

These sheets list what The Highland Council does, and they may not include everything.

They been categorised to help us understand what is a statutory function and what is not, and what degree of control the Council has in what is delivered, how and with what budget. The sheets help to describe what we do, and will form part of the foundation work for considering what, why and how we do things in the future.

The down arrows indicate where budgets have already been reduced for these functions in the last budget decisions.

Currently the Redesign Board is considering the lists to help them be clear about the Council's purpose and outcomes. They will be looking at all functions to identify where to seek further information for future phases of the Board's work - no function is currently out of scope. Many of the functions on the red sheet are support services which help the statutory functions to be provided, and these are not the only functions being considered as part of the redesign.

Statutory functions we must perform little discretion

Council-wide

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

- Audit Scotland Fee
- Liquor and Gambling licensing
- Child's Plans, including QA & Review
- Access to land
- Fostering and Adoption Services
- Local Housing Strategy
- Reduce carbon emissions and report them
- Elections
- Customer Services and Service Planning
- Members' budget
- Production of annual accounts
- Community right to participate
- Development Management (Planning applications)
- Administration of Member expenses
- Regulated Property Maintenance (H&S)
- Asset transfer to community groups
- Health Visiting (NHS)
- Burial grounds duties
- Public Sector Networks Compliance (ICT)
- Registration (Births, deaths, marriages)
- Environmental Health: Other functions
- Planning Enforcement
- Statutory Finance Officer
- Assessment of children's needs and risks
- Technical Support to Community Services
- School closures process
- Information and Research Team
- Environmental Health: Water Supplies
- Environmental Health: Food safety
- Boundary Commissions statutory consultee
- Counter Terrorism
- Citizens' Right to Know (FOI, DP, Ombudsman complaints and EIR)
- Navigation Lights
- Assessing flood risk
- Scottish Housing Quality Standards
- Social Work Looked After Children Services
- Waste transport and disposal
- Secondary Education
- Road construction consent
- Customer services
- Mental Health Officers
- Private Landlord registration and HMO licencing
- Management of licenced sites
- Statutory Homeless presentations
- Development Plans
- Primary Education
- Free School Transport
- Dog control services
- Health and Safety
- Private sector housing grant
- Common Good Funds Management
- Administration of VAT
- Child Protection Social Work
- Criminal Justice Social Work
- Early Learning and Childcare
- Named Persons Service
- Administration of Local Government Pension scheme
- Building Standards
- Planning Gain negotiations

Statutory functions we must perform and with discretion

Council-wide

for the Council to choose levels, standards or frequency of service and levels of expenditure.

Throughcare and aftercare
Public Libraries
Faith Education
Community Councils
Health and Safety for Staff
Quality Bus Partnership
Providing recreational, sporting and cultural facilities
Forestry Team
Children's Services Planning
Delivery of Affordable Housing
Asset Management Plans
Social care qualifications
Community participation in decisions and resources
Avoidance of Corporate Fraud
Commercial Waste
Allied Health Professionals (NHSH)
Environmental Health: Pest control Enforcement
Community Learning and Youth Work
Winter Maintenance (public roads and footpaths)
Quality Improvement in Schools
Lead Professional (care management)
Street and road cleansing
Understanding and tackling poverty
Management of energy consumption
Childcare strategy and wraparound care
Traffic Management
Payroll

Environmental Health: Health and Safety at work enforcement
Delivery of Infrastructure Capital Projects
Play Areas - inspection and maintenance
Property Maintenance - Council Premises and HLH
Antisocial behaviour
Equalities Duties as Employer
Archives Services
Environmental Health: Contaminated Land
Health improvement
Harbours
Tain Mussel Fishery
Sites for the Gypsy and Travelling Community
Council Tax Reduction administration
Environment - Capital projects and facilities management
Emergency Planning and Business Continuity
Community Planning
Homelessness
Corporate Performance management
Charitable Trust Administration
LEADER
Employment Law Compliance
Elections public information
Administration of Scottish Welfare Fund
Road Drainage
Administration of payments for pupils (free school meals, clothing grants and EMA)
Specialist Services
Trading Standards
Housing Benefit administration
Depots
Cleaning

Long Distance Paths
Language support including BSL
Free school meals
Environmental Health: Licencing
Collection of Scottish Water charges
Road Maintenance (cyclic, planned and reactive repairs)
Internal Audit
Staff Occupational Health
Gaelic Language Plan
Out of Hours Social Work
Major Developments pre-application service
Additional Support for Learning
Local pre-application service
Civil contingency public information
Environmental Health: Other functions
MAPPAs
Concessionary School Transport
Watercourses Maintenance
Coastal Protection
Public Performance reporting
School Transport - Additional Support Needs
Stores and procurement
Fleet (vehicles and plant) Management and Vehicle Maintenance
Procurement function
Treasury management
Facilities Management
Biodiversity
Risk Management
Provision of civil amenity sites
School hostels

Collection of Waste
Supporting local committees and District Partnerships
Engagement and Scrutiny of Police and Fire Services
Food Waste Collections

Discretionary functions permitted in statute

and with Council choices over whether to perform or not, the standards and level of expenditure.

Council-wide

- Primary Mental Health Workers (NHSH)
- Welfare Reform Fund 
- Community resilience plans 
- ICT support 
- Green Waste 
- Play areas
- Land Bank Fund 
- ~~Carbon-CLEVER~~
- Employability 
- Council Housing
- Harbours
- City Deal next steps
- Programme management of transformation work streams 
- Bulk Uplifts Service
- Islands Bill next steps
- Internal Legal Services 
- Ward Discretionary Grants 
- Support for Community Led Culture & Leisure Services 
- Council House build programme
- Joint ventures (property partnerships)
- Highland Environment Forum 
- Grant claim audits
- School catering - paid meal service
- War memorial safety and amenity
- Amenity grass cutting
- Business Management (CEX + Corp Dev)
- Recycling
- Internal communications 
- Christmas lights
- Business Development and Finance 
- Digital Services
- Commissioned preventative services
- Staff Learning and Development 
- Professional financial advice
- Community transport 
- Regeneration bids 
- Design Consultancy Services
- Street Lighting 
- Estates management 
- Corporate branding and public information 
- Film and Tourism
- Asset Rationalisation
- Admin support for Council Leadership 
- Countryside Rangers 
- Public conveniences
- Highland Economic Forum 
- Car parking and car parks 
- Workforce planning and staffing 
- Cemetery Grass cutting
- Support Community Benefit Negotiations
- Insurance
- Human Resources 
- Fly-tipping 
- Procured Legal Services
- Materials testing laboratory 
- ~~Community Challenge Fund~~
- Quality Assurance
- Roads and Transport communications section 
- School Crossing patrollers
- Business Support 
- Community Early Years practitioners
- Managing the Children's Hearings Area Support Team
- Safe Highlanders events 
- Commercial Manager
- Music tuition 
- Corran Ferry
- Energy Strategy 
- Education and awareness 
- Conservation Area Regeneration schemes
- Early Intervention in School Years 
- Pest control service
- ~~Mental Health Festival~~
- Collection of monies - Business Improvement Districts
- Airstrips
- Customer Services 
- Developing Scotland's Young Workforce 
- Regeneration 
- Managing reputational risk (liaison) 
- Civic responsibilities
- ICT Service 
- Public transport 
- PPP projects
- Europe 
- Company Secretariat service to ALEOs
- Social media engagement 
- Planted Areas
- School nursing (NHSH)
- Scotland Excel Membership
- Lobbying Governments 
- Violence Against Women - Womens Aid and MARAC