

TELFORD & WREKIN COUNCIL

CABINET - 23RD MARCH 2009

EQUALITY AND DIVERSITY SCHEME 2008-2011

REPORT OF INTERIM CORPORATE DIRECTOR OF COMMUNITY SERVICES

1. PURPOSE

The purpose of this report is to present to Cabinet the Council's revised Equality and Diversity Scheme 2008-2011 for approval.

2. RECOMMENDATIONS

- 2.1 Cabinet members are required to approve the Equality and Diversity Scheme 2008-2011 and action plan.**

3. SUMMARY

Public bodies are required by law to produce equality schemes that cover race equality, disability equality and gender equality. Other groups of people have protection from discrimination by law, but we are not required to publish schemes to cover these groups. Within Telford and Wrekin Council it has previously been agreed that an inclusive approach would be adopted, by having an over-arching equality and diversity scheme that addresses issues for a wide range of people and promotes equality and diversity in the widest sense.

4. PREVIOUS MINUTES

The 2005-08 Equality and Diversity Scheme was approved by Cabinet on 28 November 2005 - minute CB-122.

5. THE EQUALITY AND DIVERSITY SCHEME

- 5.1 The Council takes very seriously the challenge of making a positive difference to local people's lives by eliminating discrimination and promoting equality in society. Our equality aim is for the Council is "to be an inclusive organisation, ensuring that best practice in equality and diversity is embedded into all Council policies, strategies, plans, practices, service delivery and also into the role we play in leading others".**

This scheme sets out how the Council intends to continue to work towards this aim over the next three years. It defines objectives under the themes of:

- Leadership
- Building equality and diversity into everything we do
- Equality and Diversity at Work
- Service Delivery and Customer Care
- Dealing with Harassment
- Consultation and Involvement
- Partnership Working
- Procurement

Actions to deliver against these objectives have been identified in the attached Equality and Diversity Action Plan (Appendix A). These actions are high level actions that link to more detailed action plans for delivery of a range of work that contributes to broad agenda. Delivery against the action plan will be monitored at senior management level by the Equalities Board, at member level by Scrutiny Panel 4 and an annual progress report to Cabinet.

Extensive consultation on the contents has been undertaken over a number of months by ensuring that all employees, elected members, key partners and community groups have had opportunities to comment on the draft scheme. A list of consultees is attached (Appendix B). All comments received have been taken into account in the schemes development.

5.2 Equality and Diversity

Because of the nature of this document the equality impact assessment has been integral to its development. The assessment identified that a much broader action plan was needed to be developed to address issues that have arisen from recent legislation and to keep up with changes in best practice. This has been addressed within the action plan.

5.3 Environmental Impact

Some of the actions within the plan will have environmental implications, for example, the production and distribution of documents and the requirements of people to travel to meetings and events. Where possible electronic distribution of materials will be used to minimise print runs and journey-share will be encouraged. All actions should be implemented with the least possible adverse environmental impact.

5.4 Legal Comment

As a public body we have legal duties in respect of equalities which are set out in numerous strands of legislation and as such we are required to produce equality schemes that cover race, disability and gender. We are also required to extensively consult with members of the public, stakeholders and employees in relation to the contents of the scheme.

By producing an over-arching equality and diversity scheme we are embracing further groups who are not covered by this requirement therefore addressing equality further than our legal obligations stipulate.

This report, and the achievements within the scheme, provides the evidence of our fulfilment and commitment to our statutory obligations as a local authority.

5.5 Links with Corporate Priorities

The contents of the Equality and Diversity Scheme relate to all corporate priorities and particularly to:

- Giving Children and Young People the Best Possible Start in their Lives
- Creating a Safe, Strong and Cohesive Community
- Promoting Healthy Communities and Improving the Quality of Life of Vulnerable and Older People
- Strengthening the Local Economy & the Skills of Local People

5.6 Opportunities and Risks

In proposing this action the Corporate Risk Management methodology will be complied with. The main areas of risk to the Council relate to the possibility of legal action by an individual or organisation that feels we have not met our public duties to eliminate discriminate and promote equality or that we have breached equality law in some other way. Publication of this scheme and implementation of its actions will minimise this risk. Failure to implement the actions could leave the Council open to legal challenge.

5.7 Financial Implications

The majority of costs associated with supporting and delivering the Equality and Diversity scheme is in the form of officer time which is funded through existing budgets. The compulsory Equality Awareness course is currently provided free of charge to all employees with costs being met from Human Resources budgets. Any costs associated with printing literature outlined in the Equality and Diversity action plan will be met from within existing resources.

6.0. WARD IMPLICATIONS

This report has implications for all wards.

7.0 BACKGROUND PAPERS

The 2005-08 Equality and Diversity Scheme was approved by Cabinet on 28 November 2005 - minute CB-122.

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Telford & Wrekin Council

Equality & Diversity Scheme

2008-2011

Executive Summary



Telford & Wrekin

C O U N C I L

The Equality and Diversity Scheme 2008-2011 – Executive Summary

1 Introduction

This is the Executive Summary for the Telford & Wrekin Council Equality & Diversity Scheme for the period 2008 – 2011.

The purpose of this document is to set out for all employees, partner agencies, the voluntary sector and local people the Council's plans for promoting Equality and Diversity and for meeting its legal and moral duties in relation to Equality and Diversity during this three year period.

This is a summary report and it is recommended that if you require further details, then the full in-depth version of the Equality and Diversity Scheme can be found at www.telford.gov.uk/equality or a hard copy is available on request.

General and Specific Duties

Our duties fall into two parts - a General Duty and a Specific Duty. The General Duty applies to all public organisations that provide employment, services and goods. The Specific Duty requires us to show what we are planning to do to meet the General Duty. The Specific Duty also includes a number of commitments we need to make. At present these duties only apply to race, disability and gender. Age, religion or belief and sexual orientation are only covered by employment regulations; however since 2007 legislation has been extended to cover discrimination on the grounds of goods and services for sexual orientation and religion or belief. In Telford & Wrekin we will extend to the age, religion or belief and sexual orientation strand the same activities that we use to meet the Specific Duties under ethnicity, gender and disability.

Each year we will publish an Equality and Diversity Annual report which will show what action we have taken to address equality for each of the six strands.

It is envisaged that with the emerging new Equality Bill all strands of Equality and Diversity will be covered by one public duty.

2 Why is this a high priority for the Council?

There are many reasons why the Council is making this work a high priority, and here are some of the key reasons:

Moral obligation– We all want to live in a society where everyone has the opportunity to reach their potential and be judged on what we do rather than for being different.

Legal obligation - Under a range of legal legislations we have a duty as a Council to demonstrate how we are taking steps to eliminate discrimination and promote equality of opportunity in our services and employment.

To be an inclusive organisation – The Scheme sets out one of the Council's key objectives to becoming an inclusive organisation by working with and supporting the safer and stronger communities agenda.

3 Who are we doing this for?

Equality and Diversity issues affect everyone's life, therefore this Scheme is for everyone who lives, works and visits the Borough.

4 How are we managing this work?

The Council manages Equality and Diversity through a number of systems which include member responsibility, officer groups, partnership arrangements and service user forums.

There are a range of objectives for Equality and Diversity that are divided into the following themes:-

Leadership	Harassment
Mainstreaming Equality and Diversity	Consultation, Engagement & Involvement
Equality and Diversity at work	Partnership working
Service delivery and customer care	Procurement

The Equality and Diversity Scheme action plan is organised under each of these themes and a copy of the full action plan can be accessed via www.telford.gov.uk/equality.

5 Borough Profile

There is a great deal of information regarding the population of the borough that helps us identify areas of improvement and development. Some of the key points are:

- 2005 figures showed slightly more men than women under 25 in the borough, with over 25's showing more females than males
- In the older age range of the population, 30% of the 85+ are males.
- In the 2001 census 5.2% of the local population identified themselves as coming from a Black and Minority Ethnic (BME) background, since the census the Council acknowledges that the BME population is likely to have increase in line with national trends.
- 2001 census showed that 15% of the local population said they did not have a religion compared to 14.8% for England and Wales. Christianity accounts for 74.3% of the local population which is slightly higher than 71.7% nationally.
- Telford will continue to grow significantly and has been designated a 'New Growth Point' by central government.
- The average age within the borough will increase as life-expectancy and health and well-being improves.
- No monitoring information is available regarding sexual orientation for the residents of the borough.

6 Council Workforce

As a major local employer it is important that the Council monitors its workforce to ensure it represents the make up of the community it serves.

- There are 6195 Council employees (February 2008).
- BME working population of the borough is 4.83% compared to. 2.9% of employees.
- Across the borough 15.89% of residents have indicated they are disabled compared to. 3.8% of employees.
- 80.7% of employees are female but women only represent 48.84% of the top 5% of earners within the Council.
- No information is collected with regard to religion or belief and sexual orientation.

7 National Performance Management

The current Equality Standard recognises the importance of fair and equal treatment in local government services and employment. The Council is currently rated at Level 3 at self assessment, but will undergo external assessment to attain and confirm its Level 3 status at the end of this financial year. With the implementation of the Comprehensive Area Agreement and the new Equality Bill a new Performance Framework is to be introduced from 1st April 2009. This new Equality Framework will be constructed around 5 areas of change management. The framework will have 3 levels and Council's achieving these levels will be given an award in recognition of their work.

8 Equality Impact Assessment

The Race Relations (Amendment) Act 2000, The Disability Equality Act 2005 and the Equalities Act 2006 (Gender Equality) require public authorities to identify and screen all of their functions, policies and procedures for relevance to the above legislation.

The Council has chosen to go further and incorporate all 6 equality strands. A rolling programme has been completed and a new 3 year plan has been adopted based on priority screening. A detailed programme of all Equality Impact Assessments can be found in the full version of the Equality & Diversity Scheme which is accessible by the Council's website www.telford.gov.uk/equality.

9 Equality and Diversity Scheme Action Plan

This action plan provides the strategic direction for achieving short and long term aims of the Council. By completing the actions within the plan the Council will progress to meet its employment, service delivery and legal requirements. This in turn will help delivery of the thematically based objectives. The actions within the plan are all assigned to business units that are responsible for meeting the targets.

The plan is monitored by the Equalities Board and reports will be regularly received by Equalities Board and elected members at appropriate times.

10 Supporting Equality and Diversity Action plans

Along with the Equality and Diversity Scheme action plan, the Council has strand specific and supporting action plans for meeting targets laid out in the overall Scheme. These cascade information into the appropriate service area business plans.

Plans to develop action plans for all of the remaining strands have been placed within the Scheme. Monitoring of plans will be carried out within the existing Portfolio Equality and Diversity management structure.

11 Monitoring and Evaluation

The Scheme and action plan will undergo rigorous monitoring and reviewing in line with the Council's Performance Monitoring Framework, The action plan will be reviewed on an annual basis and the Scheme on a 3 yearly basis. All reviews will be reported through to Equalities Board and Cabinet.

12 Publication

Copies of the Scheme (full or summary version) will be available at locations throughout the borough and will be available by request in community languages or in accessible formats.

Appendix A
Equality and Diversity Scheme 2008-2011
Action Plan

Theme 1: Leadership

We will provide vision, strong leadership and make positive use of planning and funding to build stronger, inclusive and cohesive communities.					
	Target	Actions	Measured by	Timescale	Responsibility
1.1	To achieve Excellent status in the Equality Framework for Local Government.	Develop and monitor an Equality Framework action plan. Secure resources to deliver a corporate equality and diversity project to address outcomes of previous reviews and reports.	Annual review and progress report. Evaluation report of the Driving Change through Diversity Project reported to Equalities Board.	December 2009 December 2009	Equality and Diversity Manager Equality and Diversity Manager
1.2	To inform all existing employees of the new Equality & Diversity policy. All new employees to receive the Equality and Diversity Leaflet.	Develop an Equality and Diversity policy for the Council that is fit for purpose. Incorporate into new employee welcome pack.	Policy approved and disseminated across the Council. Human Resources Record and quarterly report to Equalities Board.	May 2009 September 2009	Equality and Diversity Manager Head of Human Resources

We will work with partner organisations, through the local strategic partnership, to develop a borough-wide approach to equality and diversity

	Target	Actions	Measured by	Timescale	Responsibility
1.3	To fully integrate equality and diversity into the Local Strategic Partnership structures, meeting all legislative requirements.	<p>Nominate a representative of the LSP Agenda Group to raise and champion equality and diversity.</p> <p>Work with the Champion to formulate a statement of intent on equality and diversity.</p> <p>Establish a Stronger Communities Joint Agency Group.</p>	<p>E&D Champion established.</p> <p>Equality and Diversity Statement of Intent adopted by LSP.</p> <p>Group in place with clear Terms of Reference.</p>	<p>December 2008</p> <p>September 2009</p> <p>January 2009</p>	<p>Strategic Partnership Manager</p> <p>Equality and Diversity Champion supported by the Strategic Partnership Manager/Equality and Diversity Manager</p> <p>Safer Communities Team</p>
1.4	To increase awareness of equality and diversity issues for elected members.	Produce annual report on the progress of the E&D scheme action plan.	Report and evaluation of action plan to Cabinet.	March 2010	Equality and Diversity Manager

	Target	Actions	Measured by	Timescale	Responsibility
		Implement new arrangements for improving Cabinet member involvement in EIA process.	Report and Discussion at Cabinet.	March 2009	Corporate Directors
		Incorporate EIAs into scrutiny work programme.	Adoption by Scrutiny.	March 2009	Equality and Diversity Manager
		Deliver equality and diversity training for elected members as part of the Driving Change through Diversity Project.	All members completed training.	September 2009	Democratic Services Manager/Learning and Development Manager
1.5	To develop a strategic and co-ordinated approach to addressing community cohesion across the Borough.	Develop a borough wide Community Cohesion Strategy and action plan.	Strategy agreed and published.	March 2010	Stronger Communities Joint Action Group

Theme 2: Mainstreaming Equality & Diversity

We will mainstream and embed equality and diversity in all aspects of Telford and Wrekin's business planning, policy, development and service delivery.					
	Target	Actions	Measured by	Timescale	Responsibility
2.1	To ensure all key Council strategies and action plans take into account equality and diversity issues.	To demonstrate that an EIA has been undertaken prior to approval by Directors. To undertake annual audit of business plans.	Quarterly report to Equalities Board. Annual report to Equalities Board.	April 2009 September 2008	Equality and Diversity Manager and Chief Executive's Office Audit and Scrutiny Team and Policy Team
2.2	To eliminate direct or indirect discrimination within all Council services.	Deliver the 3 year rolling programme of equality impact assessments.	Annual report to Equality Board and PEGS.	June 2009	Corporate Directors
2.3	To improve decision making processes by making use of high quality equality and diversity data.	Produce corporate guidance on best practice in the collection and use of equality and diversity data.	Guidance produced and approved by Equalities Board.	March 2009	Equality and Diversity Manager
2.4	To have in place five well resourced Portfolio Equality Groups.	Monitor and review PEGs workload and needs.	Annual report to Equalities Board.	September 2009	Equality & Diversity Manager

	Target	Actions	Measured by	Timescale	Responsibility
2.5	Up to date schemes and action plans to cover all equality strands in place.	Develop and refresh all outstanding action plans. Conduct annual review of all equality action plans and report progress.	Action plans completed and agreed at Equalities Board. Annual reviews of progress reported to Equalities Board.	March 2009 June 2009	Equality and Diversity Manager Equality and Diversity Manager
2.6	Have a range of appropriate and measurable equality and diversity performance indicators in place that are used to inform the decision making process.	Establish Equality and Diversity Basket of indicators from across all portfolios. Review current basket of indicators and expand the list to include indicators that reflect all equality strands.	List of indicators established and reported to Equalities Board. Comprehensive list established and published.	June 2009 March 2010	Policy, Performance and Partnership Team Policy, Performance and Partnership Team

We will improve our performance in respect of equality and diversity issues in line with national standards and frameworks.

	Target	Actions	Measured by	Timescale	Responsibility
2.7	Confirmation of Level 3 of the Equality Standard for Local Government.	Prepare the organisation for external assessment.	Peer review completed and result reported.	April 2009	Equality and Diversity Manager
2.8	Working towards the highest level of the new National Framework for Equality in Local Government.	<p>Communicate the new Equality Framework for Local Government to all employees.</p> <p>Develop implementation plan to migrate the standard to the framework.</p>	<p>Delivery of communication plan.</p> <p>Implementation plan in place.</p>	<p>July 2009</p> <p>September 2009</p>	<p>Equality & Diversity Manager</p> <p>Equality & Diversity Manager</p>

Theme 3: Equality and Diversity at Work

We will work towards creating a workforce that is fully reflective of the diverse communities within the Borough.					
	Target	Actions	Measured by	Timescale	Responsibility
3.1	Increase the % of under-represented employee's across the Council year on year.	Develop systems to collect equality and diversity employment monitoring data. Develop and implement Positive Action Toolkit.	Publish annual report on employment data. Dissemination of Positive Action Toolkit to recruiting officers.	June 2009 September 2009	Head of Human Resources Head of Human Resources
3.2	Foster a climate of fair and consistent recruitment and selection practices.	Ensure that all recruiting officers have undertaken the Council's recruitment and selection training.	Annual report to Equalities Board.	March 2010	Learning & Development Manager
We will work to ensure that disadvantaged groups within the community have access to skills development and employment opportunities.					
	Target	Actions	Measured by	Timescale	Responsibility
3.3	Increase the number of adult learners accessing provision year on year subject to external funding.	Bid for additional funding when opportunities arise. Seek new partnerships with relevant local and regional organisations.	Annual report to Equalities board. Annual Ofsted self-assessment report.	December 2009 December 2009	Lifelong Learning Manager

We will ensure that internal learning and development programmes reflect and communicate the Council's commitment to equality and diversity, whilst enhancing and developing knowledge and skills.

	Target	Actions	Measured by	Timescale	Responsibility
3.4	All new employees to have attended equality and diversity induction training within six months of appointment.	Ensure all new employees attend the Council's equality and diversity training.	Quarterly report to Equalities Board.	March 2009	Learning and Development Manager / Responsibility of Heads of Service / Business Managers
3.5	100% of managers to achieve managing diversity standard within Managerial Competencies version 5.	To assess level of attainment by the annual PPD interview.	Report to Equalities Board.	March 2010	Director of Resources with support from Equalities Board and Human Resources Teams
3.6	Create a working environment that is free from harassment and bullying.	Develop improved Dignity at Work monitoring system.	Guidance and monitoring system in place.	Sept 2009	Head of Human Resources

We will support the development and implementation of existing and future employee support groups.

	Target	Actions	Measured by	Timescale	Responsibility
3.7	To have in place sustainable, well established employee networks and forums by 2011.	<p>Develop a range of new employee networks and forums, where need has been identified.</p> <p>Review existing employee support networks and forum.</p>	<p>Networks and forums in place with robust terms of reference.</p> <p>Review completed.</p>	<p>March 2011</p> <p>September 2009</p>	<p>Head of Human Resources and Equality and Diversity Manager</p> <p>Head of Human Resources and Equality and Diversity Manager</p>

Theme 4: Service Delivery and Customer Care

We will create a customer focus which ensures that service users and potential service users are confident that the Council will deliver services that are fair and appropriate to their needs.					
	Target	Actions	Measured by	Timescale	Responsibility
4.1	To have high quality customer information to ensure equitable treatment.	Create a corporate standard for the collection and collation of equality and diversity customer data and satisfaction information.	Publication of Best Practice Guidance on Equality Monitoring.	March 2009	Equality and Diversity Manager
4.2	To reduce barriers to access to services.	To deliver the corporate Customer Service Strategy EIAs.	Report to Directors.	March 2010	Head of Customer Services and Business Transformation
We will create a customer focus which ensures that service users and potential service users are confident that the Council will deliver services that are fair and appropriate to their needs.					
	Target	Actions	Measured by	Timescale	Responsibility
4.3	All information is accessible to groups who face communication barriers.	Develop corporate publication standards compatible with both paper and electronic formats.	Standards published and disseminated.	September 2010	Corporate Communications Manager
		Implement the Translation and Interpretation Review.	New system in place.	June 2009	Equality and Diversity Manager

Theme 5: Harassment

We will provide a safe living environment free from harassment and hate crimes/incidents.					
	Target	Actions	Measured by	Timescale	Responsibility
5.1	All hate incidents to be actioned appropriately within the given timescales.	Implement hate incident reporting and management procedures.	Dissemination and launch of new procedures. Quarterly reports to Corporate Directors and Equalities Board.	March 2009 June 2009	Equality and Diversity Team and Customer Services Manager Equality and Diversity Team and Customer Services Manager
5.2	To improve public confidence in reporting, recording and resolution of hate crime and harassment.	Delivery of Hate Crime and Harassment Strategy and action plan in-conjunction with Partners Against Hate Crime and Harassment Group.	Approved strategy and action plan in place. Quarterly reports to Safer Communities Board.	March 2009 June 2009	Safer Communities Manager Safer Communities Manager

Theme 6: Consultation, Engagement and Involvement

We will ensure that all under-represented and hard-to-reach groups are effectively informed and involved in the decision-making processes of the Council and other related issues that affect communities.					
	Target	Actions	Measured by	Timescale	Responsibility
6.1	<p>Establish and embed locality management infrastructure across the five cluster areas.</p> <p>To have accurate socio-demographic information, regarding individual communities.</p> <p>Improve capacity levels of the third sector in the decision making process.</p>	<p>Implement the new infrastructure.</p> <p>Production of Place Shaping Audits.</p> <p>Undertake analysis of third sector capacity across cluster areas.</p> <p>Provide capacity building programmes.</p>	<p>Operational structure in place.</p> <p>Place Shaping Audits in place and published.</p> <p>Directory of Third Sector organisations published.</p> <p>Training programmes disseminated.</p>	<p>April 2010</p> <p>September 2010</p> <p>April 2011</p> <p>March 2009</p>	<p>Head of Neighbourhood and Community</p>
6.2	<p>Increase % of under represented groups involved in the consultation and engagement process.</p>	<p>Develop and implement a Community Engagement Strategy.</p>	<p>Strategy agreed and published.</p>	<p>March 2009</p>	<p>Head of Policy, Performance and Partnerships</p>

	Target	Actions	Measured by	Timescale	Responsibility
6.3	To have a fully functional forum with appropriate and effective arrangements in place to support the ongoing operation of the Connecting Communities Group and the Disability Forum.	Review existing arrangements.	Arrangements reviewed and actions implemented.	March 2010	Equality and Diversity Team

Theme 7: Partnership Working

We will work together with relevant and appropriate partners/stakeholders (including local communities) in the development, management and delivery of our services, and for those partners/stakeholders to have a full participative role regardless of their scale across all voluntary, statutory and private sector organisations.					
	Target	Actions	Measured by	Timescale	Responsibility
7.1	To broaden the remit of the Telford Race Equality and Diversity Partnership (TREDP) to include all 6 strands of diversity.	The TREDP board to agree a process for amending the terms of reference for the partnership to reflect all of the diversity strands.	Action plan in place to identify the changes required to amend the aims and objectives of the partnership and development of terms of reference.	March 2010	Head of Community & Neighbourhoods/ TREDP board
7.2	To ensure that service level agreements reflect our Equality and Diversity objectives are in place with each of the funded voluntary sector bodies e.g. CAB, CVS and TREDP.	Review existing SLAs and amend to reflect equality and diversity outcomes.	All SLAs reach equality and diversity requirements.	June 2009	Head of Community & Neighbourhoods

Theme 8: Procurement

We will ensure that all contracts are delivered in a way which is non-discriminatory and promotes equality of opportunity.					
	Target	Actions	Measured by	Timescale	Responsibility
8.1	All suppliers that provide goods, works or services to the council to meet, or exceed, the Council's equality and diversity requirements as specified within contracts.	Produce and implement corporate guidance. Develop and implement an internal communication plan.	Guidance published and disseminated. Annual Report to Equalities Board. Plan fully implemented.	March 2009 June 2010 April 2009	Procurement Manager Procurement Manager and Equality and Diversity Manager Procurement Manager and Equality and Diversity Manager
8.2	To have in place service level agreements that incorporate equality and diversity principles.	Review service level agreement template and guidance.	Report outcomes of review to Equalities Board	December 2009	Audit and Scrutiny Manager

Appendix B

Scheme Consultees

The Scheme has had an extensive consultation period taking into consideration the feedback from a variety of council employees and stakeholders. These include;

- Elected Members
- Corporate Board Directors
- Equalities Board
- Portfolio Management Teams
- Portfolio Equality Groups
- Employee Disability Forum
- Customer Strategy Group
- Telford Race Equality and Diversity Partnership
- Local Strategic Partnership
- Connecting Communities
- Disability Forum
- Council for Voluntary Services
- Parish and Town Councils
- Council employees

In addition to the listed consultees, the scheme has been available for comments and feedback from the public via the council website and was advertised using the local media and newsletters. Council employees were consulted using a number of internal communication channels.