

COMMENTS/SUGGESTIONS FROM EMAILS

Priorities

1. Community facilities – CATs - more Community Asset Transfers for toilets, community centres and halls (where possible, though this must be done sensitively and working closely with local groups)
2. Community facilities – comment - We are a group of 44 students and 4 teachers who stayed in Cullen from 18 - 26 Sept 2016. (Frankenwald - Gymnasium - Kronach Germany) The Cullen community and residential centre is the only affordable accommodation in the county big enough to host our group of students / teachers (together with Cullen Harbour Hostel). The facilities it offers such as the gym for group activities and games and especially the kitchen and self-catering are vital for our groups. Without the accommodation provided by the community centre, no more student groups from Kronach which is twinned with Moray/Historic Banffshire would be able to visit the region. The ties that have been established between Keith Grammar School and our own school Frankenwald Gymnasium Kronach would be severed. Apart from personal / cultural experience that the school trips to Moray / Keith Grammar School provide for students on both sides, I would like to point out that our school groups also contribute to the local community financially. our students frequent Cullen shops such as the Coop, the ice cream shop, the corner shop, the post office etc. One part of our group was accommodated in the Cullen Harbour Hostel which meant for its owners a fully booked hostel for a week. Cullen as a small town is furthermore ideal for our group of teenagers because they can move around freely without safety risks, an opportunity not found in bigger towns or cities.
3. Community facilities – leisure - Fit Life Cards - a fantastic idea, it's a good regular income for the Council and boosts numbers for the gyms and swimming pools.
4. Community facilities – libraries - Libraries are the only access some people have to the internet and also encourage reading skills
5. Community safety – wardens - removing the Community Wardens that deal with anti-social behaviour - This would be counter-productive, as it would result in more police time spent dealing with the problem
6. CPP – IJB – funding - I note that the MCHSCP is undergoing a re-branding. How much that will cost the Council in terms of changing all the accompanying stationery, documents, literature etc.? In the current economic climate, any costs incurred by the Council to undertake this rebranding would be a disgraceful slap in the face to taxpayers who are watching the services their taxes should be paying for be cut simply to save money when this nonsensical waste of time is being paid for. If there are any costs incurred by the Council regarding this, they should NOT be paid and the logo left as it is.
7. CPP – SGovt - council tax - Finally, there will undoubtedly be negative publicity whatever the Council decides to do but, if I was the Chief Executive, I would take every opportunity to remind people that most of these cuts have occurred as a direct result of the Council Tax freeze imposed by Holyrood over the last 8 years. Most, if not all, Scottish local councils are now in debt due to the SNP removing one of their main revenue streams then threatening them with fines if they dare go against it as the Council proposed to do last year but a lot of people seem to ignore that.
8. CPP - SGovt – funding - The Scottish Government must make up the shortfall and properly fund vital local services.
9. Economic development – funding - reducing support for local economic development activities
10. Education – estate - I feel strongly that if there had been a broader representation of parents from schools across Moray that the suggestion of reviewing and closing small schools where necessary would not have been included in these focus group notes! I would far rather ways to utilise small schools were looked at, for example reviewing boundary lines to include a larger catchment area (e.g. as in our catchment, not sending two buses where the left hand side of the road goes to one school and right to another)

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11. Education – estate - No school closure - With our school being under threat of closure a few years ago we are worried that this may be on the cards again. Our children have flourished since attending Glenlivet Primary. The teachers are a credit to you! Please don't close our school.
12. Education – estate - The provision of a school for the total of 6 pupils is concerning.
13. Education - school - Resources should focus entirely on the education and welfare of our school pupils by providing adequate resources and staff not relying on PTA committees and volunteer helpers to bridge the gap.
14. Education - school crossing - As a parent of children attending Cluny Primary School in Buckie I feel the possibility of removing school patrollers would be a nightmare for our children. As it stands we are battling with parents already over parking in this area to drop/collect their children and I am very surprised an accident hasn't already happen. If patrollers were to be removed this would cause even more people to take cars to the school area to drop off the kids due to no one being there to cross them over the road. Please take this into consideration as the safety of our children comes first.
15. Education – school crossing - objection to the suggested removal of school crossing patrollers from around our school - We understand that cuts have to be made but strongly feel that school crossing patrollers provide a vital role in keeping our children safe. We also understand that it is the duty of parents to ensure their child arrives at school safely however the removal of patrollers would also likely mean that more parents will drop pupils off in cars which would lead to increased traffic around the school.
16. Environment – outdoors - We think it is important to preserve the role of the access officer and countryside ranger as part of the budget consultation.
17. Environment – outdoors - We would strongly recommend that the revenue and staffing budgets for countryside and general path access for 2017/18 revert back to the 2016/17 levels for the following: 1) The delivery of these services has an impact on the whole community in respect of its quality of life and health and an impact on tourism within Moray. 2) To effectively manage and implement the requirements of public access legislation in including the Land Reform (Scotland) Act 2003 relating to core paths. 3) To continue the good practice of community engagement and involvement on countryside and open space matters with the Moray Local Outdoor Access Forum and other community groups.
18. Finance – council tax - In principle yes, but only if it can all be used/retained locally. (relates to comments made about increased local taxation on the financial information leaflet)
19. Finance – income - Agree, but as part of a comparison with other authorities and providers to ensure that Moray isn't on the cheap. (relates to comments made about increased income on the financial information leaflet)
20. Governance – engagement -What doesn't add value to the council or customers? The use of consultation questionnaires where the outcomes are ignored.
21. Governance – services - Assuming no detriment to service this is a sensible approach. (relates to comments made about discretionary services, particularly respite facilities, on the financial information leaflet)
22. Governance – services - I would welcome this proposal. Too much money has been spent on economic strategies and associated studies and activities, plus staff costs, that appear to have achieved very little at unjustifiable expense. Although economic development may be a priority for the Council within Community Planning there is surely no onus on the Council to directly deliver, given the key players in the field, not least HIE, Chamber of Commerce and local businesses themselves who should be doing the delivery, rather than the Council. While town regeneration schemes are welcome in principle, the recent experience in Elgin of the Castle to Cathedral to Cashmere management group of key partners demonstrates the benefits of local key organisations coming together financially and in management skills and is surely a very clear demonstration of how future initiatives must be managed, without Council input that can and should no longer be maintained. The £930,000 appears to be a not unreasonable saving, with

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the proviso that expenditure on museums also be considered as a saving and that there is further review of the necessity of future strategies and consultants input, with a view that they no longer be funded by the Council.

23. Governance – services - In principle, yes, but it is not clear what the costs to the Council would be for possible increased care, if these grants were not available. (relates to comments made about discretionary services, particularly improvement grants, on the financial information leaflet)
24. Governance – services - One must also ask why some services have been omitted from suggested savings, when clearly the Council need not provide them, e.g. Music Instruction, Museums. It would also be helpful to have included any services that are delivered at a cost well above the Scottish average and might well be considered for appropriate savings, e.g. Trading Standards (relates to comments made about discretionary services on the financial information leaflet)
25. Governance – services - The Council has no obligation to operate these and hence should cease doing so, giving communities the opportunity to take these over. Transfer to groups/commercial sector for Halls should be a priority and indeed one has to ask why this was not done years ago. This proposal is a very good example of what the Council should be doing with services it does not require to provide. All such services should be more clearly and accurately identified. (relates to comments made about discretionary services on the financial information leaflet)
26. Governance – staff - Considering the data on the budget provided by Moray Council (MC) one wonders why the council has ended up with a potential £12M deficit. Moray Council is hardly one of the big spenders on public services comparative to other Local Authorities (LA). MC spends less than the national average on nearly all services. It is the 11th smallest LA in terms of population size, which will affect the grant settlement, but in terms of expenditure it spends the least of all LA on pre-school children, the 5th lowest on primary schools and the 3rd lowest on secondary schools. It spends less on refuse collection and waste disposal and recycling than the national average and it spends the least of all LA on street cleaning (and it shows on the litter strewn streets, embankments and shoreline of Buckie) at £6,850 per 1,000 population compared to the national average of £15,816. It also spends less than the national average on sports and leisure, libraries, museum and galleries and when it comes to parks and open spaces it only spends £13,752 per 1,000 population compared to the national average of £31,274. As far as I can see it only spends more on support for the elderly to stay in their own homes and therefore less on residential care, which is to be praised, and more on Class A road maintenance, which is good, but less on all other road maintenance, than the national average. It is hard to see what exactly MC has been spending our taxes on, certainly not the maintenance of council owned buildings as only 33% of them are deemed to be in a satisfactory condition, the worst LA by far compared to the national average of 83%. Since it has nice new council offices in Elgin, this must mean that it is mainly the school buildings that are in such a dire condition and yet the Scottish government has made money available to spend on school buildings. In December 2014 in your Report to Audit Performance and Review Committee on Management and Supervisory Structure the Chief Executive proclaimed: "... success is reflected in achievements such as £25M of savings, much of which has come from efficiencies such as procurement; from modernising services; from reducing workforce numbers and consequential costs; from integrating services such as education and community services; and improved external audit and scrutiny reports." How did those savings turn into a £12M deficit, what exactly has MC been doing in the last two years with the revenue at its disposal? Granted MC has spent a lot on flood defences, but so have other LA so this alone cannot be the reason for the dire straits it now seems to be in. Therefore, if management is to be praised for previous savings, the only conclusion I can see is that management is responsible for badly managing its budget over the last two years and if that is the case then management needs to be the top priority for cuts. I'd start with reducing the salaries of all senior managers on special grades, starting with the Chief Executive. Then, since it

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appears that councillor's in the ruling Independent and Conservative group have totally failed to keep proper control over management, or indeed have been themselves more responsible for this state of affairs than the management team, their payments should be cut. Performance related pay should be implemented for both these groups and since their performance has been so disastrous, their pay should be cut until such time as their performance improves. To decide on pay an Executive Remuneration Committee should be set up with members of the board being drawn from tax payers, service users and trade unions representing the workforce

Do differently

1. Community facilities – leisure - The booklet mentions the costs in running the pools and leisure facilities and the possibility of creating a Leisure Trust to operate some or all of them. - Have a word with Stockport Council. They hived off the local facilities years ago and they are operating very successfully - speaking as a customer with no connection to the local administration.
2. Community facilities – libraries - reduce Library provision to five (as proposed) and retain mobile library
3. Community facilities – pools - The Council has one of the highest provisions of swimming pools per head of population in Scotland. The future maintenance costs of these via capital, is clearly unsustainable. Even if two swimming pools were to close, say Keith, (with alternative choices for swimmers being Huntly or Buckie), and Speyside or Forres (alternative Nairn), the Council would still be well above its statutory obligations, particularly so when commercial providers are taken into account (as they can be.) Indeed significant savings could be made, without threat of Government intervention, by reducing to 1 pool/centre and a few football pitches. ...The Council should have considered trust status for its sports facilities years ago!
4. Community facilities – services - reducing the number of swimming pools, libraries and secondary schools - Both swimming pools and libraries supply a much-needed resource, if we are to encourage fitness and activity within the population swimming pool need to available.
5. Community safety – CCTV - reducing CCTV service provision - This could prove to be counter-productive, should Police Scotland not cover the costs?
6. community safety – service - Is this not a service where much of the responsibility lies with communities and individuals and where perhaps one post holder could advise, support and liaise with them, thereby achieving savings of £200,000? (relates to comments made about discretionary services, particularly community safety, on the financial information leaflet)
7. Economic development - business - High Streets offer a 3 year 50% (or Lower) business rate to new Businesses in the high street empty shops raise less revenue and don't employ.
8. Education – estate - Any debate on schools must be about lifelong learning and children's services, i.e. catering for the learning needs of the whole community from cradle to grave. That, at the very least is about integration of service delivery, nurseries, schools, libraries, essential skills, health advice etc. on the one site with appropriate community facilities. This can only be achieved by a radical reduction in the number of existing schools and a clear exposition to the public on what schools and learning are now about. That Moray is 10-15 years behind other authorities is shameful. There is an urgent need to abandon out of date and ill-suited facilities and invest in new purpose-built and strategically placed campuses of a size that make a difference to learning experiences and give far better learning choices, while ensuring economies of scale, appropriate leadership and best use of diminishing financial resources. If that means certain secondary schools being closed because they are too small or too narrow in what they can offer then so be it. If it means only one school for Cullen, Findochty, Portknockie but that school being fit for purpose then why hasn't this happened? And if it means a radical reduction in rural schools to create larger centres of excellence and access that create far better outcomes for all learners of all ages at much reduced and realistic costs per pupil then that is a sensible and essential route. The present physical network is a recipe for disaster protected by

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out of date thinking on lifelong learning provision and self-centred parents. But please, do not label new provision as a closures programme.

9. Education – estate - Low attendance schools. - Either close if there is no foreseeable increase of student base in the area or consider offering a “pay to attend” scheme for parents who find their local school unsuitable either due to standards or bullying. This would place the costs of getting to-from the school with the parents wanting the change. This would help small schools with something to offer a needed life line and reduce the transport cost burden to the council.
10. Education – libraries - The minimum that the Council might 'get away with', assuming retention of existing opening hours, would be to maintain a strategic network of Buckie, Keith, Fochabers (within Milnes HS), Elgin, Lossiemouth (in the new school in due course), Forres and Aberlour, this latter key to serving the Speyside area and perfectly positioned strategically for the service, the Council and partners. Given the most sensible move of Lossiemouth Library to the new school and the current integrated library at Milnes, together with the national priority on literacy and raising attainment, it is surely time for the school librarians and school libraries to be managed by the Libraries Service and the adoption by school libraries of Public Libraries systems to reduce operational costs and ensure better use of scarce resources. This should presumably also include a review of how school librarians divide their time between professional and non-professional tasks, with the potential of some savings.
11. Education – school - Maintain the 3.30 Monday to Friday school closing time but introduce a 09:30 Start and reduce lunch time to 30 minutes. This improves safety for children going to school in winter and reduces time the School requires power by 2 hours 30 Minutes per week without impacting the curriculum in any way. Schools with large numbers of pupils requiring food could stagger the Lunch period by age this would reduce the quantity of children requiring monitoring per lunch session and would reduce the chance of bullying.
12. Education – school - Suggest giving schools autonomy over their budget and letting them find the most cost effective way to purchase equipment and supplies instead of having to go through procurement.
13. Education – school - The Council should seek to reduce costs here, review timetables, usage and arrangements so that any provision can clearly be justified on economic/full cost recovery grounds. In rural area, neighbourhood 'taxi' provision by volunteers should be explored. (transport)
14. Education – school crossing - school crossing patrols could be reduced, particularly where they are at proper pedestrian crossing with lights
15. Environment – maintenance - Community involvement and further discussion is essential to ensure further essential reductions in expenditure. (relates to comments made about discretionary services, particularly grounds maintenance, on the financial information leaflet)
16. Environment – maintenance - reducing the amount of green area in parks that is maintained - would support this and suggest that areas be left as long grass and planted with wildflowers for colour
17. Finance – charges - Some increased charges for council services - This must be done carefully - don't increase a charge where this will stop people using the service altogether i.e. football pitches; can groups afford the raised fees? In terms of exercise facilities, these promote health and well-being, saving money in the long term, so must remain accessible i.e. swimming pools. However planning application fees and building warrants could be increased a little
18. Finance – council tax - 3% Council Tax increase is eminently sensible and should be implemented as soon as possible
19. Finance – funding - removing means tested improvement grants - Agreed although this means residents would need assistance in accommodation
20. Governance – estate - Office space saved used for rehousing non-centralised council staff (social work etc.)

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21. Governance – facilities - Email filtering - if a paid provider a good alternative would be EFA and Apache Spamassassin
22. Governance – facilities - Firewall / content filter provider was smoothwall, these types of services are really expensive. A good alternative is pfsense which has all the features needed for blocking content
23. Governance – facilities - Printer toners - not sure where you buy them from or if you buy genuine or compatible. Compatibles are higher quality and a lot cheaper.
24. Governance - information - Give the public access to pdf copies of all application and departmental forms for home printing (reducing the cost to council)
25. Governance – information - Where possible documents should be produced in PDF format and hard copies restricted to essential use only.
26. Governance – procurement - Instead of sticking rigidly to the “Approved Supplier” purchasing system allow purchases from any supplier provided that the total purchase price (including P&P) is lower for the Exact same item as would be possible through the “Approved Supplier
27. Governance – staff - Are staff doing the work they are paid for and who monitors individuals . Is there a need for desk top service at Moray resource centre who and how many people benefit from this service Is the public getting value for money . Think staffing should be looked at Starting with management as I'm sure savings could be made .
28. Governance – staff - Increase home working where possible, this will reduce staff costs in basics like toilet facilities lighting and heating also computer power consumption. Supervisors could monitor performance to ensure cost effectiveness. For maintenance workers this could involve mobile phone text tasking rather than driving to an office then out to the job, saving time, fuel and money.
29. Infrastructure - lighting – equipment - Alter Photo cells on street lighting by 5% making all lights come on slightly later and off slightly earlier.
30. Infrastructure – lighting - equipment - Replace all building light bulbs with LED equivalent - To be done as a rolling replacement when items fail rather than bulk change
31. Infrastructure - lighting - equipment - Replace all Halogen Street and spot lighting with LED equivalent - To be done as a rolling replacement when items fail rather than bulk change.
32. Roads – gritting - Do you get the local farmers involved in keeping roads snow/ice free? - If you do not then it is worth considering.
33. Roads – gritting - more discretion for treatment of roads in winter: which roads are used very infrequently? Proper communication to drivers explaining which roads have been treated and which require more caution.
34. Roads – gritting - reducing the amount of roads that are treated in winter - This would, inevitably, have a major effect on the rural areas of Moray and could give rise to a situation where an emergency vehicle can't access a house and DLCC suggests that the emergency services be consulted prior to taking this step
35. Roads – gritting - With further consultation, education of drivers etc., further reductions should surely be achievable. (relates to comments made about discretionary services, particularly gritting, on the financial information leaflet)
36. Roads – signage - There are a number of previously used road signs owned by the Council (and others) lying at the side of roads throughout Moray. - There could be an ‘amnesty’ on returning these on a given date, or a drop-off point...this would save the Council money instead of making new ones.
37. Transport – bus - reducing the transport service subsidy, including for dial-a-bus services - it is a lifeline for elderly people in the rural areas of Moray who have no access to a public bus service
38. Transport – bus - Remove payments for separate bus routes from Elgin to Forres, Elgin to Burghead, and Elgin to Lossiemouth and get Stagecoach to provide two loop services. One running Elgin-Lossiemouth-Burghead-Forres-Elgin and the other Running in the opposite direction Findhorn and Duffus could be visited 2 hourly. This would open up employment and

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tourist possibilities in the area bringing in more revenue - Investigate the possibility of rolling this out in other areas.

39. Transport – parking - Make all Moray council car parks “Pay and Display” out of working hours.
40. Transport – parking - Make all standard car parks £1 per day but upgrade the ticket machines so that the car registration is needed for the ticket. - Print different colours for different car parks.
41. Waste – collection - On waste collection you will see from the attached that Falkirk is now moving to once every 4 weeks. This will not be an issue because very little goes in the green bin. The major change that Falkirk did to allow this was to re-cycle all plastic. - Now if they can do it, then there is no reason why Moray and the neighbouring councils cannot. There are goods trains which run from Tesco's northwards, why not send the plastic back on them to the central belt for processing.

Stop doing

1. Community care – services - closing day care facilities in areas where other provision exists - With the proviso that this doesn't add to the costs the person using the facilities has to pay we agree to this
2. Community facilities – CATs - passing responsibility for community centres and public halls to user groups - This could work so long as the groups are given advice and support
3. Community facilities – libraries - You should close the libraries in Forres and Lossiemouth, seems mad, yes, but where you have high populations you can also get a higher number of volunteers to keep them open, smaller towns would struggle. - I would think these two would remain open with volunteers no problem.
4. Community facilities – MLC - Moray council gives moray leisure centre £700000 each year I believe. Yet, it is not available using the fit for life scheme for members of the public. So pull the funding to save money.
5. Community facilities – toilets - closing all council run public conveniences - If these can be adopted by local groups and communities we would support, but not, simply, their closure unless TMC can make arrangements with commercial premises, such as cafes and bars, otherwise people are going to be urinating on the streets
6. Community facilities – toilets - Public toilets - Scrap them. Who needs them when you can use the supermarkets? - They just get destroyed by idiots and not worth the time and effort. If the community really wants them, they should be handed over to the community.
7. Community facilities – toilets - Transfer to the community... In the principal towns supermarkets and shopping centres have toilets, in smaller communities arrangements could/should be made with local businesses, e.g. cafes, pubs, shops, seeing this as an opportunity to increase footfall.
8. Community safety – dogs - Dog litter bags - the scrapping of the free dog litter bags should continue. Why should the non-dog owner tax payer have to contribute to the people with dogs? - This would be a great saving of a service that wouldn't be missed or mentioned after a few weeks.
9. Community safety – dogs - Stopping providing dog waste bags - This is a great idea and I do not know why they are free in the first place! If the figure of £7000 saved is correct then it is ridiculous that this is spent on bags. Dog owners should buy their own. Is there any evidence that the provision of bags reduced dog fouling? This is one of the most common complaints you get and almost no one has been fined which would raise money!
10. CPP – police – wardens - There requires to be evidence that this expenditure/provision reduces crime. If it does, then costs should be borne by the police or the courts redirecting fines for this purpose. If there is no evidence of crime reduction then the provision should cease. (wardens)
11. Education – school crossing - removing school crossing patrols - This could lead to accidents and injuries, could parents be encouraged to take over this role? If no patrols exist in the towns there is likely to be a decrease in children walking to school and an increase in car usage, causing more congestion on the roads

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12. Education – school crossing - While clearly controversial, the reality is that this is a service that the Council is under no legal obligation to provide. This service could possibly be replaced by concerned parents/supporters of each school on a voluntary rota basis. (school crossing)
13. Education - School Crossing Patrollers - Why are they needed? Children should be taught by parents how to cross the road safely. - What about all the rest of the time that children have to cross the road, are they not allowed because there isn't a lollypop man? The worst waste of money I've seen is when you see a school crossing patroller pressing the button at traffic lights. Get rid and save £259,000 a year.
14. Environment – maintenance - Stop cutting the grass except on sports fields, let volunteer groups do it but provide the trimmers and train some people to use the sit on mowers. Have a rota on when these will be available to the towns.
15. Governance – consultants - Have a moratorium on using consultants and on travel.
16. Governance – facilities - Anti-Virus - I assume this is a paid subscription. There are plenty of free alternatives. - Microsoft provide a free of charge 'Forefront Endpoint Protection with their licencing. Council workstations should have a strong enough group policy that an anti-virus is (the majority of the time) redundant.
17. Governance – information - There is no need for a full-colour, glossy 4 page school menu to be given to pupil. Double-sided A4 is sufficient particularly given that it can be accessed via the Internet.
18. Infrastructure - lighting – street lighting - Switch off alternate street lights from 3AM
19. Infrastructure – lighting - street lighting - switching off street lighting between 11pm and 6am
20. Roads – traffic - Stop wasting money on non-existent traffic and parking problems in Elgin.
21. Waste – collection - Is there a private company that could take over the entire refuse and recycling service? That would surely be a massive saving? - We already suffer from budget cuts by living in the countryside due to having a 4 mile round trip to go put stuff in the horrible communal bins. We still think this is unfair when our neighbours 3 miles away get a doorstep collection but fear it may get worse.

Start doing

1. Community – empowerment - Empower the community councils by giving them their towns proportional share of the budget to say what they want it spent on. They can then decide on what services they can do without.
2. Community facilities – MLC - Fit Life Membership - Really good idea to increase use of leisure facilities. - We used to use this service but got sick of travelling from Elgin to Lossie every night. Can the Moray Leisure Centre be included in this scheme? If it was I'd be paying my membership again.
3. Community safety – penalties - Those reporting offences that lead to fines being levied (i.e. littering, dog fouling, fly tipping) should be granted a share of the fine that is recovered (i.e. 50%). This would improve detection rate, increase the deterrence effect and reduce costs of cleaning up the mess, ultimately saving the council money.
4. CPP - Police – penalties - Introduce on-the-spot fines for cyclists who break the law. Even at £10 per fine you will bring in a great deal of money. Again, every time I look out of the window at HQ, I am pretty much guaranteed to see a cyclist either riding on the pavement or cycling the wrong way up the one-way section of the High Street. This is plainly illegal yet nothing is ever done about it! Moray Council could be a ground-breaker in this regard and would earn the undying gratitude of thousands of motorists who are tired of seeing cyclists routinely break the law without fear of punishment.
5. CPP - Police – wardens - Bring back traffic wardens to Moray and start penalising law-breaking drivers who know that, at the moment, they have carte-blanche to park wherever they like precisely because they know there are no traffic wardens to enforce the law. I work in HQ and

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- every working hour of every working day I see cars parked on the double yellow lines opposite the old HQ building. Start fining people £50 (at least) for illegally parking.
6. Economic development – business - Encourage big retailers to settle in Elgin. Increased travel to the area will cause knock on increased trade in the high street and improve Revenues. A full IKEA store would be Ideal bringing people into the area from outside Moray and increasing the spending footprint in the area. This would increase employment, occupancy, carpark usage and indirectly raise council revenue.
 7. Economic development – tourism - as in countries like Italy, a £5 per person per night tourist surcharge could be levied on all hotels, B&Bs & places registered for sleeping visitors. Ideally, this should be coordinated across Scotland, so that no one Local Authority became unattractive to visit.
 8. Finance – income - charging more for council services Whilst this is not something we wish to encourage we accept that it is going to be necessary including charging for services that are currently free such as refuse collection (though this could lead to more fly tipping)
 9. Finance - income - Sell off unused council Properties with favourable planning development options.
 10. Finance - income - These unrequired properties sold at auction to highest bidder. (including those compulsory purchased for Edgar Road bypass
 11. Finance - outsource - Start discussions with neighbouring Councils to merge council tax collection procedures OR sub contract this task to a call centre.
 12. Governance – outsource - The first thing that comes to mind here is why you do not have shared services for Procurement, IT, Legal, Accounting and HR with your neighbouring councils. There is vast savings to be made in following a shared service path. - It doesn't mean people will not still be in the office, it means they will be logging on to a shared service centre and maybe buying for 3 or 4 councils so the price falls and you all save.
 13. Governance – outsource - Travel and Accommodation Booking Service you could share with Aberdeenshire and Inverness or even have a Scotland wide booking service. - COSLA could organise that. The current one costs £172,000 I believe ,which is twice the budget for cleaning toilets in Moray
 14. Governance – staff - Staff to be retrained and redeployed to delivering front line services
 15. infrastructure – development control - development - All new Private sector housing projects to be carbon neutral having PV cells included in the design and all new estates are to have LED street lighting with a PV bank sufficient to cover the running costs before the council will accept road ownership.
 16. Infrastructure – energy – equipment - Investigate opportunity to have solar photovoltaics PV cells fitted to all council buildings using one of the free schemes whereby the fitting company benefit from the power returned to the grid but the council benefit from lower bills due to energy produced while buildings are in use. - This could be rolled out across all council housing helping Moray comply with Carbon reducing regulations. For such a large scale opportunity there may even be scope for the council to broker a payment of a small percentage of the electricity generated.
 17. Waste – penalties - charges for residents who are leaving large amounts of waste at facilities such as Moycroft, in order to encourage recycling and reusing, as well as reducing Council landfill fees