Agenda Item	14
Report No	HC/41/18

HIGHLAND COUNCIL

Committee: The Highland Council

Date: 25 October 2018

Report Title: **Results from the Citizens' Panel 2017-18 Performance and Attitudes Survey**

Report By: The Chief Executive

1. Purpose/Executive Summary

1.1 The results from the Annual Performance and Attitudes survey to the Citizens' Panel provides information on satisfaction with Council services, Council qualities and perceptions of community life in the Highlands. There is high confidence that the results are representative of the Highland population with 1152 responses and the maturity of the survey means we have information on performance trends over several years. The report also highlights for the 2nd year an additional social media survey was carried out to seek the views of those aged 16-34 years in Highland with 535 responses. Overall satisfaction with Council services is 63%.

2. Recommendations

2.1 Members are asked to:

I. Consider the key findings of the feedback from the Citizens' Panel from this year's survey.
II. Approve the follow up action to communicate the results set out in paragraph 4.1.
III. Await further analysis and reports as outlined in paragraph 5.3.

2. Background

2.1 Each year we survey our Citizens' Panel on their views on performance and attitudes and the 2017-18 results are now provided for Members' consideration. The information will be useful in informing Council redesign and continuous improvement activity across the organisation. Budget savings for 2018/19 were achieved by taking in-house the survey analysis work previously carried out by the University of the Highlands and Islands. This is therefore the first year of in-house survey data analysis by the Corporate Performance Team.

2.2 Overall, while the survey continues to provide a mixed picture of performance it also demonstrates that we continue to deliver quality services which are valued by the public. As highlighted over the past 3 annual reports the impact of the current and ongoing period of financial austerity, which has seen annual reductions in the Council's revenue budget, continues to impact on public perceptions of the Council. There continues to be significant challenges facing the Council with on-going reductions in revenue budgets a reality. It will therefore continue to be particularly challenging to improve or maintain positive public perceptions on the quality of our services.

2.3 The Council continues to report positive performance including the delivery of the Council Programme, Local Voices, Highland Choices with 93% of the plan on target or where performance being maintained as reported to Highland Council on 6th September 2018. In addition, while there are areas for improvement, a positive report on the Council's national benchmark position for Statutory Performance Indicators (SPI) was also provided to Council on 8th March 2018. The Council continues to make good progress to identify efficiencies through the work of the Redesign Board and the ongoing lean reviews of functions and processes. Direct survey work with our stakeholders including with parents and pupils, and Council house tenants also continues to provide a more positive picture than the annual survey. In this context, and that outlined at paragraph 2.2, more work is needed to improve communication with the public on the Council's financial position, budget processes and the quality services the Council continues to deliver. This is further discussed in sections 3.4 and 3.5 of this report.

2.4 In keeping with previous survey analysis, we have considered if there are any differences in view among different groups in our community, including by age, gender and disability. While the citizens' panel membership is balanced, the profile of survey respondents is less so and this is reflected in more detail in paragraphs 10-16 of the full survey report with a link provided at paragraph 3.1. A consequence of this is that survey responses are less representative of the views of young people. To help address this a shorter survey of core questions using social media targeting 16-34 year olds was conducted again this year in parallel to the main survey. This was extremely successful and has highlighted some key areas to consider further. These are reflected across this report with full detail at the following link:
https://www.highland.gov.uk/downloads/download/407/how_we_are_performing-public_performance_reports

2.5 While we have consistent trends with a similar profile over a number of years, we will continue to look for other opportunities to understand the views of a range of user groups which this survey cannot provide including age, gender, disability, ethnicity and housing tenure. The Council has in the past run focus groups and Services have also surveyed their service user groups achieving a more robust and relevant sample of views. Going forward all available information, supplemented by further surveys and focus groups, will be needed to inform our approaches to continuous improvement, the prevention agenda and to support the redesign of the Council.

2.6 This year we received 1152 responses from our Citizen's Panel of just over 2,600 adults, including 641 electronically, providing a 43.7% response rate. This number of responses along with the random sampling methodology used for the panel provides good validity in the results; a 95% confidence level is achieved with a confidence interval of + or - 3.2%. In other words where this level of responses was received, we can be 95% confident that the response we would get if we surveyed all adults in Highland would be within + or – 3.2% of the results from the survey[1]. In comparison the smaller survey of 16-34 year olds had 535 responses (357 in 2017) compared to 52 responses from this age group in the main survey. However the self-selecting nature of the responses via social media means while there is very useful information and insight provided the same confidence level cannot be attributed to the results.

3. Key findings

3.1 The full 2018 survey report can be accessed on our the performance web pages at: https://www.highland.gov.uk/downloads/download/407/how_we_are_performing-public_performance_reports
This provides further details on trends over time and graphics, as this is a lengthy report, a summary including highlights and areas for improvement is provided below.

3.2 Key results and trends in performance and attitudes include:

a) 57% of the panel believe the Council meets or exceeds their general expectations, (64% in 2017 and 57% in 2016). This compares to 24.4% of those aged 16-34 (social media responses) (26.6% in 2017).

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

b) Ranking of qualities in order of importance is noted below. The top three for the main survey below differs from that of the younger age group where 'is aware of people's needs' featuring rather than 'provides value for money'. Notably 42.6% of the younger age group (social media responses) thought efficiency was important compared to 16% last year and compared to 51% this year in the main survey.

Quality as ranked in order of importance by respondents in 2018 survey		**Respondents mentioning quality in their top 5 (%)**		
		2018	**2017**	**2016**
1.	Maintains good quality local services	78	75	75
2.	Provides value for money	57	57	60
3.	Listens to local people	57	54	61
4.	Is efficient	51	47	46
5.	Is aware of people's needs	38	35	42
6.	Treats all residents fairly	38	38	34
7.	Involves people in how it spends money	33	28	36
8.	Is open and honest about funding choices	33	28	N/A
9.	Cares for the environment	31	28	28
10.	Is approachable	20	24	19
11.	Is helpful	15	17	17
12.	Represents your views	14	13	16
13.	Asks you for your ideas on how to do things better	10	14	N/A
14.	Helps people to help each other	10	8	N/A
15.	Invites challenge and different views to help make decisions	8	8	N/A

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

c) For 2018 there were three qualities for which half or more of the panel agreed or strongly agreed with the statements: ‘is approachable’ (54%), ‘maintains good quality local services’ (54%) and ‘cares for the environment (50%) compared to 2017 when there were two (‘is approachable’ and ‘maintains good quality local services’). There are 8 Council qualities which are viewed positively in the table below with ‘is approachable’ and ‘cares for the environment’ having the strongest scores. However, there were six qualities where on balance more disagreed rather than agreed (net satisfaction score) with statements on:

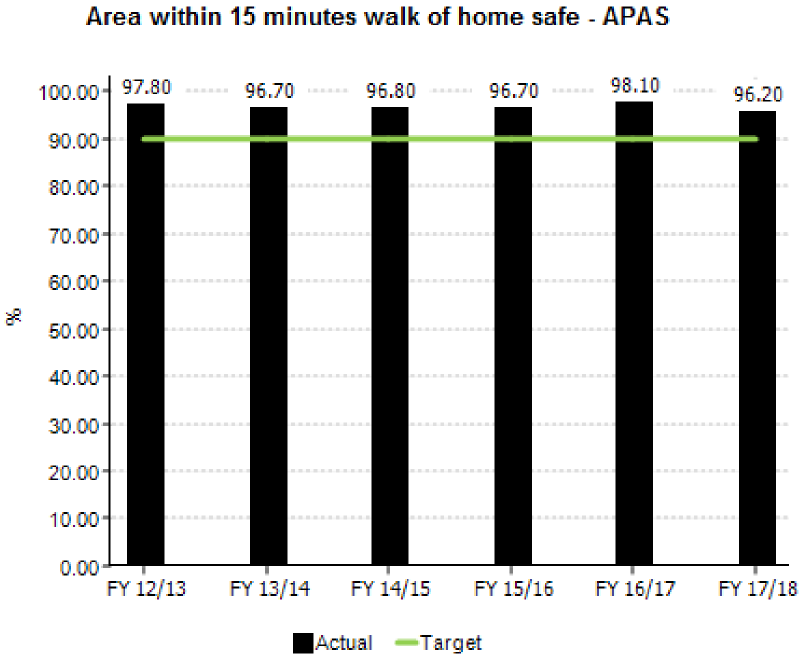
- ‘listens to local people’ (-4);
- ‘provides value for money’ (-5)
- ‘invites challenge and different views to help make decisions’ (-7);
- ‘is efficient’ (-12);
- ‘represents your views’ (-16) and
- ‘involves people in how it spends its money’ (-23).

It is notable that ‘is open and honest about funding choices’ has moved from a negative to a positive score. Of the negative scores, three also features in the top 5 most important qualities; ‘listens to local people’, ‘provides value for money’ and ‘is efficient’ as outlined in the table at (b) above.

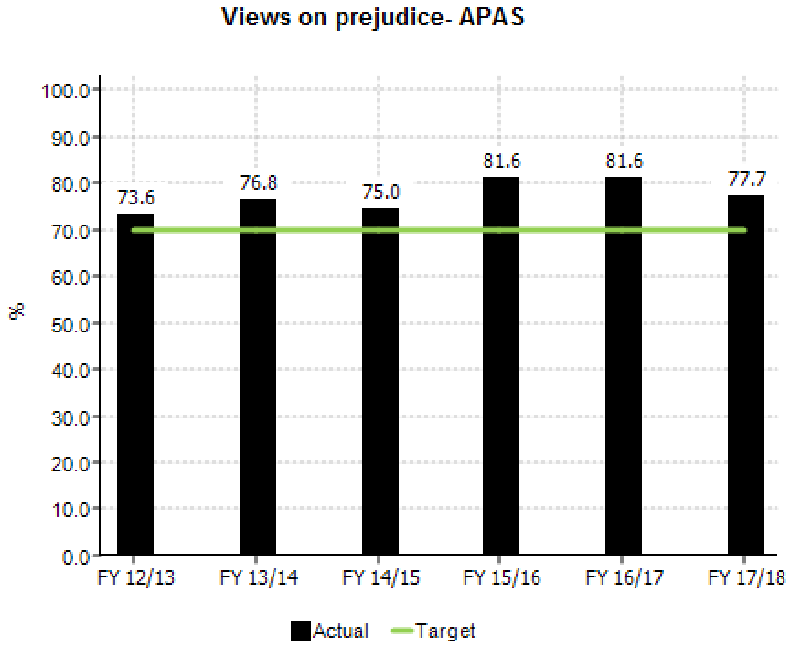
	Response (%)					Difference between % who agree and disagree		
Qualities	**Strongly Agree**	**Agree**	**Neither Agree nor Disagree**	**Disagree**	**Strongly Disagree**	**2018**	**2017**	**2016**
Is approachable	8	46	30	12	4	**38**	**41**	**42**
Cares for the environment	6	44	32	15	4	**31**	**25**	**44**
Is helpful	6	39	38	13	4	**29**	**33**	**32**
Maintains good quality local services	7	47	22	21	4	**28**	**41**	**36**
Treats all residents fairly	6	36	36	18	5	**20**	**13**	**13**
Asks you for your ideas on how to do things better	7	34	26	22	11	**8**	**17**	**N/A**
Is aware of people's needs	5	30	37	23	5	**7**	**6**	**8**
Helps people to help each other	3	21	54	16	6	**3**	**4**	**N/A**
Is open and honest about funding choices	5	26	40	22	8	**0**	**-1**	**N/A**
Listens to local people	3	26	38	25	8	**-4**	**4**	**-3**
Provides value for money	6	24	35	28	7	**-5**	**5**	**-10**
Invites challenge and different views to help make decisions	3	22	42	25	8	**-7**	**-3**	**N/A**
Is efficient	3	24	33	31	8	**-12**	**-4**	**-11**
Represents your views	4	16	43	27	9	**-16**	**-14**	**-13**
Involves people in how it spends money	3	18	35	34	11	**-23**	**-17**	**-28**

Community Life

d) 75% feel we have strengthened the profile of the Gaelic language to a great or some extent (77% in 2016/17).
e) Community safety - the top 3 areas of concern remain the same as the previous year and are: road safety (81%); alcohol abuse (66%); and drug misuse (66%).
f) When asked about awareness of the impact that hate incidents or crimes have on people in Highland, 77.7% said they were aware (72.7% in 2016/17) with 22.3% saying they were not aware (27.3% in 2016/17).
g) Community safety: 96.2% of respondents consider the area within 15 minutes' walk of their home to be 'very' or 'fairly' safe compared to 98.1% the previous year. In comparison a lower number (86.9%) of the younger age group felt safe, while this remains a high figure, 12.9% feel 'rather' or 'very' unsafe compared to 3.2% in the main survey.



h) Equalities – 77.7% agree that Highland should do everything it can to get rid of all types of prejudice compared to 81.6% the previous year. In comparison 77.3% of the younger age group agreed.



i) When asked if people would rather live in a place with lots of different kinds of people or where most people are similar to you. 58.7% of respondents answered with lots of different people (52.5% in 2016/17). In comparison 69.3% of younger people held this view (62.8% in 2016/17).

j) <u>Satisfaction with Council services</u>

As outlined at 2.4 above, more work is needed in order to understand more fully a range of user group's views in Highland. **Appendix 1** of this report provides a table with more detailed information about the percentage of the panel that used key Council services and their satisfaction with them. There are a number of positive and negative movements in satisfaction but this needs balanced with how many people's views this represents. A net satisfaction score is calculated i.e. the balance of positive and negative views.

<u>Services with net satisfaction of 70% or more</u>

- Walking routes e.g. Great Glen Way (80%);
- Libraries (77%);
- Recycling facilities (76%);
- Swimming pools (76%);
- Other sports facilities (75%);
- Refuse/ bin collection (74%);
- Council service points (74%);
- Registrars for births, deaths, and marriages (73%);
- Public parks and other open spaces (72%);
- Payment of Council Tax (72%); and
- Pre-school services (70%)

<u>Net Satisfaction of services used by more than 50% of respondents</u>

- Libraries 77% (used by 58%)
- Recycling facilities 76% (used by 97%)
- Refuse/bin collection 74% (used by 99%)
- Public Parks and other open spaces 72% (used by 79%)
- Payment of Council Tax 72% (used by 74%)
- Street lighting 64% (used by 90%)
- Council website 61% (used by 62%)
- Grass cutting 35% (used by 85%)
- Dealing with floods 33% (used by 53%)
- Street Cleaning 24% (used by 92%)
- Pavement maintenance 0% (used by 91%)
- Public Toilets 0% (used by 72%)
- Winter roads maintenance -17% (used by 98%)
- Road repairs & potholes -81% (used by 98%)

k) Of the 48 service areas surveyed, there were more positive views than negative views for 43 of them (net satisfaction rate). The 5 highest positive scores are found for walking routes (80%), libraries (77%), Recycling facilities (76%), swimming pools (76%) and other sports facilities (75%).

l) Road repairs and potholes are the only significant negative score increasing to -81% (-61% in 2016/17) and winter maintenance -17% (+13% in 2016/17) with 98% of respondents saying the use each service.

m) Of the top 3 most important services to the panel, two of these were also used by the most people; road repairs and potholes (98% used), and winter road maintenance (98% used). Primary School education has moved into the top 3 most important services, used by 23% of respondents, and this reflects a higher importance placed on primary school education by the wider population. The tables below highlight the most important services to respondents where at least 10% of the respondents placed them in their top 5 most important.

n)

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

	2018	2017	2016	2015	2014
Road repairs and pot holes	70	55	66	63	57
Winter road maintenance	49	42	43	50	43
Primary education	25	24	23	21	19
Refuse/ bin collection	24	27	26	45	47
Public parks and other open spaces	24	21	24	20	21
Secondary education	20	19	21	17	18
Swimming pools	15	17	18	15	16
Care at home services	15	15	13	9	8
Street cleaning	15	13	10	14	15
Pavement maintenance	15	10	14	15	16
Recycling facilities	14	15	18	28	30
Other sports facilities	14	13	16	15	13
Public toilets	13	n/a	n/a	n/a	n/a
Libraries	11	14	14	17	20
Walking routes e.g. Great Glen Way	11	6	7	9	8
Residential homes for disabled/ elderly people	10	13	11	7	6
Council Service Points	10	11	11	10	11

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

Service	Short survey Under 35s (2018) %	Short survey Under 35s (2017) %	Main survey (2018) %
Road repairs and pot holes	77	63	70
Primary education	47	50	25
Secondary education	35	33	20
Public Parks and other open spaces	32	33	24
Winter road maintenance	30	29	49
Refuse/bin collection	26	35	24
Other sports facilities	16	15	14
Pre-school services	16	15	8
Public toilets	14	n/a	13
Services to protect children from harm	14	20	10
Swimming pools	12	15	15
Recycling facilities	11	13	14

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

- Refuse/bin collection (99%)
- Road repairs/potholes (98%)
- Winter road maintenance (98%)
- Recycling facilities (97%)
- Street Cleaning (92%)
- Pavement Maintenance (91%)
- Street lighting (90%)

p) In relation to complaints to the Council, detailed reports are provided to Audit & Scrutiny Committee twice a year. The annual survey provides a supplementary snapshot of Citizen's Panel views. For 2018 the net satisfaction score is -32%

compared to -21% the previous year. The main reasons given for dissatisfaction given by respondents where: the outcome (52%), quality of response (48%) and timescale (29%). The most significant change was in relation to outcome where 34% has cited this reason in 2017 compared to 52% in 2018.

Using our online and customer services

q) We asked the panel about when they last contacted the Council and their views on the service received:
   - 45.4% of the panel said their request had been dealt with by the first person they contacted, 19.5% said it had not, and 35.1% stated they had used the Council's website.
   - 60% of respondents rated the helpfulness of staff as good; 68% said staff had a good understanding of what they wanted and 55% rated their overall satisfaction with the service given as good.
   - 76% of respondents said they found the Council easy to contact.

r) We ask a set of questions to gauge the panel's views on overall satisfaction with their online experience at www.highland.gov.uk. Overall 74% said they were very or fairly satisfied with online services compared to 71% the year before.

s) In relation to questions on the qualities of online services:
   - 78% said they would use online services again (81% in 2017);
   - 74% agreed that online services were easy to use (72% in 2017);
   - 76% said they were able to find the online services they needed (73% in 2017);
   - 67% agreed that online services were quick to complete (64% in 2017);
   - 71% agreed that online services were easy to find (65% in 2017).

Involving Communities

t) This is a developing set of questions around a community engagement, participation and localism. These are also aimed at supporting Council redesign work and the Redesign Board considered last year's outcomes in more detail at its workshop on 14 November 2017. A further report will be prepared for the Board on this year's results. Results from this section include:
   - 58% say they volunteer in the community by helping a neighbour, family or friend with 37% saying they volunteer through an organised group or club;
   - 78.7% feel they have no or not very much influence over decision making in their communities (77.2% in 2017). This however compares to 92.4% of those in the younger age group (social media responses) this was 96.9% in 2017;
   - The main reason given by members of the panel for not having an influence was 'I don't think this would make a difference' (36.5%). For the younger age group the main reason was 'public bodies don't listen to community views' (60.6%).
   - 51.2% (57.3% in 2017) say they would like to be very or fairly involved in decision-making in their area, this compares to 83.3% of the younger age group (social media responses) with 84.3% having held this view in 2017.

Community Councils

u) We asked the panel about awareness of their Community Council and views on the role of Community Councils:
   - 72% said they were aware of Community Councils and their role;
   - 20% said they had made contact with their Community Council in 2017/18;
   - The top 3 reasons for making contact were a planning and development issue (25%), a change in local services (31%) and improving amenities in their area (44%).

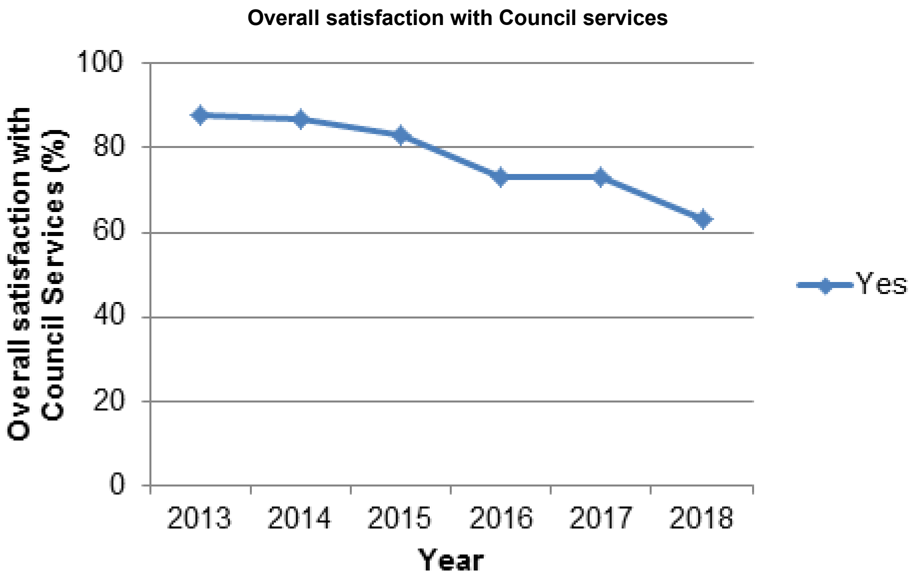
- 75% of the panel said they had no reason to contract their Community Council

Participatory Budgeting

v) A final set of questions in the survey focused on the Council's approach to participatory budgeting and involving communities in discussion about how local services are provided:
   - 31% of the panel said they were aware that the Council had asked community groups to put forward ideas to their community for them to decide which projects the Council should fund;
   - 66% said if this happened in their community they would take part by putting forward ideas for new projects;
   - 88% said they would participate in their community by choosing the projects they liked most;
   - 72% of respondents said they would be very or fairly interested in taking part in discussions about how local services are provided and making choices about these within our budget limits.

3.3 Overall satisfaction with Council services

63% of the panel say they were satisfied overall with Council services in 2017/18 compared to 73% in 2016/17. For those surveyed aged 16-34 years (social media responses) the satisfaction rate falls to 29.5% (34.6% in 2016/17) however the approach to surveying this group needs to be considered in reviewing the results.



3.4 Challenges

As outlined at paragraphs 2.2 and 2.3 of the report there is a significant gap between the reported performance of the Council and the perceptions of the public in relation to their satisfaction with Council Services. The Council therefore needs to continue to develop its localism agenda and improve how key messages on the budget, financial position and its achievements are communicated. From this and previous surveys there are a number of observations that support this conclusion:

- Maintaining good quality local services is the quality valued the most by most people. The Council's ability to sustain levels of service is severely challenged by the financial position. Last year we forecast it was unlikely we could retain a score of 64% saying we 'meet or exceed their expectations' or that current net satisfaction scores with Council services could be maintained. This year 57% said we meet or 'exceed their expectations';
- As services are redesigned, cut back or stopped we will expect communities to do more for themselves and in their communities. Our expectation and their awareness are not yet aligned with only 10% placing 'helping people to help

each other' within their top 5 qualities (8% in 2017). More focus will be needed on changing public expectations of their Council. Work streams are developing in this area around localism and community action as well as the need to communicate. Further questions were asked about this topic and are reported above (sections t & v);

- Last year only 28% placed being 'open and honest about funding choices' in their top 5 qualities and this has now increased 33%. This remains problematic, especially if we are to communicate why maintaining good quality local services will be increasingly difficult. There is scope to shift perception here with good communications and engagement as currently 40% are ambivalent about how important this is to them (see table in 3.2 (c) above);
- Also highlighted is the need to work on changing the relationship between the Council and its communities, with communities far more engaged in service design. The survey suggests that 'inviting challenge and ideas on how to do things better' are also less popular than more traditional qualities favoured of a Council. Although there seems to be scope to do more to involve people in how the Council spends money as this was ranked the 7th most favoured quality but we achieved the lowest score in demonstrating it (-23%), this was (-17%) in 2017;
- There is evidence in the survey to suggest that the more influence people feel they have over local decision making the more satisfied they are with the Council overall. Therefore the development of the localism agenda with more engagement on service design and resource allocation has the potential to improve satisfaction with the Council (main report paragraph 30.5);
- Positively, listening to local people has again remained in the top 3 qualities and this reinforces the Council's approach in its new Programme 'Local Voices, Highland Choices' and on taking forward localism.
- The Council services with significant negative scores are road repairs & potholes, and winter maintenance. While acknowledging the strength of opinion on these services it also has to be recognised that a significant part of the Highland roads network i.e. trunk roads are not the Council's responsibility.

3.5 <u>Areas for improvement</u>

As indicated in paragraph 2.2 and 2.3 the impact of financial austerity continues to create a challenging environment in which to drive improvement in public perception. Improvement activity needs to be focused on better communication with the public, informing budget planning and budget decisions, and driving new ways of local engagement with communities.

Actions:

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

4. Follow up actions

4.1 The results will be fed back to:

- The Redesign Board to consider its key messages and work to support localism and more community-run services

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

5. Continuously reviewing the process

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

- 54% said they felt their views have been listened to (baseline 78% in 2013);
- 75% said they found it useful to be a panel member (baseline 89% in 2013);
- 78% said they found it worthwhile (baseline 90% in 2013);
- 19% said they found it time consuming (baseline 29% in 2013).

5.2 A third of the panel is normally refreshed annually to ensure that overall membership is representative of the adult population profile and to reduce consultation fatigue. The panel will be refreshed in Autumn 2018.

5.3 Further analysis and reporting
Services will analyse and feed back in more detail on a number of sections of the survey to strategic committees and working group meetings.

6. Implications

6.1 Resource implications
The survey normally costs around £20,000 in research fees, printing and postage. Through the 2018/19 budget process a saving of was proposed and has been achieved reducing the external costs for the survey. This resulted in the contract covering research fees (£15K) for data analysis being cancelled and the work being taken in house. The need for focus groups and further survey work identified at paragraph 2.4 will require costing and resources allocated to enable this work to be carried out with support from the Council's Policy Team. An additional £150 was spent this year again on a shorter survey via social media targeted at 16-34 year olds, the engagement and number of returns secured for this investment again represents excellent value for money.

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

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

6.4 Climate Change/Carbon Clever implications

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

6.5 Risk implications

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

6.6 Gaelic Implications

As outlined at paragraph 2.2 (d) the survey supports the delivery of the Gaelic Language Plan (GLP) and allows us to assess public opinion on the extent to which they feel we have strengthened the profile of the Gaelic language.

Date: 24.09.18

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Appendices

1. Views of Services – Net Satisfaction table

Appendix 1

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

Service	Net satisfaction (%) 2018	2017	2016	2015	2014	Respondents using service (2018)
Walking routes e.g. Great Glen Way	80	79	79	83	84	46%
Libraries	77	86	77	77	84	58%
Recycling facilities	76	73	75	76	76	97%
Swimming pools	76	78	67	72	71	43%
Other sports facilities	75	72	72	75	70	40%
Refuse/ bin collection	74	70	79	78	75	99%
Council service points	74	56	70	83	73	40%
Registrars for births, deaths, & marriages	73	67	71	74	73	24%
Public parks and other open spaces	72	80	77	78	80	79%
Payment of Council Tax	72	72	76	83	81	74%
Pre-school services	70	74	76	53	54	16%
Museums	67	69	72	69	64	47%
Burials and cremations	65	61	68	66	63	25%
Street lighting	64	65	62	68	67	90%
Council Service Centre	62	50	59	53	58	25%
Primary education	62	75	77	75	68	23%
Council website	61	57	62	n/a	n/a	62%
Countryside ranger service	61	61	64	72	69	27%
School transport	59	46	69	53	54	16%
Community learning/ adult education	57	37	47	40	51	16%
Secondary education	56	50	66	64	61	21%
School meals	56	72	61	64	57	20%
Services to protect children from harm	54	53	59	35	39	16%
Environmental health service	52	53	53	50	52	19%
Cycling paths	52	50	56	47	45	37%
Gaelic primary education	50	24	42	20	17	9%
Breakfast and after school clubs	47	58	60	23	39	11%
Gaelic secondary education	42	5	25	5	8	8%
Gaelic pre-school services	41	21	45	15	20	8%
Grass cutting	35	n/a	n/a	n/a	n/a	85%
Trading standards	35	47	48	32	38	15%
Economic development/ Business Gateway	34	20	33	29	30	12%
Dealing with flooding	33	37	33	30	34	53%
Gaelic community learning/ adult education	31	2	23	9	12	9%
Housing information and advice	30	22	44	17	40	15%
Care at home services	29	15	23	4	11	20%
Street cleaning	24	38	35	43	44	92%
Planning applications & building warrants	21	20	8	21	23	34%
Planning for future land use (Local Plan)	19	12	6	13	8	32%
Advice on benefits	19	28	28	27	35	20%
Community occupational therapy	19	38	41	23	39	17%
Residential homes for disabled/ elderly people	9	6	22	0	19	20%
Services to protect adults at risk from harm	7	18	12	28	36	11%
Pavement maintenance	0	18	6	10	15	91%
Public toilets	0	n/a	n/a	n/a	n/a	72%
Services to reduce offending	-6	15	-1	-7	15	9%
Winter road maintenance	-17	13	-5	-8	17	98%
Road repairs and potholes	-81	-61	-74	-65	-56	98%

n in 2018= 81-1032 (number having used service)