

2018 Bright Ideas! - Staff Suggestions received



	Brief summary of suggestion	Further details	Reasoned response/Service comments	Outcome
1	Centralise the marketing budget	Some sections have separate budgets for promotion and marketing, with little or no concomitant expertise to maximise the effectiveness of this activity, or best use of the budget. These budgets should be centralised at corporate level, where expertise exists to make more efficient use of the budgets and generate savings.	<p>Centralisation of the budget would require additional staff to be employed to manage the additional work it would create for the team. In addition, there would still be costs to buy ads, or radio time, plus the production of material so these costs would not be negated. Given the current financial climate, services have already been asked to put forward their proposals for financial savings. Some services may have already put forward proposals to reduce their promotional budget which would result in a reduced expenditure across the Council.</p> <p>Whilst this suggestion may generate some small financial savings initially, the resource investment and costs for marketing which cannot be done in-house (e.g. radio time) are likely to outweigh any future savings which may be achieved</p>	Not progressed
2	Mandatory holiday buy back scheme	Introduce a mandatory holiday buy back scheme for all employees, generating savings on staffing costs	<p>Making the holiday buy back scheme mandatory for all employees would have contractual implications and would change our nationally agreed terms and conditions. This in itself has much wider implications and is unlikely to be supported by unions as it is a detriment, compared to our current agreement.</p> <p>The enforcement would also have a direct impact on the resources available to provide our services and assumes that there's capacity to absorb the service pressures that would result. Unfortunately we can't make this assumption across all services and individual service consideration is needed. The option of holiday buy back remains voluntary and is open to all employees, should they wish to participate in the scheme.</p>	Not progressed
3	IJB staff	Transfer all staff who are part of the IJB to the IJB for wages so this could be a saving for the council.	From an employment perspective, the IJB are not an employing authority and do not have that status in legal terms. The board is a partnership arrangement and are therefore not in a position to manage staffing and take on the associated tasks such as payment of salary.	Not progressed
4	School transport	Have an audit of the transport used to transport pupils to school.	<p>Free school transport is provided under the terms of existing legislation and Council policy. This means that all primary and secondary pupils who live more than two miles from their zoned local school will be provided with free transport to and from that school.</p> <p>In certain exceptional circumstances - for example medical reasons - a pupil living closer than two miles may be allocated transport for a fixed period of time and this will be arranged by the school in conjunction with the Public Transport Unit.</p> <p>The provision of school transport is already monitored on a regular basis and consideration is being given to review the criteria.</p>	Already in progress

5	Clothing	Stop the purchase of clothing which is not provided as PPE (personal protective equipment). Following a contract assessment carried out for PPE in March 2018 spend of almost £15,000 over the past 3 years was identified as being clothing as opposed to PPE.	A report was received detailing the expenditure on this type of clothing, where it was identified that the largest expenditure was within Leisure and Active Schools. The clothing worn by Leisure staff needs to be easily identified in an emergency situation and lightweight in case of an in water rescue. . Active Schools are funded by Sportscotland who request that staff wear branded clothing, particularly when involved at large events/sessions.	Not progressed
6	Bright Ideas - all year round	The Bright Ideas scheme should be run all year round, it makes no sense just having it open for one month. We should all be thinking, and adopting the concept Continuous Improvement.	A culture of continuous improvement should be adopted across all services throughout the year. Bright Ideas is an enhancement to what should already be taking place. The Scheme is run once per year so that it is given a high profile and there is a reminder to everyone that they can put ideas forward. It also allows the consideration of suggestions to be managed. There is a concern that if it is open all the time it is forgotten about.	Already in progress
7	Recycling within depots/ offices	Over the last few weeks I have noticed how much material is being put in rubbish bins around the Council - pop cans, paper coffee cups, food tins, plastic pots - all of which could be recycled. Can we not run a campaign through Intranet and posters to educate employees on the importance of recycling for the council and the environment?	We've undertaken various internal campaigns before with some limited success, however there is merit as it attracts a number of benefits both from a financial perspective and environmentally. A further internal campaign will be run through Interchange and Connect to to educate and encourage employees to recycle more.	Approved in part
8	Covert green areas to parking	Convert green areas around houses to parking areas. Would reduce on road parking, ever increasing illegal parking causing obstruction and danger to other road users and pedestrians. Simplify the process for house owners to apply for & buy this kind of land adjacent to their properties.	From an environmental perspective, converting grass to car parking leads to more hard surface water run off and increased flood risk. Grass and soft landscape areas soak up water and soften and cool the landscape.Grass cutting is a cost effective way of maintaining our landscape. Reduction of grass areas also means less area for children to play on safely. There may also be a degree of public dissatisfaction although the levels are difficult to quantify. Through converting grass to car parking it encourages the use of cars, as opposed to other energy efficient and carbon friendly alternatives such as cycling which we would encourage. The Council has a well-established procedure (http://www.moray.gov.uk/downloads/file69065.pdf) for house owners to apply to purchase Council owned land next to their properties. This has generated capital receipts of £103,500 in the last 3 years. Estates are looking at large expanses of poorly used amenity land to consider alternative uses or disposal.	Not progressed
9	Cloud data transfers	Register with a cloud provider to enable large documents to be sent and minimise time wasted on trying to send them via alternative methods.	The provision of a cloud data transfer system is already available. We currently allow the use of Dropbox but we do request an authorisation form to be completed in advance for audit purposes.	Already in progress
10	HQ/Annexe car park	More efficient use of our staff car park, making it free for employees who use their car for work purposes and charging everyone else £1 a day.	There is merit in charging for parking, however it will also attract some challenges. The overall parking strategy is currently being looked at where a similar proposal is being considered and staff will be consulted with later in the year.	Already in progress
11	Installation of defibrillators	The Council, as a caring employer, should consider providing defibrillators in larger offices and buildings where the public have access and coordinate/promote local businesses to provide defibrillators.	Moray Council values all of its employees and recognises the importance of maintaining the health and wellbeing of employees. We provide systems of health management, which actively promote and encourage mental and physical wellbeing at work. There are a number of health reasons which may impact an employee's ability to attend work, and heart attacks are just one of them. Our statistics do not show it as a growing concern for Moray Council, with a very low level of our absences for the period 2017 relating to heart problems. Whilst there is merit in increasing the number of defibrillators in the area, there is already a provision available through other channels and it is not a Council responsibility.	Not progressed

Suggestion no	12	Mobile Phone Database	Create a database of all Moray Council mobile phone contacts. Access only to staff via an intranet page. Create an app that allows staff to register and access the database remotely. Allows to find people in an emergency.	<p>The council operates in the region of 1,200 mobile phones used within a range of services. It is important to note that staff are encouraged to switch their phones off when they are not working and therefore the mobiles would not necessarily be suitable for use in emergency situations. Services have their own methods for contacting their staff who are working "in the field" and their associated emergency contact methods. Business continuity plans should identify staff to be contacted in an emergency and how they should be contacted.</p> <p>However, there is merit in your suggestion and the existing phone book will be amended to include a new field for mobile phone numbers, allowing mobile phone numbers to be input. The existing procedures to update contact details and make use of this new field, will remain in place.</p>	Approved in part
	13	Grade 9 and above to lose 1hr per week	If all full time workers across the council, from grade 9 and above, lost 1 hr per week, there would be a substantial saving with little impact on services.	In essence a reduction in working hours can only be achieved if there is also a reduction in the service to be delivered. The service to be delivered should be the first consideration and then the resources required can be adjusted to fit that requirement. We cannot make the assumption based on grade alone that posts can afford to lose 1 hour per week. The approach would be likely to place pressure on staff and potentially lead to an increase in unpaid hours. There are equality issues associated with targeting individuals at a specific grade which carries risks as well as contractual issues that would be difficult to achieve. Consideration is already given to reducing the hours of posts as they become vacant as part of vacancy management.	Not progressed
	14	Mental Health first aiders	<p>The council maintains that it does not have or is/has addressed bullying in the work place. I have personal experience of this and I am aware of other colleagues who feel they are victimised if they raise a complaint.</p> <p>Irrespective of the cause people suffer mental health issues as a result be it depression or anxiety. Mental health issues are very debilitating and not only affect peoples self worth and ability to function but also they have a distorted view of things because of the illness. My proposal is to have staff trained as mental health first aiders.</p>	<p>A number of staff across the organisation have attended Mental Health training courses, allowing them with additional skills to signpost people effectively to services which can support them. We also have a range of measures and avenues for support which are already in place. We promote mental health through various articles, polls and guidance. Alongside this, a significant amount of time and resource has been invested into potential bullying and harassment. There have been no formal complaints made recently indicating that the channels and opportunities which are already in place are working and provide an avenue for resolution at the earliest opportunity.</p> <p>Although we have already carried out a significant amount of work in relation to Mental Health, there is scope to do more in terms of its promotion across the Council. Our Corporate Training Team deliver a Mental Health Awareness course which is available to all employees which we will promote further to reduce stigma and encourage supportive responses to people experiencing mental distress or illness.</p>	Already in progress
	15	Timetable our buses	I am out and about a lot and notice all the time that our buses only ever have low passenger numbers , surely a timetable would be the answer instead of wasting fuel going out and about, I appreciate we supply a service but this type of service can only be running at a loss especially with escalating fuel costs.	Our buses are used on a mix of home to school transport, adult day service client transport and demand responsive dial a bus. The demand responsive service meets the needs of customers who cannot access mainstream scheduled/timetabled bus services, either through location or frailty. Providing this type of service on a timetabled basis would not meet the needs of the customer base we serve and would likely waste more time/fuel in the process.	Not progressed

16	Promotion of holiday buy back	<p>To promote holiday buy back to all staff. If 10% of the workforce was to take the opportunity of Holiday Buy Back scheme for 1 week this would produce a saving to the council of approximately 184,000 and double if 2 weeks are taken.</p> <p>The more staff is aware of the scheme then the higher possible savings are made to the benefit of both Council and staff</p>	<p>The option of holiday buy back remains voluntary and is open to all employees, should they wish to participate in the scheme. It is already promoted through various channels where applications are considered alongside the impact on services and individual workloads. Further ongoing promotion will be carried out to ensure that all employees are aware of this benefit which is available to them.</p>	Already in progress
17	Sick Pay	<p>Change in policy to come in line with many private sector - No sick pay for first 3 days</p>	<p>The terms and conditions related to the Council's sick pay arrangements are contractual and are negotiated nationally. It is not possible for the Council to reduce these conditions locally.</p> <p>Consideration has been given to making changes at national level but this has not been pursued, partly because there are concerns that the impact would be on the lowest paid and would have a transferred impact on the benefits system. There are also concerns about how feasible it would be to negotiate and agree this reduction across the whole workforce, including teachers during a time of pay constraint.</p>	Not progressed
18	Council Tax	<p>Re-evaluation of properties - I'm sure there will be a reason this hasn't been done but isn't it time to create more income. Homes have been greatly modernised recently due to the financial climate, as opposed to buying a new home. Therefore there is a great gap between the new values of properties and the band they are currently on.</p>	<p>The exercise would be carried out by the Grampian Valuation Joint Board and would have a significant impact on resources and a ripple effect across many services. The charging of Council Tax is set and controlled nationally. It is worth noting that this exercise would have a small impact and the resources invested in carrying it out are likely to outweigh any additional income.</p> <p>Looking specifically at the income generated from Council Tax, it in itself does not cover our running costs. During the financial year 2018-19 Council Tax was increased by 3%. This will generate £39.5 million, compared with £37.8 million in 2017/18. The total planned expenditure for the Council for 2018/19 is £199.1 million so even a blanket increase of Council Tax across the board does not bridge the gap.</p>	Not progressed
19	Convert grass areas into parking	<p>To make the areas of grass where dogs and children are not allowed into road, This would increase car parking space and also make extra room for the emergency services. At present when 2 cars are parked adjacent to one another it is a very tight squeeze for the emergency service to get to the located homes.</p>	<p>Similar to suggestion 8. From an environmental perspective, converting grass to car parking leads to more hard surface water run off and increased flood risk. Grass and soft landscape areas soak up water and soften and cool the landscape. Grass cutting is a cost effective way of maintaining our landscape. Reduction of grass areas also means less area for children to play on safely. There may also be a degree of public dissatisfaction although the levels are difficult to quantify. Through converting grass to car parking it encourages the use of cars, as opposed to other energy efficient and carbon friendly alternatives such as cycling which we would encourage.</p>	Not progressed
20	Festive Lights	<p>The festive lights across Moray are on for a long period, when they need only really be on from the week before Christmas (to cheer up shoppers, fair enough) until the 12 day after Christmas, which is usually the 5th. Having them on for most of December and then on into the new year is too long. We should reduce the number of weeks they are switched on for to make financial savings.</p>	<p>The festive lights are not actually a cost to the Council. We do pay the bill in the first instance, however these costs are fully recovered from local community councils meaning that there is no cost to the council.</p> <p>In some locations, local committees are in situ, who take responsibility for funding and maintaining their own festive lights. As these local community councils or local committees pay for the festive lights, they also make the decision on when they are on and for how long.</p>	Not progressed

21	Hire out pool cars at weekends	Pool cars are unused at the weekends. Allow staff to hire a car and generate some income rather than have the vehicles sitting doing nothing for 29% of the time.	This is not as straightforward as it may appear. The main challenges are insurance, personal tax and the fleet management. Our current insurance policy would not cover this, it is likely that an upgraded policy would cost more negating any additional income. In terms of personal tax, HMRCs pool car legislation forbids any personal use of a pool car and it cannot be kept at or near an employee's home. The Council would have to pay Class 1 National Insurance charge on each use of it. From a logistical perspective it would be challenging to monitor who was driving the car, how would we deal with any committed offences, who would check the car for damage and cleanliness and ensure there was sufficient fuel for the next user etc.	Not progressed
22	Training laptops	Have laptops available for training purposes where you can book them through your outlook calendar (similar to pool cars). Staff time is wasted booking then rebooking rooms when you don't know if the equipment is going to be available.	Facilities hold a pool of 30 laptops which are available to all employees ensuring that their individual use is maximised through this flexible booking system. They also manage the stock setting them up in rooms, dealing with faults etc. The availability of laptops, or lack of it, is not a widespread problem. Setting up a room within the Annexe with permanent laptops would not be effective as their utilisation time would be reduced given that training events occur periodically. The Council will consider spend to save initiatives, however there needs to be a return on the investment. If you/your team experience problems securing a large number of laptops on a regular basis, a business case can be put forward in collaboration with your line manager to obtain a stock specific to your needs.	Not progressed
23	Mandatory reverse parking in council car parks	Reduce the possibility of vehicle to vehicle and vehicle to pedestrian accidents in council car parks. Reverse parking is about making the environment safer when the driver leaves the parking space. When reverse parking, a driver is going into a known space with no vehicle and pedestrian traffic. When leaving the parking space, the driver is able to see the surroundings more clearly.	Council car parks have a very low number, if any, of reported incidents. Whilst this is a valid suggestion, it would attract additional cost implications from signage to patrolling of the car park which is not deliverable at this moment in time.	Not progressed
24	Communications budget	Many departments are located a communications budget... (Waste, Education and others for example). These budgets are guarded and often squandered because the financial year is coming to an end and and it has to be used. Basically put that money in a central pot... cut it by 10% Allocate that pot to the Communications Team (who are the people everyone has to come to to spend those budgets anyway) and allow them to use it in the way they see best, to coordinate media campaigns and publicity.	Please refer to suggestion 1. Whilst this suggestion may generate some small financial savings initially, the resource investment and costs for marketing which cannot be done in-house (e.g. radio time) are likely to outweigh any future savings which may be achieved	Not progressed

25	Condensed working	<p>Condense the working week i.e remain 36.25hours, but Mon-Thurs full days and Fri half day. This could save on the running costs of all buildings occupied normally i.e electricity, heating, lighting.</p> <p>It would provide for those who's children now leave school early but perhaps have to be in childcare rather than being with their parents as they have still to work up until 5pm. Staff morale would be good as the weekend would be longer and allow for extended time with family and friends. Productivity by Friday afternoons I would suggest is lower as staff are already thinking about their weekend plans in any case.</p>	<p>In theory it would be possible to make energy savings from closing a significant building for part of the week. However, consideration needs to be given to continuing to run critical services and so some staff would likely have to decant to an alternative location when their normal location was closed. While that might be feasible, we intend to review the councils requirements for buildings with a view to condensing further and we would want to know the outcome of that project before amending the operating hours of our current significant sites. It is also worth noting that Council buildings all have varying energy consumption, for example the Annexe is high as it maintains electrical supplies to the ICT servers 24hrs a day so a complete closure would not result in significant savings. Every office will have different energy consumption depending on age and type of mechanical and electrical systems and detailed work and resources would be required to produce figures. Any individual request to change working patterns can be submitted through a Flexible Working application.</p>	Not progressed
26	Improved flexibility with teachers	<p>Is there any scope for teachers (particularly where there are severe shortages) to be employed on a more peripatetic basis so that they can be put to where there is the need rather than employed to work in one single school. Even if it is just a pool of say primary teachers who can be moved to areas of greatest need rather than being rigidly stuck in one single location.</p> <p>At a secondary level this could mean that subjects where there is a higher demand but there is a shortage of available staff lessons could be delivered by staff ordinarily based at other schools particularly for those within the senior phase. subjects such as sciences and modern languages in particular could be greatly helped by this.</p> <p>It could be facilitated by schools discussing with pupils earlier about what subjects there are currently teaching staff for across the whole of Moray to see where demand is and to try and match staff with highest levels of demand.</p>	<p>There are currently no excess teachers in Primary, therefore there is nobody who could be peripatetic.</p> <p>In Secondary if there is excess in a subject of 0.5 FTE or above, they are moved to where there is a need. We currently have staff members (who are excess) working between 2 schools and who get travel expenses, so this practice is already in place.</p> <p>There are plans to improve the flexibility of the deployment of our teachers which is currently under review.</p>	Already in progress
27	Reform of procurement	<p>Since the McLelland Report procurement has been an area where there has been significant focus and spend by local authorities across Scotland much of which has been particularly focused on national procurement schemes. Whilst this seems to have significant financial savings there has been much anecdotal evidence that has suggested that the trade off has been more complex processes for ordering and at times lower levels of customer service for certain goods.</p> <p>Given the initial issues that were outlined within the report were with regards to inconsistent and non transparent process with regards to procurement it could be suggested that by ensuring that there is a strong framework in place, that allows local business as well as national contracts to be considered certain functions of procurement could be returned to individual team leaders and managers.</p>	<p>The vast majority of procurement activity in Moray is local at 71.79%. To hand this process back to departments would require a complete review of our current service delivery, significant development of ICT systems (to ensure contract compliance), the need for departments to resource the tender work on PCS & PCST (advert and tender system) and identify/carry out additional training to ensure procurement is carried out to a CIPS (Chartered Institute of Procurement and Supply) level.</p> <p>Departmental purchasing would not in itself give greater opportunity to local businesses as they would still need to bid for our contracts for us to be able to buy from them. This contracting process is set by Legislation that determines how public organisations procure - for good reason, we are spending public money and therefore have to be fair, transparent and open in our tendering activity and procurement regulation does result in just that.</p>	Not progressed

28	Festive closing period	<p>The Council will be closed the weekend prior to Christmas Eve and then re-open for one day only. Given the very low number of staff who will be in the building on this day it seems a waste of money to have to heat and light many rooms that are not occupied. Staff could be asked to save a days holiday if the Council only has to open 1 day prior to Christmas or have to return for 1 day in the New Year.</p>	<p>Public holidays are agreed nationally and are set well in advance. It is just the way that the calendar falls this year, which means that employees are in for one day (Christmas Eve) after the weekend. We already ask employees to keep back two days annual leave to cover 27th and 28th December 2018.</p> <p>Your suggestion will be shared with Facilities for consideration in future years where the calendar falls in a similar pattern to allow them to explore this further well in advance.</p> <p>It is also worth noting that we need to be mindful of the diverse workforce we have where a number of employees may not celebrate Christmas. As a family friendly employer we need to have a degree of flexibility over when annual leave can be taken and some employees may prefer to take annual leave at other times of the year depending upon their circumstances. If employees wish to take Christmas Eve off as a days' annual leave then they can do so at their own discretion by submitting a request to their line manager.</p>	Not progressed
29	Various financial savings	<p>Discontinue desk wipes</p> <p>Change the timer on automatic lights from 15mins to 5mins to save money on electricity</p> <p>Install automatic soap dispensers and toilet roll dispensers to manage usage</p>	<p>The desk wipes are mainly as a result of the implementation of hot desking. A cloth and trigger bottle could be used instead however there would be concerns over the moisture and lint elements in regard to keyboards/computers/telephones, the anti-bacterial wipes are designed to be damp to enable users to wipe over a keyboards/telephone etc, not just the desk. In the last 12 months the wipes have been changed from £8.22 a unit to £3.25 a unit providing a financial saving.</p> <p>The coverage of automatic lighting across the council is unknown. For existing controls the method of changing settings varies by manufacturer and some may require paying a contractor, it is hard to assess. The marginal savings available from refining existing controls will be limited and may only be worthwhile if it can be carried out for free by existing staff (ie. janitorial/facilities).</p> <p>We are currently in the process of identifying area which can accommodate a double/single toilet roll dispenser, which are free to install. In terms of the price of toilet roll it is slightly more expensive however it has been proven to reduce usage and will therefore offer a slight saving.</p>	Not progressed
30	Waste - Working patterns	<p>I would like to suggest that the waste department go onto a four on and four off rotation so as to make a huge savings on overtime payments. They are on time and a half on a Saturday and double time Sunday.</p>	<p>Looking at the larger financial picture, we are looking at financial savings through a range of efficiencies. As part of this consideration, working methods, similar to your suggestion, are currently being explored further to determine if there is any merit in them and what the associated risks and implications would be.</p>	Already being considered
31	Lands & Parks structure	<p>Our department, on the ground floor level has been cut significantly over the years leading to a huge reduction of staff on the ground floor. Since the cutbacks we have yet to see a reduction of staff in management/office levels in fact we have one more supervisor so an increase in management levels to manage less staff? Is it not time to look at savings across the whole department and not just the lower paid ground staff.</p>	<p>All avenues are being explored to identify where savings can be made, from ways of working, to efficiencies and staffing. No service is immune.</p> <p>We have a very lean management structure which has reduced over the years, with further consideration of the management structure being reviewed in future years.</p>	Already being considered

32	Solar power	With the move to more electric vehicles and tools every appropriate council owned roof should be fitted with solar energy panels.	Photo-Voltaic (PV) panels cost money and do not recover their investment within an acceptable time frame for Moray Council. From an energy and environmental perspective they are strongly recommended, but in these times of severe cost pressures they do not meet the required payback criteria. We have installed them as part of new build construction, however to do this retrospectively to existing buildings introduces a number of challenges and risks which often incur additional cost.	Not progressed
33	Planting of bedding plants and trees	Our department planted out bedding plants at war memorials and new trees were planted last winter. As this summer has been unusually hot and dry, obviously the trees and bedding plants need watering. When we informed management they needed watering we were told not to. I suggest in going forward to future years to not plant out trees or bedding plants if we cannot give them their most basic needs to survive which is water.	As a Council we have already reduced the level of bedding and we now only plant at war memorials. There has been no adverse reaction from the public in relation to the planting or the state of the plants at war memorials over the past few months. The timing of the planting and the watering of the plants is decided at a local depot level. Employees discuss the work programme with their chargehands and foremen on a daily basis and formally at monthly briefing sessions. It is also worth noting that the Council are not responsible for all flower beds, within some areas the local community look after them.	Not progressed
34	Lands & Parks - private contracts	Bid for private contracts: Ancient Scotland, Distilleries, Industrial estates to generate income	Bidding for private contractors can be complex, there is a specific process to follow which requires an initial resource investment, with no guarantee that we would be successful in securing the contract. In addition, without resource investment we don't have the capability of taking on large scale additional work. We also need to be mindful that there are prohibitions on how much work can be undertaken externally without it becoming a trading entity.	Not progressed
35	Assisted garden prices	Increase assisted garden prices by 150%	The Grass Cutting Scheme could benefit from review as it is some time since it has been considered. There are a number of alternatives that could be considered and given the potential value, it may be appropriate to test the market. The budget for the assisted garden schemes sits within the responsibility of the Integrated Joint Board (IJB). This means that the Council would not benefit directly from any additional income but as the council funds 40% of the IJBs budget it is still a saving worth considering. Therefore this suggestion will be explored further to assess the options.	Accepted for further exploration
36	Financial savings	HQ need to take majority of cuts	The services based within HQ mainly consist of Corporate Services which is made up of HR & ICT, Legal Services and Financial Services. The total budget for Corporate Services is 18% of the total Council's budget. This shows that a relatively small amount is allocated to HQ. For 2019/20 alone the savings in these areas are over 10%, which is in addition to a history of savings over the years. In contrast, services like Education & Social Care will see cuts of less than 1% based on the savings identified to date for 2019/20. This reflects national and local priorities but also the complexity of making savings in some service areas. All avenues are being explored to identify where savings can be made, from ways of working, to efficiencies and staffing. No service or location is immune.	Already being considered
37	Selling off land	Sell off council owned land and buildings	The Council has always had a programme of property disposals to generate income from properties (land & buildings) that are surplus to requirements. This work is ongoing. Details of properties currently available are on our website: http://www.moray.gov.uk/moray_standard/page_41894.html	Already in progress

38	Amalgamate school	Combine schools, would also help with shortage of teachers	To merge schools we have to follow a process within the Schools (Consultation) (Scotland) Act 2010 updated in 2014 which is a statutory process. To take forward anything like this there would have to be an agreement from Elected Members that they would wish to consider this. It is in our schools for the future policy that decisions like this could be considered. A major review of schools for the future is planned in order to consider how we should manage our education provision in the future. While there are statutory considerations, we will consider the full range of options to provide a quality education for our young people in buildings that are fit for purpose. Currently we know that there is significant work required to bring our school buildings up to standards and that this is not affordable and so we need to develop an affordable solution. This will be a long term project given the complexity and the legal processes that we would be required to follow.	Already being considered
39	Air conditioning	In the winter, reduce the time the air conditioning unit in HQ Room 218 is switched on for to make savings on electricity costs.	The air conditioning is intended to maintain a steady temperature regardless of the ambient temperature. So during the summer months, it will work harder to maintain a steady temperature than in the winter months. It may be the temperature for the unit could be increased but there is a balance between having the equipment operate at optimum capacity and risking failure of the equipment which would result in downtime and additional costs to the council.	Not progressed
41	Training	A quarter online compulsory training. Been here over a year and no training done. In previous roles it was mandatory and it was followed by a multiple choice exam online.	When it comes to training, it is difficult to have a one size fits all for employees as they have a variety of working patterns and methods. We do have compulsory training from a corporate perspective, for example equalities and data protection. However, there will be additional mandatory training which is specific to individual services. Not all employees have access to a computer which makes it challenging to deliver online training through CLIVE. There is scope to deliver improvements particularly for front line employees whom do not have access to a computer. This could be delivered through toolbox talks or drop in sessions, various options are currently being explored.	Already being considered
42	Customer contact	At present we contact tenants 3 x times by telephone and text then send out a letter - 7 x attempts prior to an engineer attending. We should charge tenants a nominal fee for failure to be in or cancel - dentists/hairdressers do it.	As part of our agreed gas safety policy and procedures, we already re charge tenants in the event of multiple no access attempts. As a landlord, we are obliged to make sure all of our homes with mains gas have a safety check every year. Our current agreed policy is to contact tenants by telephone about three weeks before the annual safety check is due, to agree a time and date convenient to tenants. If we do not manage to contact tenants after three attempts, we then schedule an appointment, and write to confirm the date and time. If the appointment does not suit, tenants can contact us to rearrange. Tenants must allow us access to carry out this safety check, as it is a legal requirement and part of the tenancy agreement. If they do not allow us access, we are permitted to enter the property by force, and charge for this.	Not progressed
43	Sick Pay	Stop paying sick pay for the first 2 days off - staff can claim statutory sick pay.	Similar to suggestion 17. The terms and conditions related to the Council's sick pay arrangements are contractual and are negotiated nationally. It is not possible for the Council to reduce these conditions locally. Consideration has been given to making changes at national level but this has not been pursued, partly because there are concerns that the impact would be on the lowest paid and would have a transferred impact on the benefits system. There are also concerns about how feasible it would be to negotiate and agree this reduction across the whole workforce, including teachers during a time of pay constraint.	Not progressed