

Council functions that support council outcomes

Gnìomhan na comhairle a
tha a' cur taic ri toraidhean na
comhairle

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Outcome 1

Highland is an attractive place to do business, with key sectors supported making the most of our outstanding natural resources. Our economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them.

Outcome 1 Groups

Functions supporting this outcome are grouped into:

- Supporting economic growth (Highland is an attractive place to do business).
- Supporting business (with key sectors supported making the most of our outstanding natural resources).
- Ensuring safe and responsible business practice.
- Inclusive economic growth (economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them).

● Supporting economic growth (Highland is an attractive place to do business)

Statutory functions, little discretion

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

Development plans

(+ outcomes 2, 3 & 4)

Planning gain negotiations

(+ outcomes 2 and 3)

Development management

(planning applications)

(+ outcomes 2, 3)

Statutory functions, with discretion

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

Capital Programme & management

(+ outcome 5)

Major developments pre-application service

Local pre-application service

Harbours

(+ outcomes 1,2)

Discretionary functions

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

City/Region Deal

Regeneration bids

(+ outcome 4)

Airstrips

(+ outcome 2)

Highland Economic Forum

(+ outcome 2)

Information and research team

(+ outcome 3)

- Supporting business (with key sectors supported making the most of our outstanding natural resources).

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Common Good Funds Management
(+ outcome 4)

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Industrial and investment portfolio

Business Gateway

Tain Mussel Fishery

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

Europe
(+ outcome 3)

Tourism
(+ outcome 2)

Business development finance

Collection of monies BIDs
(+ outcome 5)

- Ensuring safe and responsible business practice (with key sectors supported making the most of our outstanding natural resources).

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Liquor and gambling licensing

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Non-liquor licensing

Environmental health licensing

Environmental health: health and safety at work enforcement

Trading standards

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

Materials testing lab construction projects

Quality assurance (Sconsor Quarry certification)

- Inclusive economic growth (economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them).

Statutory functions, little discretion
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Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Understanding and tackling poverty
(+ outcome 3)

LEADER
(+ outcome 1)

Childcare strategy and wrap around care
(+ outcome 3)

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

Employability service
(+ outcome 3)

Developing Scotland's young workforce
(+ outcome 3)

Outcome 2

The world class environment of Highland is protected, enhanced and enjoyed by residents and visitors.

Outcome 2 Groups

Functions supporting this outcome are grouped into:

- Protecting the world class environment.
- Enhancing the world class environment.
- Enjoying the world class environment.

● Protecting the world class environment

Statutory functions, little discretion

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

Assessing flood risk

Management of licensed sites

Reduce carbon emissions and report them

Waste transport and disposal

Statutory functions, with discretion

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

Coastal protection

Flood protection work

Watercourse maintenance

Management of energy consumption (internal)

Energy reduction projects

Collection of waste

Food waste collections

Collection of recycle

Commercial waste

Discretionary functions

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

Energy strategy

Recycling waste

Green waste

Bulky uplifts

Education and awareness on waste and recycling

● Enhancing the world class environment

Statutory functions, little discretion

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

Development plans

(+ outcomes 1, 3 & 4)

Development management (planning applications)

(+ outcome 1 & 3)

Statutory functions, with discretion

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

Forestry service

Environmental health: contaminated land

Road verge and grass cutting

Environment capital projects

Discretionary functions

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

Highland Environment Forum

Conservation area regeneration schemes

Regeneration of vacant and derelict land

Amenity grass cutting

Cemetery grass cutting

● Enjoying the world class environment

Statutory functions, little discretion

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

Access to land

Statutory functions, with discretion

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

Harbours

(+ outcomes 1,3)

Long distance paths

Biodiversity

Historic environment team

Provision of civil amenity sites

Environment facilities management

Enforcement action – Env Health e.g. dog fouling, littering, abandoned vehicles

Street and road cleansing

Discretionary functions

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

Tourism

(+ outcome 1)

Countryside rangers

Planted areas

Fly tipping

Outcome 3

Highland is an attractive place to live, work and learn, where people and communities can achieve their potential, supported and connected by good infrastructure, amenities and services. In growing up and growing older we enjoy a good quality of life, living in safe communities, taking care of each other and looking out for those who need more support.

Outcome 3 Groups

Functions supporting this outcome are grouped into:

- An attractive place to live (Note: links to the outcome 2 on environment).
- Achieving potential (Note: links to outcome 4).
- Connected by good infrastructure, amenities and services.
- Enjoying a good quality of life growing up and growing older.
- Safe communities.
- Taking care of each other and looking out for those who need more support.

- An attractive place to live (Note: links to the outcome 2 on environment)

Statutory functions, little discretion

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

Development plans

(+ outcomes 1, 2, 4)

Planning gain negotiations

(+ outcomes 1 & 2)

Development management (planning applications)

(+ outcomes 1 & 2)

Registration (births, marriages, deaths)

Burial grounds duties

Statutory functions, with discretion

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

Gaelic language plan

Providing recreational, sporting and cultural facilities

Public libraries

Archive services

Museums

Pathfinder North

Discretionary functions

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

Europe - ERDF

(+ outcome 1)

War memorial safety and amenity

Christmas lights

● Achieving potential (Note: links to outcome 4)

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Early learning and childcare

Primary education

Secondary education

Free school transport

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Gaelic medium education

Faith education

Quality improvement in schools

Concessionary school transport

Educational psychology

School hostels

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

Music tuition

School catering – paid meals service

Developing Scotland’s young workforce
(+ outcome 1)

Information and research team
(+ outcome 1)

● Connected by good infrastructure, amenities and services

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Building standards

Planning enforcement

Road construction consent

Customer services

Local housing strategy

Private landlord registration and HMO licensing

Private sector housing grant

Scottish housing Quality Standards

Environmental Health water supplies

Environmental health food safety

Environmental health other functions (public health)

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Environmental health other functions (e.g. pollution, animal health, HMOs)

Play areas - inspection and maintenance

Delivery of affordable housing

Empty homes initiatives

Sites for gypsy and travelling community (4 sites)

Delivery of infrastructure capital projects

Harbours
(+ outcomes 1,2)

Road maintenance (cyclic, planned and reactive repairs)

Road drainage

Bridge maintenance

Local transport strategy

Quality bus partnership

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

Customer services - service points and service centre

Public transport

Corran Ferry

Community transport

Car parking and car parks

Council housing

Council house build programme

Land bank fund

Public conveniences

Play areas

● Enjoying a good quality of life growing up and growing older

Statutory functions, little discretion

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

**Named persons Service
Child's Plans, including
QA & Review**

Health visiting (NHS)

Statutory functions, with discretion

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

**Allied Health Professionals
(NHS)**

Children's Services Planning

**Childcare strategy and wrap
around care**
(+ outcome 1 inclusive growth)

Adult social care

Discretionary functions

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

**Early intervention in school
years**

(+ outcome 5 prevention)

**Community Early Years
practitioners**
(+ outcome 5 prevention)

**Commissioned preventative
services**
(+ outcome 5)

School nursing (NHS)

● Safe communities

Statutory functions, little discretion

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

Counter terrorism

Criminal justice social work

Dog control services

Navigation lights

Statutory functions, with discretion

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

Anti-social behaviour

**Env. health pest control
enforcement**

**Local coordination
emergency planning**

**Civil contingency public
information**

Road safety

**Winter maintenance (public
roads and footpaths)**

Traffic management

Discretionary functions

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

MAPPA

**Violence against women,
Women's Aid & MARAC**

Safe Highlanders events

**Roads and transport
communications section**

Street lighting

School crossing patrollers

Pest control service

● Taking care of each other and looking out for those who need more support

Statutory functions, little discretion

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

Mental health officers

Statutory homeless presentation

Social Work Looked after Children Services

Fostering and adoption services

Child protection social work

Assessment of children's needs and risks

Statutory functions, with discretion

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

Homelessness

Corporate parenting

Through care and aftercare

Lead professional (care management)

Residential child care

Out of hours social work

Lead officers for social work, education and nursing

Additional support for learning

Specialist services (includes vision support and assistive tech.)

School transport – additional support needs

Health improvement

Equalities duties
(+ outcome 4)

Language support, including BSL

Administration of Scottish welfare fund

Housing Benefit Administration

Council Tax Reduction administration

Administration of payments for pupils (free school meals, clothing grants, EMA)

Money advice and income maximisation

Free school meals

Understanding and tackling poverty
(+ outcome 1)

Discretionary functions

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

Employability service
(+ outcome 1)

Europe - ESF
(+ outcome 1)

Welfare reform fund

Primary Mental Health Workers (NHSH)

Managing the Children's Hearings Area Support Team

Commissioned preventative services
(+ outcome 5)

Outcome 4

Highland communities are better supported to do things for themselves, with opportunities for wider participation in local decision-making and community led services.

Outcome 4 Groups

Functions supporting this outcome are grouped into:

- Functions supporting rights of community bodies and community action (Highland communities better supported to do things for themselves, opportunities for wider participation in community-led services)
- Functions supporting Citizens' Rights (opportunities for wider participation in local decision making)
- Functions supporting representative democracy (opportunities for wider participation in local decision making)
- Functions supporting rights of community bodies and community action (Highland communities better supported to do things for themselves – opportunities for wider participation in community-led services)

Statutory functions, little discretion

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

Community right to participate

Asset transfer to community groups

Development plans (+ outcomes 1, 2 & 3)

Common Good Funds Management (+ outcome 1)

Statutory functions, with discretion

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

Community participation in decisions and resources

Community Planning

LEADER (+ outcome 1)

Community learning and youth work

Charitable Trust Administration

Discretionary functions

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

Support for community led culture and leisure services (+ outcome 3)

Regeneration bids (+ outcome 1)

Ward discretionary grants

Community resilience plans

Supporting Community Benefit Negotiations

- Functions supporting Citizens' Rights (Opportunities for wider participation in local decision making)

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Citizens' Right to Know – FOI, Data Protection, Complaints, Ombudsman etc.

School closure process

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Public performance reporting
Equalities duties
(+ outcome 3)

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

Social media engagement

- Functions supporting representative democracy (Opportunities for wider participation in local decision making)

Statutory functions, little discretion
i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

Boundary Commission statutory consultee

Elections

Statutory functions, with discretion
for the Council to choose levels, standards or frequency of service and levels of expenditure.

Elections – public information

Democratic services and support for local committees

Supporting the Community Planning Partnership, Local Committees and District Partnerships

Engagement and Scrutiny of Police and Fire Services

Community Councils

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

Lobbying Governments

Islands Bill – next steps

Civic responsibilities

Administrative support for Council Leadership

Outcome 5

As a public body we are resource efficient, work smarter using up to date technology and trying out new approaches. We are business-like, operating commercially in order to support public services. Our staff and Members are closely connected to their local communities and are supported in their commitment to public service. We work with other public services to ensure all our public resources are used effectively and to prevent poorer outcomes which result in higher costs in the future.

Outcome 5 Groups

Functions supporting this outcome are grouped into:

- Being resource efficient and trying out new approaches for the public purse as a whole (property resources / management of financial, legal, performance and business support functions).
- Work smarter using up to date technology and trying out new approaches.
- Business-like using commercial processes.
- Supporting a public service ethos among staff and Members.
- Being preventative.

- Being resource efficient and trying out new approaches for the public purse as a whole - property resources

Statutory functions, little discretion

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

Regulated property maintenance (H&S)

Technical support to Community Services

Statutory functions, with discretion

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

Energy and engineering design service

Capital Programme & management

(+ outcome 1)

Asset management plans

Property maintenance Council and HLH premises

Facilities management (recommend rename to janitorial services)

Estates service

Cleaning

Depots – for vehicles

Stores and procurement

Fleet (vehicles and plant maintenance)

Discretionary functions

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

Design consultancy services (in-house)

PPP projects

Joint ventures (property partnerships)

Estates management

- Resource efficient and trying out new approaches for the public purse as a whole – management of financial, legal, performance and business support functions

Statutory functions, little discretion

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

Production of annual accounts

Administration of VAT

Statutory Finance Officer

Member's budget

Administration of Member expenses

Audit Scotland Fee

Statutory functions, with discretion

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

Collection of council tax

Non domestic rates administration

Payment of creditors

Financial management

Avoidance of corporate fraud

Procurement function

Internal audit

Corporate performance management

Emergency planning and business continuity

Risk management

Treasury management

Community services performance management

Corporate business and service functions

Service information C&L

Collection of Scottish Water charges

Discretionary functions

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

Grant claim audits

Collection of monies BIDs (+ outcome 1)

Company secretariat service to ALEOs

Professional financial advice

Internal legal services

Insurance

Business support

Managing reputational risk

Corporate branding and public information

Business management (CEX & Corp Dev)

- Work smarter using up to date technology and trying out new approaches

Statutory functions, little discretion

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

Public sector networks compliance ICT

Statutory functions, with discretion

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

Discretionary functions

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

Digital services

ICT service

ICT support

● Business-like using commercial processes

Statutory functions, little discretion

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

Statutory functions, with discretion

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

Discretionary functions

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

Programme management of transformation work streams

Asset rationalisation

Commercial practice

Procured legal services

Scotland Excel membership

● Supporting a public service ethos among staff and Members

Statutory functions, little discretion

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

Statutory functions, with discretion

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

Discretionary functions

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

Statutory Monitoring Officer (legal advice and standards)

HR – Equalities and Employment law compliance

Human Resources

Health and safety for staff

Payroll

Workforce planning and staffing

Administration of the Local Govt. pension scheme

Social care qualifications

Staff and Member learning and development

Staff occupational health

Internal communications

● Being preventative

Statutory functions, little discretion

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

Statutory functions, with discretion

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

Discretionary functions

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

Homeless prevention service (part of the single housing option service)

Commissioned preventative services
(+ outcome 3)

Early intervention in school years
(+ outcome 3)

Community Early Years practitioners
(+ outcome 3)

Deprived Area Funding (part of employability function)

Prevention funding to NESH

