

# Council functions that support council outcomes

---

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

# Contents

---

<b>Outcome 1</b>	<b>3</b>
<b>Outcome 2</b>	<b>5</b>
<b>Outcome 3</b>	<b>7</b>
<b>Outcome 4</b>	<b>11</b>
<b>Outcome 5</b>	<b>13</b>

# 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**  
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.

**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 (Multi Agency Public  
Protection Arrangements –  
relating to some offenders)**

**Violence against women,  
Women's Aid & MARAC (Multi  
Agency Risk Assessment  
Conference)**

**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**

