

**GEDLING**  
**PLAN**  
**2023-2027**

**Examples of Achievements and  
Activities**

**During**

**Quarter 3 - 2023/24**

# ECONOMY

**To encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities, and promoting an economy that attracts visitors throughout the day and supports leisure activity.**

**Skills and Employment - the council will support local people into employment using its influence and connectivity with partners to create jobs, and provide support and training.**

Jobs Fair - The Economic Growth and Regeneration team, in partnership with the DWP, held the third jobs fair of the year on the 14<sup>th</sup> of November 2023 at the Civic Centre. There were 250 attendees – with 25 exhibitors (employers, training providers and apprenticeship providers). Unfortunately, Tesco and Sainsburys let us down on the day.

From the 167 completed evaluation forms, most people heard about the event from the Jobcentre (126). 114 came from Arnold, seven from Calverton and one from Ravenshead.

The next event is planned for the 6<sup>th</sup> of February, again at the Civic Centre, with a particular focus on apprenticeships, in line with National Apprenticeship Week. Nottingham Trent University and the University of Nottingham have both confirmed attendance.

**Business - a local economy that attracts new business investment enabling growth and the creation of jobs.**

Business Support Surgery - The Economic Growth and Regeneration team held a Business Support Surgery in quarter 3 in conjunction with the Nottinghamshire County Council/Growth Hub Adviser. Over half were looking to grow their business and one was a start-up looking how to get her business started.

Small business and retail advisor - Contracts have been awarded in quarter 3 for a small business and retail advisor to work across the Borough providing support, advice and guidance. They will work alongside the Town Centre Manager and Economic Growth and Regeneration Officer.

D2N2 funding - The decision on the application to D2N2 for funding to further develop Hillcrest Park at Calverton has now been approved. This has now moved to the next stage; Green Book treasury compliant business case is being developed.

'Transform Your Future' Project - The Council has entered into a joint commissioning contract with the district/borough Councils of Nottinghamshire under the UK Shared Prosperity Fund, People and Skills. The Project 'Transform Your Future' will address local need and fill provision gaps in the employment and skills system.

Town Centre Masterplan/Ambition Arnold – a contractor has been appointed to undertake a town centre masterplan and feasibility to support the regeneration and long-term sustainability of the Borough's main retail centre. This work forms part of the Council's Ambition Arnold Programme.

Enterprise Centre - The Council has appointed technical advisors to support the creation of an Enterprise Centre on the first floor of the AMP. A contractor is to be appointed in the new year and works should commence March/April 2024.

## **Town and Local Centres - to provide vibrant town and local centres that attract shoppers and leisure users.**

Arnold Christmas Lights Switch On – The Council delivered a Christmas Lights Switch On in Arnold Town Centre outside the AMP which was attended by over 2000 people. Six local choirs and schools performed at the event which was sponsored for the first time by Robert Ellis Estate Agents. Local businesses opened late for the event and Arnold Methodist Church provided a Christmas Craft fair to compliment activities outside. Dice and Balls and Can Samba entertained the crowds alongside Arnold and Mapperley Rotary Club, who brought Santa along for a visit, allowing them to raise £168 for local charities. For the first time the event included a lantern parade which was a collaboration between Gedling Play Forum and St Paul's Church in Daybrook.

AMP Live, the new market provider contract is now in place, provided by Skin Solace and Taste First (both AMP retailers). Christmas markets haven't taken place throughout December except for one cancellation, due to bad weather. The Town Centre Manager is working with AMP Live on a programme of events for 2024.

Carlton Square – we are continuing to work with Waypoint, the managing agent at Carlton Square. Improvement works are scheduled to take place early 2024. Farmfoods have confirmed they will expand into the vacant former Wilko unit.

St Wilfred's Square, Calverton - we are building relationships with L&C investments, the landlord for St. Wilfrids Square, Calverton. This follows meetings with Parish Councillors, keen to engage and work together.

New signage at Eagle Square - our Town Centre Manager is working with local designer Richard Janes, bringing in local schools and youth groups to design a new sign to go at Eagles Square, welcoming visitors to Arnold.

High Street Strategy - The first draft of the High Street Strategy is being worked on at present and will be completed by Spring 2024.

# COMMUNITY

**To enable a resilient, empowered, connected, inclusive and healthy community.**

## **Poverty and the Vulnerable - financially vulnerable residents are supported through our welfare services and community partnerships.**

Challenging Poverty Drop-In Event - As part of Challenge Poverty Week, Gedling Borough Council held a drop in event at the Civic Centre during October to promote the different range of support services available for residents to help with the cost of living. A range of partner organisations attended to highlighting the different services they offer, helping with enquiries, and raising awareness of the other schemes that may be available for residents.

Support at the event included housing benefit and legal advice, checking residents are receiving the correct benefits, health and wellbeing support, help completing application forms, job seeker information as well as details of schemes and promotions across the borough to help with the cost of living.

Arnold Methodist Church Community Food Club - Support was provided to Arnold Methodist Church to enable the setup of the Arnold Methodist Church Community Food Club. The Food Club (God Menu) provides families and individuals with a box of good quality food for £4 a week. The Food Club started in November and runs every Monday 2pm-4pm. The first session provided almost 30 boxes for local families.

Assisting residents who have been affected by recent flooding - the Revenues Services team is supporting the flood response team by creating flood reliefs and flood grant payment processes. Payment of support grants has commenced, and all eligible domestic applications having been paid.

## **Children and Young People - in partnership, improving the life chances and opportunities for our children and young people.**

Gedling Youth Council meeting – As part of their championship and scrutiny of the Council's response action plan to the Gedling Young People Consultation 2020/2021, young people met with local Police Inspector Mark Stanley and colleagues to discuss young people's safety. Concerns were raised and discussed about vaping, substance misuse, safety of women and girls when out and about and knife crime. It was noted that Young People felt less safe in the City Centre than in Gedling, however there were some concerns about choices being made by young people attending Gedling Schools.

We have formally launched the recruitment drive to appoint a new incoming Gedling Youth Council 2024 – 2028, which marks the 10<sup>th</sup> Anniversary of the Gedling Youth Council initiative at the Council. An article in Contacts, promotion of the opportunity at the GBC Democracy Day reported in Q2 and establishment of a new, dedicated Gedling Youth Council webpage has been

followed by a pre-Christmas letter out to all Secondary Schools / Academies and Youth Clubs in or serving the Borough. Five new members have signed up to date, with further expressions of interest pending.

## **Equality, Diversity and Social Inclusion - providing opportunities for all people to connect and live, work and socialise together, and have equal access to services.**

Gedling Caribbean Elders - Supported by the Communities Team, The Gedling Caribbean Elders have achieved additional funding income and further developed their activities over 2023/24, holding knitting and sewing classes and arranging two cultural awareness trips to London, to see the Windrush statue and make a visit to Parliament, also contributing a legacy donation from long standing member and equality and diversity activist and historian Mrs Anderson to the 'Standing in this Place' Women in the Cotton Industry sculpture project, led by artist and sculptor Rachel Carter. The Council has also made a Silver Award pledge to the Standing in This Place project of £5,000.

A video montage celebrating Windrush Generation Caribbean Elders Members was shared by the Council on social media during Black History Month, which the Caribbean Elders were able to use as part of their monitoring reports on a recent successful National Lottery Community Fund application.

Gedling Seniors Council - The Gedling Seniors Council held their Festive Brunch meeting on Friday 8<sup>th</sup> December, and pledged £250 of Mrs Anderson's legacy donation to the group to a memorial tree, which will be planted in memory of Mrs Anderson in Arnot Hill Park.

Skate Nottingham – The Communities team have commissioned Skate Nottingham to deliver a series of engagement sessions which will also result in improvements to skate parks across the borough. As part of workshops where young people will be encouraged to come and learn to skate, sessions will run concurrently where there are also opportunities to learn practical skills and assist in making repairs to skate parks. Skate Nottingham have also agreed to conduct a review of skate park facilities around the borough as part of these workshops.

## **Health and Wellbeing - work with Health Service partners to enable residents to lead healthy lives through positive social and physical activity.**

GBC partnership with Health and Fitness Education (HFE) – we announced partnership with HFE, who will support the Gedling Leisure Team with essential training and education to provide safe and effective exercise for members with a disability.

New gym equipment – a successful tender process was completed for three new treadmills at Calverton Leisure Centre ensuring customer expectations are met and satisfaction levels are improved by having more up to date equipment.

NPS (Net Promotor Score) –NPS, an ongoing survey of all leisure centre customers was introduced, which is an indicator of loyalty as well as a tool of gaining positive and negative feedback allowing the sites to focus efforts in the areas that matter most to customers.

RLSS (Royal Life Saving Society) - we upgraded the RLSS compliance across the leisure centre sites which allows Gedling to continue to run RLSS courses, providing the opportunity for individuals to gain a qualification which enables them to operate as lifeguards at swimming pools.

Gedling Leisure app improvements – we increased the functionality of the Gedling Leisure app which can now be used for referring new members and accessing discounts, as well as setting up reminders for bookings made at the sites.

Swimming pool support fund – we applied for phase two of the fund which seeks funding to improve energy efficiency at the three Gedling pools.

Swim England pool schematics training – the training was completed, which provides insights into maximising pool water space, increasing teaching points and more efficiency when planning the pool layout.

The Gedling Guide – The updated guide contains useful information for residents to get local support on topics such as mental health, finance as well as social activities. It is now in a year-round format to help people at any time of the year not just during the winter months. Guides have been distributed at Christmas community events as well as being circulated through the local community hubs and partners.

The Killisick NHSE health inequalities programme has supported the following initiatives over the past 3 months: Killisick Youth bus to provide a Christmas Party and 2 trips for Young People that attend the Killisick Youth bus. A successful Community Event was organised by Positively Empowered Kids along with a range of health and wellbeing a community partners. Killisick Community Living room a social friendship group started at the beginning of November at Tavill Field Community room.

Health and Wellbeing e-newsletter - The monthly Health and Wellbeing e-newsletter has covered the following topics over the last 3 months: Winter Vaccinations, NottAlone, stop smoking services, Killisick Community Living Room, Nottinghamshire County Council Family Hub consultation, Age UK Connect Service and Gedling Leisure opportunities.

Community Falls Prevention Programme - The Falls prevention programme delivered by a Postural Stability instructor across community venues in Gedling, was shortlisted in the Prevention category of the Nottingham and Nottinghamshire Integrated Care System Health and Care Awards 2023. The programme has now been running for over 12 months with participants noticing improvements in their strength, balance and social confidence.

Carlton Community Connector - Active Notts have worked with Age Concern Carlton & District, Gedling Borough Council, The Carlton Community Connector and Jigsaw Homes to produce an information leaflet called 'Getting in and about in Carlton', which shows where benches in Carlton are situated, helping local residents to plan rest stops when out and about. The leaflet is available from the information stand in the Age Concern Carlton & District shop, Jigsaw homes complexes and the Carlton Community Hub.

Integrated Neighbourhood Working Arnold – A launch event was held at the beginning of December which included over 30 partners from various organisations including, health, local authority and charities. The event was designed to invite partners to be part of a new way of working to deliver better health and wellbeing outcomes for the local Arnold Community.

The Playing Pitch and Outdoor Sport Strategy was adopted by Cabinet in November 2023. The Council has submitted an initial Expression of Interest to the Football Foundation's Home Advantage Fund targeting potential community asset transfer opportunities at Lambley Lane Rec, Richard Herrod Playing Fields and Magenta Way. Further options to support sport facilities in the Borough are also being considered as part of the Shared Prosperity Fund.

Strategic Outcomes Planning Model Stage One Strategy - In November 2023, Cabinet adopted the Strategic Outcomes Planning Model Stage One Strategy. Through extensive community and stakeholder consultation, an assessment of national and local strategy and a comprehensive assessment of local insight and community need a new vision, themes and outcomes have been adopted within the Strategy with an emphasis on enabling better health equality through physical activity.

# PLACE

**To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency.**

**Cleanliness, Environment and Climate Change - cleanliness of our built environment and the protection and enhancement of our natural environment, including our waterways, parks and open spaces, habitats and wildlife; minimising pollution and waste by influencing the council's and borough's carbon emissions.**

Tree Planting to tackle Climate Change - Our Carbon Management Strategy 2021-2030 highlights our need to tackle climate change, one of the key actions is to plant trees in our parks and open spaces. During Q3 2361 trees have been planted on several sites in the borough including Gedling Country Park, Arnot Hill Park and Digby Park. The park rangers have organised the planting alongside partners including the Community Payback Service and Friends Groups.

We have been successful in our funding application for 200 standard trees and ongoing 15-year maintenance from the Urban Tree Challenge Fund administered by the Forestry Commission. Planting will take place during the 2023/24 tree planting season.

Wildflower areas created to enhance Bee Pollinator sites - Continued careful maintenance of existing wildflower areas in the borough's parks including Gedling Country Park, Arnot Hill Park, Burton Road Jubilee Park, Digby Park, The Hobbucks and many more. New sites developed during Q3 include Arno Vale and Willow Park. The projects are led by the park rangers.

Litter picking at the Hobbucks with children from Killisick Junior School and the Hobbucks Friends Group - Working in partnership with the Friends of the Hobbucks and Killisick Junior School, 30 children came to collect items of fly tipping and general litter from the Hobbucks site. A total of 32 black bags of rubbish was collected along with several fly tipped items. The activity was organised to coincide with the Schools Environmental themed week of activities at the end of November.

Installation of Defibrillators on Parks Pavilions - Two defibrillators have been installed on the pavilions at Breck Hill Park and Burton Road Jubilee Park. The friends of Breck Hill and the Gedling Parks Community Group applied for the funding from the Department of Health & Social Care. Staff in the facilities team arranged for the installation.

Lambley Lane Play Area Refurbishment - A complete refurbishment of the play area was completed at the end of October. This was funded by a grant of £100k funded by FCC Communities following a joint funding application being submitted by GBC and the Gedling Parks Community Group. The new play area has been designed to provide equipment for children up to the age of 12 years and includes a wheelchair accessible roundabout, swings, slides, a 30m



long zipline, climbing frames, trampoline and play panels and more. Consultation for the design included partnership working with children from three local primary schools.

APSE performance networks finalists – our environmental team were selected as APSE performance networks ‘top ten’ finalists out of 130 Authorities overall, in the following categories:

- APSE performance networks best performer finalist notification: street cleansing
- APSE performance networks best performer finalist notification: Parks, open spaces and horticultural services
- APSE performance networks most improved performer finalist notification: Parks, open spaces and horticultural services.

We didn’t win, but being a finalist as ‘best’ in both Parks and Street Cleansing is very important and shows that we are operating our services in an efficient and cost-effective manner in these difficult times.

Engaging paper making workshop – response was overwhelming for the workshop that was offered to five schools to celebrate National Recycling Week. The main focus was the importance of recycling paper (saving trees) and how this links in with climate change. The workshops also highlighted what to put into the residual and recycling bin.

Warm Homes talk – our Climate Change Officer regularly communicates with, supports and updates two of our local Climate Groups: Gedling Climate Group and Burton Joyce Climate Action Group. As a result, Burton Joyce Climate group held a ‘warm homes talk’ for residents in October.

A compelling presentation on ‘Gedling’s journey to net zero’ to the Parish Councils Conference was presented by the Climate Change Officer.

Carbon Literacy has been rolled out to Members – 11 attended to raise awareness of climate science and the need to take action to reduce greenhouse gas emissions.

Climate Change debate - the first climate change debate took place in the Council Chamber, with 60 children taking part, it was chaired by the Mayor of Gedling and Climate Change Officer taking on board a Q&A session.

## **Pride of Place - developing sustainable community hubs and infrastructure, and encouraging volunteering and participation in cultural activity and preserving our heritage.**

Pride of Gedling Awards - We held the Pride of Gedling Awards in November. We received a record number of nominations, with over 290 received. The event was held in the Chamber, and it showcased the very best of the borough, Notts TV attended the event, and it was also covered by other local media outlets. The Overall Pride of Gedling Award went to Lauren Cope, for her community and charity work. The Communications and Marketing Team, with support from Executive Support, organised the event and raised over £6,000 in sponsorship.

The Gedling UKSPF /NCC SRF 'Strength In Community' VCS Resilience Grant Fund and VCS Support and Commissioning Tender were both launched in the first week of December, providing resources for the Gedling Voluntary Sector and wider VCS Support organisations to extend their services to vulnerable people and those with protected characteristics in the Equalities Act 2010, and offering a tender opportunity to Councils for Voluntary Services to create a sustainable system model for the provision of support to Gedling voluntary organisations.

The VCS Grant fund value is £100,000 over two financial years 23/24 and 24/25, and the Tender Value £77, 800 over the same timeframe. Five applications have been received to the grant fund to date; the Tender opportunity closes on 19<sup>th</sup> January 2024.

UKSPF Funding for Community Events - UKSPF funding has enabled the Council to provide support for Christmas events across the borough including:

- Carlton Action Group's Christmas Lights Switch On on Carlton Hill, enabling the group to provide a stage for the event and increase the capacity of the event.
- Netherfield Christmas Lights Switch On organised by Netherfield Forum. Additional funding allowed Netherfield Forum to enhance the event with a performance from Burton Joyce Community Band. The Communities team also provided practical support with events planning and guidance to allow the event to take place safely.
- Warren Action Group hosted a Christmas afternoon tea for 39 residents in the local area with the aim of bringing people together and reducing isolation for the most vulnerable in the community. WAG delivered Christmas hampers to those residents who were unable to attend.

Remembrance – the Council worked alongside the Royal British Legion, uniformed organisations and St Paul's Church in Daybrook to hold a remembrance parade and service in Arnold and Arnot Hill Park. Additional assistance was also provided to community event organisers to enable the Gedling and Mapperley remembrance parade to take place.

Members Community Initiatives Fund awards - During Quarter 3, 57 grants in the region of £13,000 have been awarded to various community groups, including Lambley Reed Pond Group, Parkinson's UK Nottingham, Burton Joyce Co-op, Age Concern Carlton & District, Bestwood Miners Welfare, Friends of King George V Recreation Ground, Netherfield Forum

Community E Newsletters – Three Community E-Newsletters were circulated to 7k community contacts between October and December. Information shared included Calverton Parish Council Community units open day, Newark and Sherwood Free Funding Fair, Armed Forces Breakfast Club, Killisick Community Living Room Friendship Group, Gedling UKSPF Strength in Community Funding Launch, Re-engage Christmas Telephone Befriending Service and much more.

**Community Protection - reducing crime and the fear of crime so that residents feel safe and protected in their neighbourhoods, and the licensing and regulation of businesses for health and hygiene safety.**

CCTV - A new 360-degree CCTV camera has been installed on St Wilfrid's Square Car Park, Calverton, to help tackle anti-social behaviour. The camera provides high-quality images to the council's CCTV control room and will be used to assist the police with investigations, as well as

aiding the council's Community Safety Team and Neighbourhood Wardens in tackling anti-social behaviour. Funding for the camera, which cost £8,534, was provided by the UK Shared Prosperity Fund.

Planning Permission has also been granted at the November Committee Meeting to install a CCTV camera in Burton Joyce.

Safer Streets Fund Round 5 – In December the Public Protection department were successful in securing £95,570 worth of funding from Nottinghamshire Police and Crime Commissioners Office. This funding has been awarded for improvements to the street lighting in Arnot Hill Park. This will include 4 new lights and 39 lighting upgrades.

Free film screening to raise awareness of domestic violence. – during October, as part of the Council's activities for Domestic Violence Awareness Month, we hosted a free screening of the film What's Love Got to Do With It? at the Bonington Theatre. The screening was shown after a short talk by Phenomenal Futures, a local community organisation that works with survivors of domestic abuse and their families to promote recovery and empowerment.

The council is working with local organisations such as Phenomenal Futures, We R Here, and local health services to provide information, support, and resources to anyone who is experiencing or witnessing domestic violence in the borough. As well as the showing of the film, there were also events and information stalls hosted at the council's civic centre during the awareness month.

Unlicensed beauty-related businesses - The council has issued over ten new beauty-related licenses/registrations from premises previously unlicensed and working our way through the district in small batches. The majority of businesses have welcomed officer visits as this will ensure all businesses offering licensable treatments are working to the same high safety and hygienic standards in the licence conditions and premises who cannot initially meet these standards are given help and advice on how to comply before they are licensed or registered. The council has enforcement powers and if businesses are unwilling to meet the conditions, legal action can be taken to ensure that they comply or ultimately the council can prevent them carrying out unsafe procedures. To date, businesses have followed the advice and help has been given.

Unlicensed dog care businesses - Following complaints regarding animal welfare, officers have advised two dog-walking businesses who were unlicensed to provide dog home-boarding/day care, from continuing to offer these services until they are licensed thereby ensuring dog owners are not leaving their dogs where they may be issues with safe and suitable accommodation.

## **Housing - individuals and families can access high quality, affordable and energy efficient housing to bring life to neighbourhoods.**

Temporary Accommodation - since cabinet approval in March for the temporary accommodation options appraisal, officers have been tirelessly viewing suitable accommodation within the borough. Significant progress has been made and three properties have been purchased to date. This comprises of a one-bedroom house in Top Valley and two two-bedroom properties located in Colwick and Netherfield.

A further two successful bids have also been made and the transfer of ownership is currently underway through the conveyancing process. It is hoped a further two three-bedroom properties can also be acquired over the next few months which will complete the current project of purchasing seven new units.

Housing Strategy - The Council is in the process of developing a Housing Strategy which it aims to implement in early 2024. An initial meeting was held to inform the development of the housing strategy and an officer workshop has now been established.

The strategy will provide an opportunity to ensure a consistent approach to housing across the organisation and the subsequent action plan which will be developed will outline the key objectives required to address all housing need across the Borough.

Empty Homes - The empty homes officer has worked with a long-term empty homeowner of a property on Lees Road which has been empty for 19 years. Utilising the council's empty property matchmaker scheme, the council has introduced an investor who has entered into an agreement with the owner to refurbish the property and lease it to provide rented accommodation to a tenant. The property that has sat empty since 2004 was brought back into use in December 2023.

Proposal for a further selective licensing scheme in Netherfield - following approval by Cabinet in December the council has begun a 12-week public consultation into a proposal to designate a further selective licensing scheme in the Netherfield ward. This follows a review of the previous scheme that operated from October 2018 to September 2023 which described that 81% of properties inspected required essential works to remove hazards and 52 homes had high risk imminent issues requiring urgent action to protect the tenants or visitors to the properties. Key objectives of the pilot scheme which have been satisfied are to “address poor housing conditions” and to “introduce a mechanism to address antisocial behaviour, and crime, associated with private rented homes”.

The public consultation will continue until Spring 2024 and the findings will be reported to Cabinet to determine whether to implement a further selective licensing scheme in Netherfield.

# THE COUNCIL

**To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.**

**Customer Engagement - our customer experience is the best possible and our facilities and services are accessible to all.**

National Customer Services Week celebrated the partnership work between Gedling Borough Council and the community hubs in Carlton, Calverton and Bestwood Village. Senior Leadership Team and Members visited the hubs to see how they were run and how important they are to the local community. Our Customer Services team work at these hubs weekly and assist with help in Housing, Council Tax, Planning, Environmental Health/Public Protection and Benefit enquiries.

Web Chat - Customer Services have introduced web chat as a new digital access for residents. Web chat allows the team to deal with multiple enquiries at the same time (dependant on complexity) and therefore gives advisors the ability to answer queries straight away with no queuing time. So far, we have dealt with 1366 enquiries through this access channel.

In addition to this it allows us to see the customer journey and those pinch points on the website which users struggle with. We are hoping that this will highlight some improvements for the website in order to help users self-serve.

Some of the comments we have received from the public are - very helpful, helpful and efficient, clear and helpful, very professional, great service, fabulous service, great service - not used this before but very impressed, super helpful and patient what a great service, really helpful and answered quickly, resolved my query immediately and was a great help.

**Innovation and Improvement - we strive to make improvements by doing things differently and collaboratively, using digital transformation of our services.**

ICT Projects completed during this quarter included:

- Implementation of the Tree Inspection Database System
- Mitel Handset replacement / Softphone rollout
- ArcGIS Enterprise Mapping Upgrade
- WIFI for Bin lorry workshop & Cube
- ResourceLink HR System SQL database upgrade
- Implementation of Web Chat for Customer Services

- IDOX Total Land Charges upgrade to version 10.2 and Public Access to 3.5.

**Governance and Compliance - governance and decision-making is transparent and evidence-led, and services continue to be delivered in accordance with legislation and professional guidance.**

Legal Services – in quarter 3, legal services had 8% more open matters than the same time last year. Legal services successfully defended two Judicial Review claims and successfully defended two Pre-Action Judicial Review claims. RIPA training successfully delivered on 29<sup>th</sup> November 2023.

**Healthy Workplace - the council provides a positive working environment for its staff; it is recognised as an employer of choice with a workforce that is empowered, skilled, diverse and responsive and is proud to work for the council; and it embraces all aspects of equality, diversity and inclusion.**

Succession planning – we implemented a succession planning process to ensure that key posts within the organisation are identified and that measures are put into place to retain existing staff and to train and develop internal candidates so that they are equipped to succeed into those key posts (through appropriate selection process) should the posts become vacant.

Diversity Network Group - we created a “Diversity Network” of employees drawn from teams across the Council. The purpose of the group is to contribute to the work of the Council to the benefit of the organisation and its workforce in respect to issues relating to equality, diversity and inclusion.

Successful tendering exercise – we successfully tendered for the renewal of the contract to supply the Employee Benefits platform and the Employee Assistance Programme (employee support service).

Staff Well@Work e- newsletter - The monthly Staff well@work e-newsletter has covered many topics over the last 3 months, including Stoptober to help staff to quit smoking, monthly healthy recipes, World menopause day, and stress awareness.