



Health & Social Care Moray

Grip and control – immediate actions for implementation

To: All colleagues working within the health and social care partnership

(for immediate circulation by Service Managers and Team Managers)

From: Senior Management Team

Date: 03.11.25

Subject: Financial sustainability

We're making progress... but more to do

Thanks to all the hard work being undertaken, we are making progress against our financial and savings plans for the year. However, we are experiencing some significant new financial pressures which mean that we must keep going and remain focused for the remainder of the year, recognising there is more for all of us to do to get over the line.

We will continue to focus on delivery of the savings projects approved by Moray Integration Joint Board (MIJB) in March 2025, and we have a clear focus to improve sustainability and transform our future services, but for now we need to introduce further measures to increase “Grip and Control” relating to workforce and cost containment.

The Senior Management Team have determined the following actions to be taken **with immediate effect**

Workforce controls

- **Proactive management of vacancies.** From **today (03.11.25) ALL** vacancies are to be approved by Resource Management Group (RMG) before going to advert. This meeting takes place weekly on Monday and Delegated Authority Request (DAR) or Vacancy Monitoring Forms (VFM) need to be sent to Natalie.jeffrey2@nhs.scot **by midday on a Friday.**
- **Contract changes.** All changes to contracts – e.g. retire and return – also need to be approved by RMG (as per above process).
- **Overtime.** Any essential overtime to be authorised by Service Managers prior to incurring and notifying Heads of Services.
- **TOIL.** No payment for toil, any accrued to be taken as time off. To be authorised by manager prior to incurring.
- **Reduce use of Agency and Locums.** Only for essential service need. To be authorised by Heads of Service prior to incurring expense.

- **Reduce use of Bank resource.** Only for essential service need. To be authorised by Heads of Service prior to incurring expense.

Cost containment

- **Stop non-essential spend.** Postpone purchasing anything that can wait until next year (2026/27). Items procured in bulk – split with other services to share cost (swap shop idea).
- **Staff travel.** Ensure going out is essential only / making use of Teams or Near Me instead.
- **Reduce mileage.** Provide assurance of appropriate route planning and scheduling of visits. Make full use of pool cars. Managers to ensure assurance of efficient and necessary travel arrangements.
- **Reduce frequency of meetings & numbers required.** Reduce number/frequency where possible, ensure focused on outcomes and delivery, have clear purpose for the meeting, and only invite those essential to progress. Managers to review attendance at meetings and ensure essential.
- **Conferences.** No attendance unless presenting or already agreed. Heads of Service to authorise attendance by exception.

We have other proposals which are being worked through, but we still need your ideas for improvement, including those what could save money, so please complete this electronic form by **14 November 2025**.

<https://www.surveymonkey.com/r/HSCM-Project-Idea-Form>

The renewed rigor we have brought to our spending must become our new normal.

Whilst we have a long way to go to get to financial balance, we know we have the commitment from staff to achieve it.

Our collective goal is to remain focused on delivery of our plan in the remaining months of the year. We can do it.