



Draft Communications Strategy

Taxi/Private Hire Licensing

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Foreword

As the Licensing Authority for Moray, we are responsible for regulating the taxi and private hire sector.

A taxi, or cab, is a public transport vehicle, which is licensed to 'ply for hire'. This means it can stand at ranks or be hailed / flagged down by members of the public. Fares are regulated by the council and must be displayed on a meter fitted in the vehicle.

A Private hire vehicle, is a public transport vehicle but must be 'pre-booked' in advance through an operator and cannot 'ply for hire'. Fares for private hire vehicles are not regulated by the council (unless a meter is fitted to the vehicle) - the cost of a journey will or should be agreed with the company before the journey starts.

Licences are applied for and issued in respect of a driver, a vehicle and a booking office.

Regulation is in line with national legislation – the Civic Government (Scotland) Act 1982, to ensure that the public is protected from harm whilst using the services of taxis/private hire vehicles and to guard against the infiltration of the industry by organised crime groups and individuals.

We also recognise the importance of the taxi/private hire sector to our local economy and the essential service that they provide in Moray to both residents and visitors.

Having an informed and engaged trade and public will enable us to effectively perform our role, along with successful and positive relationships with our other stakeholders who have a role in the licensing regime.

This strategy directs how communication will be undertaken over the next few years to support our work.

The strategy will be reviewed every 3 years.

We welcome views on how it can be built on and improved.

Why we need a strategy

We need to communicate effectively and meaningfully with the trade and public, and achieve fuller involvement from them regarding issues that affect them to help inform our policies and practices, and support us in fulfilling statutory obligations. We also need to improve awareness of and understanding of our work.

We need to work with other stakeholders to progress relationships and strengthen their involvement in activity.

Working and communication methods are evolving and the tools available to us now are very different from the past. There is a greater drive for electronic communications and the ever present need to ensure that we use available resources efficiently and effectively.

Consultation and engagement can mean different things to different people, and there are challenges around meeting expectations and demands, addressing concerns over changes/new ways of working and maintaining positive relationships at a time of reducing staff resources.

It is therefore important to be clear about the level and types of consultation and engagement that will be undertaken in relation to taxi/private hire licensing.

This document outlines how we will communicate with the licensed trade, the Moray community and our partners in the regulatory process in relation to taxi and private hire licensing.

Our stakeholders

We consider our stakeholders to be:

Applicants for licences and licence holders

- Taxi/private hire drivers licence holders
- Taxi/private hire vehicle (operators) licence holders
- Booking office licence holders

Moray Community

- Members of the public
- Community Councils
- Local Area Forums
- Equalities Groups

External organisations

- Police Scotland
- Home Office

Decision makers

- Licensing Committee members
- Head of Legal and Democratic Services

Council Staff

- Licensing Standards Officer
- Licensing staff
- Customer Services staff
- Fleet Services staff
- Planning staff

These stakeholders' and details of their areas of interest in taxi/private hire licensing can be seen in the **Appendix**.

Why we communicate

We communicate with stakeholders about applications to ensure there is relevant information available for decision making and to communicate the outcome of applications.

We communicate with stakeholders about the issues that do, or that may, impact upon them and to gather views to inform our policies and practices.

We communicate to raise awareness and understanding of how we operate and changes that are coming to our processes through new legislation or policy.

Legislation places several specific duties on us to communicate and engage with our stakeholders on certain matters, for example for taxi fare reviews and for assessing the impact on groups with various protected characteristics (equalities) when developing policies.

What we mean by inform, consult and engage

It is helpful to have a shared understanding of what we mean by the terms information, consultation and engagement and to have awareness that these are progressive levels, each requiring a different commitment from those involved.

The following table demonstrates the levels of communication and range of tools that can be used.

	LEVEL	DESCRIPTION	TOOLS
1	Inform (giving information)	Providing stakeholders with appropriate information about our work, processes, policies, decisions and changes that will affect them.	<ul style="list-style-type: none">• Letters/Email• Newsletters/Leaflets• Website• Social media• Telephone• Face to face meetings
2	Consult (asking opinions)	All activities designed to gather, understand and discuss the experiences, views, ideas and priorities of stakeholders. The information gathered will be used to inform decision making.	<ul style="list-style-type: none">• Letters/Email• Newsletters/Leaflets• Face to face meetings• Focus groups• Self-completed questionnaires• Feedback channels• Press notices/ advertisements• Social media
3	Engage (working together)	Working in partnership with stakeholders and involving them fully in the decision making process.	<ul style="list-style-type: none">• Working groups• Workshops• Forums

We communicate with stakeholders at different levels and at different times for different purposes.

Stakeholders too, may want to communicate at different levels and at different times. We recognise the importance of stakeholders having opportunities to communicate in ways that suit them and to shift between levels. For example, some stakeholders simply want to be kept informed, others want a means of sharing their thoughts and experiences with us, while some others want to be actively involved in shaping new policies.

Where we are now

Current tools that are used to communicate

There are a number of tools already in place to support communication.

Council website

The Moray Council has its own [website](#) and part of this is dedicated to taxi licensing. It provides instant electronic access to a variety of information e.g. application forms, guidance, fee tables, licensing processes, information about dress code, medical exams, and consultations. It has FAQ and news pages.

In addition, all Licensing Committee agendas, reports and minutes are published on the Council's website.

Council Licensing system – Public Access

This is accessed from the Council taxi web pages and is the on line public access part of the Council's licensing IT system. This enables applicants to track online the progress with their application and enables the public to view the Statutory Public Registers for information about licences being processed, comment on these and also access information about ones that have been granted.

Council Licensing system – Consultee Access

This is accessed from the Council taxi web pages and is the on line consultee access part of the Council's licensing IT system. Access is restricted to consultees and this enables them to view and comment on applications. Planning officers receive notice of all booking office applications received via this system.

Tell me Scotland

Tellmesotland is a national portal that has been developed as an alternative way for local authorities and other public bodies to share

information with the public via the internet. Moray Council has been using the portal since 2010 and to date it has been well used by licensing. We have a statutory obligation to publish certain notices in the local press, and have been using tellmescotland in tandem with the press for those notices. More recently the portal has been used to advise the public of current consultations.

Tellmescotland is free to use, thereby helping the Council to reduce it's spending on press advertising, and is available to all Council services, providing the opportunity to share information such as events, consultations/engagement, with customers.

Trade Meetings

Meetings between the trade and the Chair of the Council's Licensing Committee and other Committee members, supported by licensing officers, have been organised from time to time and typically to discuss such matters as dress code, medical requirements and examinations, DVLA driver records, guide dogs, unlicensed drivers and enforcement.

Other Stakeholder Meetings

Licensing officers meet quarterly with Fleet services officers, officers from Customer Services and Licensing Standards Officers to discuss various operational issues. For example, arrangements for taxi meter checks and resealing following a taxi fare review, changes arising from new legislation such as right to work checks.

Meetings take place as needed with Police Scotland Officers to discuss such matters as complaints and local operations.

Licensing Committee policy working group

A working group is set up by the Committee from time to time to meet with licensing officers and other involved parties to provide input and recommendations in respect of certain matters during the preparation and revision of various policies. Various matters have been referred to a working group e.g. a review of taxi licence conditions, a fee review, and for some matters decisions as to consultation requirements have been left to the working group.

Moray Equalities Groups

There are various groups representing the various characteristics protected under the Equality Act 2010. These can be involved in consultations on policies through the Council's Equal Opportunities Officer.

Letter/email/SMS text messaging

Community Councils and Local Area Forums are consulted via email and letter on various policy matters, for example, regarding taxi fare reviews.

Police Scotland is a statutory consultee for taxi licences and as such receives notice of all applications received via email. They are also advised of consultations and their views sought e.g. on the process for checking an applicant's DVLA driver record.

Within the Council, Fleet services officers are consulted on relevant matters by email e.g. taxi fare reviews.

Work has been underway for some time to gather email addresses for licence holders to facilitate electronic communications with them. Email communications have been used for such matters as notification of forthcoming changes, e.g. an email with a message that news and information has been posted on the Council's website or that a consultation is live.

Reminders to renew licences are issued automatically to licence holders from the Council's licensing IT system by email as well as by SMS text message, and where neither email nor mobile telephone numbers are held, by letter.

Letters are also still issued to applicants for licences at various parts of the application process e.g. acknowledging receipt of an application, advising of a committee hearing/decision and to issue licences granted.

There is a dedicated email address for licensing generally:

licensing@moray.gov.uk

And a specific one for the Licensing Standards Officer:

LicStandardsOfficers@moray.gov.uk

These are used by licensing staff to send and receive electronic communications.

Telephone calls

There is a dedicated telephone number for taxi/private hire licensing generally:

01343 563027

And a specific one for the Licensing Standards Officer:

01343 563030

All calls to these numbers are received within the Council's Contact Centre. Customer Services staff will deal with the call if they can or transfer it on to an appropriate licensing staff member.

Local media

From time to time, press notices, adverts and releases are used. For example, public notice of taxi fare reviews must be given by way of press advertisement and press releases have been issued when new information is available for viewing on the Council's website.

Social media

The Council has a facebook page and twitter account, which have been used to promote consultations and news.

Printed material

In addition to the material available on the Council's website, news and updates are provided to the Trade via Newsletters and Guidance Notes.

Insights gathered from stakeholders

During 2017 through to early 2018 a communications survey was issued (along with our regular satisfaction survey) to the trade and opportunities were taken at trade and other stakeholder meetings to gather comments and views on communication. The purpose was to find out how we could improve communications, progress relationships and ensure that future activity reached and engaged everyone that it should.

Trade

There was a low response rate (4.1%) to the trade survey. This makes it difficult to draw representative conclusions, but there is some data to indicate how communication is perceived by those that responded.

Respondents were generally satisfied with the information they received on licensing and that the Council seeks their views on matters that affect them. However, there was a significant minority who were dissatisfied with this and in particular that the council did not listen to their views.

Most respondents wanted information on the application process, followed closely by updates on changes to licensing conditions, laws, fares and charges and policy. Respondents also requested more information on police checks and monitoring of regulations, and better face-to-face communications.

Most respondents said they obtained licensing information through word-of-mouth, Council e-mails and letters, and then from the Council website. Council e-mails and letters are the 2 sources depended on by most respondents for staying informed about licensing matters. People who preferred e-mails liked their convenience and the ability to retain a record, while those who preferred letters liked the formality of written correspondence, especially for important information.

In relation to e-mails, of those that received them, most read them in full, thought the content was about right, but were equally split on whether the frequency was about right or not frequent enough.

The most popular method for being consulted on issues was by e-mail or letter, with newsletters/leaflets and SMS texting next. There was relatively little support for meetings or using the Council's website. The majority of respondents used e-mails and texts for communicating, and

just under half used social media. LinkedIn and twitter were not commonly used, and neither were visits to the Council's website. Visitors to the Licensing pages were rare and the few comments received on the value of the page were mixed. Half the respondents offered suggestions for improving the page including providing a way to contact staff along with more regular updates. One person suggested using the website as a way of making complaints, and another as an anonymous tip-off line to report unlicensed or over-charging operators.

The Tellmesotland portal and the Public Access part of the Licensing System were relatively unknown by respondents (particularly the Tellmesotland site). Of the very few who had used the Public Access element half found it useful.

Despite the lack of support for meetings as a way of consulting on new issues there was very strong support (79%) for trade meetings, although only half the respondents thought they would be able to attend.

Attendance at subsequent trade meetings was also low (5.3%); however comments received indicated that email communications were best for some, letters best for others, and that meetings and newsletters would be good with some saying that they would follow a dedicated licensing Facebook page for information.

We have separately received complaints for calling meetings at short notice, not giving people enough time to get organised to attend, communication has been sent to old addresses and that our records are not up to date and sending multiple letters to licence holders where they hold more than one licence when one would do.

Other stakeholders

Police Scotland and other council officers indicated that stakeholder meetings would be good to discuss issues, changes and developments. Police Scotland is also keen to be part of meetings organised with the trade.

Some Licensing Committee members previously indicated support for:-

- Committee and trade meetings twice per year, one in Elgin and another to circuit around Moray with consideration of evening and weekend options for timings.
- Use of a dedicated taxi licensing Facebook page.

- Looking to the Licensing Standards Officer for a communications role.

Others ...[from future consultation].

Conclusions

Activity is being undertaken but this is failing to secure the engagement of a majority of trade stakeholders. Neither is there one common, preferred approach for communications.

Where we want to be

We want to have ongoing, effective communication with our varied stakeholders.

In particular, we want to:

- Do more to understand our stakeholders who are impacted by our work;
- Keep stakeholders well informed;
- Promote understanding of our work and activities;
- Employ appropriate and varied opportunities for communication;
- Be cost effective in communications so that we can keep licence costs reasonable.
- Maintain a two-way communication with our stakeholders to ensure that feedback is consistently fed into planning and delivery;
- Promote respect and trust between the Council and our stakeholders;
- Promote trade engagement, including increased trade engagement levels with surveys and meetings; and
- Make good use of the Licensing Standards Officer to communicate with the trade and to provide advice and support.

How we will get there

What we will do

We will ensure that our communication activities are relevant and meaningful to the stakeholders taking part. With this in mind, we have adopted 3 different communication levels:

1 = Informing: Providing stakeholders with appropriate information about our work, processes, policies, decisions and changes that will affect them.

2 = Consulting: All activities designed to gather, understand and discuss the experiences, views, ideas and priorities of stakeholders. The information gathered will be used to inform decision making.

3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

We recognise that different approaches will be needed to reach different stakeholders and communication methods will vary depending on the communication level, stakeholder and issue involved.

The communication levels and methods that we will adopt for each stakeholder/area of interest are detailed in the **Appendix**.

Where various communication methods are indicated we will start with the most direct, cost effective one(s), progressing on to others as needed to reach stakeholders not reached by previous means.

We will ensure that our communications are timely, clear, jargon-free, in plain English, and easy to understand and that the message is the same for all relevant audiences.

We will communicate regularly with trade stakeholders by planning a programme of trade meetings, which will include two meetings per year with the Chair of the Licensing Committee and other selected Committee

members, one meeting in Elgin and another in Forres/Keith/Buckie/Lossmouth on a rota basis. We will also make use of drop in sessions to enable trade members to seek information and share their views outwith more formal meeting settings. We will seek to include other stakeholders in trade meetings/drop in sessions where appropriate.

We will make full use of the Licensing Standards Officer role to communicate with the trade and to provide information and guidance to the trade. This will involve face to face communications where possible and taking opportunities during visits to check contact details, promote use of the Council's website, particularly the news pages, and advise of upcoming meetings/events/changes and feedback from consultation and engagement.

We will plan all significant activity, including consultations and trade meetings, ensuring sufficient time is allowed for stakeholders to share their experiences, contribute their ideas, opinions and views about issues and for feedback to be provided.

We will strive to be as inclusive as possible in our reach to ensure that individuals or groups whose voices are not traditionally as strongly heard or represented are identified and involved so we do not miss out on their contribution.

We will remind all licence holders of their legal obligation to notify us of any changes in their contact details and urge them to assist us in maintaining contact with them. We will ensure that when we do receive notification of a change that our records are updated appropriately and that when issuing mail we cross check mailing lists to ensure that licence holders with multiple licences receive relevant information once.

There is scope for the Tellmesotland portal it to be used to a greater extent for general information notices. This will be used, in addition to other methods, for all public communications.

The use of social media such as Twitter and Facebook has become the norm for people of all ages and this is now a quick and efficient way to reach a large audience although we need to be mindful of inclusion and consider the needs of stakeholders who may not have access to digital channels. We will therefore continue to make use of the Council's general Facebook page and Twitter account and this will complement other additional communication methods.

What we expect from stakeholders

We alone cannot successfully make changes as to how we engage with people and stakeholders have a part to play to strengthen their involvement in activity. In particular, all stakeholders need to notify us of any changes in their contact details to assist us in maintaining contact with them and when they have something to contribute, take the opportunities available to do this.

Conclusion

This strategy provides an opportunity to clarify, simplify and reduce the costs of communications.

The delivery of this strategy is based on the required resources being in place to ensure our communication objectives can be taken forward.

To test the success of this strategy we will carry out a further communications survey in three years' time. We will also establish a set of measures to monitor take up of activity and continue to identify stakeholder engagement preferences. Communication methods will continue to be developed and improved to ensure they meet the needs of our varied stakeholders.

Actions Summary:

- Review all communication for plain English.
- Maintain and develop the Council website, including a dedicated news page, and promote its use.
- Develop annually a programme of stakeholder meetings/drop in sessions.
- Include other stakeholders in trade meetings/drop in sessions as appropriate.
- Continue to expand use of the Council's social media sites.
- Plan significant activity.
- Develop the information and guidance role of Licensing Standards Officer and wherever possible use this officer as the main conduit of information to the trade.
- Remind all licence holders of their legal obligation to notify us of any changes in their contact details and urge them to assist us in this so that we can maintain contact with them.
- Ensure that when we do receive such notification that our records are updated with the new contact details.
- Ensure that all mailing lists are cross checked to ensure that licence holders with multiple licences receive information once.
- Survey communication needs in advance of reviewing this strategy.
- Establish a set of measures to monitor take up of activity and satisfaction with this to continue to identify stakeholder engagement preferences.
- Following engagement, capture what changed as a result and feed this back to stakeholders.

Interaction with the Council's Corporate Communications Section (CCS)

We will liaise with the CCS to ensure that our activity is managed and co-ordinated to avoid duplication and will draw upon their expertise and resources. We will feed in to the Corporate Engagement calendar, which lists activity that will be hosted on the intranet and internet, co-ordinates activity and informs the community about opportunities to get involved.

Appendix 1

Communications Matrix

Stakeholders	Areas of interest	Communication level ¹	Communication method ²
Trade			
Applicants for licences	Application forms, fees, process, guidance.	1	Council website. Phone. Face to face - Licensing Standards Officer.
	Progress with an application	1	Council Licensing system - Public Access. Email/letter. Phone.
	Decision on an application	1	Letter/email. Council Licensing system - Public Access.
All licence holders	Changes to fees following a fee review	1	Council website. Social media.
	Taxi stances	2	Council website. Social media. Email/letter. Trade meetings.
	Road closures/ incidents affecting taxi stances	1	Council website. Social media. Email/letter. Face to face – Licensing Standards Officers

¹ Communication levels:

1 = Informing: Providing stakeholders with appropriate information about our work, processes, policies, decisions and changes that will affect them.

2 = Consulting: All activities designed to gather, understand and discuss the experiences, views, ideas and priorities of stakeholders. The information gathered will be used to inform decision making.

3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ³	Communication method ⁴
	Policy and policy changes (including changes to conditions)	2	Council website. Social media. Email/letter. Trade meetings/drop in sessions. Licensing Standards Officer visits.
	Legal changes and issues	1	Council website. Social media. Email/letter. Trade meetings/drop in sessions. Licensing Standards Officer visits.
	Complaints	1, 2 and 3	Email/letter. Phone. Face to face – Licensing Standards Officer. Licensing Standards Officer visits.
	Enforcement issues	1, 2 and 3	Email/letter. Phone. Face to face – Licensing Standards Officer. Licensing Standards Officer visits. Trade meetings.
	Renewal reminders	1	Email/letter. SMS text message.

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² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ⁵	Communication method ⁶
	Feedback on consultations.	1	Council website. Social media. Email/letter. Trade meetings. Licensing Standards Officer visits.
	Satisfaction with service and communications.	2	Biennial survey issued by email/letter. Trade meetings/drop in sessions. Council website.
Operators	Taxi/private hire fare review. Every 18 months.	2	Email/letter. Council website. Local media. Trade meetings/drop in sessions. Face to face – Licensing Standards Officer.
Moray community			
Public	New applications	1	Council Licensing system - Public Access, which provides our public register.
	Policy and policy changes	2	Council website. Local media. Social media. TellmeScotland
	Taxi Fare Review. Every 18 months.	2	Council website. Local media. (Press advert - statutory requirement, 1 month period). Social media. TellmeScotland

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3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ⁷	Communication method ⁸
	Taxi stances	2	Council website. Local media. Social media. TellmeScotland
	Road closures/ incidents affecting taxi stances	1	Council website. Social media.
	Complaints/ Enforcement issues	1, 2 and 3	Email/letter. Phone. Face to face – Licensing Standards Officer.
	Feedback on consultations.	1	Council website. Local media. Social media. TellmeScotland
Community Councils	Taxi Fare Review. Every 18 months.	2	Email/letter.
	Policy and policy changes	2	Email/letter. Face to face at meetings.
	Complaints/ Enforcement issues	1, 2 and 3	Email/letter. Phone. Face to face – Licensing Standards Officer.
	Feedback on consultations.	1	Email/letter.
Local Area Forums	Taxi Fare Review. Every 18 months.	2	Email/letter.
	Policy and policy Changes	2	Email/letter.

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² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ⁹	Communication method ¹⁰
	Feedback on consultations.	1	Email/letter.
Equalities Groups	Policy and policy changes	2	Via Council's Equal Opportunities Officer
	Feedback on consultations.	1	Via Council's Equal Opportunities Officer.
	Taxi Stances	2	Via Council's Equal Opportunities Officer.
External Bodies			
Police Scotland	Applications	2	Email. Council Licensing system - Consultee Access.
	Decision on an application	1	Email. Council Licensing system – Consultee and Public Access.
	Licensing offences	1	Email. Telephone.
	Policy development and changes	2	Email. Stakeholder meeting.
	Taxi stances	2	Email. Stakeholder meeting.
	Issues/developments	3	Email. Stakeholder meeting.
	Feedback on consultations.	1	Email. Stakeholder meeting.
Home Office	Illegal workers	1 and 2	Email/letter.

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3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

²This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ¹¹	Communication method ¹²
Decision makers			
Members of the Council's Licensing Committee	Applications granted under powers delegated to officers	1	Quarterly information report.
	Policy development and changes	3	Working Group and Committee meetings.
	Trade views and comments	2	Annual meetings between chair of committee and selected members with trade, supported by licensing officers. One meeting in Elgin and another in Forres/Keith/Buckie/Losiemouth on a rota basis. Notes of meetings forwarded to all members for information.
	Feedback on consultations.	1	Working Group and Committee meetings.
Chair of Committee	Press and media releases	1 and 2	An as-and-when email consulting and confirming licensing related press releases as they are sent to the press.
Head of Legal and Democratic Services, Moray Council	Press and media releases	1 and 2	An as-and-when email consulting and confirming licensing related press releases as they are sent to the press.
Moray Council staff			
Licensing Standards Officer	Application forms, fees, process, guidance.	1	Council website. Licensing staff.
	Applications.	2	Council Licensing system.
	Decision on an application	1	Council Licensing system.

¹ Communication levels:

1 = Informing: Providing stakeholders with appropriate information about our work, processes, policies, decisions and changes that will affect them.

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3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ¹³	Communication method ¹⁴
	Complaints/enforcement issues	1	Email. Quarterly stakeholder meetings.
	General issues and updates	1, 2 and 3	Email. Quarterly stakeholder meetings.
	Policy and policy changes.	2 and 3	Email. Quarterly stakeholder meetings.
	Legal changes and issues.	1 and 2	Email. Quarterly stakeholder meetings.
	Changes to fees following a fee review	1	Council website. Quarterly stakeholder meetings.
	Taxi stances	2	Email. Quarterly stakeholder meetings.
	Feedback on consultations.	1	Email. Quarterly Stakeholder meeting.
Customer Services staff	General issues and updates	1, 2 and 3	Quarterly stakeholder meetings.
	Policy and policy changes.	2 and 3	Email. Quarterly stakeholder meetings.
	Legal changes and issues.	1 and 2	Email. Quarterly stakeholder meetings.
	Changes to fees following a fee review	1	Council website. Quarterly stakeholder meetings.

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² This will vary depending on the stakeholder and issue involved.

Stakeholders	Areas of interest	Communication level ¹⁵	Communication method ¹⁶
	Consultations/surveys.	1	Email. Quarterly stakeholder meetings.
	Feedback on consultations.	1	Email. Quarterly stakeholder meetings.
Fleet Services staff	Taxi Fare Reviews	1 and 2	Email. Phone. Quarterly stakeholder meetings.
	Policy development and changes	1, 2 and 3	Phone. Quarterly stakeholder meetings.
	Inspection information/feedback	1	Phone. Face to face - Licensing Standards Officer.
Planning staff	Booking office applications	2	Council Licensing system - Consultee Access.
	Decision on Booking Office application.	1	Council Licensing system - Consultee Access.
	Policy development and changes	2	Email. Six monthly stakeholder meetings.
Roads staff	Taxi Stances	1, 2, and 3	Email. Phone. Quarterly stakeholder meetings.

1Communication levels:

1 = Informing: Providing stakeholders with appropriate information about our work, processes, policies, decisions and changes that will affect them.

2 = Consulting: All activities designed to gather, understand and discuss the experiences, views, ideas and priorities of stakeholders. The information gathered will be used to inform decision making.

3 = Engaging: Working in partnership with stakeholders and involving them fully in the decision making process.

2 This will vary depending on the stakeholder and issue involved.