net score of 48% that young people are 'trustworthy', 44% that 'young people are enthusiastic' and 37% 'help others'. There were lower but still positive scores for 'are hardworking' 23% and 'are good communicators' 17% and 'take responsibility for their own actions' 11%. Overall there were three statement where the panel strongly agreed or agreed with the statement by 50% or more:
 - Are trustworthy (55%)
 - Are enthusiastic (55%) and
 - Help others (50%)

u) Involving Communities

This is a developing set of questions around a community engagement, participation and localism and these are aimed at supporting wider engagement work in relation to being a connected Council. Results from this section include:

- 60% say they volunteer in the community by helping a neighbour, family or friend with 42% saying they volunteer through an organised group or club;
- 75% feel they have no or not very much influence over decision making in their communities (79% in 2018). This however compares to 94.5% of those in the younger age group (social media responses) this was 92.4% in 2018;
- The main reason given by members of the panel for not having an influence was 'public bodies don't listen to community views' (41%). For the younger age group, the main reason was the same with 71% holding this view.
- 58% (51.2% in 2018) say they would like to be very or fairly involved in decision-making in their area, this compares to 87.5% of the younger age group (social media responses) with 83.3% having held this view in 2018.

Community Councils

- v) We asked the panel about awareness of their Community Council and views on the role of Community Councils:

- 74% said they were aware of Community Councils and their role;
- 22% said they had made contact with their Community Council in 2018/19;
- The 3 main reasons for making contact were a planning and development issue (22%), a change in local services (19%) and improving amenities in their area (53%).
- 75% of the panel said they had no reason to contact their Community Council

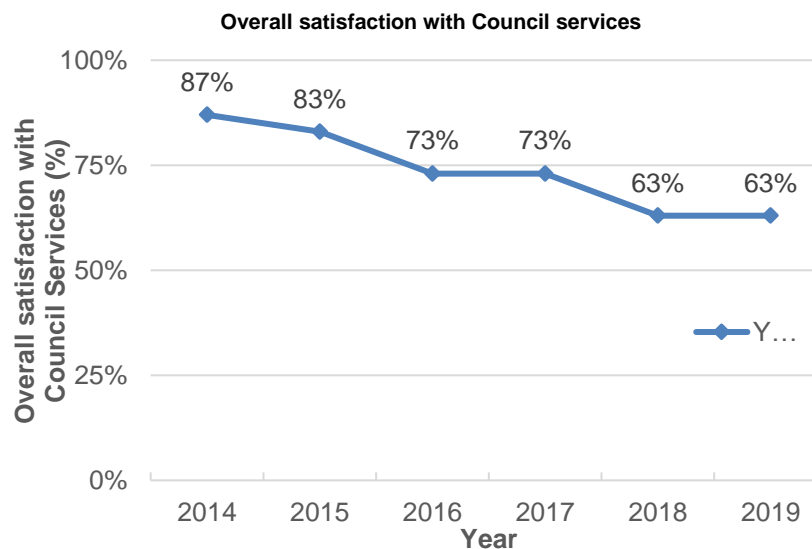
Participatory Budgeting

w) A final set of questions in the survey focused on the Council's approach to participatory budgeting and involving communities in discussion about how local services are provided:

- 35% of the panel said they were aware that the Council had asked community groups to put forward ideas to their community for them to decide which projects the Council should fund;
- 66% said if this happened in their community they would take part by putting forward ideas for new projects;
- 80% said they would participate in their community by choosing the projects they liked most;
- 72% of respondents said they would be very or fairly interested in taking part in discussions about how local services are provided and making choices about these within our budget limits.

5.3 Overall satisfaction with Council services

63% of the panel say they were satisfied overall with Council services in 2018/19 compared to 63% in 2017/18 stabilising satisfaction levels. For those surveyed aged 16-34 years (social media responses) the satisfaction rate is 24% (29.5% in 2017/18) however the approach to surveying this group needs to be considered in reviewing the results.



5.4 Challenges and Opportunities

As outlined at paragraphs 4.2 and 4.3 of the report there is a significant gap between the reported performance of the Council and the perceptions of the public in relation to their satisfaction with Council Services. The Council therefore needs to continue to deliver its improvement agenda including developing the localism agenda and improve how key messages on the budget, financial position and its achievements are communicated. Overall the Council has set out through its new Corporate Plan a vision to be an ambitious, sustainable and connected Highland and this will underpin all improvement activity including developing a performance focused

culture across the organisation. From this and previous surveys there are several observations that support this conclusion:

- Maintaining good quality local services continues to be the quality valued the most by the panel. The Council's ability to sustain levels of service is challenged by the financial position but there are opportunities through the Council's redesign and change programmes to seek efficiencies, improve or sustain service delivery through new approaches;
- As services are redesigned, cut back or stopped we will expect communities to do more for themselves and in their communities. Our expectation and their awareness are not yet aligned with only 7% placing 'helping people to help each other' within their top 5 qualities (10% in 2018). More focus will be needed on changing public expectations of their Council. The Council's agenda on around localism and community action is developing and we need to continue to communicate progress to the public. Further questions were asked about this topic and are reported above (sections t & v);
- Only 29% of the panel placed being 'open and honest about funding choices' in their top 5 qualities, as previously highlighted this presents a challenge especially if we are to communicate why maintaining good quality local services will be increasingly difficult. There is scope to shift perception here with good communications and engagement aligned to our Change Programme and improvement priorities;
- Positively, listening to local people has again remained in the top 3 qualities and this reinforces the Council's approach in its new Programme 'Local Voices, Highland Choices' and on taking forward localism and the extensive programme of community and staff consultation that has been delivered over the past 12 months.
- The Council services with significant negative scores are road repairs & potholes, and winter maintenance. While acknowledging the strength of opinion on these services it also must be recognised that a significant part of the Highland roads network i.e. trunk roads are not the Council's responsibility.

5.5 Opportunities to improve public perception

As outline above in 4.3 there are significant improvement programmes now in place, however the impact of financial austerity will continue to create a challenging environment in which to drive improvement in public perception. Improvement activity needs to continue to focus on better communication with the public, informing budget planning and budget decisions, and driving new ways of local engagement with communities.

Actions:

- Communicate budget decisions and their impact on service delivery to the public;
- Utilise survey results to inform budget planning including prioritisation and efficiency;
- Utilise survey results to inform budget decisions;
- Utilise survey result to inform Council redesign and choices on the balance of cost and quality when determining service delivery options;
- Engage with local communities on service delivery options including community opportunities to lead on delivery;
- Service management teams will use the results to inform their ongoing improvement activity;
- Continue to promote the Council's positive results through Council, Strategic Committees and press releases.

6. **Follow up actions**

6.1 The results will be fed back to:

- Staff through 'In Brief', management briefings and service briefings;

- Citizens' Panel members to thank them for taking part in the survey, advising them of the key results and our follow up action;
- The public when we feed back our performance results through our performance and press webpages.

7. Continuously reviewing the process

7.1 Each year we ask panel members how they find being a member. Feedback remains relatively consistent across the questions and this year:

- 55% said they felt their views have been listened to (baseline 71% in 2014);
- 80% said they found it useful to be a panel member (baseline 86% in 2014);
- 80% said they found it worthwhile (baseline 87% in 2014);
- 20% said they found it time consuming (baseline 34% in 2014).

7.2 A third of the panel is normally refreshed annually to ensure that overall membership is representative of the adult population profile and to reduce consultation fatigue. The panel will be refreshed in Autumn 2019.

7.3 Further analysis and reporting

Services will analyse and feed back in more detail on several sections of the survey to strategic committees and working group meetings.

Date: 16.10.19

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Appendices

1. Views of Services – Net Satisfaction table

Views on The Highland Council's services: Net Satisfaction Rate

Service	Net satisfaction (%)					Respondents using service (2019)
	2019	2018	2017	2016	2015	
Libraries	82	77	88	77	77	57%
Walking routes e.g. Great Glen Way	78	80	79	79	83	45%
Registrars for births, deaths, & marriages	73	73	87	71	74	27%
Swimming pools	71	76	78	87	72	44%
Recycling facilities	70	78	73	75	78	97%
Museums	68	67	69	72	69	47%
Refuse/ bin collection	67	74	70	79	78	98%
Countryside ranger service	66	61	61	64	72	27%
Other sports facilities	64	75	72	72	75	40%
Public parks and other open spaces	62	72	80	77	78	82%
Pre-school services	61	70	74	76	53	19%
Street lighting	60	64	65	62	68	91%
Council service points	59	74	58	70	83	40%
Payment of Council Tax	59	72	72	78	83	75%
Primary education	53	62	75	77	75	26%
Burials and cremations	49	65	61	68	66	27%
Council website	49	61	57	62	n/a	65%
School meals	45	56	72	61	64	24%
Cycling paths	43	52	50	56	47	39%
School transport	42	59	46	69	53	20%
Secondary education	41	56	50	66	64	24%
Trading standards	40	35	47	48	32	16%
Gaelic pre-school services	37	41	21	45	15	9%
Council Service Centre	36	62	50	59	53	27%
Economic development/ Business Gateway	34	34	20	33	29	16%
Environmental health service	33	52	53	53	50	22%
Services to protect children from harm	31	54	53	59	35	19%
Gaelic secondary education	29	42	5	25	5	9%
Street cleaning	29	24	38	35	43	92%
Dealing with flooding	28	33	37	33	30	58%
Gaelic primary education	22	50	24	42	20	10%
Advice on benefits	19	19	28	28	27	17%
Breakfast and after school clubs	17	47	58	60	23	15%
Grass cutting	17	35	n/a	n/a	n/a	87%
Housing information and advice	17	30	22	44	17	18%
Community learning/ adult education	15	57	37	47	40	18%
Community occupational therapy	15	19	38	41	23	21%
Gaelic community learning/ adult education	13	31	2	23	9	10%
Care at home services	9	29	15	23	4	25%
Services to protect adults at risk from harm	9	7	18	12	28	16%
Residential homes for disabled/ elderly people	6	9	6	22	0	22%
Planning applications & building warrants	-2	21	20	8	21	33%
Winter road maintenance	-2	-17	13	-5	-8	97%
Services to reduce offending	-3	-6	15	-1	-7	13%
Pavement maintenance	-5	0	18	6	10	91%
Planning for future land use (Local Plan)	-12	19	12	6	13	31%
Public toilets	-31	0	n/a	n/a	n/a	75%
Road repairs and potholes	-69	-81	-61	-74	-65	98%

n in 2019 = 91-992 (number having used service)