

Report Title	Sutton Workforce Report 2024		
Committee	Strategy and Resources Committee		
Committee Date	15 July 2024		
Committee Chair	Councillor Barry Lewis, Leader of the Council		
Lead Member	Councillor Sunita Gordon, Lead Member for Resources		
Report From	Richard Simpson, Strategic Director of Resources		
Report Author(s)	Emily Nice, Assistant Director, HR and Organisational Development		
Wards Affected	Council Business		
Ambitious for Sutton priorities	An inclusive place for everyone		
Open/Exempt	Open		
Signed		Date	24 June 2024

1 Summary

- 1.1 Sutton works towards greater workforce equality year on year and is committed to developing a workforce profile that broadly reflects the community it serves, in line with the Ambitious for Sutton Corporate Plan. This report provides an overview of the workforce which, together with other learnings from staff, provides greater direction on where the council can influence change for the better.
- 1.2 The council is proud to have six staff networks: Multi Ethnic +A Network; Women's +A Network; LGBTQ +A Network; Inclusive Ability +A Network; Carers and Families +A Network and Early Careers & Youth +A Network. Each of the networks has a '+A' at the end to welcome allies to the network, meaning that staff do not need to directly associate with the equalities characteristic of the group to be a supporter. They contribute to Sutton working well with its staff. This enables the workforce to better understand inclusion, the role of the council and their jobs to represent and serve Sutton's community.

2 Recommendation

- 2.1 To note the progress in the last year around workforce equality, diversity and inclusion.

3 Background

- 3.1 The public sector equality duty (PSED) is a legal requirement for all public authorities and organisations carrying out public functions to think about how they can improve society and promote equality in every aspect their day-to-day business. This means that they must consider, and keep reviewing, how they are promoting equality in - decision-making; internal and external policies, procuring goods and services, the services they provide; and the recruitment, promotion and performance management of employees.
- 3.2 Sutton, in line with other London boroughs, spends a relatively minor amount on staff resources and initiatives to promote and ensure our workplaces are free from discrimination and bias and they work hard to stimulate open, transparent and inclusive workplaces that allow staff to thrive in a non threatening and supportive work environment, and strive to get a workforce that is representative of Sutton's community.
- 3.3 There is also a clear benefit to Sutton's effectiveness and efficiency. Studies demonstrate the value and increased productivity that is provided by organisations that improve workforce diversity across all areas. [Forbes 2021](#) notes that 'companies with a diverse workforce are 35% more likely to experience greater financial returns'; The [McKinsey report 2018](#) 'For ethnic and cultural diversity there is a 30% plus likelihood of company outperformance [than market rivals]'. [Croner 2023](#) details the benefits of an inclusive workforce.
- 3.4 This report sets out an overview of Sutton's workforce as at 31 March 2024, and gives an overview of the activity to support Sutton's staff and managers throughout the 2023/24 financial year. This work has been shaped in response to the council's corporate plan; medium term financial strategy and workforce strategy which were agreed at Strategy and Resources in November 2022.

Sutton's workforce profile

- 3.5 At the end of March 2024, Sutton had 1293 staff employed by the council on a permanent or fixed term basis. Of this staffing group, 239 deliver services jointly to Sutton and Kingston (48 in Customer Experience, 24 in Pensions and 167 in Finance). An additional 338 (as at 31.3.24) staff work in teams that provide services to Sutton but are hosted (employed) by Kingston: 78 in HR and Organisational development, 111 in IT and digital services and 149 in Highways, Transport and Regulatory services.
- 3.6 The two tables below set out an overview of the workforce profile for Sutton Council and the shared services who are employed by Kingston.

Table 1: Workforce profile breakdown for Sutton Council by ethnicity, gender, disability and sexuality as at 31.3.24

Measures	2023 Target (%)	2019-20 (%)	2020-21 (%)	2021-22 (%)	2022-23 (%)	2023-24 (%)	Compare d to previous year
Percentage of multi-ethnic employees within the Council	43 (Census) borough	26	26	26	30	32	▲
Percentage of employees earning over 50K from multi-ethnic groups	23 (LDN Councils)*	14	22	20	22	26	▲
Percentage of employees declaring they meet the Equality Act definition of disability	6 (LDN Councils)	4	5	6	5	6	▲
Percentage of employees earning over 50K declaring they meet the Equality Act definition of disability	6 (LDN Councils)*	1	2	5	5	5	=
Percentage of employees that are women	63 (LDN Councils)	74	74	72	72	73	▲
Percentage of employees earning over 50K that are women	50 (LDN Councils)*	51	58	59	59	66	▲
Percentage of LGBT employees within the Council	7 (UK average)	4	5	5	5	5	=
Percentage of employees earning over 50K that are LGBT	5	9	8	6	6	6	=
Employees 16 to 24	2.9% (LDN Councils)	6	6	6	5	4	▼

Table 2: Workforce profile breakdown for Shared Services staff employed by Kingston Council by ethnicity, gender, disability and sexuality as at 31.3.24

Measures	HR and OD		Digital and IT		Highways, Transport and Regulatory Services		Overall Kingston employed Shared Services	
	2023 - 23 %	2023 -24 %	2022 - 23 %	2023 - 24 %	2022 - 23 %	2023 - 24 %	2022 - 23 %	2023 - 24 %
Staff Headcount	72	78	109	111	147	149	328	338
Percentage of Multi-Ethnic employees	43%	43%	24%	27%	26%	30%	29%	26%
Percentage of Multi-Ethnic employees over 50k	40%	42%	19%	20%	22%	16%	24%	19%
Percentage of employees declaring they meet the Equality Act definition of disability	12%	10%	12%	12%	Less than 5	10%	7%	5%
Percentage of employees declaring they meet the Equality Act definition of disability over 50k	Less than 5	5%	Less than 5	5%	0%	0%	Less than 5	Less than 5
Percentage of employees who are women	85%	85%	44%	42%	39%	37%	51%	50%
Percentage of employees that are women earning over £50,000	83%	82%	41%	45%	19%	20%	43%	46%
Percentage of LGBT employees	Less than 5	Less than 5	Less than 5	Less than 5	6%	5%	4%	Less than 5
Percentage of LGBT employees over 50k	0%	0%	0%	0%	0%	0%	0%	0%

% employees 16 to 24	Less than 5	Less than 5	5%	Less than 5	5%	Less than 5	5%	Less than 5
Percentage of employees who have shared that they are care experienced	-	-	-	-	-	-	-	-

3.7 This table is shown as the staff in the shared services employed by Kingston makes up the equivalent of around 25% of Sutton Council’s workforce. This table does go into a deeper level of detail and therefore is not directly comparable to table 1. There are increases as an overall percentage across the shared service in the diversity indicators compared to the previous year.

Table 3: Workforce profile for Sutton Council by ‘unknown’ or ‘prefer not to say’ responses to protected characteristics as at 31.3.24

Information not declared	Grand Total
Religion	27.2%
Ethnicity	17.3%
Disability	29.4%
Sexual Orientation	27.4%

3.8 Table 3 breaks down the percentage of the council’s workforce who have not shared their information around protected characteristics. Disclosure is through personal choice and cannot be mandated and work continues to invite staff to share their personal information.

Gender Balance

3.9 The number of women in the council has increased slightly to 73% as of 31 March 2024, and remains above the proportion of the 52% of women living in the borough. 66% of the workforce who earn over £50,000 are female, which is an increase of 7% from 59% last year.

3.10 The Council’s mean Gender Pay Gap for the 2023/24 year is 8.68% which compares favourably with the rest of the UK estimated at 16%, and is a significant decrease from 11.39% 2022-2023. Looking at the median pay gap, the percentage has halved since 2022/23 (11.38%) and there is a mean pay gap at 4.97% favourable towards men.

3.11 The calculation for the gender pay gap is complex, and is partly due to the number of starters and their salaries. Sutton does not directly deliver waste and housing services in-house, which traditionally employ larger numbers of males at lower salary bands, which also affects the overall picture. The percentage of women in the top four tiers of the council (Head of Service level and above) is at 54% in 2023/24.

3.12 The Council has put in place a number of policies and actions to address gender equality in the workforce over the last year with the help and engagement of the Women’s +A staff network, working to ensure there are no barriers to progression. Of those who are on secondment or acting

into more senior roles, 69% were women (6% higher than 2022/23) and 68% of those promoted internally in the last year.

- 3.13 The council has an active Women's +allies staff network, which ran events for International Women's Day in March. The Women's +allies staff network's WoW (Wellbeing of Women) group held joint sessions with Kingston's network to raise awareness of the impact and support available for those with endometriosis and polycystic ovarian syndrome. Sutton's Chief Executive is a sponsor of the Pan-London Women's Network, in which Sutton plays an active role. An event 'Allyship is a Verb' took place in April.
- 3.14 An online talk was held on Menopause held by Sutton and Kingston's Women's (+A) Staff Network to coincide with World Menopause Day on 18 October, and nine members of staff were trained as Menopause champions in June 2023. Free period products are now provided in staff and customer-facing toilets in council buildings across the borough. Events and a webcam background promoted Breast Cancer Awareness Month in October. The council ran a virtual event for National Fertility Awareness Week with The Fertility Coaching Company and launched a new e-learning module to support the Fertility Treatment Guidance which was agreed in partnership with the staff networks and Trade Unions.
- 3.15 To support Sutton's White Ribbon accreditation (a campaign against violence towards women and girls), the council's White Ribbon Ambassadors gave out leaflets and stickers in Trinity Square and attended the annual White Ribbon event. A 16 days of action calendar of activity was promoted to staff ending on World Human Rights Day.

Ethnicity

- 3.16 Sutton employs 2 percent more staff from Multi Ethnic communities (32%) than last year, working towards meeting the borough profile. The 2021 Census shows us that the representation of Sutton's community has changed, with 43% being from Multi Ethnic backgrounds. This confirms the need as outlined in 'Ambitious for Sutton' to retain the council's focus on equality, diversity and inclusion. Breaking this down by ethnicity group, this is 8% Asian or Asian British; 18% Black or Black British; 4% multiple heritage and 1% other. Whilst the council employs more White employees than the average London Councils figure (54%), the proportion of Black employees to Asian/Asian British employees is similar to that seen in other London Councils (ie the council employees twice as many Black employees as Asian/Asian British).
- 3.17 The percentage of Multi Ethnic employees earning over £50,000 as a proportion of the workforce continues to increase, by four percentage points from the year before at 26% and this in turn was an increase of two percentage points from the previous year. Analysis behind the data shows that staff from Multi Ethnic communities in the top 4 tiers of the council has increased by 1% again, from 16% in 2022/23 to 17% in 2023/24. 27% of those promoted internally in the last year were staff from Multi Ethnic communities. The work underway to continue the momentum to increase the proportions to ensure that the council's workforce reflects the community that it serves will not slow down.

- 3.18 For the second year, the ethnicity pay gap has been calculated and is improving. The mean ethnicity pay gap is 7.8% (8.6% in 2022/23) and median ethnicity pay gap 5.29% (6.67% in 2022/3). This will be monitored on an ongoing basis to understand trends and currently not all boroughs capture this information to allow the council to benchmark.
- 3.19 Since implementing an anonymous recruitment system in March 2021, 72% of applicants (from 1st April 2023 - 31st March 2024) are from a Black, Asian and Multi Ethnic background. This represents an increase of 6% for Sutton Council compared to the previous year.
- 3.20 Race equality remains a focus for the Council's equality, diversity and inclusion work. The Chief Executive continues to sponsor a working group which has designed and implemented an action plan structured around: supporting managers in being confident to have conversations about race, discrimination and inclusion and challenging poor behaviour where they see it; listening to staff and celebrating their culture and history; and reviewing structures and processes for recruiting, inducting, managing and developing staff to eliminate bias.
- 3.21 The Council worked with its Multi Ethnic Staff Networks to deliver a coordinated series of events and information to mark Black History Month in October 2023 and Race Equality Week in February 2024. The Multi Ethnic Staff Network was sessions for staff around self-limiting beliefs to support wellbeing and career progression. Colleagues and the community recognised South Asian Heritage Month in August, Diwali, Holi and Vaisakhi. The council marked and celebrated Ramadan and Eid and provided guidance and support to staff and managers to recognise the impact of fasting.
- 3.22 Reverse mentoring links Sutton's most senior leaders with a mentor who shares their lived experience both personally and in the workplace. Four cohorts of reverse mentoring have been run so far and cohort five will launch in summer 2024. Building on the review of recruitment practice, the Council has implemented diverse interview panels, drawing on this pool of reverse mentors and staff network members.
- 3.23 The council was announced as the first UK local authority (and only 1 of 3 organisations) to be awarded the Race Equality Matters Silver Trailblazer Award for its efforts to tackle racial inequality. Sutton was one of 14 pilot organisations to participate in a peer-review as part of the Tackling Racial Inequality Standard, paired with City of Westminster Council.
- 3.24 The council marked national events to promote inclusion and challenge discrimination including Holocaust Memorial Day; Stephen Lawrence Day and Islamophobia Awareness Month. Confidential racial trauma sessions were launched to support staff based on any encounters during their working day, responses to national and international events and in their personal lives.

Disability

- 3.25 The workforce figure of 6% of staff having a disability has increased by 1% in the last year and is higher than the London Councils average at just under 5%. The disability figure is only based on those who have declared their status, and 29% of staff have chosen not to share this. The Council has maintained 'Disability Confident Committed' status which helps to recruit, retain and develop

disabled colleagues and recognise the value they bring to the council. The Disability Network relaunched as Inclusive Abilities +A Network to be more inclusive of visible and invisible disabilities. The network welcomed new staff leads this year. Through the WorkWell programme, a working group is capturing a comprehensive view of adjustments for the workforce around HR processes, fixed desks and technology. All of this was promoted at Accessibility Day in May.

- 3.26 A new LBS Wellbeing Plan and Information pack was launched across the council. The Council has signed the Time to Change Pledge and formed a Time to Change Hub, aiming to end negative attitudes towards people experiencing mental health issues and celebrates Mental Health Awareness Week. Both officers and councillors are trained as Mental Health Champions to enable appropriate wellbeing conversations with colleagues. Two sessions have been held to promote Men's mental health and wellbeing and this was promoted for International Men's Day.
- 3.27 The council has signed up to the Sunflower scheme to allow individuals to indicate that they have hidden disabilities with dignity. This supports both staff and residents. Three hundred staff joined a hybrid awareness event to promote this. As part of the re-launched work experience scheme, the council was pleased to include Students with special educational needs and learning disabilities.
- 3.28 For the second year, the disability pay gap has been calculated and is improving. The mean disability pay gap for 2023/4 is 1.33% (2.69% in 2022/3) and the median disability pay gap is 4.14% (7.52% in 2022/3). This will be monitored on an ongoing basis to understand trends. Currently not all boroughs capture this information to allow the council to benchmark.

Parents and Carers

- 3.29 The Carers +A Network relaunched in September 2023 with the Strategic Director of People Services as the sponsor. There was an event to promote this, Carers week was marked and the network are running sessions as part of Mental Health Awareness week.

LGBT

- 3.30 The latest Census figures show that at least 2.4% of residents aged 16+ (3,970 people) identify as Lesbian, Gay, Bisexual, or another sexual orientation (but over 5.0% are in a same sex marriage or cohabiting with a same sex partner). At least 0.5% of residents aged 16+ (810 people) identify with a different gender to the sex they were assigned at birth. 5% of the Sutton workforce declare themselves as LGBT (the same percentage as at 31.3.23). Of those earning over £50,000, 6% declare as LGBT and 9% at head of service and above. Sutton has an active LGBTQ+ network, which has developed and promoted a series of network member videos as part of LGBTQ+ history month in February and Pride month in June. The council works with them to celebrate this and Pride celebrations, which has increased membership of the network. The council has also invited staff to add their pronouns to email footers.
- 3.31 A Trans and Gender Diversity session was held to support staff and managers in working with Sutton's trans staff and community, and in line with ACAS good practice, transgender guidance has been drafted and was introduced.

Age

- 3.32 There has been a decrease of 1% in the past year in relation to the percentage of the workforce aged 16-24, at 4%, (this is still higher than the London Council's median figure). 31% of staff are aged 25-39. With 24% of the workforce being 40-49; 38% staff are 50-64 and 3% are 65 or over, 41% of the workforce is over the age of 50. The council has a well established graduate scheme, taking part in a national graduate development programme in which graduates join for two year placements and are encouraged to take on permanent roles at the end. Five new NGDP trainees started in October 2023, taking the total to nine.
- 3.33 The Council's apprenticeships are thriving, with 49 apprenticeships in post on 31.3.24 and ten in schools. Of the 39 council apprentices, 33 were existing staff members and six were new to LBS. This is a lower number than the previous year, and reflects the reduced recruitment across the council in response to budget pressures. The council has also improved support for apprentices by tailoring the induction and introducing mentoring programmes for them. This mirrors the tailored approach to the Assisted and Supported Year in Education for staff training as social workers. Sutton currently has 11 staff on the development programme across Adults' and Children's social care.
- 3.34 A structured work experience programme offered placements for 43, year 10 and 12 students during 2023/24 with attendees from Cheam High School, Glenthorne High School, Carew Academy, and Carshalton High School for Girls. Five of the attendees were care experienced. The experience included a visit to the London Cancer Hub, meeting the Chief Executive and actively participating in an EDI workshop. Harris Academy has also expressed interest in the year twelve cohort scheme for 2024/25.
- 3.35 Six supported Interns completed their placement this year, with all interns moving on to further employment or educational opportunities Support is overseen through Steering Group meetings and placement progress reviews are being undertaken regularly between the HR and OD team, SEND Commissioning Lead(s) and Orchard Hill College (support provider) staff. Following the placements, Interns will be signposted to council entry-level employment & apprenticeship opportunities, and prepared for these through mock interviews.
- 3.36 It is understood that the council needs to increase the number of young people choosing a career in local government and with Sutton. The council continues to promote career opportunities, attending Glenthorne High School Careers Fair and Speed Networking at Harris Academy in July 2023. An engagement session was hosted for Edinburgh University students by NGDP and Early Careers & Youth Network colleagues.

Care experienced

- 3.37 'Care Experienced' was confirmed by the Strategy and Resources Committee (20 February 2023) as a recognised protected characteristic for Sutton council. The council has designed a Care Leavers 'A-B'C' Employability Approach, to allow care leavers to receive the appropriate level of Support (A - Accessing Work Readiness & Employability Skills; B - Building Future Careers & Gaining Experience and C - Championing Apprenticeship Accessibility & Recruitment

Reassessment). The local economies team are also working with the community to source other employment opportunities.

- 3.38 Over the last 12 months, care leavers have been engaged through Matrix with two employability sessions one face to face and one virtual. More accepted than attended, but it is recognised that care leavers are vulnerable and sensitive and life events can have a significant impact on a young person's ability to attend meetings.
- 3.39 The council is also looking at ways to better match Care Experienced young people with entry-level job roles available within the council. Due to the recruitment freeze, it was not possible to match young people during this year, but the council arranged for six young people to visit the Shard to meet with the maintenance company Mitie. They will work closely with them around the apprenticeships they provide, supported by the care leavers team. This work is ongoing as a priority.

Recruitment and turnover

- 3.40 When reviewing the selection and appointment rates for protected characteristics using the four-fifths rule, the selection and appointment of disabled candidates, women, and LGBT+ colleagues is in proportion to the number of applicants. Recruitment figures show that Sutton receives higher numbers of Multi Ethnic candidates (72.5%) applying for roles than White applicants (27.5%). There has been a 12% improvement in Multi Ethnic candidates reaching the appointment stage (52.6%) compared to last year.
- 3.41 Turnover has been consistent with the previous year (160 in 2023/24 compared to 160 in 2022/23), the majority being resignations for career development, personal or relocation reasons, and around 8% for retirement.
- 3.42 The voluntary redundancy programme was implemented in response to required budget adjustments. 131 staff across the Council applied for voluntary redundancy, based on affordability and service impact, half of these requests were approved and 44 staff took up the opportunity. 25 of these left the council at the end of March, and the impact on the staff who remained was managed carefully. The majority of leavers were in the library service, and this was managed as it aligned with the move to self access.

Overview of Sutton's equality initiatives

- 3.43 Sutton Council has had a clear focus on equalities with strong commitment and full engagement from senior leadership teams, Councillors, trade unions and the Council's staff networks. All have supported this approach and made personal commitments to model and be allies and champions of change. The Council will focus its efforts to continue to attract, retain and develop a diverse workforce. The PRIDE Values are embedded in organisational development and performance management arrangements, including the "D" for diversity. Sutton won the best candidate experience award at the Public Sector People Managers' Association awards 2024 for its recruitment approach in Adults Social Care and around EDI. This was also commended at the Municipal Journal Awards 2024. The council's workforce was thanked and recognised at the Long

Service Award at The Russetings, Sutton Register Office and Staff PRIDE Awards at Sutton Utd Football Club. A record 128 people sent in nominations for the awards and fourteen teams and individual staff from across all directorates won awards. The work in October 2023 showed that the highest positive responses, at 8.4 out of 10 felt that Sutton Council is committed to being a diverse and inclusive workplace 8.5/10 felt that they are treated fairly by their manager and colleagues. EDI is built into the appraisal process, and every staff member has an objective relating to EDI.

- 3.44 The council's approach is underpinned by the 'WorkWell' programme which focuses on the technology and training needed to support a more hybrid way of working where some of the workforce is in the office and others are working from home. The starting point for this is each team considering where they need to be located to provide the best services to residents, captured in an agreed team charter. This has provided the council with a Council-wide approach to new ways of working, tailored to the service needs of each team. Workforce guidance, new workspaces and meeting room technology have allowed the council to accommodate the majority of staff in the Civic Office when they need to be on site. Typically, this is a third of staff. A guiding principle has been the need to leave sufficient flexibility for managers to respond to the differing needs and circumstances of individual members of staff, and services. Through the WorkWell programme, a working group is capturing a comprehensive view of adjustments for the workforce around HR processes, fixed desks and technology.
- 3.45 Aspiring Leaders and Aspiring Managers programmes were launched to help under-represented groups develop their careers. More than 70 participants have been part of this programme to date. Workshops, livestreams and e-learning have promoted understanding of terminology and concepts such as intersectionality and conscious bias and promotion of how to be an 'active bystander', the role of allyship and taking action. 243 managers attended mandatory learning to support them in having difficult conversations. An inclusive language guide is in place in partnership with the Council's staff networks to provide a toolkit around appropriate and inclusive language and ways to challenge inappropriate language and is being refreshed.
- 3.46 In 2024/25, work to promote fairness and equity will continue, reinforced by learning programmes and events around EDI to support Sutton's workforce, including a focus on women, ethnicity and neurodiversity. In addition, work will continue towards the ongoing policy review programme. A further pulse staff survey will be undertaken in 2025, resulting in an evidence based action plan to respond to what is heard and to support the council's work to attract and retain the best talent to Sutton. Confidential sessions will continue to support staff around racial trauma and those who have experienced discrimination. Engagement is underway with staff across the council to understand their views of the council's culture, how it aligns to Sutton's values and what behaviours they feel that the council needs to promote to deliver the transformation programme to support Sutton's residents. The work to promote the council as a great place to work for young people will continue. This underpins the work towards the workforce profile matching the 2021 census at all levels in the council.

4 Benefits to Sutton and its Residents

- 4.1 By creating an open and inclusive workforce at Sutton where staff live out the PRIDE values in their daily work and seek to understand and value the importance of the different perspectives that

all staff bring to work, the Council can ensure that it provides a fully inclusive service to its residents.

5 Implications

- 5.1 By noting this report, the Strategy and Resources Committee continues to maintain oversight of the workforce profile and focus the work to support Sutton's workforce, ensuring that the council reflects the community that it serves and provides assurance that it is meeting its obligations under the Equality Act 2010. The Committee also agrees the strategy and resultant programme of work to support Sutton's workforce to enable them to provide high quality services to the community and delivery of the Ambitious for Sutton programme.

Equalities Implications

- 5.2 This report sets out the activity to support the council's workforce by reference to headings relating to the relevant protected characteristics under the Equality Act 2010.
- 5.3 This report forms the basis of the council's work programme in line with the PRIDE values and the relevant equalities legislation. The council will use the workforce data in the appendix as the basis for any equalities impact assessment across the workforce over this year.

6 Finance and Legal Commentary

Finance Comment

- 6.1 There are no direct financial implications arising from this report. The workstreams set out will be delivered using existing HR budgets. Creating an open and inclusive working environment with a diverse workforce will help the Council to deliver high quality services within available financial resources.

Legal Comment

- 6.2 The legal implications are dealt with in the body of this report.
- 6.3 There are no apparent legal risks flowing from the recommendation in this report.

7 Appendices and Background Documents

- 7.1 Appendices

Appendix Letter	Appendix Title
A	Workforce Equalities Information

7.2 Background Documents

Date of Expiry	Background Document
N/A	N/A

8 **Audit and Consultations Trail**

Consultees	Yes/No	Officer	Date of Comments
Finance	Yes	Victoria Goddard Assistant Director for Finance	16.5.24
Legal	Yes	Gerry Gray Principal Lawyer Property, Planning and Employment Team	15.5.24
Others	Yes	Fern Barber, Policy and Project Manager - Insight, Partnerships and Scrutiny	14.5.24
EQIA	No	N/A	N/A