



1. ASSET MANAGEMENT			
Original Proposal	Progress	Proposal	Proposal to Continue
<p>a. Property Asset Management Stage 1 (including area office review)</p> <p>i. Align property assets and their long term management to council priorities to ensure affordable and sustainable asset base</p>	Original review completed however the findings are now being reviewed to consider the impact of COVID on recommendations.	<p>A revised plan will be prepared taking into account the impact of COVID on the original recommendations</p> <p>i. Finalise report and project plan</p> <p>ii. Re-establish project board</p> <p>iii. Implement those proposals that can continue despite ongoing COVID issues</p> <p>A later stage should consider the impact of COVID when restrictions have been lifted</p> <p>iv. Review for COVID related outcomes</p> <p>v. Implement COVID related outcomes</p>	
<p>b. Property Asset Management Stage 2 (Shared community hubs for public/3rd sector)</p> <p>i. To provide shared community hubs and services with Community Planning Partners with a view to securing reduced costs through economies of scale</p>	Not progressed at this time.	Relative priority to be reviewed following delivery of stage 1 above. The scope for potential work in this area will be re-visited taking account of current exploratory discussions with the Scottish Futures Trust and the work of the North Scotland Strategic Territory Partnering Board	

Continue




Defer / Reconsider



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2. TRANSFORMING CUSTOMER SERVICE			
Original Proposal	Progress	Proposal	
<p>a. ICT and Digital</p> <p>i. To add value and efficiency to service delivery</p> <ol style="list-style-type: none"> 1. by increasing adoption of online, no contact services and implementing an end to end online service delivery model; 2. Through data sharing internally with other services and externally with other partners and agencies 	<p><u>Parents Portal</u> – The solution has been implemented and a change management plan is currently being developed. The service has also gone through significant change with the transfer of children’s services impacting on the business support function. The scope of the change management task needs to incorporate this.</p> <p><u>Revs and Bens</u> – Some online services have now been delivered and although the uptake of eBilling has been slow it is being promoted again in advance of the annual billing process. An end of project report has been produced and will be submitted to the board in due course.</p> <p><u>eForms</u> - During COVID a number of eForms were developed as part of service response to the situation</p> <p><u>Bookings</u> - A bookings solution for the recycling centres was implemented to manage the traffic at the centres.</p>	<p>A further iteration of the ICT & Digital work should be introduced and focus on the customer journey to ensure that online services meet customer expectations. This should include a review of the customer journey and the changing needs/attitudes of customers following restrictions imposed as a result of COVID. The outcome should improve</p> <ul style="list-style-type: none"> • Access to online services and promote channel shift to these online services. • The web site to ensure it meets the needs of customers • The potential for introducing chatbots <p>A scoping document should be agreed with the new Customer Services Manager and ICT.</p>	

Continue






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<p>b. Customer Service Redesign</p> <p>i. To deliver a culture change in customer service delivery towards an enabling approach for most customers with supported service delivery for those who need it.</p> <p>Encourage customers to choose alternative lower cost, more efficient digital means of accessing services where possible.</p>	<p>Access point transferred from Auchernack to Forres Town House with the introduction of a self service based approach.</p>	<p>It is proposed to continue with the customer service redesign but to focus on specific outcomes of reviewing the remaining access points and implementing a similar model as that implemented in Forres.</p> <p>This requires the appointment of the Customer Services Manager.</p>	
<p>3. ALTERNATIVE SERVICE DELIVERY</p>			
<p>Original Proposal</p>	<p>Progress</p>	<p>Proposal</p>	
<p>a. Leisure services review</p> <p>i. To explore all avenues to create a sustainable future for the Leisure Estate and identify the strategic priorities for the services within Leisure</p>	<p>Following a period of review a Business Plan was approved in November.</p>	<p>Review completed and progressing implementation of the business plan as a service plan issue. Progress reporting is to Transforming Learning Board</p>	
<p>b. Museums trust</p> <p>i. Explore all avenues to create a sustainable future for the Museums service</p>	<p>Museums trust reviewed and no longer being actively pursued.</p>	<p>Project placed on hold as priority given to covid Economic Recovery Plan. P and R agreed on 10.3.20 a two year transition plan culminating in a business plan for transfer to a trust by 2022/23. Work is deferred for when service capacity allows.</p>	

Continue





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4. INTERNAL TRANSFORMATION			
Original Proposal	Progress	Proposal	
<p>a. Review and expansion of flexible working</p> <p>i. Reduce reliance on physical buildings and enable the property estate to be reduced in size and to reduce running costs by extending and expanding flexible working.</p>	<p>The approach prior to COVID was to address those service areas that were not fully adopting flexible and mobile working that other services had introduced. This was based on the use of PCs, thin clients and a relatively small number of laptops. COVID has accelerated this programme of work with laptops now key for anyone working from home. This has introduced additional strains on the previous project with new challenges being introduced with the need for video conferencing, improved communication tools and the need for a revised telephony strategy to cater for an increase in the number of homeworkers. The links with the property estate review project is much stronger and has required a further review of the property estate.</p>	<p>The proposal is to continue with this work but expand the scope to address many of the core ICT requirements arising as a result of COVID and the workforce development issues that have been identified as a consequence.</p> <p>Investment proposal has been drafted.</p>	
<p>b. Organisational design and management structure</p> <p>i. Ensure the organisation is designed and structured to meet the challenges of the future as efficiently and effectively as possible and that it is flexible enough to adjust to meet future requirements</p>	<p>The management review was undertaken by a third party consultant and implemented in October 2019. The subsequent review of 3rd and 4th tier management structures was to follow. Many services have reviewed their management structures but not all.</p>	<p>The response to COVID is paramount and it is recommended that any further reviews of management structures should wait until the full effects of the situation are known.</p>	

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c. Organisational design and governance review			
i. Review Moray Council Committee Structures, Scheme of Delegation and reports to committee with a view to faster, more focussed and efficient decision making and investigation of any cost savings	Wider governance arrangements reviewed and emergency COVID-19 governance in place from March 2020. Scheduled to be reported again in summer 2021	Longer term review work to continue as emergence from Covid permits.	
5. INCOME/COMMERCIAL Identify options to increase council income at acceptable level of risk			
Original Proposal	Progress	Proposal	
a. Identifying New Options	Over twenty potential opportunities have been reviewed and, based on consultation with Group Leaders, either deferred as low priority or discounted as not viable at present. Of those which are under development, progress is as follows: i. Proposals progressing at present: campervan facility provision and development of charging framework for public space events ii. Work required to assess Business Case: storage facilities iii. Work to be considered via Climate Change route map development: sponsored tree planting, windfarm investment	i) Continue to progress within the service rather than IMP ii) Deferred to be reconsidered should funds become available for investment iii) Climate change projects will be included in that project and reported as required The above work will come forward for reconsideration in due course	Re-consider 
b. Charge for staff car parking	This has been implemented November 2019	Complete	
c. Sale of fuel at harbours	Fuel and ice projects were re-scoped as grant bid unsuccessful to allow ice to progress; fuel element was higher risk commercially (SFC 17.12.19)	Stop Agreed not to proceed due to level of commercial risk	

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Defer / Reconsider



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d. Sale of ice at harbours	Chill installed, ice plant under construction	Continue progress	
e. Charges for waste collection	Was implemented for financial year 2019/20	Complete	
f. Sponsorship	Some work undertaken to identify potential opportunities but the impact of COVID puts a question mark on the viability of this approach at the current time.	Progress on this area has been impacted on covid which has affected the economy and requires re-consideration of the approach and the level of priority and investment allocated to this area. Defer at present (covid impact)	
6. SERVICE EFFICIENCY AND TRANSFORMATION			
Original Proposal	Progress	Proposal	
a. Service improvement and efficiency or areas where council delivery of services or parts of them could cease or reduce i. Reviews in cleaning and facilities ii. Waste (Refuse collection) service review iii. Waste (Street sweeping) - service review iv. Stop employee assistance programme v. Employee Self-Service Automation	These activities were delivered as part of previous budget savings proposals from the relevant Heads of Service in 2019. Note that employee assistance programme was continued during covid and will be subject to further review	No additional work required but consideration should be given to how IMP savings are reported. While savings may be achieved through budget cuts or other projects, the importance and relevance of IMP as a driver for change may be lost and viewed by external bodies as not delivering. There is a need to avoid double counting but IMP may be an enabling project at many levels.	

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<p>b. Service process reviews</p> <p>i. A new entry to review potential for service processes to be reviewed to identify more efficient and streamlined processes</p>	<p>A proof of concept was established in November 2020 with a review of 4 processes. The outcome of the review is very promising and suggests there is scope for streamlining processes within the council. This should target high volume or resource intensive processes particularly where there has been little change in processing in the last few years.</p>	<p>The proposal is to extend the scope of the efficiency review to tackle the top 30-40 processes, by volume or effort, to remove waste and deliver an efficient service.</p> <p>It's difficult to identify specific financial savings but this should be considered as a test of a continuous improvement opportunity with regular reporting to ensure any potential savings are maximised.</p> <p>Investment proposal has been drafted.</p>	
<p>7. TRANSFORMING EDUCATION</p>			
<p>Original Proposal</p>	<p>Progress</p>	<p>Proposal</p>	
<p>a. Schools for the future</p> <p>b. Provide the essential infrastructure for the delivery of education in Moray</p>	<p>School estate strategy and funding to research this area of work approved in November.</p>	<p>Proposal is to continue with this area of work</p>	

Continue






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c. Schools business support - rationalise business support across council and schools	Work to prepare a change management plan incorporating benefits arising from the implementation of the parent's portal is under development and will consider opportunities to rationalise the business support function. A recent meeting considered some issues and the need to complete the review identifying the savings and the additional resourcing requirements.	The proposal is to continue with the change management plan identifying where savings can be made, the barriers to achieving these savings and any emerging issues.	
d. Transport review in education and children's services	This is closely linked to the programme of work to transform ASN which is on hold pending further work within the service to develop a business case. There is a view that savings could be made in the short term against the transportation costs which are not necessarily linked to policy though and this should be given consideration.	The proposal is to link this to the review of ASN but consideration given to a short review to determine if savings can be made against the transportation budget in the short term. Resources to progress require to be identified and are impacted by manager vacancy	
e. ASN	Following the management review in October 2019 this sits under transforming Education and so has been re-aligned to that transformation area. Funding was approved to provide resource to appoint manager in December 2022 to stabilise the service and to develop a business case to transform the service. Small test of change with intervention team was also agreed and has been implemented with some early success.	Given the "people" based aspect to this project, consideration is being given to a more agile project management approach through development of steps towards reform. Progress will continue to be reported via Transforming Education board and a report is due to ECOD committee in May.	

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8. TRANSFORMATION OF CHILDREN'S SERVICES			
a. Service review	A draft business case prepared and resource identified within the service to take forward this project.		
b. Commissioning	A commissioning officer has been appointed but this also links with the service efficiency review work. While there may be savings within the commissioning strategy there it is expected that lean process reviews of the underlying processes will also deliver efficiencies.		
c. Out of Area	Out of Area placement impacts the children's service review, ASN and transport costs.	Rather than a project sitting on its own it is proposed this is a key component of the children's services review (8a) and that representatives of ASN sit on the project board.	

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Defer / Reconsider



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