Highland Council

Budget Consultation 2014 – Phase 2

Website Survey Analysis

December 2014

BUDGET CONSULTATION 2014 – PHASE 2

WEBSITE SURVEY RESPONSE – ANALYSIS

The Budget Consultation Survey was made available to the general public on the Highland Council website from 27th October until 17th November 2014. 4,601 responses were submitted.

The results of this survey should be viewed with some caution. This group is selfselecting and therefore does not statistically represent the Highland population as a whole.

This report briefly outlines the profile of the respondents, followed by the quantitative results to each question. A full analysis of the profile of respondents can be found at appendix 2. Where there are differences between specific groups, these are outlined below each question.

The final section of the report outlines the comments made about minimising impact followed by a summary of the comments made regarding individual proposals and any alternative proposals suggested by respondents. This also incorporates any general comments received by email or by letter during the consultation period.

It should also be noted that 4 petitions were received during the consultation:

- Safeguard 100% Highland Council Funding for Mallaig and District Swimming Pool to save the Pool from Closure - paper petition 139 signatories, online petition 1,381 signatories
- Hands of Highland Children's Education 203 signatories
- Stop the budget cuts to education proposed in the Highland Council Budget Consultation 2014 98 signatories
- Protect Instrumental Tuition 310 signatories

Summary tables providing a comparison of the responses to each question can be found at appendix 1.

Profile of Respondents

The majority of respondents:

- Have lived in the Highland Council area for over ten years (79%)
- Work either full time or part time for a single employer (62%)
- Own their home or have a mortgage (77%)
- Are female (72%)
- Are aged between 35 and 54 years (60%)
- Do not have a disability (95%)

- Have school aged children in the household (57%)
- Are White-Scottish (74%)
- Live outside the Inner Moray Firth area (58%)
- Do not work for the Highland Council (77%)

A full breakdown can be found at Appendix 2. Respondents were not required to answer these questions and not all provided this information. Therefore it cannot be said that this profile is representative of the people that completed the survey.

It should also be noted that there were very small numbers in some categories, such as respondents with a disability, those aged 16-17 years old and aged over 75 years. When these groups are referred to in the below analysis, these can only be taken as an indication of the views of these groups.

SECTION 1

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	321	7%	511	11%
May be a helpful change	660	15%	1123	25%
Would make no difference	1327	30%	160	4%
A change that could be				
coped with	615	14%	705	16%
Could cause some difficulty	1269	29%	1711	38%
Don't know	225	5%	241	5%
Total responses	4417	100%	4451	100%

Q1: Introduction of distance learning for secondary education

Respondents were divided on the impact of distance learning on them and their family. **30%** of respondents said that it **would make no difference** however **29%** said it **could cause some difficulty**. Respondents were also divided about the impact on the wider community with **38%** of respondents indicating that it **could cause some difficulty** but **36%** that it **may be a helpful change** or **a change for the better**.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	191	4%	281	6%
May be a helpful change	228	5%	453	10%
Would make no difference	1610	36%	271	6%
A change that could be				
coped with	544	12%	857	19%
Could cause some difficulty	1690	38%	2361	53%
Don't know	166	4%	254	6%
Total responses	4429	100%	4477	100%

Q2: Alternative methods for providing music tuition

Respondents were divided on the proposal to introduce changes to music tuition with **38%** indicating it **could cause some difficulty** to their family but **36%** that it **would make no difference**. **53%** of respondents said it **could cause some difficulty** to the wider community.

Q3: Supporting trainees

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	603	14%	985	22%
May be a helpful change	872	20%	1270	28%
Would make no difference	1392	31%	222	5%
A change that could be				
coped with	518	12%	598	13%
Could cause some difficulty	817	18%	1197	27%
Don't know	239	5%	202	5%
Total responses	4441	100%	4474	100%

31% of respondents said recruiting trainees **would make no difference** to their family and a further **34%** noted this as a potential positive change. In terms of impact on the wider community, half of all respondents reported this **may be a helpful change** or **a change for the better.**

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	176	4%	245	5%
May be a helpful change	217	5%	296	7%
Would make no difference	631	14%	105	2%
A change that could be				
coped with	958	21%	762	17%
Could cause some difficulty	2348	52%	2967	66%
Don't know	152	3%	143	3%
Total responses	4482	100%	4518	100%

Q4: Reprioritising grants for arts, sports and culture

52% of respondents said reprioritising these grants **could cause some difficulty** to their family and **66%** said it **could cause some difficulty** to the wider community.

A greater percentage of respondents in the oldest and youngest age groups said this **could cause some difficulty** to them and their families, and **85%** of respondents aged 16-17 years said this **could cause some difficulty** to the wider community.

Q5: Secondary education: reducing staffing

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	114	3%	174	4%
May be a helpful change	163	4%	284	6%
Would make no difference	1121	25%	121	3%
A change that could be				
coped with	514	12%	749	17%
Could cause some difficulty	2418	54%	3026	67%
Don't know	118	3%	140	3%
Total responses	4448	100%	4494	100%

54% of respondents said that reducing staffing in secondary schools **could cause some difficulty** to their family and **67%** said it **could cause some difficulty** to the wider community. **70%** of families with children said this **could cause some difficulty** to them and their families.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	223	5%	305	7%
May be a helpful change	209	5%	348	8%
Would make no difference	1241	28%	145	3%
A change that could be				
coped with	526	12%	742	16%
Could cause some difficulty	2181	49%	2848	63%
Don't know	88	2%	121	3%
Total responses	4468	100%	4509	100%

Q6: Primary education: Changing time in class

49% of respondents said changing time in class for P4-P7 **could cause some difficulty** to their family and **63%** said it **could cause some difficulty** to the wider community.

61% of respondents in the 35-44 age group and **62%** of families with children said this **could cause some difficulty** to their family.

Q7: Approach to providing public toilets

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	280	6%	334	7%
May be a helpful change	369	8%	448	10%
Would make no difference	896	20%	251	6%
A change that could be				
coped with	1225	27%	1128	25%
Could cause some difficulty	1623	36%	2261	50%
Don't know	78	2%	85	2%
Total responses	4471	100%	4507	100%

36% of respondents said changing our approach to public toilets **could cause some difficulty** to their family and **50%** said it **could cause some difficulty** to the wider community.

52% of respondents with a disability said this **could cause some difficulty** to them and their families, compared to **35%** of those without a disability. Older respondents

were also more likely to say this **could cause some difficulty** to them and their families (**50%**).

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	135	3%	137	3%
May be a helpful change	142	3%	172	4%
Would make no difference	453	10%	117	3%
A change that could be				
coped with	958	21%	706	16%
Could cause some difficulty	2756	61%	3317	73%
Don't know	48	1%	65	1%
Total responses	4492	100%	4514	100%

Q8a: Winter maintenance: Primary and secondary routes

61% of respondents said re-prioritising the gritting of roads **could cause some difficulty** to their family and 73% said it **could cause some difficulty** to the wider community.

Q8b: Winter maintenance: Pre-treating roads

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	295	7%	326	7%
May be a helpful change	352	8%	425	9%
Would make no difference	755	17%	268	6%
A change that could be				
coped with	1278	28%	1226	27%
Could cause some difficulty	1691	38%	2100	47%
Don't know	117	3%	158	4%
Total responses	4488	100%	4503	100%

38% of respondents said that changing the pre-treatment of roads **could cause some difficulty** to their family but a further 28% indicated that it was **a change that could be coped with. 47%** said it **could cause some difficulty** to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	279	6%	351	8%
May be a helpful change	405	9%	515	11%
Would make no difference	1062	24%	434	10%
A change that could be				
coped with	1488	33%	1718	38%
Could cause some difficulty	1084	24%	1305	29%
Don't know	166	4%	187	4%
Total responses	4484	100%	4510	100%

Q9: Reviewing how we clean our buildings

Respondents were divided on the impact of changing how often we clean our buildings. **33%** reporting that it is **a change that could be coped with** by their family but 24% that it **could cause some difficulty** and a further 24% that it **would make no difference. 38%** said it was a **change that could be coped with** by the wider community.

Q10: Reducing the number of schools

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	297	7%	430	10%
May be a helpful change	325	7%	510	12%
Would make no difference	1494	34%	85	2%
A change that could be				
coped with	600	14%	880	20%
Could cause some difficulty	1544	35%	2408	55%
Don't know	105	2%	98	2%
Total responses	4365	100%	4411	100%

35% of respondents said that reducing the number of schools **could cause some difficulty** to their family but **34%** said it **would make no difference**. **55%** of respondents reported it **could cause some difficulty** to the wider community.

Younger respondents were more likely to say this **could cause some difficulty** to their family.

Respondents that rent from the Council are more likely to say this **could cause some difficulty** to their family (**41%**) and to the wider community (**63%**) that those in other housing (**33%** and **53%** respectively).

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	250	6%	348	8%
May be a helpful change	347	8%	532	12%
Would make no difference	1334	31%	134	3%
A change that could be				
coped with	595	14%	785	18%
Could cause some difficulty	1657	38%	2382	54%
Don't know	168	4%	198	5%
Total responses	4351	100%	4379	100%

Q11: Further reductions in the number of schools

38% of respondents said a wider review of Highland schools **could cause some difficult to their family** but a further 31% that it **would make no difference. 54%** said it **could cause some difficulty** to the wider community.

Again, there were differences between Council tenants and people in other types of housing. **46%** of respondents renting from the Council said this proposal **could cause some difficulty** to their family and **62%** said it **could cause some difficulty** to the wider community, compared with **36%** and **53%** respectively for respondents in other housing.

Q12: Changes in maintenance of flower beds and closure of plant nurseries

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	504	12%	617	14%
May be a helpful change	597	14%	803	18%
Would make no difference	1178	27%	380	9%
A change that could be				
coped with	1564	36%	1768	40%
Could cause some difficulty	436	10%	716	16%
Don't know	82	2%	119	3%
Total responses	4361	100%	4403	100%

36% of respondents said changing how we maintain our flower beds is a **change that could be coped with** by their family with a further 27% that **it would make no difference. 40%** said this was a **change that could be coped with** by the wider community.

25% of respondents in the 18-24 age group and **23%** of the over 75s said this would be **a change for the better** for them and their families.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	203	5%	233	5%
May be a helpful change	162	4%	211	5%
Would make no difference	470	11%	110	2%
A change that could be				
coped with	973	22%	874	20%
Could cause some difficulty	2519	58%	2889	66%
Don't know	50	1%	88	2%
Total responses	4377	100%	4405	100%

Q13: Funding to High Life Highland, Inverness Leisure and Eden Court

58% of respondents said reducing funding to these organisations **could cause some difficulty** to their family and **66%** said it **could cause some difficulty** to the wider community.

Q14a: Changing how grass cutting is provided

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	379	9%	430	10%
May be a helpful change	428	10%	526	12%
Would make no difference	1072	24%	446	10%
A change that could be				
coped with	1695	39%	1865	42%
Could cause some difficulty	743	17%	1041	24%
Don't know	60	1%	99	2%
Total responses	4377	100%	4407	100%

39% of respondents said changing how often grass is cut is a **change that could be coped with** by their family and **42%** said this is a **change that could be coped with** by the wider community.

	Sports pitches %	Burial grounds %	General public open spaces %	Closed burial grounds %	Play areas %	Prominent town centres spaces %
1- High	64%	31%	16%	9%	51%	35%
2	21%	26%	31%	15%	30%	34%
3	9%	24%	36%	27%	14%	21%
4	2%	11%	10%	22%	3%	5%
5- Low	3%	8%	6%	27%	2%	4%
Total responses	100%	100%	100%	100%	100%	100%

Q14b: Grass cutting priorities

Respondents rated **sports pitches** and **play areas** as the highest priority areas for grass cutting, with **64%** and **51%** of respondents rating these as priority 1. Across the other areas, respondents were generally divided. **Prominent town centre spaces** received a rating of 1 or 2 by over 69% of respondents, and 56% of respondents also rated **burial grounds** as priority 1 or 2. **General public open spaces** were rated as priority 2 or 3 by 67% of respondents. **Closed burial grounds** were rated as the lowest priority, with 49% rating these as priority 4 or 5.

Q14c: Grass cutting and volunteering

	Number	%
Yes	600	14%
No	1957	45%
Don't know	1795	41%
Total responses	4352	100%

45% of respondents **would not take on grass cutting** if the Council reduced the current service.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	739	17%	764	17%
May be a helpful change	592	14%	675	15%
Would make no difference	658	15%	363	8%
A change that could be				
coped with	1199	27%	1210	28%
Could cause some difficulty	1118	26%	1298	30%
Don't know	68	2%	79	2%
Total responses	4374	100%	4389	100%

Q14d: Verge cutting

31% of respondents reported that cutting verges less often was **a change for the better** or **may be a helpful change** to them or their family. A further **27%** of respondents said it would be **a change that could be coped** however **26%** of respondents said it **could cause some difficulty**. Respondents were also divided about the potential impact of this for the wider community with **32%** indicating this could be a positive change, **28% a change that could be coped with** but **30%** believing that it **could cause some difficulty**.

39% of respondents renting from the Council said this **could cause some difficulty** to the wider community compared with **28%** of people living in other types of housing.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	166	4%	193	5%
May be a helpful change	241	6%	288	7%
Would make no difference	510	12%	124	3%
A change that could be				
coped with	1569	37%	1251	29%
Could cause some difficulty	1709	40%	2303	54%
Don't know	59	1%	100	2%
Total responses	4254	100%	4259	100%

Q15: Increasing what we charge

40% of respondents said increasing charges **could cause some difficulty** to their family however a further 37% indicated that it was **a change that could be coped with. 54%** said it **could cause some difficulty** to the wider community.

53% of respondents renting from the Council said this **could cause some difficulty** to their family and **25%** said this was **a change that could be coped with**. **64%** said this **could cause some difficulty** to the wider community. This compares with **38%** of respondents in other housing saying this **could cause some difficulty** to the family and **39%** saying this is **a change that could be coped with**. **52%** of respondents in other housing said this **could cause some difficulty** to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	201	5%	237	5%
May be a helpful change	341	8%	379	9%
Would make no difference	740	17%	227	5%
A change that could be				
coped with	1794	42%	1523	35%
Could cause some difficulty	1056	25%	1787	41%
Don't know	168	4%	161	4%
Total responses	4300	100%	4314	100%

Q16a: Charging for burials, cremations and lairs

42% of respondents said increasing the costs of burials, cremations and lairs to the Scottish average is **a change that could be coped with** by their family but **41%** said it **could cause some difficulty** to the wider community.

41% of respondents with a disability said it **could cause some difficulty** to them, as did **42%** of respondents renting from the Council. This can be compared with **23%** of respondents without a disability and **23%** of respondents living in other housing.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	517	12%	526	12%
May be a helpful change	594	14%	695	16%
Would make no difference	823	19%	268	6%
A change that could be				
coped with	1200	28%	1200	28%
Could cause some difficulty	943	22%	1361	32%
Don't know	214	5%	256	6%
Total responses	4291	100%	4306	100%

Q16b: Increasing burial charges above cremation charges

28% of respondents said increasing the cost of a burial to above a cremation is a change that could be coped with by their family and a further 26% that it was a change for the better or may be a helpful change. 32% said it could cause some difficulty to the wider community but 28% that it was a change for the better or may be a helpful change.

Again, respondents with a disability (**28%**) and respondents renting from the Council (**38%**) were more likely to say this change **could cause some difficulty** to them.

Q17: Charge for hotels, guest houses and B&Bs

	Number	%
Yes	2298	53%
No	1451	34%
Don't know	550	13%
Total responses	4299	100%

53% of respondents were **in favour** of the proposed charge for hotels, guest houses and B&Bs, however about a **third of respondents were opposed**.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	244	6%	295	7%
May be a helpful change	340	8%	443	10%
Would make no difference	698	16%	182	4%
A change that could be				
coped with	1762	41%	1647	38%
Could cause some difficulty	1200	28%	1634	38%
Don't know	59	1%	113	3%
Total responses	4303	100%	4314	100%

Q18a: Increase charges in existing car parks

41% of respondents said that increasing charges in existing car parks is a change that could be coped with by their family. Respondents were divided about the potential impact on the wider community with 38% indicating this is a change that could be coped with but 38% that it could cause some difficulty.

41% of respondents with a disability said it **could cause some difficulty** to them and 52% said it **could cause some difficulty** to the wider community, compared to 27% and 37% of respondents without a disability.

Generally **across all car parking questions**, respondents renting from the Council were more likely to say that increases **would make no difference** to their family, compared with respondents living in other housing.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	331	8%	391	9%
May be a helpful change	412	10%	535	12%
Would make no difference	595	14%	139	3%
A change that could be coped with	1633	38%	1469	34%
Could cause some difficulty	1250	29%	1659	39%
Don't know	69	2%	113	3%
Total responses	4290	100%	4306	100%

Q18b: Introduce charging in car parks with more than 20 spaces

38% of respondents said that introducing charging in car parks with over 20 spaces is a change that could be coped with by their family and 39% said it could cause some difficulty to the wider community. 41% of respondents with a disability said it

could cause some difficulty to them and their families, compared to **28%** of respondents without a disability.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	193	5%	239	6%
May be a helpful change	247	6%	313	7%
Would make no difference	680	16%	174	4%
A change that could be				
coped with	1436	34%	1291	30%
Could cause some difficulty	1620	38%	2130	50%
Don't know	97	2%	140	3%
Total responses	4273	100%	4287	100%

Q18c: Charge for parking 24 hours a day, 7 days a week

38% of participants said that extending charging hours of car parks **could cause some difficulty** to their family and **50%** said it **could cause some difficulty** to the wider community.

Q18d: Charge for Sunday parking

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	268	6%	334	8%
May be a helpful change	285	7%	369	9%
Would make no difference	763	18%	212	5%
A change that could be				
coped with	1556	36%	1551	36%
Could cause some difficulty	1342	31%	1713	40%
Don't know	71	2%	128	3%
Total responses	4285	100%	4307	100%

Respondents were divided about the impact charging for Sunday car parking would have on them and their family with **36%** of respondents noting that it is **a change that could be coped** but **31%** that it **could cause some difficulty. 40%** of respondents said it **could cause some difficulty** to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	521	12%	670	16%
May be a helpful change	458	11%	651	15%
Would make no difference	1451	34%	423	10%
A change that could be				
coped with	1178	27%	1490	35%
Could cause some difficulty	565	13%	851	20%
Don't know	118	3%	226	5%
Total responses	4291	100%	4311	100%

Q18e: Charge for parking at Glenurquhart Road

34% of respondents said that charging for parking in the Council's Glenurquhart Road car park **would make no difference** to their family and **35%** said it is **a change that could be coped with** by the wider community. A further **31%** noted that it was **a change for the better** or **may be a helpful change. 41%** of respondents in rural/remote areas said **this would make no difference**, compared with **29%** saying this in Inner Moray Firth areas.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	221	5%	261	6%
May be a helpful change	214	5%	245	6%
Would make no difference	861	20%	199	5%
A change that could be				
coped with	1184	28%	1177	28%
Could cause some difficulty	1360	32%	2025	48%
Don't know	378	9%	336	8%
Total responses	4218	100%	4243	100%

Q19: Reduce Ward Discretionary Budgets by 15%

Respondents were divided about the proposal to reduce Ward Discretionary grants by 15% with **32%** of respondents indicating it **could cause some difficulty** to them and their family but **28%** that it is a **change that could be coped with. 48%** said it **could cause some difficulty** to the wider community. **48%** of respondents aged 16-17 years said this **could cause some difficulty** to their family. **33%** of respondents in rural/ remote areas said this **could cause some difficulty** to their family, compared with **25%** of respondents in Inner Moray Firth areas.

Q20: Targeting employability services

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	455	11%	664	16%
May be a helpful change	553	13%	947	22%
Would make no difference	1837	43%	259	6%
A change that could be				
coped with	682	16%	1022	24%
Could cause some difficulty	460	11%	1016	24%
Don't know	239	6%	337	8%
Total responses	4226	100%	4245	100%

43% of respondents said that targeting employability services would make no difference to their family. Respondents were divided about the impact upon the wider community with 38% indicating that it may be a helpful change or a change for the better and 24% noting that it is a change that could be coped with. However 24% of respondents believed it could cause some difficulty.

28% of respondents aged 18-24 years said this **could cause some difficulty** to them and their families, and **37%** in this age group said it **could cause some difficulty** to the wider community.

Q21: Frequency of bin collections

	Residual	Recyclables	Garden	Food	
	%	%	%	%	
Once a fortnight	79%	53%	41%	74%	
Once every 3 weeks	5%	12%	30%	15%	
Once every 4 weeks	16%	35%	29%	11%	
Total responses	100%	100%	100%	100%	

For all types of waste, the majority of respondents said they could cope with **fortnightly collections**. Older respondents said they could cope with less frequent collections.

	Place items in container	Don't recycle if full	Forget to put containe r out	Put things in container if unsure	Put things in gen. waste if unsure	Don't recycle - too much effort
	%	%	%	%	%	%
Once a week or more	96%	8%	2%	7%	13%	2%
Once a fortnight	3%	6%	2%	4%	6%	1%
Once a month	1%	3%	2%	4%	8%	1%
Less frequently	0%	10%	17%	21%	29%	5%
Never	1%	73%	76%	64%	45%	88%
Total responses	100%	100%	100%	100%	100%	100%

Q22a: How to encourage more recycling

Generally, respondents indicated that they recycle regularly. In particular, **96%** of respondents said they **place items in their recycling container once a week or more** and **88%** said they never **don't recycle as it takes too much effort.**

Younger respondents are less likely to recycle if their container is full and more likely to put things in the general waste if they are unsure.

Q22b: What would persuade you to recycle more?

	%
Collection of a wider range of materials	64%
Having a clear idea of what to do with waste/ what to recycle	35%
More recycling banks being available	23%
Not having to rinse bottles and cans for recycling	21%
Having different/ better recycling bins/ containers	21%
Better/more info on what happens to recyclable materials	20%
Nothing-I'm happy	18%
Better/more info on the benefits of recycling	11%
Nothing- I'm not interested in recycling more	1%
N= 4601	

64% of respondents said that the collection of a wider range of materials would persuade them to recycle more, 35% said having a clearer idea of what to do with waste/ what to recycle and 23% said more recycling banks being available would encourage more recycling.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	145	3%	210	5%
May be a helpful change	126	3%	266	6%
Would make no difference	2178	52%	281	7%
A change that could be				
coped with	373	9%	696	17%
Could cause some difficulty	1159	28%	2409	58%
Don't know	169	4%	324	8%
Total responses	4150	100%	4186	100%

Q23: Providing childcare in communities

52% of respondents said that reducing the number of childcare facilities in the community **would make no difference** to their family but **58%** said it **could cause some difficulty** to the wider community.

35% of respondents that rent from the Council said this **could cause some difficulty** to their family, compared with **26%** of respondents in other housing.

Q24: How we provide our customer services

	Face to face contact	One solution won't suit all %	Providing services, not keeping buildings %	Relocate staff	Appoint- ment based registration %	Space for dealing with private issues %
Strongly	/0	/0	/0	/0	/0	/0
agree	52%	46%	35%	25%	15%	40%
Agree	35%	45%	47%	46%	43%	47%
Neither						
agree nor						
disagree	9%	6%	13%	24%	29%	12%
Disagree	3%	2%	4%	4%	9%	1%
Strongly						
Disagree	1%	1%	1%	1%	4%	1%
Total						
responses	100%	100%	100%	100%	100%	100%

Over 80% of respondents agreed or strongly agreed with four of the principles outlined to guide the review of customer services. **Over 70%** of respondents agreed with the proposal around relocating staff out of Inverness, however almost a quarter neither agreed nor disagreed with this. The majority of respondents also agreed with appointment based registrations, however **29%** neither agreed nor disagreed with this and **13%** disagreed.

When looking at the results by area, **31%** of respondents in rural/ remote areas strongly agreed that we should consider relocating staff out of Inverness, compared with **23%** of respondents in Inner Moray Firth areas.

15% of respondents that rent from the Council disagreed with introducing an appointment based registration system, compared to **8%** of respondents in other housing.

Qualitative Comments

Respondents were asked to provide comment on any of the principles which they disagreed or strongly disagreed with. 638 separate comments were made on this question.

The importance of face to face contact

There was a strong view expressed by respondents commenting on this question of the importance of face to face services for the elderly, disabled and vulnerable. It was noted that face to face services were necessary for a number of people either because they do not have access to the internet or are unable to use it. Older people were specifically mentioned as being vulnerable but also individuals with sight or hearing difficulties, individuals with learning disabilities and people who may have literacy or numeracy difficulties.

Some views received noted that even telephone contact will not always be appropriate for individuals either because they struggle to hear or because they find it difficult to explain things over the telephone. Certain comments noted that elderly people in particular feel more secure talking to someone face to face. It was also reported that automated services can be very frustrating and that it often leads to people having to wait as queries are passed on.

Concern was expressed at what would happen to individuals should a face to face provision no longer be available locally. It was suggested that some vulnerable individuals may no longer make contact with services, with their needs going unaddressed. It was noted the important social role that service points play in many communities, especially for those who are socially isolated, and that staff know and understand the needs of their community.

Some views were expressed that certain individuals will not have any family locally to assist them access services either via the internet or the telephone whilst others noted the importance of elderly people feeling independent and not having to rely on others to carry out their business.

A number of views received noted that, in general, people prefer to deal with someone face to face but also that it was important to ensure equity and equality of access for all.

Complex and confidential enquiries

Comments were received that noted that many of the enquires dealt with at service points are complex and the importance of ensuring these can be dealt with face to face. It was suggested that a professional can better understand a person's needs in person, explain things and can diffuse situations. It was noted that this was important when dealing with complex, personal issues such as financial or housing matters especially in a time of crisis.

There was agreement from a number of respondents about the importance of having private space to discuss confidential issues.

A concern was noted that if service points were not available then dealing with individuals in crisis would be left to third sector organisations and that this would be unfair.

Appointment based registration

Many respondents expressed concern around the principle of an appointment based mobile Registrar. It was suggested that a Registrar deals with the most important events in someone's life and therefore a dedicated Registrar is needed in each community as a personal service is important.

A common statement made by respondents expressing concern around this approach was that 'people don't die by appointment'. It was suggested that at a time of bereavement, people should not have to wait for an appointment and that this may result in additional stress and in delays to funeral arrangements. Concern was also noted at the need to register births and deaths within a specific time frame and whether a mobile service would be able to cope with this. It was suggested that this approach wouldn't offer the flexibility required.

Other points noted was whether this new approach would be designed to fit in with public transport provision, particularly in rural areas, and that a mobile service could be unreliable service in winter. It was suggested that ultimately this could cost more in terms of staff travel.

However, some respondents were in favour of this approach and noted that appointments would work well as long as the system was reliable. Some respondents noted that an appointment based system was already working well in their area. One respondent reported that their community doesn't have a service point therefore widening access through this approach would be positive. It was suggested there needs to be an easy way to make appointments.

General support for principles

Many respondents expressed support in general for the principles outlined. It was noted that a phone service was an acceptable replacement for face to face provision as all generations can use this and that other organisations and services already utilise this approach. Some reported that it was not efficient to have someone/offices within each community and that given current offices are underused; there were better ways of providing services to individuals.

Some respondents noted that it was important to ensure that everyone still had access to a service but advocated an appointment or surgery based approach or home visits to the vulnerable. It was suggested that it would be important for the Council to come out to rural areas than expecting people to travel.

There were some comments received that suggested services were more important than buildings and that the Council could provide access in other locations – libraries, other public sector buildings, sharing Council buildings with others or post offices in rural areas.

A general mobile service point service was advocated by some given that many communities already do not have access to a service point and it was noted this would increase provision and access.

If was suggested that if more services were going to put online there would be a need to improve the Council's website.

Council presence in communities

There were a number of comments received that stated the importance of a Council presence within a local community. It was suggested that the Council is there to provide a service and be responsive to customers therefore offices need to enable access. Concern was also expressed that the Council is already disconnected from communities and that service points provide the link locally.

The needs of rural communities

Concern was expressed by some respondents that any changes in the way the Council provides services would impact upon rural areas. It was noted that the needs of urban and rural communities are different and the impact of the loss of services can be greater in a rural area. Views were expressed that rural areas should also be entitled to a level of service.

Some respondents suggested that if services were no longer available locally, it would mean longer journeys for customers in rural areas and for others, without access to transport, they would no longer be able to access a service. It was reported by some individuals that there was too much of a focus on the cost of services in rural areas and that closing means moving the cost on to individuals to travel further.

Concerns were expressed that the centralisation of services was damaging rural areas and that local Council jobs were important to the economy of a rural area. It was noted that the loss of jobs in a rural community had a greater impact than in an urban area and support for the principle of moving out from Inverness.

However, some views were received that felt there was a need to consider each community individually and that some communities would need this service but others wouldn't. Some respondents reported that it was the service that was important and not the building and therefore if services can be provided in a different way then this was positive. Some views also expressed concern at the cost implications of moving any jobs out of Inverness and suggested that this would not provide good value for money.

Home working

A number of respondents specifically commented upon the principle of staff working from home. In the main these views expressed concern about this approach suggesting it would not improve customer services and that they would not be happy to receive a service from someone not in a Council office. Concern was expressed around the confidentiality of this approach.

Some views noted that this would result in an ineffective and inefficient service as it requires the staff member to work unsupervised. It was also noted that some jobs cannot be done remotely.

However, there was some support expressed for this approach and noted that this could be a solution for rural areas where the population is low. It was reported that this approach was positive for the business and that home working was efficient given the reduction in office costs and the need to travel. However, it was noted that this should be optional and not a requirement for staff.

SECTION 2 – Additional Proposals

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	128	3%	138	3%
May be a helpful change	99	2%	131	3%
Would make no difference	843	21%	158	4%
A change that could be				
coped with	904	22%	738	18%
Could cause some difficulty	1626	40%	2508	61%
Don't know	469	12%	408	10%
Total responses	4069	100%	4081	100%

Q25a: Further Reduce Ward Discretionary Budgets

40% of respondents said that reducing the Ward Discretionary budget by more than 15% **could cause some difficulty** to their family and **61%** said it **could cause some difficulty** to the wider community.

42% of respondents in remote/ rural areas said this **could cause some difficulty** to their family and **65%** said it **could cause some difficulty** to the wider community, compared with **35% and 58%** respectively for the Inner Moray Firth areas.

Q25b: Remove Ward Discretionary Funding

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	76	2%	88	2%
May be a helpful change	39	1%	60	1%
Would make no difference	747	19%	149	4%
A change that could be				
coped with	530	13%	362	9%
Could cause some difficulty	2116	52%	2950	73%
Don't know	526	13%	453	11%
Total responses	4034	100%	4062	100%

52% of respondents said that removing this funding altogether **could cause some difficulty** to their family and **73%** said it **could cause some difficulty** to the wider community.

77% of respondents in the 16-17 age group said this **could cause some difficulty** to them and their families and **86%** said it **could cause some difficulty** to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	322	8%	474	12%
May be a helpful change	385	9%	590	14%
Would make no difference	1340	33%	249	6%
A change that could be				
coped with	1065	26%	1392	34%
Could cause some difficulty	909	22%	1283	31%
Don't know	53	1%	108	3%
Total responses	4074	100%	4096	100%

Q26: Reviewing how we provide school meals

Respondents were divided on the proposal about changing how school meals are provided. **33%** of respondents said that this **would make no difference** to their family and 26% that this was a **change that could be coped with** but **22%** that this **could cause some difficulty.** Views were also divided about the impact on the wider community with **34%** indicating this is **a change that could be coped with** and **31%** that it **could cause some difficulty.**

33% of families with children said this is **a change that could be coped with** by their family but **30%** said it **could cause some difficulty**. **30%** of respondents that rent from the Council said this **could cause some difficulty** to their family compared to **21%** of respondents in other housing.

Q27: Recycling centre opening hours

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	178	4%	198	5%
May be a helpful change	363	9%	443	11%
Would make no difference	900	22%	266	7%
A change that could be				
coped with	1550	38%	1597	39%
Could cause some difficulty	984	24%	1413	35%
Don't know	97	2%	167	4%
Total responses	4072	100%	4084	100%

38% of respondents said that targeting opening hours is a change that could be coped with by their family and 39% said it is a change that could be coped with by the wider community. However a further 35% of respondents reported that this change could cause some difficulty to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	149	4%	166	4%
May be a helpful change	197	5%	220	5%
Would make no difference	698	17%	169	4%
A change that could be				
coped with	1209	30%	963	24%
Could cause some difficulty	1594	39%	2357	58%
Don't know	221	5%	207	5%
Total responses	4068	100%	4082	100%

Q28: Charging more for burials, cremations and lairs

Views were divided on the impact of a further increase in charges for burials, lairs and cremations. **39%** of respondents said that a further increase **could cause some difficulty** to their family but a further 30% reported that it was a **change that could be coped with. 58%** of respondents reported that it **could cause some difficulty** to the wider community.

56% of respondents with a disability said this **could cause some difficulty** to them. As before, Council tenants were more likely to say this could cause some difficulty than respondents in other housing.

Q29: Secondary education: Reducing staff by an additional 1%

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	73	2%	93	2%
May be a helpful change	69	2%	103	3%
Would make no difference	907	22%	67	2%
A change that could be				
coped with	326	8%	436	11%
Could cause some difficulty	2595	64%	3271	80%
Don't know	95	2%	109	3%
Total responses	4065	100%	4079	100%

64% said that reducing secondary school staff by an additional 1% could cause some difficulty to their family and 80% said it could cause some difficulty to the wider community.

81% of families with children said this could cause some difficulty to their family and87% said this could cause difficulty to the wider community.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	117	3%	139	3%
May be a helpful change	96	2%	119	3%
Would make no difference	436	11%	90	2%
A change that could be				
coped with	638	16%	489	12%
Could cause some difficulty	2719	67%	3153	77%
Don't know	59	1%	90	2%
Total responses	4065	100%	4080	100%

Q30: Further reduction in funding to HLH and Inverness Leisure

67% responded that a further reduction in funding to HLH and Inverness Leisure could cause some difficulty to their family and 77% that it could cause some difficulty to the wider community.

Q31: Further reduction in funding to Eden Court

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	283	7%	328	8%
May be a helpful change	173	4%	253	6%
Would make no difference	1173	29%	285	7%
A change that could be				
coped with	1173	29%	1306	32%
Could cause some difficulty	1110	27%	1675	41%
Don't know	151	4%	229	6%
Total responses	4063	100%	4076	100%

29% of respondents said that a further reduction in funding to Eden Court would make no difference to their family and 29% said it is a change that could be coped with. However a further 27% noted that it could cause some difficulty.
41% reported that it could cause some difficulty to the wider community.

31% of respondents in the Inner Moray Firth areas said this could cause some difficulty to their family and **45%** said it could cause some difficulty to the wider community, compared with **23% and 38%** respectively in rural/ remote areas. Respondents living in other housing are more likely to say this could cause some difficulty compared to respondents renting from the Council.

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	151	4%	173	4%
May be a helpful change	180	4%	212	5%
Would make no difference	498	12%	111	3%
A change that could be				
coped with	1024	25%	861	21%
Could cause some difficulty	1902	47%	2435	60%
Don't know	298	7%	276	7%
Total responses	4053	100%	4068	100%

Q32: Borrowing to fund infrastructure

47% of respondents said that a reduction in borrowing to fund infrastructure **could cause some difficulty** to their family and **60%** said it **could cause some difficulty** to the wider community.

Q33: How much we spend on ICT

	To you and your family	To you and your family	To the wider community	To the wider community
	Number	%	Number	%
A change for the better	151	4%	183	4%
May be a helpful change	161	4%	218	5%
Would make no difference	707	17%	107	3%
A change that could be				
coped with	627	15%	673	16%
Could cause some difficulty	2254	55%	2714	66%
Don't know	170	4%	190	5%
Total responses	4070	100%	4085	100%

55% of respondents said that reducing how much we spend on ICT **could cause some difficulty** to their family and **66%** said it **could cause some difficulty** to the wider community.

Q34. Limiting Impact On:

Respondents commented that the Council should limit the impact of budget savings on education and young people. They commented that nothing should impact on children's futures and that reducing the education budget is short-sighted. Comments also noted that a reduction in education could lead to families leaving the Highland region if they feel their children can receive a better education elsewhere in Scotland.

Some respondents reported that the Council needs to limit the impact of savings on rural communities. It was highlighted that there are already fewer services in rural areas, so any reduction will be felt more in these communities. Respondents also stated that changes in how services are run and increased charges may impact more on these communities. Examples of this included moving services online when there is limited connectivity in rural areas and introducing car parking charges when poor public transport means car travel is a necessity for many families in rural areas.

There was also concern noted about how savings could impact on older people. Respondents noted that Highland has an ageing population and older people tend to use Council services more than other age groups. It was suggested that many older people have a fixed income and so would be less able to pay for services if charges were introduced or increased. Respondents also noted that a reduction in local services could lead to an increase in social isolation of elderly residents.

Respondents were concerned about the impact some of the proposals would have on people living in deprived areas or those on low incomes. It was highlighted that these groups tend to feel cuts in services the most, as they use many Council services. Again it was noted that this group are less likely to be able to cope with the introduction of, or increase, in charges.

Respondents also noted that people with disabilities, particularly school children with additional needs and generally 'vulnerable' groups should be protected from any budget savings. In terms of the general impact of savings, some respondents suggested that each community or community group should be considered individually as they all have different needs. Some respondents also urged the Council to consider the long-term impacts of any savings.

Q35: General Comments on Existing Proposals and Suggestions for Alternative Savings Proposals

Respondents used this question to suggest alternative savings as well as make comments on the proposals. The comments are outlined in the following sections:

- Disagree with the proposals
- Agree with the proposal
- Alternative proposals
- Reduce spending on
- Do not reduce spending on
- National policies
- Comments on the consultation

DISAGREE WITH THE PROPOSALS

Education

Respondents were against the proposal to change time in class for P4-P7 for a number of reasons. They were concerned this could have a detrimental impact on the curriculum and lead to a reduction in subjects such as art, music and PE. Respondents also said this could have an impact on working parents if the school day was to finish 30 minutes earlier, as there would be childcare implications and the possibility that one parent would have to stop working. There were also comments that it would be unfair if children in Highland received less teaching time than children in other areas of Scotland, and could lead to the out-migration of young families.

A number of respondents were concerned about the introduction of distance learning as they felt the quality of teaching would be lower. There was also concern that the Council was proposing to introduce distance learning but also to reduce IT provision: this was seen to be contradictory and would have a significantly detrimental effect on teaching if both proposals were introduced. Respondents also highlighted that many rural areas have poor internet coverage. A small number of respondents commented that music tuition cannot be offered through distance learning due to the more physical nature of these lessons.

Respondents also disagreed with the proposal to reduce the number of teaching staff in secondary schools. They were concerned this would lead to a reduction in the number of subjects available and a reduction in support for pupils, particularly in S5 and S6. Again, respondents were worried that pupils in Highland would have a lower standard of education compared to pupils elsewhere in Scotland, and at this stage of education this could lead to difficulty in accessing Higher and Further education opportunities as well as finding work.

Respondents also noted concern about proposals to change the school meal menu, as it was perceived that this could lead to a deterioration of quality. Some respondents also commented that this was the only decent, hot meal some children will have all day and so we shouldn't make any changes.

Some respondents were against the proposals around merging smaller schools, as they felt this was more likely to lead to the closure of rural schools which can be the centre of smaller communities. This would have a detrimental impact on the whole community. There were also concerns about a reduction in cleaning in schools, as it was reported that this had already been cut.

Roads

Respondents were against proposals to change winter road maintenance, due to concerns about road safety. It was suggested that any reduction would be likely to lead to more accidents, particularly on rural roads and also cause a delay in getting to work. Respondents felt the Council needs to ensure roads are cleared and safe to use for emergency situations but also so that tourists can reach all parts of the Highlands.

Some respondents also commented on road maintenance more generally, saying that good road maintenance saves money in the long run as it will reduce the likelihood of larger problems occurring.

Reducing Ward Discretionary Grants

There was concern that a reduction in Ward Discretionary Grants would have a detrimental effect on communities. Respondents highlighted that many groups rely on this funding and if it is reduced or removed, community groups and community centres will be forced to close. It was also suggested that these groups cannot rely on other sources of funding as these sources often require match funding and there has been a reduction in the availability of funding generally. Respondents highlighted the good work these groups do and that many communities rely on the services they provide, often to vulnerable groups. It was also suggested that this proposal would have a greater impact in rural areas and areas of deprivation.

Some respondents also highlighted the contradiction of proposals to encourage communities to take on Council services whilst reducing the funding on offer. They felt if communities are to be asked to do more, this funding needs to be protected,

Changing the frequency of bin collections

Many respondents were against the proposal to reduce the frequency of bin collections. Concern was focussed on residual waste bins overflowing and the environmental health impact this could have. A number of respondents commented that they recycle all they can, but residual waste is still full after two weeks. There

were a small number of comments that any reduction in collections would unfairly penalise larger households.

There were also comments regarding the proposal to change the opening hours of recycling centres, with respondents concerned this could deter people from recycling and result in an increase in fly-tipping.

Increasing charges

Some respondents were against the proposal to increase and extend parking charges. There was concern that this could have a detrimental impact on businesses and local high streets, as it could encourage people to shop in out of town retail parks where parking is free. Others were concerned that Sunday parking would impact on people going to church and that people would start parking unsafely on roads instead of in car parks. Some respondents also raised concern about the cost of implementation and monitoring of this: it was suggested this would outweigh any savings that were made.

A number of respondents disagreed with the proposal to increase charges for burials, cremations and lairs. Respondents said that this was a difficult time for people and increasing costs would cause further distress. A number suggested that the Council should be offering advice about how to plan for death and funerals instead. There was also some concern about increasing the cost of burials to above cremations, as the only crematorium in Highland is in Inverness. Some respondents felt this would impact unfairly on people that do not live near Inverness.

There were also some comments disagreeing with increases in charges generally. It was suggested that any increases will have a detrimental effect on local people but could also deter tourists from visiting Highland. One respondent commented that if charges are increased there needs to be plenty of notice to residents and businesses, and if possible, increases should be phased in.

Grass cutting and floral displays

Some respondents felt that grass cutting and floral displays should not be reduced. They suggested that this would lead to areas looking messy and unpleasant which would have a detrimental effect on tourism.

ICT

Respondents felt that the ICT budget should not be decreased, as these services will be needed more and more in the future.

Charge for hotels, guest houses and B&Bs

Some respondents were against introducing a charge to hotels, guest houses and B&Bs as they felt this would deter people from visiting Highland.

Public toilets

Similarly some respondents thought that any closure to public toilets would deter tourists from visiting areas further away from towns. Some respondents also thought this would impact on local residents.

AGREEING WITH THE PROPOSALS

Some respondents agreed with proposals and these are outlined below. However it should be noted that for all of the proposals, bar those on merging schools and reducing spend on grass cutting, more respondents disagreed than agreed.

Education

A number of respondents agreed that schools should be merged if there was a small school roll and if a nearby alternative was available. It was suggested that it would be beneficial for pupils to go to bigger schools as it would improve their social skills and would increase the number of subjects available to them.

There was also some support for changing the school meal menu. Respondents felt that a reduction in choice could lead to an increase in quality. Others felt that this was a sensible way to save money as two options was still suitable choice for children.

Some respondents also agreed with the proposal to change time spent in class by P4-P7, but that more research would be needed before any changes are made. Some respondents also supported the introduction of distance learning as long as this was gradual and for older pupils.

Grass cutting and floral displays

Respondents supported a reduction in spending on grass cutting and floral displays as it was felt that although it makes areas look nice, it is not a priority when savings need to be made. Others commented that there should be consistent service across Highland.

Increasing charges

Some respondents agreed with the proposal to increase and extend parking charges. Some of these respondents highlighted that there are large differences in prices across the region and so it would be fair to standardise parking charges.

There was some support for the increase in burial, cremation and lair costs.

In reference to increasing charges generally, some respondents said they would prefer to see an increase in charges than a reduction in services.

Reduction in grants

Some respondents said that grants to arts and culture projects, including Eden Court, should be cut as these are a luxury and are not as important as other services such as education.

Some also thought that Ward Discretionary Grants should be reduced and the Council should instead direct groups to other funding that is available, such as Common Good Funds. Groups should only receive grants once they have tried all other funding.

Bins

Some respondents felt a reduction in bin collection could be coped with if bigger bins were provided.

Cleaning in public buildings

There was some support for a reduction in the cleaning of public buildings. It was suggested that cleaning products and equipment be provided so that staff can clean their own offices. However, some respondents felt that schools would still need to undergo a deep clean during the summer.

Public toilets

There was some support for asking communities to take on the running of public toilets if this would save the Council money. Respondents also highlighted they would be willing to pay a small charge to use these facilities. It should be noted that the closure of public toilets was not supported.

Charge for hotels, guest houses and B&Bs

There was some support for the introduction of this charge. It was felt that tourists make use of Council services, like roads, litter collection and public toilets, and so it is right to ask them to make an extra contribution.

Music tuition

There were a small number of comments that parents that should pay privately for music tuition rather than the Council paying for this.

ALTERNATIVE PROPOSALS

Council Management and Staff

Respondents felt that savings must be made internally in relation to staff. There were a number of comments that highly paid Council staff, in particular the Chief Executive and Service Directors should face a reduction in pay. Some suggested anyone being paid over a certain amount should have their salary cut (figures for this cut-off ranged from £40,000 to over £100,000). There was also a suggestion that staffing structures need to be re-assessed to ensure that all teams are necessary. Some respondents said that the Ward system should be reassessed with Ward Manager posts being removed and the number of managers across the Council also should be reduced. There was also a suggestion that everyone in the Council should have their weekly hours reduced, for example by finishing at lunchtime on a Friday or that staff should work longer hours for the same salary.

Respondents also said that staff expenses and benefits should be reduced. This included limiting any travel and hotel expenses, removing any catering that is provided at training sessions and covering cost of own training to maintain qualifications. Some respondents suggested that Council pensions should be reduced so they are in line with the private sector, and that holiday allowance should also be reduced.

A number of respondents were concerned that the sick pay Council staff receive is too generous and that this encourages staff to take time off from work when they are not actually ill. They felt that there needs to be careful monitoring of staff that are off because of long-term sickness.

Some respondents also commented that overtime should be reduced to make savings.

There were some conflicting comments around staff redundancies: some felt we should have a pay freeze rather than making redundancies, others felt we should make redundancies and others that the cost of redundancies would outweigh any savings made. There were concerns that redundancies would have a detrimental impact on communities as unemployment would increase.

Staff efficiency

A number of respondents said that Council staff could work more efficiently which could lead to savings. Respondents tended to site the example of a number of Council workers being sent to do a job that could be completed by just one or two people, or work needing to be fixed as it was not completed properly the first time. Staff should be monitored and ineffective staff should be let go rather than redeployed to another department.

Respondents also suggested a review of all Council systems to make sure these are efficient and that work is not being duplicated. A number of respondents felt that communication between departments needed to be improved and that the Council should focus on its statutory requirements first. There were also a number of comments that the Council should be run more like a private business as these are seen to be more efficient.

A number of respondents thought that home working and flexible working should be encouraged, as this would save on energy and travel costs. However, others disagreed and thought that savings could be made through IT by only providing a desktop PC to staff rather than laptops and Blackberries.

A small number of respondents said that staff should not be allowed to take Council vehicles home.

Councillors

Respondents felt that the number of Councillors should be reduced, and generally that there is only the need for one Councillor per ward. There was also a suggestion that Councillor wages should be decreased.

A number of people commented that Councillor expenses and benefits should be reduced. This included removing free meals at meetings: respondents felt that as all other staff need to provide their own lunch, Councillors should do the same. There should be close scrutiny of expenses to ensure Councillors can only claim for travel and accommodation that is truly needed, and that the cheapest options are being used.

Respondents also felt that the number of meetings and committees should be reduced, as these were often an unnecessary expense. The use of video conferencing for committee meetings should be also encouraged to avoid unnecessary journeys, particularly to Inverness.

General Council efficiencies

Respondents said that the Council could easily save on energy costs by turning down heating and turning off lights at night. A number of respondents commented that schools have to open windows in the winter as it is too warm and that Council staff should wear jumpers rather than having the heating on high. The Council should look into using renewable energy options where possible, such as putting solar panels on Council buildings. There could be incentives to encourage staff to make these savings.

Respondents also suggested reducing the amount of paper the Council uses and make as many forms as possible available online. A number of respondents commented on the large amount of paperwork they have had to fill in when changing an address or making a planning application.

There was the suggestion that the Council should be encouraging less travel for meetings, for example through use of video-conferencing and car sharing. Rooms in Council buildings should always be used for meetings rather than hiring rooms in other buildings.

There were comments that the Council owns too many buildings and does not use them all. Respondents said the Council should reduce the number of buildings it owns and uses, and sell or rent excess space.

Respondents were also concerned about the amount of money spent on external contractors and consultants. They suggested the Council should be looking to train staff internally as this will be much cheaper over time.

Other suggestions included ensuring all bills to the Council are paid fully and on time, track spending carefully and make this information available to the public regularly and sharing cars with NHS.

Procurement

Some respondents thought that the current procurement system is not working well. They felt it should be changed to encourage the use of local companies where possible, as this would have a wider beneficial impact on local economies. Some also felt that staff should be allowed to purchase smaller items online, where items are often cheaper, rather than having to go through Council approved providers.

A number of respondents also felt the Fujitsu contract is poor value for money. They said that many staff could solve IT problems themselves if they were allowed to and it is a waste of money to be charged by Fujitsu for small issues. There was the suggestion that the Council should employ its own IT team. Some respondents also commented in the high cost of printing in schools.

Increasing community responsibility

Many respondents felt there should be an increase in community responsibility. The main reason for this was that communities know their own needs and are best placed to make decisions about how to run services. Respondents suggested the devolution of power and budgets to communities, some specifically mentioning Community Councils. Some respondents felt that the Council was too Inverness focused and suggested that communities would be able to run services better than the Council can. This could include the Council providing more gritting bins and allowing communities to grit their own areas.

There was also a suggestion that communities could encourage more volunteering. This could include offering volunteering awards or certificates.

Street lighting

There were many suggestions that savings could be made through a reduction in street lighting for example through turning off lights between 12am and 6am, using energy efficient lights and turning off every second light.

Using unemployed people or people on community service orders

Some respondents suggested that rather than cutting services like grass cutting and floral displays, people who are unemployed or on community service could take on these tasks. Some suggested that this would be beneficial for unemployed people as it would give them some work experience and others suggested that these people should be doing something for their benefits.

Bins and recycling

There were suggestions that improved information about what can be recycled would encourage people to recycle more. Also, increasing what can be recycled at the kerbside such as glass and all types of plastic would give people the opportunity to recycle further, as well as extending food and garden waste recycling across the whole region.

Respondents also suggested that people who don't recycle should be fined and that the Council should be trying to make money from recycled waste.

There were some conflicting suggestions around refuse collections; some respondents recommended that different sized households should have different sized bins; some suggested that individual bins should be replaced with street bins instead. Generally it was felt that that we should improve the efficiency of bin collections.

Introducing or increasing charges

A number of respondents suggested introducing or increasing charges for services rather than closing them and that there should be small increases across the board rather than large increases in some areas and no increases in others. Areas where charges could be introduced were public toilets, library membership, entry to museums and charging for FOI requests.

Some respondents commented that the Council should charge more for second homes. In some cases, respondents said we should charge full Council tax on these homes but others said we should "charge more" (unclear if this was an additional Council tax charge or a general second home tax).

Respondents also commented on charges relating to Council housing. They felt that these tenants should either cut their own grass or the Council should charge them for grass cutting. Some also felt that Council tenants should be required to pay for repairs in their home, especially if these are caused by ill-treatment of the home.

Another suggestion was to ask people to pay an extra tax for services that they use, for example, schools. Respondents felt that many people would be happy to pay extra if they knew specifically where this money would be spent.

Respondents also suggested introducing means testing to ensure that those on low incomes are not penalised but also that those who can afford to pay are paying. They also suggested that if services are limited, then means testing should be used e.g. if there are limited nursery places.

High Life Highland

Some respondents indicated that they would be happy to see an increase in the cost of a High Life membership. It was felt that this is quite cheap compared to a private gym membership and that in particular the family membership could be increased. There was also a suggestion that members could indicate their main leisure centre and then pay an entry fee to access other leisure centres in Highland.

Respondents also suggested a change in opening hours rather than closure of services. This tended to relate to libraries, with respondents suggesting libraries are opened a couple of evenings a week with reduced hours during the day to save on running costs. However, a small number of respondents suggested a reduction in the number of libraries as they felt they are under-used.

In relation to how High Life Highland is funded, a small number of respondents suggested that HLH should be self-sufficient and not rely on money from the Council. Other suggestions included running HLH services in house and merging HLH and Inverness Leisure.

Transport

It was suggested by some respondents that free school transport is removed for children who choose to attend a school out with their catchment area, for example to attend a Gaelic school or a religious school. Others suggested that all school transport charges should be increased.

Another suggestion was to improve the public transport options in rural areas to encourage people to leave their cars at home, as currently prices are too high and the service infrequent.

Generate income

A number of respondents said we should be generating income rather than closing services. Some suggestions have been mentioned throughout this section. Additional ideas for generating income are listed below:

- Through Regional Group Music performances
- Enforcing fines for littering
- Having public cafes in Council buildings
- Council run wind farms
- Generating income from waste
- Hire of Council meeting rooms

Parking

There were some other suggestions around parking building on the earlier proposals. Respondents said that Council staff should pay to park at Council buildings as other workers need to pay to park for their work.

It was also suggested that parking season tickets are introduced. This would mean local people could take advantage of a cheaper annual ticket, and tourists could be charged more for shorter tickets of a few weeks.

Other suggested that people travelling in camper vans or with caravans should be charged for multiple spaces if they are using more than one parking space. There was also a suggestion to introduce tolls on bridges.

Third sector and private businesses

Some respondents suggested allowing local businesses to sponsor Council services or Council assets. Others suggested inviting local businesses or charities to take over the running of some services, such as leisure centres or employability services.

Another suggestion was to charge developers more for building in Highland. This could be through requiring developers to pay a Community Benefit or ensuring developers make a contribution to the Council towards the upkeep of the land around their new development (e.g. public toilets, street cleaning or car parks). There was also a suggestion to tax churches.

Grass cutting and floral displays

The most frequent suggestion was to allow wild flowers to grow, as this will reduce the need for upkeep and also improve the biodiversity of the area. Other suggested that community gardening is encouraged on areas maintained by the Council. Other suggestions were to cement over grassy areas to increase car parking and to use bark or chipping in cemeteries.

Tourism

A number of respondents highlighted the importance of improving tourism and ensuring that decisions do not deter tourists from visiting Highland.

Education

There were a number of suggestions around education in addition to comments on specific proposals. Some respondents thought we should have a standardised timetable for older pupils which would allow for peripatetic subject teachers. They also suggested allowing local businesses or some voluntary organisations to support

subjects or to provide computing equipment. Another suggestion was to allow pupils to study for Highers and Advanced Highers at UHI.

Other suggestions were:

- Ask parents to buy all jotters and textbooks
- Have distance learning for primary pupils in remote locations, with just one day a week in school
- Cut services for children that do not speak English

Grants

There was a suggestion that groups who received grant funding must display the impact that this has had in their community. Another suggestion was that money should be given directly to families to pay for sports and arts activities rather than to the groups that provide these.

REDUCE SPENDING ON

Respondents also highlighted areas where they thought the Council should stop or dramatically reduce spending. This included infrastructure projects such as new roads and new buildings. Generally respondents felt the Council was wasting money on many of these projects and that money should be spend on repairing infrastructure instead of building new.

Respondents also suggested a reduction in Gaelic spending. They felt that it was more important to support general education than spend money on separate Gaelic schools and that Gaelic lessons could be taught in mainstream schools. There should also be a decrease in the money spent on translating documents into Gaelic and on dual language road signs.

There should also be a reduction in any spending on events such as firework displays and Christmas lights and any civic receptions. These were seen as an indulgence and not a good way to spend money.

Other suggestions of areas to cut spending were:

- New road signs
- Arts grants
- Consultations
- Support for people with alcohol and drug problems

DO NOT REDUCE SPENDING ON

The most popular comment across all categories was that the Council should not reduce spending on education. It was suggested that this would lead to a deterioration of education in Highland when we should be protecting the development of young people. The Council received two petitions relating to education: *Hands of Highland Children's Education* which had 203 signatories and *Stop the budget cuts to education proposed in the Highland Council Budget Consultation 2014,* with 98 signatories.

Related to this, respondents also felt that the High Life Highland grant should not be reduced. Respondents highlighted to positive impact HLH services have on all age groups, but particularly young people: encouraging them to take up sports and keeping them off the streets. It was suggested a reduction in HLH costs may result in an increase in NHS spending. It was also highlighted that a decrease in HLH services would have a disproportionate impact on rural communities, where there are already fewer services. Respondents noted the beneficial impact of both sports centres and libraries in their comments.

Some respondents also did not want to see a reduction in spending on music tuition, with many specifically mentioning the Lochaber Music School. Respondents highlighted the wider benefits of learning to play an instrument and that it is a big part of the culture in Highland. 32 additional comments were received by email, in addition to comments left on the survey, outlining the importance of music tuition and stressing that it should not be cut. The Council also received a petition - *Protect Instrumental Tuition* – that had 310 signatories.

There were also a number of respondents that specifically supported the continued funding of Mallaig and District Swimming Pool. Many of these respondents stated that this pool is needed for public safety, as this is an area with lots of water and so children must learn to swim. They also outlined the health and social benefits the pool has to all members of the community.

Eden Court and 'the arts' were also seen as an area that needs to be protected. Although Eden Court is based in Inverness, a number of respondents mentioned the valuable outreach services they offer.

Respondents also felt that we should not cut grants to community groups, reduce funding for childcare and a small number of respondents felt we needed to protect Gaelic services.

NATIONAL POLICIES

Respondents also commented on a number of national policies that they disagreed with. Many felt the Council should be campaigning to have the Scottish Government increase Council Tax. They felt that the freeze had gone on for too long and it was having a detrimental effect on services. Some respondents felt that they should receive a discount on their Council tax if they were to receive less services e.g. less frequent bin collections.

There was also a general lack of support for free school meals for all pupils in P1-P3. A number of respondents said that those who can pay should pay for school meals and were concerned about the amount of waste this will produce.

There was concern around the extension of nursery hours. It was suggested that it is more important for P4-P7s to have time in school than for nursery children to have extended hours.

There were also comments about reducing benefits, reducing the number of local authorities in Scotland, changing teacher contracts and re-introducing prescription charges. There was also a suggestion that the Council needs to work more with national government to plan how savings are made.

COMMENTS ON THE CONSULTATION

Some respondents also took this opportunity to make comments about the consultation itself. The most common comment was that the answer options were not suitable and there should have been a more negative option available, such as "this would cause great / major difficulty" or "strongly disagree".

A number of respondents also felt there was not enough publicity about the consultation and that they didn't know it was happening until the last minute, and also that the consultation period should have been longer.

Other comments were that some of the proposals contradicted each other (such as introducing distance learning but reducing ICT provision), that the proposals were ill thought out and that there should have been space to comment after each question. Some respondents would have liked an opportunity to comment on all savings proposals particularly internal efficiencies.

Some respondents also commented on the importance of communicating with the public, especially by explaining the reasons behind any savings that are agreed and how these will impact on services.

WEBSITE SURVEY

Table 1: Respondents' Views on the Difference Proposals would make to them or their Family

(Table ordered by the percentage of respondents saying the proposed change "could cause some difficulty")

	What difference would this change make to you or your family?					
Proposal	A change for the better %	May be a helpful change %	Would make no difference %	Change that could be coped with %	Could cause some difficulty %	Don't Know %
Gritting - Focus on Primary & Secondary Routes First	3	3	10	21	61	1
Funding to High Life H, Inverness Leisure + Eden Court	5	4	11	22	58	1
Secondary Education – Reducing Staffing by 1%	3	4	25	12	54	3
Reprioritising Grants for Arts, Sports and Culture	4	5	14	21	52	3
Primary Education – Changing Time Spent in Class	5	5	28	12	49	2
Increasing Charges by 4% per year for Next 4 Years	4	6	12	37	40	1
Further reduction in the number of schools	6	8	31	14	38	4
Stopping Pre-Treatment of Certain Roads	7	8	17	28	38	3
Music Tuition by Alternative Methods	4	5	36	12	38	4
Extend Car Parking Charges to 24 hours 7 days a week	5	6	16	34	38	2
Closing some Public Toilets	6	8	20	27	36	2
Reducing the Number of Schools	7	7	34	14	35	2
Reduce Ward Discretionary Budget by 15%	5	5	20	28	32	9
Introduce Car Parking Charges on a Sunday	6	7	18	36	31	2
Charging for any Car Park with more than 20 Spaces	8	10	14	38	29	2
Distance Learning for Secondary Education	7	15	30	14	29	5
Reducing Number of Childcare Centres	3	3	52	9	28	4
Increasing Charges in Existing Car Parks	6	8	16	41	28	1
Cutting Verges for Road Safety Reasons only	17	14	15	27	26	2
Increasing Burial, Cremation + Lair Charges	5	8	17	42	25	4
Review how we Clean our Buildings	6	9	24	33	24	4
Further Increase in Burial Charges so Cremation costs less	12	14	19	28	22	5
Recruit and Train Staff ourselves	14	20	31	12	18	5
Changing how Grass Cutting is provided	9	10	24	39	17	1
Charge Evening+ Weekend for Glenurquhart Rd Car Park	12	11	34	27	13	3
Targeting Employability Services	11	13	43	16	11	6
Changing Flower Bed maintenance + closing Nurseries	12	14	27	36	10	2

Table 2: Respondents' Views on the Difference Proposals would make to the Wider Community

(Table ordered by the percentage of respondents saying the proposal "could cause some difficulty")

	What difference would this change make to the wider community?					
Proposal	A change for the better %	May be a helpful change %	Would make no difference %	A change that could be coped with %	Could cause some difficulty %	Don't Know %
Gritting - Focus on Primary & Secondary Routes First	3	4	3	16	73	1
Secondary Education – Reducing Staffing by 1%	4	6	3	17	67	3
Reprioritising Grants for Arts, Sports and Culture	5	7	2	17	66	3
Funding to High Life H, Inverness Leisure + Eden Court	5	5	2	20	66	2
Primary Education – Changing Time Spent in Class	7	8	3	16	63	3
Reducing Number of Childcare Centres	5	6	7	17	58	8
Reducing the Number of Schools	10	12	2	20	55	2
Increasing Charges by 4% per year for Next 4 Years	5	7	3	29	54	2
Further reduction in the number of schools	8	12	3	18	54	5
Music Tuition by Alternative Methods	6	10	6	19	53	6
Closing some Public Toilets	7	10	6	25	50	2
Extend Car Parking Charges to 24 hours 7 days a week	6	7	4	30	50	3
Reduce Ward Discretionary Budget by 15%	6	6	5	28	48	8
Stopping Pre-Treatment of Certain Roads	7	9	6	27	47	4
Increasing Burial, Cremation + Lair Charges	5	9	5	35	41	4
Introduce Car Parking Charges on a Sunday	8	9	5	36	40	3
Charging for any Car Park with more than 20 Spaces	9	12	3	34	39	3
Distance Learning for Secondary Education	11	25	4	16	38	5
Increasing Charges in Existing Car Parks	7	10	4	38	38	3
Further Increase in Burial Charges so Cremation costs less	12	16	6	28	32	6
Cutting Verges for Road Safety Reasons only	17	15	8	28	30	2
Review how we Clean our Buildings	8	11	10	38	29	4
Recruit and Train Staff ourselves	22	28	5	13	27	5
Changing how Grass Cutting is provided	10	12	10	42	24	2
Targeting Employability Services	16	22	6	24	24	8
Charge Evening+ Weekend for Glenurquhart Rd Car Park	16	15	10	35	20	5
Changing Flower Bed maintenance + closing Nurseries	14	18	9	40	16	3

Table 3: Respondents' Views on the Difference the Additional Proposals would make to them or their Family (Table ordered by the percentage of respondents saying the proposal "could cause some difficulty")

	What difference would this change make to you or your family?					
Proposal	A change for the better %	May be a helpful change %	Would make no difference %	A change that could be coped with %	Could cause some difficulty %	Don't Know %
Reduce Funding to HLH +Inverness Leisure by further 6%	3	2	11	16	67	1
Reduce Secondary Education staff by further 1%	2	2	22	8	64	2
Reduce Spend on Information Communication Technology	4	4	17	15	55	4
Removing the Ward Discretionary Budget Altogether	2	1	19	13	52	13
Reduce Borrowing+ build fewer new Schools, Bridges, Roads	4	4	12	25	47	7
Reduce Ward Discretionary Budgets by more than 15%	3	2	21	22	40	12
Charging above Scot average for Burials, Cremations, Lairs	4	5	17	30	39	5
Reduce Funding to Eden Court by further 6%	7	4	29	29	27	4
Reducing Recycling Centres' Opening Hours	4	9	22	38	24	2
Review how School Meals are Provided	8	9	33	26	22	1

Table 4: Respondents' Views on the Difference the Additional Proposals would make to the Wider Community (Table ordered by the percentage of respondents saying the proposal "could cause some difficulty")

What difference would this change make to the wider community?						
Proposal	A change for the better %	May be a helpful change %	Would make no difference %	A change that could be coped with %	Could cause some difficulty %	Don't Know %
Reduce Secondary Education staff by further 1%	2	3	2	11	80	3
Reduce Funding to HLH +Inverness Leisure by further 6%	3	3	2	12	77	2
Removing the Ward Discretionary Budget Altogether	2	1	4	9	73	11
Reduce Spend on Information Communication Technology	4	5	3	16	66	5
Reduce Ward Discretionary Budgets by more than 15%	3	3	4	18	61	10
Reduce Borrowing+ build fewer new Schools, Bridges, Roads	4	5	3	21	60	7
Charging above Scot average for Burials, Cremations, Lairs	4	5	4	24	58	5
Reduce Funding to Eden Court by further 6%	8	6	7	32	41	6
Reducing Recycling Centres' Opening Hours	5	11	7	39	35	4
Review how School Meals are Provided	12	14	6	34	31	3

Profile of Respondents

Q36: How long have you lived in the HC area?

	Number	%
Less than 1 year	63	2%
1-2 years	95	3%
3-5 years	156	4%
5-10 years	472	13%
Over 10 years	2914	79%
Total responses	3700	100%

Q37: Which of these best applies to you?

	Number	%
Working for a single employer FT	1502	40%
Working for a single employer PT	821	22%
Working for more than one employer	220	6%
Self-employed	450	12%
Unable to work- long term sickness	22	1%
Unemployed	27	1%
Retired	317	9%
Looking after the home or family	223	6%
In full-time education	70	2%
Unable to work- disability	20	1%
Carer	39	1%
Total responses	3711	100%

Q38: Which of the following best describes your current housing situation?

	Number	%
Own home/ mortgage	2850	77%
Rent from a housing association	146	4%
Rent from the Council	175	5%
House comes with job	59	2%
Private rented	353	10%
Living with parents	124	3%
Total responses	3707	100%

Q39: Gender

	Number	%
Male	1008	28%
Female	2636	72%
Total responses	3644	100%

Q40: Age

	Number	%
16-17	34	1%
18-24	102	3%
25-34	572	16%
35-44	1203	33%
45-54	1015	28%
55-67	516	14%
65-74	217	6%
Over 75	27	1%
Total responses	3686	100%

Q41: Disability

	Number	%
Yes	191	5%
No	3359	95%
Total responses	3550	100%

Q42: Families with children

	Number	%
Yes	2025	57%
No	1542	43%
Total responses	3567	100%

APPENDIX 2

Q43: How would you describe your ethnicity?

	Number	%
White- Scottish	2742	74%
White- Other British	692	19%
White- Irish	23	1%
White- Gypsy/ traveller	3	0%
White- Polish	14	0%
White- Other	183	5%
Mixed or multiple ethnicity	22	1%
Asian- Pakistani, Pakistani Scottish or British	0	0%
Asian- Indian, Indian Scottish or British	2	0%
Asian- Bangladeshi, Bangladeshi Scottish or British	0	0%
Asian- Chinese, Chinese Scottish or British	3	0%
Asian- Other	2	0%
African, African Scottish or British	3	0%
African- Other	2	0%
Caribbean, Caribbean Scottish or British	4	0%
Black, Black Scottish or British	8	0%
Caribbean or Black- Other	1	0%
Arab, Arab Scottish or British	8	0%
Other ethnic background- Other	0	0%
Total responses	3712	100%

APPENDIX 2

		Number of returns	% returned
Ward 1	North, West and Central Sutherland	100	4%
Ward 2	Thurso	69	3%
Ward 3	Wick	28	1%
Ward 4	Landward Caithness	93	4%
Ward 5	East Sutherland and Edderton	68	3%
Ward 6	Wester Ross, Strathpeffer and Lochalsh	185	8%
Ward 7	Cromarty Firth	64	3%
Ward 8	Tain	74	3%
Ward 9	Dingwall and Seaforth	107	5%
Ward 10	Black Isle	151	6%
Ward 11	Eilean a'Cheo	131	6%
Ward 12	Caol and Mallaig	204	9%
Ward 13	Aird and Loch Ness	131	6%
Ward 14	Inverness West	70	3%
Ward 15	Inverness Central	67	3%
Ward 16	Inverness Ness Side	89	4%
Ward 17	Inverness Millburn	52	2%
Ward 18	Culloden and Ardersier	85	4%
Ward 19	Nairn	118	5%
Ward 20	Inverness South	104	4%
Ward 21	Badenoch and Strathspey	198	8%
Ward 22	Fort William and Ardnamurchan	165	7%
Total		2353	100%

Q45: Do you work for the Highland Council?

	Number	%
Yes	821	23%
No	2697	77%
Total responses	3518	100%