Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update	Q4 status	Q4 update
Department		And Conserve The Ecology, Biodivers		Of Our Sites										
1.1	Review Hampstead	Review, development, consultation and	Hampstead Heath Community Vision	Oct-17	Hampstead Heath Management Plan actions	Project & Management	17/18 18/19	2007 HHMP, OSD BP	Completed					
	neath Management Plan	final production of the Management Plan for Hampstead Heath embedded in a			being planned and	Support Officer	16/19		Completed		1			
		Management Framework for effective	Outcomes framework prepared	Apr-18	implemented via Divisional									
		implementation	Hampstead Heath		Plan and AWP				On treat amainst	Outline to HHCC				
			Management Plan		Annual report submitted to				On track against milestones	19/4/18				
			to Committee for	Jun-18	Committee by June each year									
			approval		from 2019									
1.2	Hampstead Heath Ponds	Complete final phase of Hampstead Heath	Disastina famaina		On-going and cyclical works	Highgate Wood,	17/18	NL1, NL5, NL20, HY3	Completed					
	Project Landscaping and	Ponds Project to achieve the project	Planting, fencing and landscaping		planned and resourced in the	Conservation &	18/19							
	vegetation establishment	outcomes for flood risk, water quality, nature conservation and amenity	works completed (as	Oct-17	AWP (including monitoring)	Trees Manager								
		natare conservation and amonty	per detailed plan)											
			Monitoring and		On-going and cyclical works	1			On track against					
			evaluation programme	Mar-18	planned and resourced in the AWP (including monitoring)				milestones					
			developed.		, ,									
			Final report and project close	Mar-18	Annual reporting on AWP and service outcomes				On track against milestones					
			Model Boating Pond		Committee approval	1			milestories					
			access review	Oct-18	''				On track against					
			completed						milestones					
1.3	Hampatand Heath Danda	Develop a strategy for ponds, wetlands and			Plan and implement priority	Senior Ecologist	18/19	NL5, NL20, HY2, HY5	On trook against	Outline framework.				
1.3	& Wetlands Strategy	environs to set out strategies and priority			actions via the Divisional Plan.	Senior Ecologist	19/20	NL5, NL20, H12, H15	On track against milestones	Model Boating Pond				
	0,	actions for achieving outcomes for	Project plan	Apr-18	AWP and the CWP					report to HHCC				
		hydrology, conservation and amenity values (including sediment management, water	completed	7,61.10						19/4/18				
		quality, landscaping)												
			Undertake surveys		]				On track against					
			and data collation to inform strategy in						milestones					
			partnership with City	Oct-18										
			Surveyors											
			Department		Report on progress and	1			On track against					
			Committee approval of proposed strategy	Mar-19	outcomes annually				milestones					
			Management Plans						On track against					
			for specific ponds /	Mar-20					milestones					
			chains prepared											
1.4	Continue to implement	Implement, monitor & review priorities in the	Divisional Plan and		Agreed actions delivered	Superintendent	18/19	OSD BP	Completed					
	strategies that direct the	Queen's Park CMP, Highgate Wood CMP	AWP & Service	Mar-18	within agreed timeframes		19/20							
	management of	and Hampstead Heath Management Plan,	Plans		utilising available resources		20/21		On the above with at					-
	Hampstead Heath, Highgate Wood, Keats	Constabulary Plan, Keats House Forward Plan	Annual reports on						On track against milestones					
	House & Queen's Park	<del></del> -	progress prepared by Managers	Jun-19										
			by Mailayers											
1.5	Highgate Wood CMP	Undertake mid-term review of the Highgate	Highgate Wood		Actions planned &	Highgate Wood,	18/19	HW CMP, OSD BP	On track against					
		Wood CMP	CMP informed by	Apr-18	implemented via Divisional	Conservation &			milestones					
			WMP		Plan, AWP and Forward Plan	Trees Manager			On track against					
			Review completed	Dec-18					on track against milestones					
1.6	Veteran & Ancient Tree	Conserve Veteran & Ancient trees across	Project plan	A 40	Reduced limb or root plate	Highgate Wood,	18/19	NL13, NL17	On track against					
	protection	all sites	prepared	Apr-18	failure of existing Veteran tree stock	Conservation & Trees Manager			milestones					
	· '	•					•	• '		I				

	1	I	Schedule for		Priority actions embedded in	1		I	On track against				
			condition survey of		the AWP.				milestones				
				Apr-18	the AVVI				Tillestories				
			Veteran & Ancient	Api-16									
			trees completed and										
			agreed										
			Management		Annual report submitted to				On track against				
			statement for high		Committee by June each year				milestones				
			priority Veteran &		1 ' '								
			Ancient trees at	Apr-18									
			Hampstead Heath										
			completed										
			Long term		Annual report submitted to				On track against				
			succession plan for	Apr-19	Committee by June each year				milestones				
			Veteran & Ancient	Api-19									
			trees completed										
1.10	Keats House Community	Keats House access and lighting	Funding granted	Sep-17	Funding secured,	Operational	17/18		Completed		i i		
1.10	Infrastructure Levy	improvements utilising CIL funding	Plan and	ОСР 17	improvements in place	Services	18/19		Project behind	Dunaunania a una			
		improvements utilising Cit funding			improvements in place		10/19			Progressing pre-			
	Project	I	specification	Mar-18	1	Manager			schedule	planning applicatin			
	l	I	developed		4					with Camden.			
	ĺ		Improvements	Sep-18					Project behind	Likely to be delivered			
	<u> </u>	<u>                                     </u>	delivered	3eh-10	<u> </u>	<u>                                      </u>			schedule	Dec 18			
1.11	Improve security at	Installation of automatic bollards at major			Bollards operational and	Constabulary &	18/19		On track against				
	vehicle entrances at	vehicle access points, to improve public	Project outline and		providing improved access	Queen's Park			milestones				
	Parliament Hill Fields and	access and site security	plans prepared	Apr-18	and security	Manager							
	Golders Hill Park	accept and site security	piana piepaieu		and occurry	Manager							
	Guiders Hill Park	I	Francisco de la constitución de	A 10	-1				0-1	A		<b></b>	
			Funding identified	Apr-18	ļ				On track against	Application for Priority			
			Works and		Contractor assigned to deliver				Project behind				
			equipment procured	May-18	works				schedule				
				Way-10									
			5	1.1.40	Access control fully				Project behind				
			Bollards installed	Jul-18	functioning				schedule				
					1				Project behind				
			Project Delivered	Aug-18					schedule				
											l .		
									scriedule				
1 12	Asset Management Plan	Develop an AMP in liaison with the City	Review of 2007 Plan		Plan informs facilities	Operational	17/18	R1 to R16 F6		Progressing with CSD			
1.12	Asset Management Plan	Develop an AMP in liaison with the City	Review of 2007 Plan		Plan informs facilities	Operational	17/18	B1 to B16, E6	On track against	Progressing with CSD			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective	aspirational goals for	Man 40	maintenance & investment	Services	17/18 18/19	B1 to B16, E6		Progressing with CSD			
1.12		Surveyors Department to ensure effective use and management of buildings and	aspirational goals for the Built	Mar-18				B1 to B16, E6	On track against	Progressing with CSD			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective	aspirational goals for the Built Environment	Mar-18	maintenance & investment	Services		B1 to B16, E6	On track against	Progressing with CSD			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective use and management of buildings and structures across the Heath.	aspirational goals for the Built	Mar-18	maintenance & investment	Services		B1 to B16, E6	On track against	Progressing with CSD			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective use and management of buildings and	aspirational goals for the Built Environment	Mar-18	maintenance & investment	Services		B1 to B16, E6	On track against	Progressing with CSD  HH being carried out			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective use and management of buildings and structures across the Heath.  Apply template and approach to Queen's	aspirational goals for the Built Environment completed		maintenance & investment programme	Services		B1 to B16, E6	On track against milestones	HH being carried out			
1.12	(AMP) for Hampstead	Surveyors Department to ensure effective use and management of buildings and structures across the Heath.	aspirational goals for the Built Environment	Mar-18	maintenance & investment programme  Plans implemented and improvements prioritised via	Services		B1 to B16, E6	On track against milestones	HH being carried out 1st and there is			
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1.13 Department	(AMP) for Hampstead Heath  Highgate Wood Roman Kiln Project  Resurface East Heath Car Park to address	Surveyors Department to ensure effective use and management of buildings and structures across the Heath.  Apply template and approach to Queen's Park, Highgate Wood and Keats House.  Working in partnership to develop a community led HLF bid to secure funding to return the Roman Kiln to Highgate Wood  Reconfiguration of the information facility to house the Roman Kiln and new interpretation to support this project  Financial Sustainability Across Our A Improved drainage and surface to meet safety standards and deliver a safe car park	aspirational goals for the Built Environment completed  Draft Plan  Approved AMP  Building Project Plan prepared to support HLF bid in 19/20	Mar-18  Jun-18  Oct-19	maintenance & investment programme  Plans implemented and improvements prioritised via the CWP  HLF bid submitted  Programmes And Projects Drainage and safety improvements achieved;	Services Manager  Highgate Wood, Conservation & Trees Manager	19/20	HW CMP	On track against milestones  Project behind schedule  Project behind schedule  On track against milestones	HH being carried out 1st and there is slippage in the programme.  HWCG to be updated			
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1.13 Department	Highgate Wood Roman Kiln Project  Al Objective 2: Embed Resurface East Heath Car Park to address drainage and Health &	Surveyors Department to ensure effective use and management of buildings and structures across the Heath.  Apply template and approach to Queen's Park, Highgate Wood and Keats House.  Working in partnership to develop a community led HLF bid to secure funding to return the Roman Kiln to Highgate Wood  Reconfiguration of the information facility to house the Roman Kiln and new interpretation to support this project  Financial Sustainability Across Our A Improved drainage and surface to meet safety standards and deliver a safe car park surface. Deliver proposals as agreed by	aspirational goals for the Built Environment completed  Draft Plan  Approved AMP  Building Project Plan prepared to support HLF bid in 19/20  Ctivities By Deliveri  Gateway 1-2 Approval to Proceed  Complete design	Mar-18  Jun-18  Oct-19	Programmes And Projects  Drainage and safety improvements achieved; agreed targets delivered to stakeholders and Committees; on-going maintenance liability	Services Manager  Highgate Wood, Conservation & Trees Manager  Operational Services	19/20	HW CMP	On track against milestones  Project behind schedule  Project behind schedule  On track against milestones	HH being carried out 1st and there is slippage in the programme.  HWCG to be updated			
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2.2	Waste Management improvements across all sites	Develop a long term waste management strategy including Improved collection and disposal service and waste reduction to reduce overall costs	Interim report to Committee Gateway Construction Commencement Project Complete  Project plan prepared Feasibility and options appraisal report  Recommendations implemented	Mar-18  Jun-18  Aug-18  Apr-18  Apr-19	Improved recycling outcomes; overall cost reduced by 20% by 2021	Highgate Wood, Conservation & Trees Manager	18/19 19/20 20/21	P3	On track against milestones On track against milestones On track against milestones On track against milestones	At design stage.		
2.3	Develop landscape improvement projects including design and accessibility standards for the Division	Schedule for landscape improvement projects as set out in the AWP, including design and accessibility Standards Guide for the Division	Schedule for 18/19 & 19/20 developed & plan agreed  Deveolp proposals to promote access for all across the swimming facilities  Design standards developed and agreed	Apr-18  Jul-18  Apr-19	Schedule in place and prioritised in AWP  Proposals agreed and funding indentified  Design standards agreed and working effectively  Annual reporting on AWP and service outcomes		18/19 19/20	B8, B14, A2, A3, A4	On track gainst milestones.	Draft proposal for Highgate Men's pond presetned to Swimming Forum 6.3.18		
2.4	Queen's Park Sandpit & Toilets (previously QP-PR9 - AWP)	Combine the location into a single Capital Improvement Project	Develop Gateway Report for approval process and consulation with QPCC	Jul-18	Consulation understaken and Gateway Approval obtained	Queen's Park & Constabulary Manager	18/19 19/20		On track against milestones			
							19/20					
		xperiences By Providing High Quality		sitor, Educati								
3.2	Develop volunteering opportunities across the Division	Create and enable increased opportunities for volunteering, to achieve a high quality and inclusive volunteering experience	Divisional Volunteering Working Group established Volunteering baseline data captured Action plan and targets developed	Oct-17 Apr-18 Jun-18	New volunteering opportunities across the Division implemented  Training delivered and support given to volunteer groups	Queen's Park & Constabulary Manager	17/18 18/19	OSD BP, A8	Completed On track against milestones			
			Report on progress	Jul-18	Volunteering targets achieved						T	
			annually	Jul-10								
3.3	Communications and Engagement Strategy	Development of a strategy and policy to provide clarity, improved ways of working and delivery of services	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Leisure & Events Manager	18/19	A5, A6, E4, E7	On track against milestones	Draft document due to be considered by SMT.		

			Final approval/strategy approved	Mar-19	Effectively embedded into our ways of working				On Track against milestones	Hope to present draft plan before Jen Leaves for Maternity leave.Has completed a list ofacvtions to be delivered		
3.4	Develop a Play Strategy	Develop a play strategy which will enable effective direction of resources and support child learning and development through play	Play strategy in place for Hampstead Heath	Apr-18	Strategy informs facilities maintenance & investment programme	Leisure & Events Manager	18/19	OSD BP	Project behind schedule	Spoke to head of learning and priorities for team had shifted will seek clarification		
			Schedule for investment in play facilities approved and reflected in the AWP	Sep-18	Enhanced play offer across Heath in accordance with the OSD Play Principles				Project behind schedule	Strategy needs to clarify Maintenance regime/investment priorities		
			Roll out strategy to Highgate Wood & Queen's Park, tailoring it to reflect local needs	Mar-19	Enhanced play offer at all sites				Project behind schedule			
			Rolled out to key staff and stakeholders	Mar-19	Staff trained and understand how their work contributes to achieving learning outcomes				Project behind schedule			
3.5	Develop the Events Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Final approval/strategy approved	Apr-18	Strategy informs events Management	Leisure & Events Manager	18/19	P8	On track against milestones	Part 2, site specific report to HHCC 19/4/18		
3.5	Develop the Cultural Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Final approval/strategy approved	Jul-18		Principal Curator	18/19	P8	On track against milestones	New Principal Curator in post March 18	$\Box$	
3.6	Develop Guiding Principles for Visitor Services across all sites	Review and develop engagment and strategies for the following: angling strategy; cycling strategy and code of conduct; responsible dog strategy and code of conduct	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Queen's Park & Constabulary Manager	18/19	P4, P5, P6, P7	On track against milestones	Cycling - management and waymarking of shared use paths drafted - leaftlet published.		
			Stakeholder consultation Consultation	Sep-18 Nov-18	Engaged with representative sample of stakeholders  Met with representative						-	
			Completed Draft strategies produced	Dec-18	sample of stakeholders  Draft strategies presented for approval						-+	
			Final approval/strategy approved	Mar-19	Embed in to a Divisional way of working							
			Report to Superintendent	Mar-19	Effectively embedded into our ways of working							
3.7	Review and redevelopment of the Golders Hill Park Zoo	Master plan and vision for the Zoo in order to make the facility sustainable and relevant improvements to be delivered in 3 stages over a 10 year period	Vision and principles for the Collection Plan approved	May-17	Plans in place, redevelopment completed	Operational Services Manager	17/18 18/19 19/20	P10	Completed			
			Project Plan and stages approved	Oct-17					Completed			
			Redevelop donkey enclosure Redevelop deer	Mar-18	-				Completed	Plans and posters in place.		
			paddock Redevelop Owl	Mar-19	-						$\longrightarrow$	
			enclosure (create garden, alter Waders Avery, expanded quarantine housing)	Mar-20								

3.8	Redevelopment of the Queen's Park Children's Farm	Master plan and vision for the Farm in order to inspire learning and engagement in the natural world	Vision and principles for the Farm Plan approved  Project plan completed. Redevelopment implemented Works completed Project close and report to Superintendent	Jul-17  Apr-18  Mar-19  Mar-19  Apr-19	Redevelopment successfully completed and reopened to the public. Report annually on outcomes for learning and engagement Work programme in place to deliver redevelopment of farm Staff work plans deliver redevelopment of farm Farm open to public Annual report on visitor numbers, user engagement, user satisfaction	Queen's Park & Constabulary Manager	17/18 18/19 19/20	QP CMP	Completed Completed	Update for QPCC 24/4/18		_
3.9	Bench Dedication and Sponsorship Project	Complete an audit of benches and develop an integrated spatial database for benches. Provide a quality bench programme for Hampstead Heath that is self-funding. Apply policy and procedures across Queen's Park and Highgate Wood	Mapping of Hampstead Heath completed	Nov-16	Staff trained & confident to use & maintain database	Business Manager	17/18 18/19	B8	Completed			
			Policy approved  Staff guidance for administering the	Mar-18 Apr-18	Annual maintenance plans for benches incorporated into AWP Clear priorities for sponsorships set out in				Completed On track against milestones	HHMC approved policy -		
			bench scheme  Sponsorship database developed and maintained	Mar-18	Support Services AWP Annual reporting on progress against agreed targets				Completed			
			Initiated campaign to update historical sponsorship records	Apr-18	Self-funding by 2020  Database updated annually				On track against milestones	Draft policy to go to		
			Commence project for Queen's Park and Highgate Wood	Apr-18	Database updated annually					HWCG and QPCC - April 18.		
3.10	Develop the Adventure and Peggy Jay Centre playgrounds	Redevelopment of play areas at Peggy Jay Centre and Adventure Clubhouse	Corporate Gateway approval	Jan-17	Redevelopment completed	Learning Manager	17/18 18/19	B1, OSD BP	Completed	Davis and the		
			Community consultation and design finalised	Apr-18	Launch Learning Programme				On track against milestones	Design presentatin 6/4/18. Funding to be prioritised in local risk budget 18/19.		
			Works completed	Mar-19	Learning Programme objectives and targets met							
3.11	Review and update entrance signage across the Division	Renew signage in accordance with OSD standards	Agree style for each site	Apr-18	Quality information signs installed	Leisure & Events Manager	18/19 19/20	B14	On track against milestones	D3 signs have been updated. Design for D2 in place.		
			Resources identified in partnership with City Surveyor Department	May-18					On track against milestones	Funding to be identified for 18/19.		
			Installed on site	Mar-20								

3.12	Develop the Hive	Work with City Surveyors Department to convert disused football changing room facility and adjoining outdoor space on Hampstead Heath to create an integrated educational facility and volunteer hub.  Corporate project approval was obtained in Jan 2017 based on recommendations in 2016 scoping report.	Complete review 2016 Scoping Report and options apparisal.	Mar-17		Projects & Management Support Officer	17/18 18/19	B1, B5	Project on hold	Project on hold pending completion of AMP links to Project 4.5. Provision of learning and volunteering facilities to be considered as part of wider audit of facilities.		
3.13	Continuously dayslan the	Kasta 200 calabration avent			LVigitar numbers and feedback	Dringing	19/20	City Culture Strategy	On track against	Dringiple gurator in	1	 _
3.13	Continuously develop the visitor experience at heritage attractions in terms of content, processes technology and customer service	Keats 200 celebration event	Events and activities for Keats anniversary	Apr-19	Visitor numbers and feedback	Principal Curator	19/20	City Culture Strategy	On track against milestones	Principla curator in post and updating Project Plan.		
Dan sudua and	al Objective 4 language	The Health And Wellheim Of The C	a ma ma comité a Thomas a mh	A T - C	and Decreation	_						
Department 4.1	Develop our sports offer	e The Health And Wellbeing Of The Control Develop a plan to deliver a sports offer	I	ACCESS 10 G	Data is captured in order to	n Operational	17/18	S1, OSD BP	On track against	Track Forum		$\overline{}$
	across Hampstead Heath, Highgate Wood &	aligning with the OSD Sports & Physical activity framework which meets the needs of users, now and in the future. Review how facilities are managed and offered in order to ensure best value	Partnership agreements for data collection and monitoring	Mar-18	aid and support decisions and offer	Services Manager	18/19	5,, 552 5.	milestones	established.		
			Work with our partners to develop a project plan	Mar-18	Adopted by Partners				Project changed	A review of the priorites of the board is to be undertaken.		
			Schedule for investment in sports facilities in partnership with City Surveyors Department	May-18	Plan informs facilities maintenance and investment programme							
			Final approval/strategy approved	Nov-18	Changes embedded and improvements prioritised via the CWP & AWP							
4.4	Introduction of longer	Subject to the successful introduction of the	<u> </u>		New leases in place	Queen's Park &	19/20		On track against	Open Spaces Bill		
4.4	leases for cafés and catering provisions across the Division	Open Spaces Bill, longer premises leases can be considered for catering provisions across the Division	Project Plan approved	Mar-20	·	Constabulary Manager	20/21		milestones	Royal Assent recived 15/3/18		
			Review of potential sites which are appropriate for the provision of additional facilities for visitors	May-20	Facilities providing quality offer to customers							
			Longer leases	Jan-21	Improved income from tenants							
			implemented Review completed	Mar-22	Monitoring service standards embedded into the AWP							
4.5	Develop a master plan for optimising facilities at	Carry out a review of facilities and buildings linked to health, wellbeing and learning.	Project Plan	Apr-18	Plans developed and successful consultation carried	Operational Services	18/19 19/20	B1, B2, B10, B11, S5 (1.12)	Project behind schedule	This forms paer of the widerer Asset Review -		
	Parliament Hill to deliver outcomes as set out in the Asset Management Plan.	a consum, removing and realiting.	approved Feasibility study completed	Mar-19	out Facilities developed to ensure best use of resources	Manager	20/21	(2)	55.134410	1.12		

Prepare schedule for development and implementation   Mar-20	vs 10
Departmental Objective 5; Improve Service Efficiency And Workforce Solisfaction	vs 10
Departmental Objective 5: Improve Service Efficiency And Workforce Satisfaction	vs 10
Prepare for efficiency savings programme across the Division  Identify and develop efficiencies to achieve saving targets for 18/19  Identify and develop income generation strategy for future years  Rey opportunities identified and plans in place to ensure clear messages are shared with staff and stakeholders  Make more effective use of IT and adopt 'smarter' ways of working across the Division  Make more effective use of IT and adopt 'smarter' ways of working across the Division  Make more effective use of IT and adopt 'smarter' ways of working across the Division  Make more effective use of IT and adopt 'smarter' ways of working across the Division  Make more effective use of IT and adopt 'smarter' ways of working across the Division  Maximise opportunities for web based determine of the Division  Maximise opportunities for web based obokings and 'End Point of Sale systems' opportunity for online pitch bookings for events and sports offer events and sports of events and sports offer events and sports offer events and spo	vs 10
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Saving Plans developed   Saving Plans develo	vs 10
Identify and develop income generation strategy for future years	vs 10
strategy for future years  Key opportunities identified and plans in place to deliver  Communication plan in place to ensure clear messages are shared with staff and stakeholders  Maximise opportunities for web based of IT and adopt 'smarter' ways of working across the Division  Milestones  Maximise opportunities for web based determine opportunity for on-pline pitch bookings.  Trial use of Eventbrite to manage booking arrangements  More efficient management of events implemented and reviewed  Investigate opportubilities to use an App based system to support the administration  More efficiency managing filming activities  Milestones  Maximise opportunities for web based determine opportunities for web based stakeholders  Aug-18  Division  Maximise opportunities for web based determine opportunity for on-plane in line store and office 36t completed March  More efficient management of events and sports offer  Improve efficiency managing filming activities	vs 10
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based system to support the administration App in place Sep.18 fillming activities	
Grimming destrates	
5.3 Embed Divisional Develop a Divisional Plan, AWP and Priority projects and actions Operational 17/18 2007 HHMP Completed	
Management Framework into ways of working achievements  Management Framework into ways of working into ways of working achievements  Management Framework into ways of working into ways of working achievements  Management Framework into ways of working into ways of working achievements	
into ways of working achievements	
Monitoring of progress and On track against Reporting on Q2 &	₹ Q4
Divisional Plan annual reporting embedded milestones 18/19. Embeding	g of
approved Apr-18 process across 1	
Division in progre	rss.
5.5 Ensure the health and Deliver a range of initatives linked to the Equalities is embedded into the Business 17/18 OSD BP Completed Departmental	
welfare of our skilled and workforce, including; reviews and Equalities reps in Division at all levels and in all Manager 18/19 Equalities Boar	
motivated staff resctructures, Workforce Plan and liP place across the activities.	
Action Plans, training, sucession planning, Department and May-17	
Wellbeing Strategy. Apprenticeship Equalities Board	
opportunities as part of the organisations established	
commitment to the Government initiative.  Apprentices in post,  Completed	<del>                                     </del>
developing effectively and	<b> </b>
developed and May 17 adding value to Divisions	
developed and May-17 adding value to Divisions	
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developed and agreed  May-17 adding value to Divisions across the department.  Apprentices recruited and working successfully: 1st Feb 18  Apprentices recruited and working successfully: 1st Feb 18  Apprentices gain NVQ and go on to gain permanent exproved and all be in place by A 18.	l wil
developed and agreed  May-17 adding value to Divisions across the department.  Apprentices recruited and working 2nd co-hort skills, knowledge and  May-17 adding value to Divisions across the department.  Apprentices on to gain permanent on to gain permanent employment as a result of the skills, knowledge and 18.	l wil

	Deliver actions within the Workforce and liP plans - within their identified timelines	Jun-17	Increasing levels of staff satisfaction and motivation.		Completed	Awaiting Corporate update and information on 2018 review.		
	Departmental learning programme developed & training planned.	Jul-18	Appropriately skilled workforce, able to deliver effectively and provide high standards of service. Staff working effectively with volunteers to provide a range of opportunities.		On track against milestones			
	Workforce survey led by the Culture Board carried out and action plan developed	Dec-18	Culture change and actions resuting from the survey delivered, ensuring that there is an adaptbale and motovated workforce, who feel empowered and valued		On track against milestones	Survey in development and will be delivered by July 18.		