COMMENTS/SUGGESTIONS FROM STAFF TEAM TALK SESSIONS (Group Responses)

Priorities

1. Council - comment - Council shouldn't cut something that pays for itself
2. Council - comment - Top 3 Priorities: A growing, diverse and sustainable economy / Ambitious and confident young people / Adults living healthier, sustainable independent lives safeguarded from harm.
3. Direct services - Focus resources on Roads and Bins
4. Economic development - There shouldn't be a cut to economic development. How it could be ensured that there is an actual return for the money invested here
5. Education - A good education is the best start for children and that there is a duty towards the future. There is not always a return on this investment in that those who received a good education here inevitably left the area and there was a need to balance this with ensuring that there were jobs to keep people in the area and that infrastructure needs were linked to this. An opportunity for promoting local firms, businesses and opportunities at school fair. There being just one Moray wide school fair for one day for all to attend
6. Housing - this is a basic human right
7. rather than it being left to each individual school to organise this.
8. Services – comment - Deal only with statutory duties.

Shared Service External

1. CPP - resources –Shared services supporting CPP. Design functions/corporate, engagement and planning services. Good practice (Refugees) in partnership to be built on. Shared CEO/CMT function with neighbouring council
2. Governance – Corporate services - Are there further opportunities for outsourcing or sharing corporate services such as legal, ICT or HR?
3. Governance – corporate services - Centralise back office functions to regional centre (N of Scotland?), HR, Payroll, Procurement, Legal, Accounts, Audit, ICT, etc.
4. Governance – Corporate services - Centralise internal services such as HR and Payroll – a "Scottish Council"
5. Governance – corporate services - Look at centralised savings e.g.: Payroll (expenses/parking fines) HR etc.
6. Governance – corporate services - Outsource some "in house" work – i.e. Procurement, Payroll, Land and Parks
7. Governance – corporate services - Shared service already working with System Support and Licencing.
8. Governance – debt - More shared services – i.e. Debt Management.
9. Governance – development control - Uniform consultants to work with other Councils.
10. Governance - Equipment -Investigate the possibility of shares services with other authorities, sharing large vehicles, machinery, apportion costs between users.
11. Governance - ICT - outsource services - Look at empire building - such as IT - outsource!
12. Governance - Training - Share with other Local Authorities.
13. Governance – verification - Moray is appointed as verifier by Scottish Ministers – sharing verification duties not an option presently
14. Health – resources - health promotion - have a larger department covering Health and Wellbeing this to include the green spaces and Parks
15. Planning – services - Combine with other services within the Council. Dedicate 1 authority to deal with cross boundary applications.
16. SGovt – funding - Ring-fencing at national level should be scrapped as money is not being prudently spent

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Transfer/Outsource Services

1. Community – service delivery – Common Good and Trusts wouldn't necessarily save money but if get right organisation could improve outcomes for the local communities
2. Community – service delivery – War Vets?
3. Community safety – police - CCTV option, the police should take on the cost of this
4. Community safety - police - Public CCTV – transfer ownership to Police or other party (trust or private).
5. Enforcement - outsource – Transfer –Outsource the enforcement tasks – who gets the money generated?
6. Environment – pest control - Review pest control services. Paying more for pest control (with outsourcing, public paying more for a poorer quality service).
7. Governance – consultants - Employ consultants for statutory functions e.g. food hygiene visits (may not save money and also the quality and consistency would still need to be monitored).
8. Housing – outsource services - Outsource Housing stock or maintenance
9. Services – comment - Contracting out/in
10. Services – comment - To outsource services to other companies reducing the expectation on the council.
11. Trading standards – service delivery - Charitable status – Welfare Benefits/Money Advice tax advantages?

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Public Facing Services
Community facilities

1. Community facilities – Business-like approach - Run services as a business – e.g. libraries and schools.
2. Community facilities – CAT - Services - What could be done by others? Operate toilets & run museums
3. Community facilities – CAT - Transfer responsibility for town halls to local community councils
4. Community facilities – CATs - Community ownership/trusts
5. Community facilities – CATs- Agree with the Community Asset transfer idea – Community Centres and Village halls, public toilets etc.
6. Community facilities – CATs- Agree with the Community Asset transfer idea – Community Centres and Village halls, public toilets etc.
7. Community facilities – Funding - Remove or reduce grant to community groups and associations
8. Community facilities – halls - Look at transferring public halls
9. Community facilities - leisure - leisure review – need to prioritise provision;
10. Community facilities - Leisure review: should the Council provide leisure services (CAT / Trust?) – but link with healthy living; Fit Life scheme a success but could still increase charges
11. Community facilities – Libraries - Amalgamate Libraries
12. Community facilities - Libraries – but proposed savings seem low
13. Community facilities - Libraries - Close Aberlour library and relocate it to Speyside High School. Two options available - use the new community lounge as the library or share the space with the school library. Having it in the community lounge would increase the opening times.
14. Community facilities – Libraries - Move libraries into local community centres.
15. Community facilities – Libraries - Reduce number of libraries by opening school libraries to the public
16. Community facilities - Libraries - Relocate libraries
17. Community facilities – MLC – example given of children finishing an activity in the evening but the café is closed, keeping it open longer would generated [sic] more income – less subsidies required
18. Community facilities – MLC - Get Moray Leisure on board with Moray Council and Fit Life Scheme.
19. Community facilities – Pools - Do our own 1-2 lessons instead of a private swimming school.
20. Community facilities - Pools - Look at Trust status for all pools and community centres. Employ more staff so we can offer 1-2 lessons there is a demand but we don't have the staff. The cost of lessons would more than cover wages
21. Community facilities – promote - Better advertising of facilities available for hire, especially to corporate / business customers.
22. Community facilities – Promote - Better marketing of all facilities not just sport. Not just at facility level. Need to go out and sell
23. Community facilities – promote - Better PR for council facilities
24. Community facilities – promote - Facilities - promote council services that people value
25. Community facilities – Promote - Moray Council need to promote the facilities that are available for hire. Speyside CC has a 180 seater performance area, fully kitted out with retractable seating, projection facility, lighting and sound system and apart from one drama production and several films showing it has hardly been used.
26. Community facilities – promote - More events and activities at local community centres
27. Community facilities – promote - Rather than reduce services like leisure centres - advertise them to generate more income.

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28. Community facilities – Service delivery - All pitches and pavilions booking to be done by community centres.
29. Community facilities – service delivery - Community responsibility for grass, maintenance
30. Community facilities – services - provide one and improve links (Swimming pools / libraries)
31. Community facilities – staff - Employing banquet manager type person to make better use of all facilities in the area.
32. Community facilities – Toilets - Public Conveniences – need to be careful re tourist areas – or have coin operated ones.
33. Community facilities – toilets - Toilet arrangements with businesses for use of their facilities for the public might be a better idea.
34. Community facilities –service delivery - Set up Cultural Heritage Trust, including Museums, CCC and others. Continue to bring in external funding.
35. Community safety – community justice - Grass cutting, flower bed maintenance, litter, paths etc. Is Community service not used for this anymore?

Service Savings/Suggestions

1. Citizens Advice – provision - why is this still being funded by Moray when customers are just signposted to the council for answers on benefits?
2. Day centre – transport - I work for a council day centre in Buckie. We have service users who are picked up by buses which costs hundreds of pounds a week...many of these service users have cars paid by mobility sitting at their doorstep but... instead the car is left all day and they are picked up by a bus and dropped off at night by a bus that is contracted to the local services. This is needing looked into...the Day centre officers are employed at 9am...when the service opens...there is a window of a whole hour and a half when service users can be dropped off by their staff in their own cars...therefore cutting the need for some transport...this may cut a whole bus....leading to savings.
3. Economic development – business - Potential savings from Business Gateway contract?
4. Education - Catering - restrict choice of school meals at primary to smaller number of choices and most popular items only.
5. education – curriculum - subject champions in existing Moray schools or develop 3-18 provision in 5 major towns and improve links
6. education – estate - Close one school to sell off and use the other school nearby for longer time i.e. 8-1pm/ 2-6 pm to accommodate for 2 school populations in one building.
7. education - estate - Combine smaller schools
8. education - estate - Consolidate school estate - move to campus model to share resources ensure joint working across Council to avoid duplication of effort
9. education – estate - Current number of schools could be reduced
10. education - estate - Need to address big ticket items even if unpopular - e.g. school closures
11. education - estate - Relocate small / rural primary schools
12. education - estate - Review school provision to remove schools that are least cost effective
13. education – estate - Small schools with small class sizes could close, with children transferred to larger schools nearby
14. education - estate - Smaller primaries e.g. Inveravon, Glenlivet etc. relocated to Aberlour Primary.
15. education - school crossing - Crossing Patrollers - Mixed views on this one, some agreement that it is the responsibility of parents, some concern over the safety of children, including those at secondary school who can be less 'road wise' than primary pupils.   Review locations patrols are in place – should not be required where there is a 'pelican'/light controlled crossing in situ –

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e.g. Bonnie Earl and introduce more crossing in the vicinity of schools, also cut patrols to just morning and afternoon, not lunchtime

16. education - school crossing - Parents organise own crossing patrollers as needed perhaps through the Parent Council.
17. education - School crossings
18. education – service delivery - Management teams in schools, run independently
19. education - Transport –school transport;
20. Environment - gardening – do we need to be paying for the hire and up keep? – could Greenfingers supply the plants instead?
21. Finance - support – support - Discretionary Relief - More consideration in awarding this relief as this is a cost to the council tax payer
22. Governance – vehicles - Pool cars - Make pool cars available to staff (and possibly members of the public) at weekends in a car hire system
23. Housing – services- Housing - Reduce the level of service provided to housing tenants
24. Infrastructure - Street lighting – Every other light on for periods during the night?
25. Roads – Gritting - promote more self-help opportunities for Communities e.g.: gritting
26. School - estate - Close small schools and consider financial viability of new school currently running with less than 10 pupils (until roll bigger.)
27. School - estate - Close smaller schools i.e. Inveran [sic] and combine with Aberlour, and Glenlivet to Tomintoul.
28. Schools – facilities - Promote use of secondary school facilities (games halls etc.) for
29. Services - Access – duties - Remove non-statutory duties – desk duty and enquiry responses.
30. Services - Access – hours - Close 1pm on Fridays.
31. Services - Access - hours - Reduce opening hours of Council facilities e.g. libraries, community centres, area offices etc. rather than closing
32. Services - Access – hours - Reduce opening hours… close at 4pm on a Friday?
33. Services - Access – hours -Close at 4.00pm on Fridays to save building related costs.
34. Services - Access – staff - Caretakers - going to Hopeman; all other schools hires open up and don't have a caretaker. Caretakers - coming in when there are no hires, especially at the weekend. Contractors - coming from other towns to do repairs. Instead of contractors that know the building.
35. Services - Access – vary - Open at times of peak footfall
36. Services - Access - vary - Vary opening hours rather than the same hours each day so that services are available on some days to suit all – reduced hours overall but stagger the hours throughout the week
37. Transport – bus - Dial a Bus – does it actually generate income or is it costing the council money. It may be a good PR that moray council have taken over unsustainable routes from Stagecoach but if stagecoach couldn't make the routes pay how does MC
38. Transport – public transport - Consider a Park & Ride Service for everyone but possibly give Moray Council Employees a discount rate as an incentive to use
39. Transport – public transport - Use less taxies , more minibuses to do mutable pickups – align school times
40. Waste – collection - Reduce frequency of domestic residual waste collection (more bins for larger households?); would larger recycling bins assist in increasing recycling (or options of larger bins?)
41. Waste – collection - Revise bin collections Reduce brown bin collections in winter- staff could be deployed to road/pavement treatment; Introduce larger glass recycling storage bins or combine with 1 of the other bins

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Charges to public

1. Community – events - Charge for events (special services)
2. Community facilities - Leisure - Increase charges for Council run facilities & Fit Life membership. Withdraw discounted costs for service personnel & off shore workers at Council run facilities.
3. Community facilities - Libraries - Libraries charge for internet access, charges across the board for overdue books (instead of having children and OAP's exempt) Charge adults for borrowing books, could be a basic charge e.g. 50p per item, or there could be a yearly subscription for regular users
4. Community facilities - Libraries - Make a minimal charge for use of intranet in libraries, as they do for photocopies – concessionary exempt
5. Community facilities – toilets - Introduce charges for public conveniences rather than close
6. Community safety – dogs - Charge for dog poo bags.
7. Community safety – dogs - Need to be aware of possible knock-on effects e.g. if stop supplying dog poo bags may be saving (estimated at £7,000) but may end up costing more than that in dealing with complaints, anti-social behaviour etc. Need to look at uptake of services (alternative supply) and whether capital investment might improve uptake (in this case more dog waste bins)
8. Community safety – penalties - Issue more Fixed Penalty Notices, dog littering, litter, fly tipping.
9. Community safety – penalties - Litter - Adopt other Council Policies where they charges people for dropping litter
10. Development control – building warrants - Fee review for Building Warrant applications being carried out (Building Standards Division, Scot Gov).
11. Development control – penalties - Financial Penalties for works started with no building warrant, or occupation without completion certificate etc.
12. Development control – water - Private Water Supplies – changes of legislation implemented to increase charges.
13. Finance - Council tax - Carry out a review of Council Tax bands. Increase Council Tax annually by maximum allowed by S Govt. 3% increase more palatable at a time when services are going to be cut; Increase across all bands
14. Finance - Council tax - Increase Council Tax
15. Finance - council tax - Increase Council tax
16. Finance – council tax - Where Council Tax actually goes and if this is used for non-discretionary essentials? The general feeling is that if Council Tax is raised then this should be used for the essentials and charges should be made for everything over and above that.
17. Finance – income - As a rule of thumb: should look to increase charges for a service before cutting it
18. Finance – income - charge for things previously free (all library services)
19. Finance – income - Charge the going rate for markets.
20. Finance – income - Council should charge for everything that was discretionary and that they can legally charge for. Querying whether anyone had actually investigated what is legal to charge for.
21. Finance – penalties - Corporate debt we should be more proactive to try to stop people getting into debt rather than penalising them when they do with a SO surcharge or Charge interest on debt rather than pay SO
22. Finance – visitor tax - Visitor Income: via a tourist tax
23. Governance – procurement - laboratory - Review of current service with Public Analyst laboratory.
24. Housing – rent - Property income should be maximised. Noting that currently in Moray we have the lowest rents in Scotland, very good housing stock and that there must be an opportunity to increase the rent

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25. Legal – enforcement - There is an issue with getting decrees and service depts. not enforcing these. There is a lot of time and cost involved with this. It is not just eviction decrees but payment decrees too

26. Legal – Expenses - Ensuring recovery of expenses of court actions and ensuring decrees are enforced.

27. Partners – services - Charge companies when they are required to dig up roads and paths to lay pipes, replace drains, with penalties applied for delays. This will incentivise companies to complete work quicker and reduce disruption

28. Partners – services - Charge for services provided to external partners such as housing associations.

29. Partners – services - Seek business partners to enter into primary authority agreements.

30. Partners – services - Take on chargeable services e.g. Legal docs for Police.

31. Planning – income - Charge for our specialisms – GIS, graphics, other services such as Strategic Environmental Assessment.

32. Planning – income - Developers make appropriate contribution to mitigate impact of their developments - they argue affordability but same goes for Council

33. Planning – penalties - Charge for commencement without complying with conditions.

34. Planning – services - increase charge for Property History Checks. Increase charge for Copy Documents request. Charge to fast track larger applications. Charging Scottish Government for work done with Heads of Planning.

35. Planning – services - Increase planning fees (ring fence fees more like with Building Standards) – National review. Charge for Preliminary Enquiries & Informal Determinations (Do I need planning permission). Charge to discharge planning conditions. Charge to investigate breach of planning control. Charge for confirming commencement of development. Service Level Agreements with other Councils for making recommendations/LRBs. Charge for Specialist advice/Listed Building advice. Charge for non-material variations. Charge for desk duty appointments. Charge for arranging bespoke meetings drawing to key individuals both internal and external.

36. Planning – services - Section plays a key role in co-ordinating the evidence base for Developer Obligations – which should draw in millions for new infrastructure. Applicants could pay for pre-application for a quality service.

37. Property - Assessors – Re-value when Completion Certificate is accepted to bring in more revenue. Indirectly related to Building Standards though.

38. Property – estate - Revalue properties

39. Roads – streets - Increase fees – Street Naming and Numbering.

40. School – services - After school clubs for a fee at schools

41. school - services - Charge more for school lets

42. School - Transport - If space on school buses, offer transport for kids not entitled to free transport at a charge.

43. Schools – facilities - Pre and Post school clubs and charge

44. Schools – services - why no pre and after school care. Would the charges outweigh the costs?

45. Services – advice - Licensing - Charge for assistance with checking licensing applications. Resources may be required for this.

46. Services – advice - Look at charging for checks ups (not advice) to identify issues for community and onward referrals to services internal and external, with costs commensurate with means? (Litigation and Licensing). Would need a lot of investigation as to costs v benefits and regulatory and insurance angle. Businesses may pay for referrals/advertising. Charge for assistance with checking or completing applications

47. Services – varied - Charges for some council services cost more to implement than income received. The following charges should be increased: Occasional Licences, currently only £10.00,

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Grass cutting and Hall Bookings. Charges could be created for joining the library, borrowing books from the library or using the computer at the library.

48. Trading standards – advice - Administer debt payment plans under the debt arrangement scheme as 'continuing money advisers' for a fee.

49. Trading standards – advice - Charge fee to Money Advice clients and prioritise clients who owe the Council money – mainly rent / Council tax. Charging for Money Advice / Welfare Benefits / risks making service unavailable to the most vulnerable clients with increased health / social problems, reduced income to Council and less benefit income entering the local economy. Charging for consumer advice would reduce intelligence received with increased risk of harm from rogue traders, misleading and aggressive trading practices. Money advice charge - may put people off, loss income recovery, more unmanaged debt, Less income, Poorer health, all poverty related problems

50. Trading standards – advice - Charge for consumer advice. Charge for Trading Standards business advice. Charge for welfare benefits advice and prioritise clients who may increase their contribution to their care costs - link to Community Care finance team.

51. Trading standards – income - Seek contributions from referral agencies that refer Welfare Benefits and Money Advice clients.

52. Trading standards – services - Expand calibration service.

53. Trading standards – services - Exploring legal aid funding for Money Advice and Welfare Benefits.

54. Transport – bus - Better use of Dial a bus: charging.

55. Transport – bus - Better use of Dial a Bus: more people on it or make a small fee to use it

56. Transport – bus - Dial a bus (more full, small fee, smaller vehicle)

57. Transport – parking - Disabled Car Parking – consider charging.

58. Transport – parking - Introduce parking charges in all Council car parks and parking meters on residential streets. All Elgin car parks now have charges whereas in Forres, Keith etc. they remain free .Consider 'free periods' e.g. for an hour but a charge for longer stays (£1/day) or reduce hourly charge to make more acceptable but if introduced across the whole of Moray will still increase income. Give residents parking permits. Arguments will be made that business will suffer but this argument was not accepted for Elgin businesses

59. Waste - Bulky Uplifts – charge for the uplift of "white goods" excluding fridges and freezers or Don't provide a bulky service at all – though this may increase fly tipping

60. Waste - Bulky Uplifts - Charge for uplift of white goods – Highland Council already do. We already take the bookings for these and we have the facility to accept payment, therefore would take very little setting up.

61. Waste – collection - pay for green refuse collection

62. Waste – penalties - penalties for not recycling (too costly to enforce?) refresh recycling campaign?

Charges for selling services to others

1. Assets - advertising - Income generation - advertising on council website, vehicles and assets.

2. Assets – advertising - Planning/Building Standards handbook with advertisements.

3. Assets - Advertising - Sell advertising space for example on vehicles, buildings, roundabouts and school properties

4. Assets - Advertising - The council could generate income by allowing advertising on their vehicles, bills or wage slips for example

5. Created service - Sell service - Selling things that are developed e.g. accessibility app. Businesses might pay to be within this.

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6. Direct services – sell services - Allow departments to tender for work out with the council i.e. tarring driveways or cutting grass. Glasgow City Council generated in excess of £5,000,000 operating under an "Arm's Length Organisation"

7. Direct services – sell services - Generate cash by hiring out equipment and using facilities at Ashgrove

8. Environment – business contribution - Local businesses (like distilleries, Walkers, Baxters etc.) make a contribution to the costs of maintaining the above in the vicinity of their premises, or alternatively accept responsibility for this work within a xx radius of their premises (Do NDR annual bills include anything towards these services?). In return promotional signage could be displayed. By making an extended area around their premises more attractive it will generate more tourists and increase their revenue

9. Facilities – sell services - Could we promote the use of council chambers for certain functions and weddings (could even arrange for recordings/web castings at a fee!). I went to see the Registrar a few weeks back and walked through the darkened Elgin marriage room which must lie empty for most of the year doing nothing. It's tastefully set up but nothing special and across Moray the income from £131 fees would suggest marriage rooms were only used a total of 28 times during 2015/16. At least the chambers has more daylight and there's slightly more appealing wedding photo options available at the front door.

10. Facilities – sell services - Hire out facilities for private use.

11. Facilities – sell services - Income Generation e.g.: Surface Dressing Utilising other Council buildings for external hire but at realistic prices e.g.: community centres, school hall

12. Facilities – sell services – kids birthday parties/bouncy castle/soft play idea and organised cookery demonstrations/classes

13. Facilities – sell services – promote facilities - Hire council chambers for weddings and other functions (could record – webcast - for a fee?)

14. Facilities – sell services - to me we need to better utilise assets outside the normal operating hours and diversify to open up commercial opportunities and prepare our young people for when they leave school. Perhaps this has been looked at as part of DBS already. Maybe State Aid could be an issue for some of the organised activities if commercial interests were involved. In this cynical world there may be insurance and security issues to consider I suppose. The risks may outweigh the benefits in some cases but possibly worthy of consideration. It could potentially be a PR win/win promoting new business ventures and engaging more with communities to make better use of existing facilities.

15. Finance – lottery - Introduce a monthly Moray Lottery. Must have an IV/AB postcode to be eligible to enter. Nobody likes paying more for something when there is no visible return. So similar to the health lottery have a lottery where any money paid goes into a pot to be distributed to assist with services in Moray

16. Fleet – sell services - Truck vehicle maintenance

17. Fleet – sell services - vehicles - Hire out of vehicles

18. ICT – sell services - Booking system developed - charge others to use this

19. MOTs - sell services - Fleet services potentially MOTs for all

20. MOTs - sell services - Public should be made more aware of services performed by the council for example MOT's, many people are unaware they can have their vehicle MOT by the council.

21. Partners – sell services - Consultants- Fire, Structural Engineers, and Drainage – use Local Authority resources.

22. Partners – sell services - shared services/taking on additional work that we could charge for

23. Schools – business contribution - Encourage Local business to get involved with schools including sharing costs for schools including offering apprenticeships to some school leavers ensuring

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younger people find employment and stay in the area, business have ready-made conveyer belt of employees

24. Schools – sell facilities - Have a more commercial approach to hiring out school facilities such as secondary school games halls/gyms/kitchens at weekends and school holidays. Not just necessarily for the traditional keep fit classes but for any reasonable purpose where the size, space and facilities provided would offer plenty of options not readily available anywhere else. I'm thinking along the lines of kids' birthday parties/bouncy castle/soft play idea (potential franchise arrangement?) and organised cookery demonstrations/classes. These activities seem to be very popular at the moment and perhaps there's organisations out there that could try their hand at running these type of activities but don't have the facilities or capital to have a go at entering the market. Running some kind of pre-university cooking crash course might be popular over the summer holidays and the craft areas/technical blocks could be used better for those seeking to enhance skills with a view to entering work in trades. Neither of these would necessarily earn much money but would give young people an opportunity to learn skills by better using existing facilities. Volunteer tutors could keep costs down.
25. Selling - service - There may be opportunity to trade for commercial purposes to generate money
26. vehicles – hire - Pool cars to be utilised at weekends/maximise
27. Vehicles – sell services - Leasing out pool cars over the weekend. Acknowledged that this would likely involve additional staff costs too

Stop services

1. Budget - Stop Schools / Depts spending up all of their budgets before year end
2. Communication – staff - What could we stop doing? Connect magazine.
3. Community safety - Dogs - Stop supplying dog bags.
4. Complaints – comment - Don't deal with ANON complaints.
5. CPP – activities - Stop Community Planning activities or reduce to single annual board meeting.
6. Economic development – duplication - Do we need to provide Economic Development and is this already being undertaken by HIE, Elgin Bid, Chamber of Commerce, and other Business Associations.
7. Elections – payments - Stop Election payments plus time off
8. Funding – alternative sources - [Stop] External funding – could we use community groups, crowd funding or charity groups.
9. General – duplication - Stop assisting where alternatives exist e.g. information on website.
10. Housing – tenants' services - [Stop] Council House handover policy – i.e. ripping out existing carpets and doors.
11. ICT – assets - [Stop] Expectation of services to the ICT equipment they need / want - no business case used and there are laptops which have been ordered but remain unused in ICT.
12. MLC - funding - [Stop] Subsidy to Moray Leisure
13. MLC - funding - Cut / stop funding to Moray Leisure Centre as it is often over staffed or introduce them to Fit Life Scheme.
14. MLC - funding - Stop funding Moray Leisure and introduce Trust status to Moray Council facilities.
15. MLC - funding - Stop subsidising MLC to such an extent.
16. MLC – funding - Withdraw funding given to Moray Leisure Centre. Council not in control of how funding is being spent. Funding not being used to improve facilities. Fit Life membership not recognised at MLC despite funding provided by the Council.
17. Planning – site visits - Stop Committee Site Visits.

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18. Pools – estate - No swimming pool in Lossiemouth, Elgin is close enough and public don't need everything on their doorstep.
19. Print – service specification - Stop putting out information in glossy form
20. Print - service specification - [Stop] Putting out glossy information booklets and going back to black/white for the connect magazine.
21. Print - service specification - Needless leaflets
22. Print - service specification - No requirement for glossy brochures.
23. Procurement – service specification - Stop gold plating specifications for tenders.
24. Repairs –procedures - [Stop] the paperwork for drawing up and registering improvement and repairs grants notices - little risk will result.
25. Roads – assets - Stop increasing council assets e.g. new roads remain private or roads removed from list of public roads
26. Roads - Gritting - [Stop] Gritting minor roads at PI
27. School – budget -[Stop] Autonomy Head Teachers have over their budgets – no justification for spends particularly in the purchase of ICT
28. School – estate - Close small (primary) schools. Pupils will have to travel to secondary schools in time. Fairer teacher to pupil ratio across schools. Teachers from these schools can be used to plug gaps at other schools. Reduced operating, maintenance and repair costs (some of which could be used to provide transport)
29. School - School crossing - Do not replace patrol crossing persons especially where there are pelican crossings/traffic lights.
30. School - School crossing - Lollypop people standing at traffic lights are not needed, that's what the lights are for.
31. School – school crossing - Reduce the amount of lollipop people – why so many? Particularly when they're situated at a pelican crossing
32. School -School crossing - Stop school crossing patrols except for high traffic areas A95 in Aberlour A96 in Keith for example.
33. Staff - Gifts - Stop freebies
34. Staff – vacancies - [Stop] Filling vacancies which have been vacant for 6 months / 1 year.
35. Stationery - service specification - Stop purchasing stationery until stocks are used
36. Transport – public transport - Stop use of taxis

Efficiency external
1. Appointment - staff practices - Use systems to reduce no access visits – in all departments – easy to give customer a quick call before a visit
2. Community safety - Community justice - Community Service Orders should include more tasks that would benefit the community; example being the elderly doing their gardens. Also jobs assisting all the services within the Council that may be stretched, such as bin men, street cleaners etc.
3. Economic development – performance - what is the economy actually getting out of the grants/ money spent, what are the outcomes? Better use of resource (match funding monies) on grounds maintenance to make the towns look better as the lack of GM is making towns look run down and not attractive to tourists. Encourage the community to take some of this on board similar to Forres.
4. Environment - Maintenance - Reduce grass cutting
5. Estate – sell assets - Sell off the buildings not used by the council, build or develop another building to lessen the amount of buildings required to house staff and services.
6. Finance Receipts - Have an option on tills - receipt or no receipt option.

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7. Housing – programme extension - Extend rolling programme of utilities in housing stock, e.g. new kitchens every 7 years instead of five or replace when they need replacing not just because it's within a certain timeframe
8. Services – entitlement cards - Use the Fit Life card as your library card as the same as Highland Council.
9. staff – shortage impact - Potential Income lost due to not having enough operational staff – Develop the business and increase income
10. Transport - Parking - Ticket barriers instead of car park attendants
11. Waste – collection - Make brown bin collection more seasonal
12. Waste – collection - No need for brown bins in rural locations. Reduce bin lorry.

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COMMENTS/SUGGESTIONS FROM STAFF TEAM TALK SESSIONS (Group Responses)

Internal Services

Shared Services internal

1. Governance – contact centre - Contact Centre carrying out work for more Services
2. Governance – Corporate services - Back office system shared with IT
3. Governance – corporate services - If admin were to be centralised it would - Reduced levels of knowledge for each service. Tasks would take longer as would need to refer to procedures. More training would be required. Uniform skills would be lost. Flexible working – issues electronically if officers are not in the office to sign off work. If Systems Support provide their services to other Councils it would have a negative impact on Development Services. Centralised admin would produce less quality work, accessibility issues with officers if out the office, lost PI's and skills which would make a poorer service for the public.
4. Governance - corporate services - Strip HR and pass back to Department. Procurement - can be passed back to council.
5. Governance – departments - Amalgamations of depots/super depot
6. Governance – departments - Integrate departments e.g. Roads, Ground Maintenance & Waste - provide cover for all
7. Governance - Estate - consolidate Council premises

Efficiency internal

1. Economic development – performance - Challenge benefit achieved from some economic development activities e.g. Community Fund. What impact will Brexit have on this service?
2. economic development – performance - set targets for outcomes / outputs e.g. for economic development grant funding to measure success of spend and target future spend accordingly;
3. Education – service delivery - long-term savings: amalgamate ASGs, reshaping catchment areas; close schools (but need to maintain teacher numbers); paired heads (policy revisited); co-locate primary and secondary schools
4. Energy – electricity - PCs and printers – unplug at end of day
5. Energy – electricity - Turn screens off & PCs if away 20 minutes or more.
6. Energy – heating - Council buildings should include solar panels etc. for internal production of power, especially when buildings are being re-adapted e.g. workshops & hanger [sic] in Ashgrove
7. Energy – heating - Elgin library always really hot and high energy bills – why not turn heating down? Similar issue at Keith cemetery where heater is on constantly to maintain books and keep away damp – why not move books?? These are small areas/issues but if taken across Moray could add up
8. Energy – heating - Look into using solar panels
9. Energy – lighting - Can level of lighting in offices be dimmed if natural light bright?
10. Energy – lighting - Lighting that doesn't stay on when people leave rooms empty
11. Energy - lighting - Motion sensor lights and no taps that turn.
12. Energy - lighting - Put motion sensors on light footfall areas instead of permanently having street lighting on.
13. Energy – water - Running taps – can the time for these be shortened?
14. Entitlement cards – merge - Consolidate council cards into the national entitlement card (e.g. libraries, fit life)
15. Equipment – delivery charges - High delivery charges for play equipment – is this taken into account as part of cost of procurement; could they be negotiated down?
16. Estate – energy - Solar panels – why has no new buildings (HQ annexe, Elgin Academy) not had these installed as a matter of course?
17. Estate - Grant Lodge – what is the current status of this?

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18. Estate - Hamilton Drive – what is happening with the land? Prime location for housing.
19. Estate – properties - If unable to sell empty premises consider offering for rent
20. Estate – schools - Some schools have considerable amount of ground surrounding them. Is it all utilised and can any be sold off?
21. Estate - Wittet Drive – why has houses compulsory purchased not been either put back on market – since the decision to no longer progress - or been rented out to get an income – whilst waiting to see what the outcome was?
22. Finance - Budget - consensus that Budget Managers are not taking enough responsibility for their budgets, there is no explanations on why areas are overspent and what the service is going to do about it. Lessons learnt are not put into practice e.g. LEADER. Mark a number of years ago came down hard on Budget Managers who were not managing budgets and threatened to take away the budgets
23. Finance - Budget – improvement - Fleet depreciation – do not charge during year
24. Finance - Budget - improvement - Pool car year end allocation: simplify / make more accurate (latter would be dependent on a better booking system).
25. Finance - Budget – monitoring - Increased scrutiny of spend where there appears to be a more relaxed approach to finance.
26. Finance - Budget – recoding - Charge fleet depreciation to HRA for vehicles used by DLO.
27. Finance - Budget – recoding - Control code for assessors – can stores allocations and photocopier recharges be coded direct to Assessors?
28. Finance - Budget – savings target - Further suggested savings: savings target for IJB;
29. Finance - Budget – schools - revise DSM scheme (also need to change year end spend mentality);
30. Finance - Budget - schools - Schools budgets – are they not included in savings?? DSM scheme no longer protected but teaching staff have set requirements.
31. Finance - Budget – support - PSHG? – Discretionary budget is £113k (for disabled adaptations and care & repair for elderly and infirm – should be IJB??)
32. Finance – comment - Query value of short-term ring-fenced Scottish Government grants
33. Finance - income - Sell off prime land
34. General – comment - Make people aware that damage caused to equipment but improper use costs the Council money.
35. General – comment - Many possible savings solutions dependent on ICT but technology isn't an automatic solution: need to ensure systems properly designed and used as envisaged.
36. Governance - engagement – face to face - Managers need to speak with people more – get out and liaise with people, find out what can be improved
37. Governance – finance - cut waste
38. Governance – finance - generally make better use of our assets;
39. Governance – finance - Identifying efficiencies –i.e. equipment surpluses, staffing levels
40. Governance – finance - resource for best deals available.
41. Governance - leadership - Look further into the future when making big decisions – what will implication be in 5 years….10 years
42. ICT – Cllrs - Is there a need for all the Cllrs ICT equipment, if they don't need it speak up, laptops and broadband is being unused
43. ICT – Cllrs - Why do Cllrs need data roaming on work tech whilst abroad – cost??
44. ICT – database - Could one be set up for customer's debt to the council as a whole. E.g. when a council tenant has the opportunity to move to a newer property a check is made on any HB debt, however there is no check on outstanding Council Tax. Should all debt owed to the council regardless of departments not be repaid before allocation?
45. ICT – electronic process - DAR process should be entirely electronic – reduce delays in processing, lost forms etc.

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46. ICT – equipment - EH tablets – admin side – work protracted implementation
47. ICT - improvement - GM system to calculate real cost of jobs and charge all jobs e.g. some pitch lining for sports clubs done free
48. ICT - improvement - improve authorisation database; need effective link between payroll authorisation and FMS; should simplify procedures – why require directors to sign authorisation forms when they have already approved the post and its duties
49. ICT - improvement - payroll information to be used instead of staffing spreadsheets? If the new system works it should reduce the level of re-coding we have to do
50. ICT - improvement - Roads job costing on FMS – stop maintaining cost at that level on FMS
51. ICT – improvement - Terrarius (Fixed Asset Register) – requires a lot of double checking and lack of updates coming through
52. ICT - improvement - tidy FMS
53. ICT - improvement Fleet recharge errors – is Tranman being fully utilised e.g. corrections made on spreadsheet after report run rather than on Tranman; time consuming for us to correct.
54. ICT – mobile phones - ICT reallocate mobile. Why do GM staff have tablets (and mobiles)?
55. ICT - Mobile phones – issue with GM and being charged for sim cards that have never been used for tablets. GM not chasing up ICT to resolve. £1k spend to date, that is unnecessary! Small sums but how often is this happening across the Council?
56. ICT – mobile phones - Mobile phones to be returned if not used/needed
57. ICT – mobile phones - Mobile phones: large bill run up because person given mobile thought it was on Wi-Fi – need for training / information? Cap on phone usage? Departments don't return mobiles when staff leave, so continue to get charged; if do return then still get recharged until
58. ICT - Mobile phones – Purchases of new handsets are £100 a time – why are they getting these costs? Do they not get upgrades as part of contract? Is it optional?
59. ICT - schools - Lack of teachers for specific subjects – utilise video conferencing between schools and use the teachers we do have to cover classes in other schools
60. ICT - Security software – budgets at service level – why not a corporate contract?, economies of scale?
61. ICT – system - Can the new payroll system produce the data needed for the Social Work census?? As will save valuable resource in accountancy to not do this. What would the impact be if accountancy don't do it anyway?
62. ICT – system - Confirm system (Jill to audit GM use of this – similar issues as Fiona has found with Property Services): better system / use better?? One job costing system across Council?
63. ICT – system - Departments place too much reliance on their own systems and not on FMS
64. ICT – system - interactive budget monitoring (NHS have but not actually used much by budget managers in practice – how many of our Budget Managers would use?); also we focus on high risk areas – system based tool would be same for all levels of risk, a retrograde step?
65. ICT – system - Payroll System – unsure what system can do and how if at all it can stop the staffing spreadsheets being maintained in accountancy. Process issue – how will payroll system and structures be kept up to date and how will notification of movement of staff be sent to HR/payroll/accountancy?
66. ICT – workload - Have already identified improvements to budget statements but awaiting ICT and work held back pending authorisation system improvement
67. ICT –monitoring - Improved oversight and corporate management of investment in ICT system and devices would be useful
68. Information - Form production - all in black and white.
69. information - Reduce printing - 40% are binned within 24 hours
70. Mail – Cllrs process - Councillors' Blue Bags, these cost a minimum of £5.22 each to post, and frequently cost much more. Is it essential Councillors' receive a paper copy; if they must do they

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have to be posted out? If a paper copy has to be posted could we invest in bags that are the correct size, at the moment they have to be posted as small parcels because of their size.

71. Mail – cost - Look at the mail being sent first class, could it go second?

72. Mail – delivery - Rationalise the mail run, there is still duplication between the mail van, the school van and the library van. Some schools have no mail on a regular basis if we implement the same process as is currently in place for the mail van's afternoon delivery run we would only deliver if we had mail for the school or if they contact us to say they have mail for uplift.

73. Mail – external process - Ask service's to separate all overseas mail from the general mail prior to passing to the mailroom for franking.   If mailroom staff don't notice and issue with the general mail a charge of £2.00 + under postage is levied per item.

74. Mail – hard copies - Reducing paper would reduce the workloads for Mailroom team and van deliveries

75. Mail – internal process -Signed for mail is, on occasion, being sent from the council to the council to ensure a signature is obtained. This mail is taken to the sorting office by mailroom staff the same staff sign for the item the following morning when it's delivered by the postman. Could we not have a receipt book that the recipient could sign when they receive the letter.

76. Mail – letterheads - Ask services to look at their templates and adjust so only the name and address can be seen in the window of the envelope. This would reduce the cost from 32.30p per item to 30.10p.

77. Mail - staff process - Efficiency - If possible remove staff members from mailing lists and email them instead.

78. Maintenance - In house staff- Reduce work given to external contractors (plumbers, joiners etc.) doing maintenance/repair work in council properties – use DLO and force them to be more competitive with pricing

79. Maintenance - In house staff- Use the Council's own staff for repairs, for example shelving, doors, plumbing instead of using outside companies.

80. Meetings - information - Officers could be emailed links to papers instead of hard copies that would be up to the Directors/Heads of Service. I have already carried out several reviews of committee circulation lists through CMT with little effect. Happy to push again. Some Elected members have hard copy and electronic - do they need both? Problem is that if they don't bring their tablets to committee or there is a problem with the technology then they'd be stuck.   I would assume those that get both are in a minority though? Next new intake of Councillors should be encouraged to use technology more. This is an on-going issue and really sits with IT but it will be subject to discussions relating to members induction for the new term. Those who only receive a copy of the Agenda should receive it electronically. Is this Members or staff. If staff and outside people then should be electronic only and really don't think it would be a problem e-mailing a copy to those elected members who don't sit on the committee unless there is a particular reason they can't access it. A pen drive could be used for large sets of paper i.e. Planning papers (524 pages for next Committee). Issue re security as confidential items would be included. Again not any use for those members not using tablets and I think IT might also have an issue regarding security.

81. Meetings – travel - More use of video conference facilities to cut down on out of area meetings.

82. Meetings – travel - Travelling to meetings only when necessary - video conferencing.

83. Meetings – workload - Better use of time at meetings – could save money in hours / level of staff present

84. Meetings – workload - Committees are very time consuming and there must be an opportunity to cut back on these. E.g. for licensing where there is an opportunity to be heard, that this be done in writing and not necessarily at a hearing before the Committee.

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85. Pools – access - Would it be sensible decision to close each pool on a different day of the week, We have five pools closing each one for one day, which means that the staff who would normally be on that day there hours would spread out over the other four days and weekends reducing the amount of relief staff being used. I realise this may impact on the swimming lessons but we could consider a Sunday teaching day which we don't have at the moment. This will also free up staff to possibly opening the gyms earlier in the morning which seems to popular at the new gym at Buckie. Ok we are taking away a day from our Fit Life Members but by opening earlier in the morning we are giving back to them. "All good well run facilities will provide a varied programme of activities, but there has to be investment on our own staff and develop their skills, employing a readymade instructor is not ideal as they will need cover for holidays and the amount of classes they would have to commit to would ultimately lead to injury and fatigue. The Moray Council have got very experienced loyal hard working staff already in place with a good foundation of training, with investment and development our outdated facilities and staff could come up to par with some of the leading fitness chains. Public require a facility where there's varied activities provided by knowledgeable staff to keep their interest. Our Fit Life Membership is working wonders at the moment but it's not going to be long before people see the facilities as a pool with a fitness room and the odd spinning class. We need to build on the recent success and develop our facilities and the staff who have made the Fit Life Membership a success. One of the areas I am concerned with across all our facilities, We see other facilities being able to provide a larger varied group activities, this is because other local authorities have invested on training and equipment to run such activities, public will engage in activities that they see fast results, mass group attendance, and fun, look at Spinning for instance all our centres provide spinning with possibly an average of 10 – 12 classes at some centres. This takes up a lot of man power and not allowing for time for other activities. Solution: Invest in in more spinning bikes for each facility, which will reduce the amount of classes needed in turn allowing staff to be allocated to other classes after training, i.e. Boxercise, Kettlebell, Bodypump, Yoga, Pilates the list can go on and on, All these classes I have mentioned can be run over 30mins which is the trend at the moment fast non-time consuming exercise but with mass participation.
86. Procurement - Assessors – using purchasing cards, but why can they not tap into Aberdeen Council procurement rather that use Amazon? As in same building?
87. Procurement – monitoring - Big and corporate contracts – who monitors them?
88. Procurement - Vehicles - Hire plant/demonstrators for say 6 months - year to try before buying to make sure good for the job.
89. Residential centre – performance - Noted Cala hasn't been in operation long enough to see if this is the way forward (i.e. more specialist local provision)
90. Roads - procurement - Look at 'cheaper' types of salt barns.
91. School – estate - Transitional arrangements for new primary school in New Elgin too expensive – how will re-zoning work when the school built?
92. Services – funding - Encourage other departments to take up external funding (requires a change of mind set).
93. Staff – information - Flow of information: e.g. fleet notify GM about changes in fleet charges but GM expect accountancy to find out about these so information not being used / not flowing to people who would use it. Waste management appointment notifications another example.
94. staff - information - Static holiday accrual refreshed every three years rather than annual task (would need to review last 3 years to see if this is feasible based on pattern experienced). May not be acceptable to auditors.
95. Staff – in-house - Tradesman - Employ your own tradesmen.
96. Staff – practice - Winter maintenance – as much salt placed in heaps at roadside in May as in winter; then leached away: put out less / in bins / review need for this

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97. Staff – productively - Breaks - Tighter regulation of breaks - stop sneaky 10 minute breaks.
98. Staff - productivity - Administer a policy to reduce the use of personal mobile phones in work time to maximise productivity
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100. Staff - skills - LGV licence training for staff to help with winter maintenance
101. Staff - training - Maximise income from subsidy and overpayment recovery – subsidy training course for processors to improve awareness
102. Staff - Workload - Agency staff Workloads – better staff management
103. Staff – workload - do not implement principal teachers in primary schools (esp. as will have no management duties);
104. Staff - workload - Introduce appointment systems rather than 'open all hours'
105. Staff – workload - More intelligent deployment of staff, e.g. other LGV drivers being used across multiple services, or expand to council-wide manual worker.
106. Staff - Workload - Utilise staff 'downtime' to support services that have high demands e.g. C Tax, SWF
107. Staff – workload - Vehicle workshops - use mobile mechanic. Revise their operations & recruit Depot Supervisor from 'real world' in industry.
108. Training – comment - focus on quality of staff, get the right staff trained for the task in hand.
109. vehicles – procedures - Review pool car system (prioritised)
110. vehicles – purchase - look at leasing vehicles

Charges to staff
1. Parking – charges - Charge for staff parking – nominal amount – same as community centre
2. Parking – charges - Charge for staff parking. Resident parking permits elsewhere in Elgin or pay
3. Parking – charges - Charge staff - Charge staff £1 a day to use staff car parks – ticket machines are already on site
4. staff – charges - parking - staff to pay for parking spaces at the Annexe during working day;

Staff conditions of service
1. Family friendly – policy - Review Special Leave circumstances to investigate whether annual leave or flexi would be more appropriate.
2. Flexible - policy - flexi policy for whole Council (standardise.)
3. Flexible – policy - Remove flexi time options from staff (not universally popular.)
4. Flexible – procedures - Option to look at flexible working - annualised hours, i.e. longer summer hours/shorter winter - or 4 day week with 4 days longer hours.
5. Flexible – shifts - Consider flexible working patterns. Winter maintenance - nightshift of, say, 4 gritters across Moray - may reduce pre-grit & morning treatments.
6. Flexible working – procedures - Relax the rules on homeworking – whilst staff may not have a room they can dedicate to an office there may be 'space' available
7. Holiday buy back – procedures - Buying back leave – whilst it is known that certain departments already have this it has proven extremely difficult to get an answer from HR on how to apply!
8. Holiday buy back – procedures - Give up holiday entitlement to protect jobs
9. Holiday buy back – promote - Consider cash incentive to promote uptake e.g. a "buy out" option.
10. Hours – contract - Cleaners: less staff (more hours)
11. Hours - contract - reduce back office staff hours (e.g. 5 to 4 days a week)
12. Hours – contract - Reduce contracted hours per week from 36.25 to 36.00? (Offer voluntary reduction to contracted hours of 36.25/37.00 to 35.00) or reduce working week by one hour across the board.

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13. Hours - contract - Reduce the working week for all e.g. 35 hours
14. Hours – contract - Reduce to 35 hours
15. Hours - contract - Reduce working week (on a voluntary basis for low paid staff).
16. Hours – contract - Reduce working week to 35 hours (Payments list of detailed suggestions will be submitted thru the staff suggestion scheme)
17. Hours – contract - reduce working week to 35 hours but put something in place to prevent Grade 1 – Grade 4 from losing pay.
18. Hours - contract - Reduced hours - 1) reduce working hours for grade 7 and above by 1 hr. 2) reduce to 36 hrs/wk.
19. Hours – contract - Some staff may want to reduce their hours – should this be an option available to them? Options to consolidate weekly hours worked as would free desk space. This would have to be done on a rotation within teams as most people would want a Monday or Friday
20. Hours – contract - structure review and reduce to a 35 hour week
21. pay - Elections –- Stop staff getting paid twice for manning elections – or at the least they should take a days' leave to cover it.
22. Pay – levels - Scrap living wage - pay them national minimum wage.
23. Pay - Overtime - Review o/t rates, enhanced rates, travel & accommodation (is it needed)
24. Pay - Overtime - Review the amount of overtime payments being made to ensure that the hours being paid would not justify another member of staff effectively cost less than the amount of overtime being paid for the same number of hours
25. Pay – reduction - Pay cut of 5% at top i.e. Corporate Management Team.
26. Redundancies – packages - Offer redundancies & early retirement packages – short term cost for long term saving
27. Redundancies – packages - Voluntary redundancy should be offered making use of reserves
28. Restructure – management - Management structure review to be undertaken by external consultants
29. Restructure – management - Senior Management take a % cut to their salaries and /or streamline Senior Management at level below that of Directors
30. Restructure – Management - Take a tier out of structures.
31. Restructure - management - Too top heavy - management.
32. Restructure - management - Will promote 'equality' as current feeling is that cuts have been at lower grades
33. Restructure - School crossing - Swap lollypop people for school auxiliaries
34. Restructure - Schools - Are management teams in education really necessary? Get back to 20/30 years ago when Headmaster took lead in running school & cost a lot less
35. Restructure – schools - Replace teachers in nursery departments with senior nursery nurses
36. Restructure – schools - Teachers- Newly Qualified Teacher replace Charter Teacher in Year 1 there would be a significant saving. A Chartered Teacher, her pay is the same as scale point 4 on the PT scale. I don't know how many CT's there are in Moray but there will still be a few and their age profile will mean that the majority will be approaching retirement age. If an NQT were to replace a CT in year 1 then there would be a significant saving in year 1 and the years beyond. Now, if staff had intended to work through to age 60, just less than 12 years, however if staff were able to take an enhanced pension from 55, then staff might decide to pursue other areas of interest. I believe other authorities have done the sums and have offered incentives. Possibly this has been considered already? We are also aware of the shortage of teachers, but this problem might be soon solved with UHI now offering training. Offer early retirement to subject PT's then create Faculties based around the CFE areas. There will be a small initial cost but savings will be made very quickly

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37. Restructure - Schools - What could be done by others: school auxiliaries / parent council people help school children to cross the road.
38. Restructure – staff - Do away with Project Officers.
39. Restructure - Voluntary redundancies – though due to the state of the finances highly unlikely
40. Retirement – policy - Early retirement.
41. Retirement – policy - Retirement age as a maximum should be defined
42. Sick leave – monitoring - A thorough investigation into sickness absence on a more preventative measure which may help to reduce long term sickness absences. Identify cases earlier which appear to be pattern forming, repetitive occurrences of similar illnesses, helps to reduce burden on staff which do not tend to be absent prevent.
43. Sick leave - pay - Restrict sick pay – don't pay for 1st 3 days of absence – this may help to reduce short term absence
44. Sick leave – pay - Staff sickness - don't pay for first 2 days sick (claim SSP instead.)
45. Staff - Apprenticeships - More use of apprenticeships to reduce salary bill
46. Staff – conditions - Vehicles - Use of vehicles for home to work should be restricted to those actually on standby & reduce number of vehicles.
47. Staff – recognition - Cease long-service award scheme – spend of £3,363 this year to date (some of which may be not on the official scheme?)
48. Staff – recognition - Gifts - Stop retirement gifts
49. Staff – recognition - Long service - Do away with Long Services throughout services.
50. Staff - skills - De-professionalise roles to reduce wage bill
51. Staff - Succession planning - Promotion of staff instead of outside hiring where possible
52. Vacancy – savings - Only accepting those in posts that will not be back filled/advertised
53. Work-life balance – development - Career breaks
54. Work-life balance – policy - Review Special Leave Policy – staff should be working flexibly rather than expecting MC to give paid time off for circumstances other than bereavement

Staff facilities

1. Energy - Fuel Economy – advertise costs to encourage staff to reduce usage, difficult to know if measures to reduce use are working when we aren't advised what/if any savings are being made.
2. Energy – lighting - schools – ensure lighting left on are really necessary
3. ICT – service - Speed up Moray council ICT equipment and cut red tape
4. Pool bikes – value - are these values for money?
5. Refreshments – budgets - In house buffets/refreshments – could the departments budgets be better spent
6. Refreshments – vending machines - Review the number of vending machines available, reduce number, cut costs
7. Signage – internal - Pointless expense on signs in the Annexe giving directions to Training Rooms, Exits etc. Staff could just ask if unsure and that costs nothing.
8. Uniforms – budgets - Review departmental budgets which provide corporate clothing to staff with the exception of health and safety essentials. Is clothing being provided unnecessarily, treat all department in same manner
9. vehicles – monitoring - Pool cars need to be monitored more effectively to eliminate booking of cars which then do not move from the car parks which means that staff have to use their own car and incur mileage. Easier way of booking these which is not so time intensive
10. vehicles - monitoring - Re-evaluate pool cars system to prevent block booking

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11. vehicles – procedures - Review the management arrangements for pool cars in order to minimise the use of personal cars/car hire, reducing the amount of mileage claims and rental bills
12. vehicles - Reduce number of pool cars
13. Vehicles - Reduce numbers of pool cars.

Online

1. Electronic – applications - Only accept on-line job applications
2. Electronic – applications - Remove paper applications – Digital will improve this from external sources but we should be using digital internal forms more frequently
3. Electronic - bills - Move to E billing and maximise the uptake especially for businesses, reduce external printing/billing/mail costs and ensures customer receives correspondence. Radio advertising/mailshot to advise.
4. Electronic - bills - Use email where possible to issue bills, e.g. Council Tax or Invoices
5. Electronic – booking - On-line booking system for council facilities
6. Electronic – booking - Online saving could be made by using online booking service - introduce ASAP.
7. Electronic – customer accounts - Facility for customers to check own accounts online with use of PIN number to access basic account data, e.g. balance due, payments made
8. Electronic – direct debits - Move to Auddis/paperless direct debits
9. Electronic – direct debits - Option to be more flexible with on Direct Debit collections e.g. "Free months could be July/Aug or December/January to suit the needs of the customer. This could reduce DD rejections and encourage more people to pay by DD.
10. Electronic – forms - Promote and increase the use of electronic forms both internal and external, user creation or customer self-service.
11. Electronic – staff practices - Improved electronic working – services could improve on this.
12. Electronic – staff practices - secure e-mail portal to be developed to cut use of registered post for information sharing to foster carers.
13. Online – communication - Live advice service (on line).
14. Online information – activity agreements - Could improve 16+ Activity Agreements – see other local authorities' websites compared to ours
15. Online information – Calendars/ Apps – for things and dates public might want to know or be reminded about e.g. bin collection dates, places to visit in Moray. Sell it, download app with inbuilt reminders/calendar and might generate some advertising revenue too.
16. Online information - Community support - Rationalise community groups support in person and develop more online support

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