

Which other aspects of the service will change significantly and how?

Reducing the size and geographical reach of the Ranger Service from 12 to 10 will have an impact on the Council's engagement with Highland Communities in respect of tourism, school visits (Environment Curriculum for Excellence), ranger events, facilities management, community projects, biodiversity projects, local conservation projects particularly in deprived areas e.g. Merkinch, the summer events programme, health and wellbeing. Youth work & award schemes, job placements, voluntary work, assisting statutory outdoor access delivery, promoting the Outdoor Access Code, promotion of Gaelic in the landscape, awareness of sustainability initiatives, biological recording. It will require a realignment of priorities, geographic coverage and a changed plan for the following year – that said – a wide range of activity will be maintained, and the possible move to Highlife Highland may offer up other opportunities to deliver the Service in a different way.

The reduction in the access budget would have the following impact:

1. Upholding access rights – the same number of enquiries & complaints and exemption applications are likely to be received but the ability to process them will be reduced and require a prioritisation on how they are managed. The number and frequency of route checking could be reduced to only those affected by complaints & enquiries.
2. The significant reduction of project budget will affect our ability to put in place physical access solutions and reduce the length of core path maintained. The knock on impact is that paths in poor condition increase the number of complaints received.
3. Local Access Fora - there are currently 5 Fora meeting twice a year. It was already planned to reduce this to 4 Fora,. It is of great advantage that each Forum discusses issues in locations it is familiar with. They would not be confident of providing useful advice without this familiarity; a further reduction in number of Fora increases this risk, but could be managed.
4. Publicising the Outdoor Access Code- this is done informally in all contacts and formally on any publications. Again would be reduced as the effect of the above changes, but this is not a statutory role, and is well covered by many other organisations and the Ranger Service.
5. Public Rights of Way- many enquiries are received and an assessment is made. Often coincides with 1. above. These enquiries will have to be managed as resources allow, and investigations need to be undertaken to assess whether there may be different ways of spreading the load across the Service.

Customer Impact, Including Equalities, Rural & Poverty Implications (please reply YES or NO to questions 1-3 below)

1. Will the change impact positively or negatively on particular groups of customers or in particular places? (YES/NO)	YES
If no, state why	
If YES, state why	School pupils Tourists and local people Disadvantaged areas Additional needs Wider Community There is potential impact in rural areas and deprived communities as identified above. In particular as the service encourages people to visit and access the countryside there is a potential knock-on effect in the rural economy.
Mitigating action	More targeted activities Greater emphasis on income generation
2. Do other savings proposals impact on the same group of customers? (YES/NO)	YES
3. If equalities impacts are identified above, a full impact assessment is needed. Is new information required to be gathered for that e.g. consultation with groups affected? (YES/NO)	NO

Equalities Summary

Screening undertaken – potential impact, but mitigation identified. Full equality assessment not required

Budget Template

Service	Development and Infrastructure			Ref.	D&I/2
Activity Heading	Economy and Regeneration				
Savings Name	Revise European Business Gateway and Tourism Services				
Current Budget (£m)	£1.243m	Current Staffing (FTE)	18.5		

Detailed Description of Savings Proposal

To provide for the scale of the savings proposed has required all aspects of service and staffing to be reviewed and reorganised including some deletion of activity.

Staffing: Delete one of two Graduate Development posts and two local area Business Gateway 1:1 advisers. Remaining staff, on top of existing functions, will need to take on additional adviser, sectoral and inward investment related functions.

Delete Cruise Liners promotional activity; Highland tourism marketing; membership of EU networks; and sponsorship of major sporting events.

Reduce Destination Management Organisation support by 50%; lobbying, business collaboration and inward investment activity by 61%; individual business growth support by 25% with associated pulldown of European funds.

Financial Year	Savings £m	Staff Impact FTE
2017/18	0.305	2
2018/19	0.135	1
2019/20		
Total	0.440	3

Service Impact

Significant impact on service

Which aspects of the service will stop?

Council promotional activity associated with Cruise Liners – stop welcome plaques, Cruise Scotland membership and promotional attendance at trade fair.

Council financial contribution to Highland tourism marketing – no purchase of Highland specific marketing activity from Visit Scotland. Council £60k investment secured an average rate of £55 for every £1 spent.

EU networks – withdrawal from partner organisations used to lobby/promote Highland interests in Europe

Major Events – national funding packages require local match, hence potential loss of events to Highland and significant economic impact.

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Business Gateway – the 1:1 business local area advisor team will reduce from 7 to 5 advisers, resulting in risk of 70 less start-up businesses and 150 less existing business securing advice.

Council unable to match secured European funding, with risk that 120 business unable to access specialist advisory services and graduate placement grants, risk that 54fte jobs will not be created and loss of £177k ERDF.

Reduced funding (£50k to £25k) to Destination Management Organisations will reduce their ability to lead on the local development of the tourism industry and sustain its growth across Highland (15.6% growth over three years).

The Council supports a wide range of lobbying, business collaboration and inward investment activity including All Energy 2017 (a joint initiative with HIE and local energy business supply chain), Scottish Cities Alliance (collaboration with Scottish cities and Scot Govt. to secure economic investment and infrastructure), school Youth Enterprise Scotland/SCDI Young Engineers etc. This wide range of activity will need to be reduced by 61%.

Customer Impact, Including Equalities, Rural & Poverty Implications (please reply YES or NO to questions 1-3 below)	
1. Will the change impact positively or negatively on particular groups of customers or in particular places? (YES/NO)	YES
If no, state why	
If YES, state why	Yes. There will be a reduction in the number of local area Business Gateway advisers with a more centralised service being provided this is likely to impact on the ability to deliver services in rural areas. This will result in the Council taking a less proactive approach in assisting start up and growing businesses across Highland.
Mitigating action	Increased use of one to many workshops and digital services with more focused, albeit reduced, 1:1 adviser provision.
2. Do other savings proposals impact on the same group of customers? (YES/NO)	YES
3. If equalities impacts are identified above, a full impact assessment is needed. Is new information required to be gathered for that e.g. consultation with groups affected? (YES/NO)	NO
Equalities Summary Screening undertaken – low or non-direct equality impact identified. Full equalities impact assessment not required.	

If YES, state why		
Mitigating action		
2. Do other savings proposals impact on the same group of customers? (YES/NO)		NO
3. If equalities impacts are identified above, a full impact assessment is needed. Is new information required to be gathered for that e.g. consultation with groups affected? (YES/NO)		NO
<p>Equalities Summary Where changes require a change in policy this will be reported to Members along with an impact assessment.</p>		