



ELIZABETH LINE

Woolwich

Design District Canteen

Street Food

Bar

# Our Greenwich



# Contents

Foreword.....	4
Introduction.....	6
Our Borough Profile.....	8
Our Achievements.....	12
Our Challenges.....	14
Our Plan.....	26
Our People.....	30
Our Places.....	44
Our Economy.....	54
Our Communities.....	63
Our Organisation.....	72



# Foreword

## This plan is about improving the quality of life and health of our residents



**I grew up in Woolwich. I went to school here. I know what it is like to call our borough home, and I couldn't imagine living life anywhere else. That's why I am so excited to be introducing our new vision for 2030, and our plan for the next four years to get us there.**

This plan is the result of what people who live and work in Royal Greenwich told us about the things that matter most to them. It is focused on improving the quality of life and health of our residents.

There's so much to be proud of in our borough: from our hundreds of beautiful green spaces to our waterfront, which is the longest of any London borough. From the world-famous sights of Greenwich Town

Centre in the west, to Thamesmead in the east, to Greenwich Peninsula in the north to Eltham in the south. Our borough is a mix of communities, cultures, backgrounds, ages, genders and experiences – and they're all vital to making Greenwich, Greenwich.

I couldn't be prouder to live in a community that, at a time when things looked horrendous during the pandemic, came together to support those in need. And now, facing a cost of living crisis, through Greenwich Supports, we're doing it all over again.

The future seems scary right now; many people have told us how worried they are about bills, their housing and the environment. In an ideal world, by the end of this plan's cycle, we won't need things like Greenwich Supports or free Holiday Meals for children who might otherwise go hungry – but while we do, we'll be supporting you in every way we can.

We know that there are other areas where we still need to do a lot of work. We all have a role to play in tackling the climate emergency, in keeping our streets safe and clean, in creating a healthier, fairer society and ensuring the local economy works for us.

Greenwich belongs to us all, so we wanted to make sure that every person who lives, studies, shops and enjoys Royal Greenwich had the chance to say what matters most to them. Whether you rely on us for advice and support regularly, or your only contact with us is having your bins collected, we've listened to what you have to say.

We've set some tough, but realistic, targets. We know what we want to do, and how we want to get there – and we're telling you how we'll be keeping on track.

That's because this is your plan as well as ours. Hundreds of people fed into this process over

the course of several weeks – from an online survey to in person chats on our high streets and leisure centres. We spoke to everyone, from our long-established partners, to our local businesses, to people who have never thought about their council before.

By having such an honest conversation, we've been able to be open about what we're doing well and where we need to make progress. There's a lot we want to get done over the next few years, and it won't be easy – but it starts with this plan.

**This is our Greenwich, this is our plan, and I'm proud to be leading it.**

**Cllr Anthony Okereke,**  
Leader of the Royal Borough of Greenwich

# Introduction

This plan has been produced during one of the most turbulent times in modern history.

Since we published our last Corporate Plan, Britain has left the EU, there has been a global pandemic, war has broken out in Europe and we've seen four Prime Ministers.



In this context public services, including the Council, have had to do more with less to meet this uncertainty. A decade of austerity coupled with increasing demand had already applied pressure to public sector finances. The recent effects of double digit inflation and further public spending cuts mean the Council, and other public services, find themselves in the most challenging financial environment they have faced in decades.

Dealing with uncertainty has been a consistent feature of the last few years, and we know it will be a feature of the future.

We know we will have to face a number of complex and large challenges over the next few years and we know that not everyone will experience these challenges in the same way. We wanted, through the creation of this plan, to do our best to listen to communities to understand all of the different challenges we face as a borough, and the priorities people have for the future.

We heard from hundreds of people across the borough, both online and in person. Each of these interactions taught us something different about how people feel about the big issues.

What is clear is that we all share the same desire to feel connected to those around us, to have more control over our lives, and to feel proud of where we live. Right now, we know that the cost-of-living, being healthy, living in a good home, and juggling work and life responsibilities are at the forefront of many people's minds. The people we spoke to also told us that they want their neighbourhoods to be well connected and free from congested streets. They want communal spaces that are clean, vibrant and safe. They also want any changes to an area to serve

the interests of local people as well as new communities. Young people want opportunities to learn new skills and be safe from crime.

Some of the challenges raised were global, others were local, some were long-term and others acute, and the causes of some were highly complex, whereas others were more obvious.

It is clear that addressing many of these challenges is beyond the scope of any single group or organisation. We know that we need to work in new ways if we are to make change.

This will mean working in closer partnership and sharing power with communities.

This plan has been developed to help achieve some of this. It has focused on collaboration and on the change we want to see over the next four years.

It is the result of what people who live and work here told us about the things that matter most to them. It is focused on improving the quality of life and health of our residents. It is a plan for us all. It is a plan for Our Greenwich.

# Our Borough profile

## Population



The population is estimated to have increased by **13.6%** from **254,600** in 2011.

**↗** This is higher than the overall percentage increase in population size across England (**6.6%**) and London (**7.7%**) for the same period.

**Royal Greenwich has seen one of the highest population increases, by percentage, of any London borough since 2011.**



## Age

The number of residents in the borough aged over 65 has risen by **15.6%** since 2011.

This is **10.4%** of residents, compared with 18.4% of the population in England.



A larger proportion of the population are aged between **15-64 (70.2%)**, compared with a national average of 64.2%.

**19.4%** of residents in Royal Greenwich are aged 15 or under, which is slightly larger than the national average of **17.4%**.



## Ethnicity



Ethnic Group	Percentage (2022)	Percentage (2011)	Difference
White British	41.4%	52.3%	-10.9%
Black African	15.3%	13.8%	1.5%
Other White	12.4%	8.3%	4.1%
Other Asian	5.1%	5.0%	0.1%
Any other ethnic group	3.7%	1.4%	2.3%
Indian	3.5%	3.1%	0.4%
Black Caribbean	3.0%	3.2%	-0.2%
Other Black	2.7%	2.1%	0.6%
Chinese	2.5%	2.0%	0.5%
Other Mixed or Multiple ethnic groups	1.9%	1.3%	0.6%
White and Black Caribbean	1.8%	1.6%	0.2%
White Irish	1.5%	1.7%	-0.2%
Pakistani	1.2%	1.0%	0.2%
White and Asian	1.2%	0.9%	0.3%
White and Black African	1.1%	1.1%	0.0%
Bangladeshi	0.8%	0.6%	0.2%
Arab	0.5%	0.4%	0.1%
Roma	0.3%	Not in 2011 data set	
Gypsy or Irish Traveller	0.1%	0.2%	-0.1%



# Our Borough profile

## Employment

The total number of economically active people in Royal Greenwich make up **77.9%** of the borough, which is **1.8%** lower than the average for London as a whole, and **0.7%** lower than the national average.

Unemployment affects **5.9%** of residents, which is only **0.2%** higher than that of London as a whole but **2.2%** higher than the average unemployment rate in Great Britain.

## Earnings

Gross weekly full-time pay in Royal Greenwich is **£740** compared to the London average of **£728**.

The gender pay gap in Royal Greenwich is **£103.50**, compared to **£94.30** in London, and **£97.40** in Great Britain.



## Qualifications

**58.6%**

of residents have achieved NVQ4 and above, which is slightly lower than that of London residents as a whole, **15%** higher than the national average.



The percentage of residents who have attained NVQ1 or above is consistent with that of London as a whole at **87.1%**, but this is **0.4%** lower than that of the UK as a whole.



## Out of Work Benefits

Residents claim more benefits than the national average, particularly among older demographics. Overall, **5%** of residents are claiming benefits, compared to 4.8% in London, and 3.7% in Great Britain

## Businesses

There are a total of **9,990** businesses in Royal Greenwich.

**93.8%**

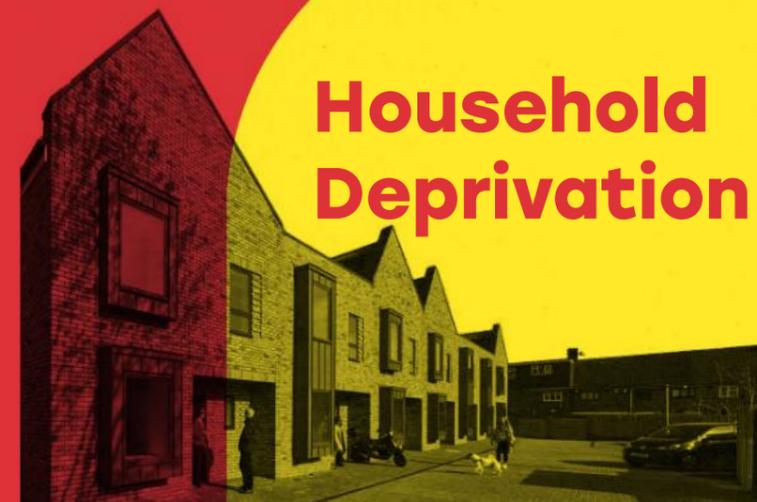
are classified as 'Micro Businesses'. This is **1.1%** higher than the percentage of Micro Businesses in London as a whole



## Household Deprivation

**51.8%**

of households in Royal Greenwich are classified as being deprived in one or more of the following: employment, education, health and disability and housing.



# Our Borough Achievements

Since our last Corporate Plan we have had to navigate once in a generation challenges. We have still achieved a number of milestones and rolled out new schemes to help residents, including;



**Woolwich Works opening**

**527** Ukrainian refugees accommodated with local sponsors



**Elizabeth line opening**



**12** A 'Good' Ofsted rating for our Children Services

**12** pledges made to support the most in need through Greenwich Supports



**11** school streets set up



More people with care needs have been supported to live at home

Establishing the Greenwich Community Hub during COVID-19 to help thousands of residents



Rolling out of new cycle lanes

Establishing a holiday meals programme

**700** Supported Afghan refugees on arrival to the UK

Secured **17m**

funding for Woolwich High Street improvements

**Over 750** homes are being built or in development through Greenwich Builds



New Plumstead Centre and started work on Woolwich Leisure Centre



Planted over **2,500** trees in the last 4 years

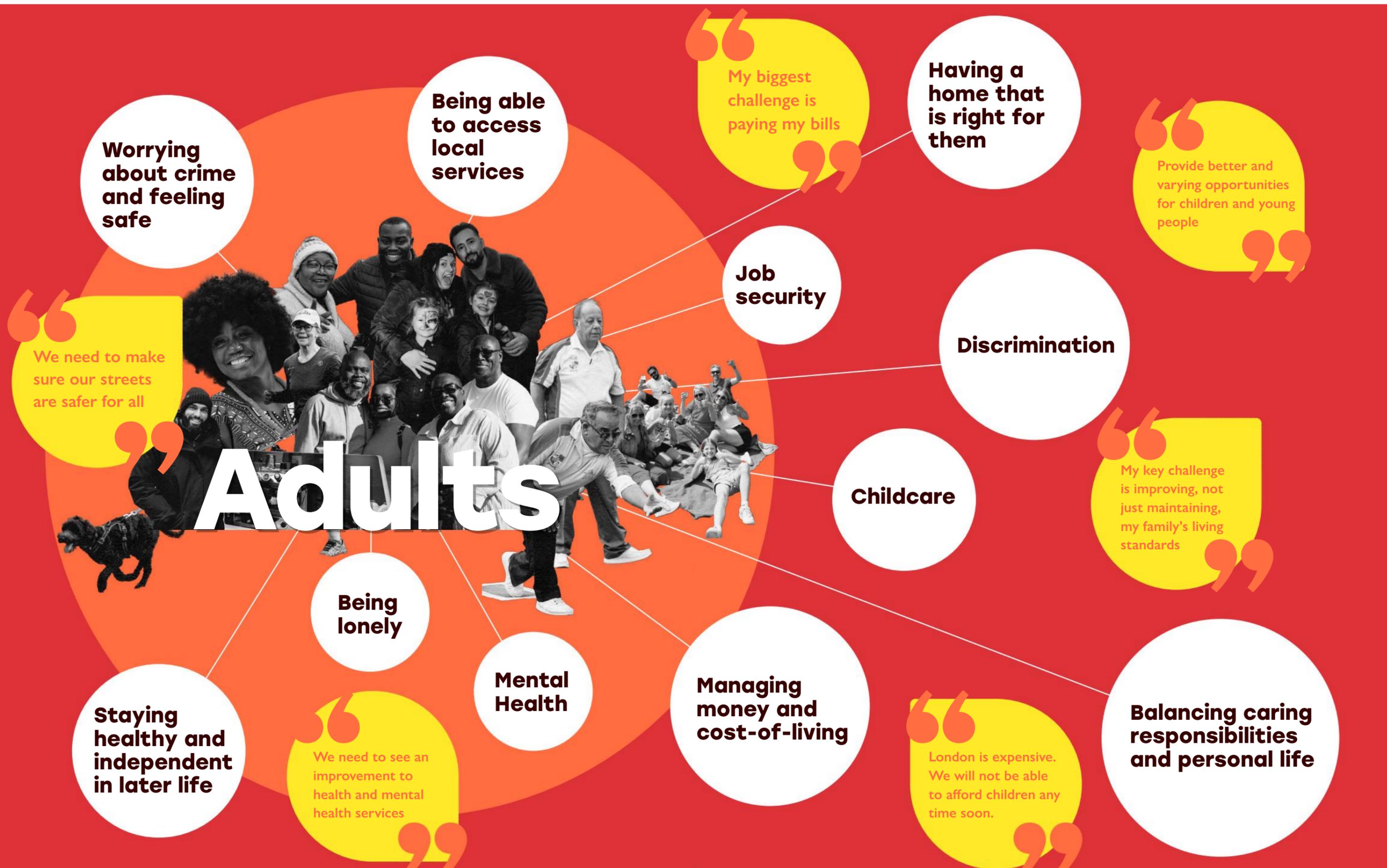
# Our Challenges

To help produce this plan we ran a Borough wide engagement exercise talking to hundreds of members of our communities including residents, staff, business owners and partner organisations. This was run both online and in-person, with a key focus on listening. These interactions gave us an understanding of the challenges we are experiencing on a day-to-day basis and their hopes for the future.

What we heard is summarised on the next few pages and throughout the plan. This feedback was key in helping us devise and develop our visions, missions and outcomes.



# Our personal challenges:



# Our personal challenges:

**Communication and friendships**

**Safety**

“  
On my way home from school I have to walk past groups of boys that stand around together and I feel scared  
”

**Developing life skills**

“  
It would be good to have more football pitches  
”

“  
Too much drama with fights etc  
”

# Children and young people

**School and education**

“  
Cooling my temper  
”

**Food poverty**

“  
My mood swings  
”

**Health**

“  
Not a lot of trees  
”

**Money**

“  
Stigma with my mental health  
”

**Mental health**

# Our Borough's challenges:

# Borough

**Community cohesion**

Impossible to get on housing ladder

**Housing availability and affordability**

We need affordable and adequate housing to meet growing needs

**Discrimination and inequality**

I was evicted from my private rented accommodation, and I have been on the housing waiting list for seven years. I really want stability for me and my son

**Quality of Schools**

**Housing condition and quality**

**Cuts to public services**

**Air quality**

**Climate change**

More money for new GP surgeries and schools

Ensure that there is frequent and affordable public transport

**Quality of town centres**

We need to ensure that we are living in environmentally sustainable ways for our borough, future residents and the climate crisis

**Supporting children and young people**

**Tired public spaces**

**Anti-social behaviour**

**Traffic and congestion**

**Public transport**

**Street cleanliness**

Too much rubbish on the streets

**Knife Crime**

Reduce traffic in the borough

We need improvements to infrastructure to better support the developments across the borough

**Ensuring that development and change benefits local people and not gentrification**

# Our business' challenges:



# Our Council's challenges:



# Our Plan

Our Greenwich is a plan for the next four years that focuses on the change we collectively want to see in our borough.

It has been developed with our residents, partners and staff so it is truly a plan that belongs to us all.

The document is structured around five themes that give focus whilst preventing us from becoming too siloed in our work.

For each theme we have set a vision and missions for where we want the borough to be by 2030.

Each theme has a set of 'missions' that have been developed to compliment our visions. For each mission we set out what these mean in terms of outcomes for our communities, businesses, partners, Council and borough.

For each mission we have a set of success measures which we will use to set targets, monitor our progress and be transparent about where we are.



**Communities:** Focusing on the Council's interaction both directly and indirectly with residents and communities

**People:** Focusing on meeting the needs of residents of Greenwich

**Place:** Focusing on developing Greenwich as a place

**Economy:** Focusing on the development Greenwich's economy

**Organisation:** Focusing on improving how the Council works

Taking this approach helps us be:

## Purpose-led not task-led

We focus on the change we want to see in our communities and we act with this always in mind

## Accountable to our communities

We have a set of missions that if delivered will make meaningful change in our communities and we regularly report on our progress in delivering these

## Collaborative, empowered and innovative

By having a focus on outcomes we are able to work in collaborative and innovative ways with communities and partners as we are clear on what we are trying to achieve and challenge existing ways of working

## Action planning and monitoring

Each year we will produce an annual business plan that will detail the actions we will be taking in that year to work towards our missions. It will also show what work will be done by our partners, with our support.

In this annual business plan, we will also review how we are performing against our missions, and set targets for where we want to be at the end of the year. It will also present community stories to bring to life the outcomes of the work that is happening.

With the continuing funding uncertainty surrounding local government it is important that we set actions within the financial constraints the Council is under. We will do this by committing to actions within the context of our budget planning process. This means that we can have confidence we are able to do what we say we will do.

We also recognise that as the world changes our priorities will need to shift. For example right now a key challenge is the cost-of-living crisis, however in the future that might not be the case. Having an annual business plan will allow us to be tactical and adjust resource and action to react to what we are hearing from our communities so we are best able to meet the challenges and priorities of the day.

# Our Missions



## People

1. People's health supports them in living their best life
2. People will not experience discrimination
3. Those in financial need can access the right support, advice and opportunities to improve their situation
4. Children and young people can reach their full potential
5. Everyone in Greenwich is safer, and feels safer

## Place

6. People in Greenwich have access to a safe and secure home that meets their needs
7. It is easier, safer and greener to move around the borough and the rest of London
8. Development delivers positive change to an area for existing and new communities
9. Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents
10. Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030

## Economy

11. Everyone has the opportunity to secure a good job
12. Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people
13. Our economy attracts new high value businesses whilst strengthening its foundations
14. The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need

## Communities

15. Our Council is better at listening to communities, and communities feel they are heard
16. We develop networks with communities, key partners and businesses to meet need and address challenges together
17. We design our services around the needs of our residents

## Organisation

18. Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable
19. Our Council works in the most efficient and effective ways possible
20. Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver



# Our People

## Vision for 2030

In 2030, people are living happier, longer, more fulfilling lives and fewer people experience poverty, hardship or inequality.

Royal Greenwich is a fair and welcoming place which actively challenges discrimination of any kind.

People have the information and resources they need to take charge over their own lives, and feel more resilient in the face of challenges.

The population has grown, and new communities have been welcomed into the borough.

People experience far fewer instances of crime and feel safer. They are much more confident to go about their daily lives enjoying everything the borough has to offer.

Children and young people are healthier, happier and move into adulthood with the skills, confidence and opportunities they need to succeed in what they want to do.



# Health and wellbeing

Having good health is foundation to living a happy life. When we are sick it reduces our ability to do the things we enjoy. Ill health goes beyond identifiable disease. It is also about our mental, physical and social wellbeing. Across the UK there are inequalities in health and wellbeing. People living in the poorest neighbourhoods are becoming sick earlier and living much shorter lives. Royal Greenwich is no different, as healthy life expectancy is notably worse than regional and national averages<sup>1</sup>.

In the aftermath of the pandemic, the importance of supporting people to live in good health has gained even greater focus. At the same time, the growing demand on

NHS and social care services means that we need to think about the best ways to help people.

People's health is complex – there are always multiple overlapping factors. To address these issues people need to be supported as a whole person, not as isolated conditions or symptoms to be treated. This requires an understanding of the challenges, desires, strengths, resources and support networks of each individual. Providing flexible services that meet an individual's circumstances is key to giving people greater control over managing their health and wellbeing.

We will also seek to tackle the root causes of ill health by preventing issues from developing in the first place. This means creating the conditions

for people to be more active, eat well and manage their mental wellbeing. This will help us to build a borough where everyone's health is the very best it can be.

“  
We need to see an improvement to health and mental health services  
”

“  
There needs to be a greater focus on living healthy lifestyles  
”

## MISSION

# 1

### People's health supports them in living their best life



### Outcomes this mission will deliver

Unfair and avoidable differences in health and wellbeing are reduced	Fewer people are affected by poor mental health	Everyone is more active
There are fewer people who experience poor health as a result of addiction or dependency	Health and care services support people to live fulfilling and independent lives and carers are supported	Everyone can access nutritious food

### Our mission success measures

- A** Adult social care satisfaction levels
- B** Healthy life expectancy measures
- C** Level of physical activity
- D** Mental health indicators: mental health conditions, stress, anxiety
- E** Childhood obesity rate
- F** Children and Adolescent Mental Health services referral rate
- G** Levels of care provided by good or outstanding providers

# Discrimination

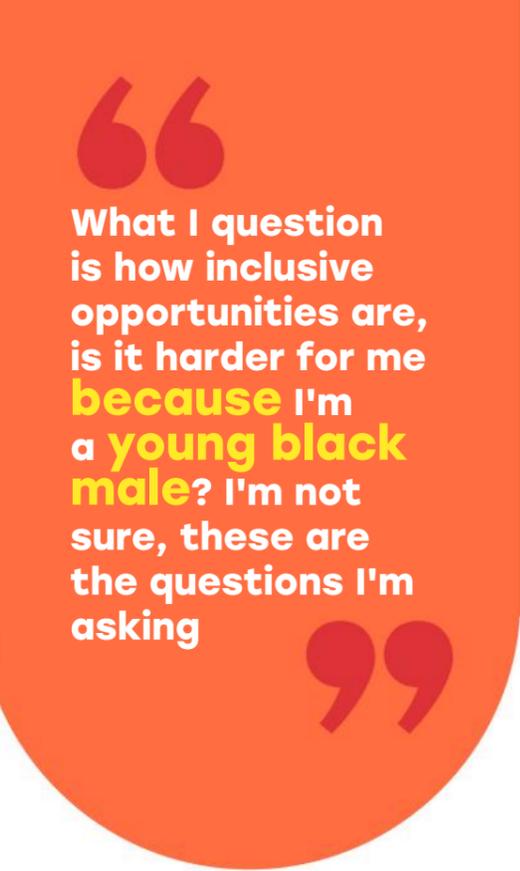
Discrimination is so damaging because it strikes at the heart of what makes us human. We are all different, and nobody deserves to be harmed because of who they are or what they believe. Sadly, too many people in our borough are still being unfairly held back by prejudice and injustice. This issue came through strongly in our conversations with residents.

People can experience discrimination due to a range of factors, including race, disability, gender, religion and sexual orientation. Discrimination can be both direct and indirect. To address inequalities, it is essential that both forms are tackled head on. This is the only way that we can ensure there is greater equality in the borough.

Royal Greenwich has made some positive strides. For example, inequalities in health and education outcomes between different ethnic groups have recently reduced, although more still needs to be done to address remaining disparities. Greater focus will be required to address inequalities in work and access to housing. Ethnic minority groups are

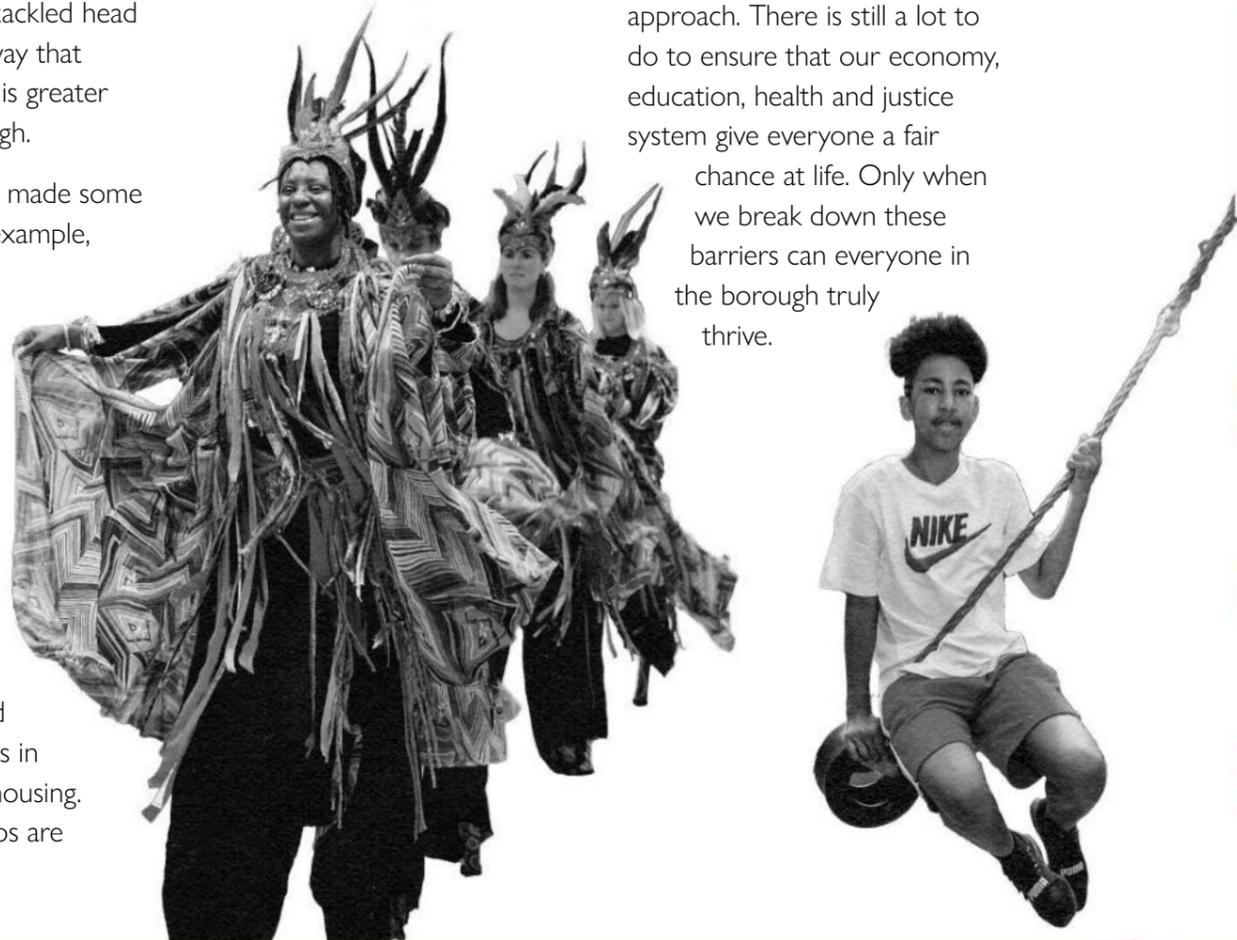
less likely to own their own home, and more likely to live in overcrowded accommodation. When it comes to employment, Black Caribbean people are nearly three times more likely to be unemployed than white British people, despite both groups achieving very similar results at GCSE<sup>1</sup>.

There are many other examples of different forms of discrimination happening across our borough. For example, the high prevalence of homophobic hate crimes recorded by the police shows that overtly abusive forms of discrimination are sadly a regular occurrence<sup>2</sup>.



“  
**What I question is how inclusive opportunities are, is it harder for me because I'm a young black male? I'm not sure, these are the questions I'm asking**  
 ”

Addressing all forms of discrimination will require a proactive and systematic approach. There is still a lot to do to ensure that our economy, education, health and justice system give everyone a fair chance at life. Only when we break down these barriers can everyone in the borough truly thrive.



## MISSION 2 People will not experience discrimination

### Outcomes this mission will deliver

- People in Royal Greenwich feel it is a more welcoming and inclusive place
- Royal Greenwich is a fairer place
- There is reduced inequality in life chances for people with protected characteristics

### Our mission success measures

- A Resident survey** - Percentage of residents who have experienced discrimination in the last year and who feel safe and accepted in their community, broken down by protected characteristics
- B Educational attainment** – KS2 and KS4 – Ethnicity, gender, disability
- C Employment** – representation and pay disparities, broken down by protected characteristics
- D Housing** – homelessness and overcrowding, broken down by protected characteristics
- E Crime** – Stop and search, adult reoffending, hate crime (breakdown by type)

<sup>1</sup> The Runnymede Trust  
<sup>2</sup> Royal Greenwich



# Poverty and the cost-of-living

In 2019 roughly one in four households in our borough were estimated to be in poverty<sup>1</sup>. The effects of the pandemic and now the cost-of-living crisis will have only made this reality far worse. As a result of the rising cost-of-living, many people who were previously just about managing are now falling into difficulty. Those who were previously struggling are now being tipped into crisis.

In September 2022, 91 households in the borough were estimated to be 'in crisis', where their income does not even cover their housing costs. 1,152 households were estimated to be 'at risk', where their income does not cover their outgoings including, housing, bills etc<sup>2</sup>.

The cost-of-living crisis and money were the biggest issues that people we spoke to

“  
**I'm really concerned about the cost-of-living**  
”

were concerned about. This ranged from concerns about the diminishing quality of life to acute worries about paying for essentials like food and electricity. More and more people are now seeking help with money. In Royal Greenwich it is anticipated that hundreds more households will experience fuel poverty for the first time in

2022. One in seven households are also experiencing problems with food insecurity. From the work conducted by the Fairness Commission in 2017 we know that poverty was already a real issue in the borough and one that has been made worse due to the current cost-of-living crisis.

Throughout the current cost-of-living crisis we have worked together as a community to support our most vulnerable, and as a Council we set up Greenwich Supports to help the most in need.

We know support like this will need to be ongoing and that it needs to be easy for people to access and take account of their individual challenges. At the same time, ensuring that timely and appropriate advice is readily available to those that need it will also help to address some of the reasons why people end up in difficulty in the first place.

“  
**My biggest challenge is paying my bills**  
”



## MISSION

# 3

**Those in financial need can access the right support, advice and opportunities to improve their situation**

Outcomes this mission will deliver

Support looks at each person's needs and at their situation as a whole to help more people in poverty improve their financial situation

No resident in financial crisis is left unsupported

Those experiencing acute financial pressure are provided with financial support and advice to prevent their situation becoming worse

Our mission success measures

A

Households in the borough in financial crisis or at risk of being in crisis

D

Foodbank usage and other relevant support services

B

Resident survey – Percentage stating a high level of confidence in managing money, level of financial knowledge

C

Gap between benefit and free school meal eligibility and take up



# Children and young people

When the right conditions are in place, and children are loved by those who care for them, they flourish. How we support children and young people is therefore a reflection of our values as a borough.

Over the past five years there have been some notable improvements. Pupil attainment, particularly at Key Stage 2 and the proportion of children hitting

in education or work, with proportion of 16 and 17-year-olds in education, employment or training remaining below average for London.

We know that young people are also concerned about the lack of opportunities to take part in social activities. We have also heard that too many young people feel a lack of confidence, self-esteem and suffer poor mental health because of societal pressures, including those from the online world.

We know that there is too much variation in the educational outcomes of our secondary school pupils. Taken together, these issues mean that there are significant numbers of children and young people who aren't yet able to reach their full potential.

Living in a rapidly changing world means that it is now more important than ever that we improve the quality of education for everyone, and support young people to build healthy and positive relationships. By doing this we help to ensure that our future generations can enter adulthood with the skills to thrive.



“  
**Having more good opportunities for young people like me is really important**  
 ”

“  
**Continue to improve educational attainment and the quality of schools**  
 ”

key development milestones in early years, continues to be one of the best in the capital.

We also know that significant challenges remain. Too many young people currently aren't

## MISSION

# 4

### Children and young people can reach their full potential



### Outcomes this mission will deliver

There is improved educational attainment for all children and young people

There are more opportunities for children and young people to learn, play and socialise

Young people are best prepared to move into adulthood

Young people have more education, training and employment opportunities available to them

Children and young people grow up in a safe and healthy environment with strong supportive networks around them

### Our mission success measures

**A** Education attainment at KS2 and 4 and value-added scores

**B** Young People survey – Do young people feel prepared for adulthood?

**C** Social care interactions for young people

**D** Ofsted school ratings

**E** Education Employment Training /Not in Education Employment or Training measures

**F** Average number of children's social care interventions per child

**G** Number of children looked after

**H** Youth offending/reoffending rate

**I** Employment rate for young people

# Crime and safety

We all need to feel safe. We heard from too many in our community that people are worried about crime and violence.

Many people told us that they feel anxious and unsafe when moving around our borough – especially women and girls.

We also heard many children and young people tell us that they worry about knife crime and gang-related violence. We still have far too many instances of young people becoming victims of, or involved in, serious violence. Royal Greenwich has high rates of violent crime and the highest rate of teenagers entering the criminal justice system in London<sup>1</sup>. More needs

to be done to protect our children and young people and ensure that young lives aren't needlessly lost to violence.

Tackling violent crime is of paramount importance, but we also know that there are other things we need to do to make our borough a safer and more welcoming.

We heard clearly that we need to reduce the amount of anti-social behaviour on our streets and that we need to provide appropriate support to victims of crime. We must also continue to make Royal Greenwich a home for those fleeing conflict.

Everyone in Greenwich deserves to feel safer, whether they have recently arrived seeking

“

**On my way home from school I have to walk past groups of boys that stand around together and I feel scared**

”

sanctuary, or have lived in the borough all of their lives.

“

**I want to feel safer in my neighbourhood and see reduced crime rates**

”



## MISSION

**5**

**Everyone in Greenwich is safer, and feels safer**

### Outcomes this mission will deliver

Children and young people are at less risk of violence and exploitation

Women and girls are safer and feel safer

Victims of crime are better supported

People using public spaces are safer from anti-social behaviour and crime

Royal Greenwich is a welcoming place that is able to provide sanctuary to those fleeing conflict or crisis

### Our mission success measures

**A**

**Number of police recorded personal crimes per 1,000 people** (violence, sexual offences, robbery, theft, criminal damage and arson.)

**B**

**Number of children and young people who are victims of crime**

**C**

**Number of children and young people first time and re-offending rates**

**D**

**Number of domestic abuse offences and number referred to Multi-Agency Risk Assessment Conference**

**E**

**Resident survey** – public perception of safety e.g. how safe or unsafe people feel in their local area during the day and after dark.

**F**

**Resident survey** – people who have recently sought/been granted asylum and their experience

**G**

**Resident survey** – for those who are the victims of crime their view on the support they received/accessed



# Our Place

## Vision for 2030

In 2030 Royal Greenwich has more housing of higher quality that gives households at all financial levels options to call the borough home. Housing is safer and more sustainable with those in the private rented sector protected from rogue landlords.

Development has provided investment that has improved the borough for all residents, with neighbourhoods being safer, cleaner and more attractive spaces better served by improved transport and more public and local services.

Royal Greenwich is carbon neutral meaning that its residents, businesses, and organisations will not be further worsening the climate crisis.

It is easier and safer to move around the borough by foot, bike or public transport with fewer residents choosing to use personal cars as a means of transport.



# Housing in Greenwich

<sup>1</sup>London is one of the most expensive cities in the world to live and the cost of either renting or buying a home is a major contributor to this. The average property price in our borough is approximately 13 times the median income. Through our engagement communities have been very clear that housing is a priority right across the borough and we know that a secure, safe and warm home, is the foundation on which we build our lives. However, for many this remains a significant challenge.

We continue to build our own Council homes through Greenwich Builds, which has so far delivered, or stated construction on, 730 new homes and is planning to deliver a total of 1,750. Yet we still have 25,000 people on our housing waiting list<sup>2</sup>. We will also need to increase our efforts to ensure more affordable homes are built so that there are more opportunities for local residents to access homes that are affordable and suitable for them.

The housing crisis has no easy or obvious resolution, and the recent economic crisis will only make things more difficult in the short to medium term. House prices will remain high, mortgages are estimated to increase by as much as £5,100<sup>3</sup> per year between now and the end of 2024. This will not

only affect home owners but also those living in the private rented sector through potential reduced supply and increased costs. Rent rises have already been seen with the advertised monthly rent in London in November 2022 at £2,343 a month with 40% of London polled in a survey saying they will struggle to make their rent payments in the next 6 months<sup>4</sup>.

No household should have to face the prospect of becoming homeless and yet many do. Unfortunately, this will likely get worse as the current cost-of-living crisis develops. We will continue to work proactively with residents at risk of becoming homeless to make sure they are housed in safe and suitable accommodation.

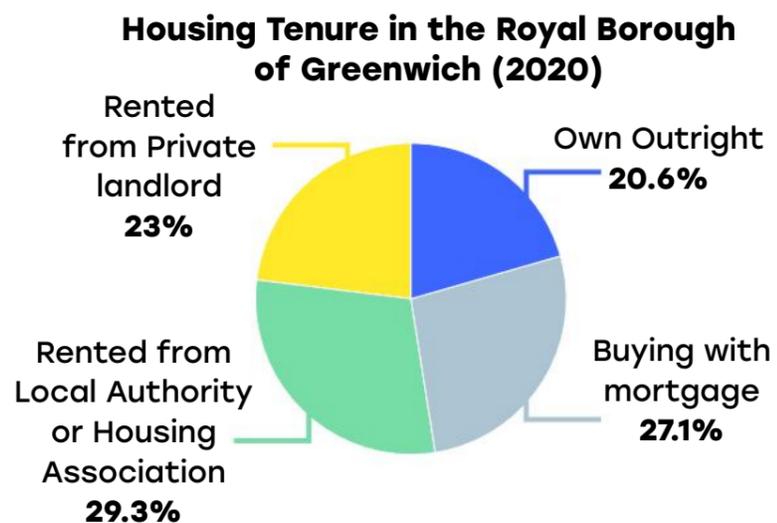
We will also continue to work with private landlords to ensure homes are safe and tenants are treated fairly. For those that do



“Impossible to get on housing ladder”

become homeless we provide temporary accommodation, of which we currently have over 1,600 households.

We also acknowledge that we need to do more to make sure our Council tenants receive a good service and live in homes that are in good condition.



## MISSION

# 6

**People in Greenwich have access to a safe and secure home that meets their needs**

Outcomes this mission will deliver

There are enough housing options available to meet the needs of our communities

Renters in the borough have security and stability in their homes

Residents live in homes that are safe, warm and more sustainable

Residents with specific needs are able to access housing that best supports their life and independence

No resident sleeps on the streets

Our mission success measures

**A** **Supply of housing:** percentage social let, affordable, shared ownership and market supply

**B** **Housing waiting list:** priority breakdown

**C** **Households prevented from homelessness**

**D** **Environmental health:** Houses assessed and no compliant under the, housing health and safety rating system (HHSRS)

**E** **Supply of low or zero carbon homes**

**F** **Number of people who are homeless**

**G** **Percentage of non-compliant applicants** (housing licenses)

**H** **Number of properties deemed non-compliant for fire safety**

**I** **Supply/demand, specially adapted homes or housing adaptations**

**J** **Measures for people with disabilities being supported to live independently**

# Transportation

Transport was a prominent challenge coming through from our conversations with communities. There are several specific challenges including levels of traffic, introduction of Low Traffic Neighbourhoods, cycle lanes and connectivity.

The borough has a number of key roads passing through it including the A2 and A20. The traffic levels on these roads are very high meaning that any issues can quickly spill over into local areas. We recognise these challenges and we will continue to work with Transport for London to seek remedies.

Inequality in public transport access was another issue. Some areas, mainly the north and our town centres, are well served by public transport infrastructure while others, such as Thamesmead are not.

We estimate that over half our population do not have access to a car, which is around average for outer London boroughs<sup>1</sup>. This means that the quality, accessibility and connectivity of our public transport, walking and cycling infrastructures are vitally important to the majority of people.

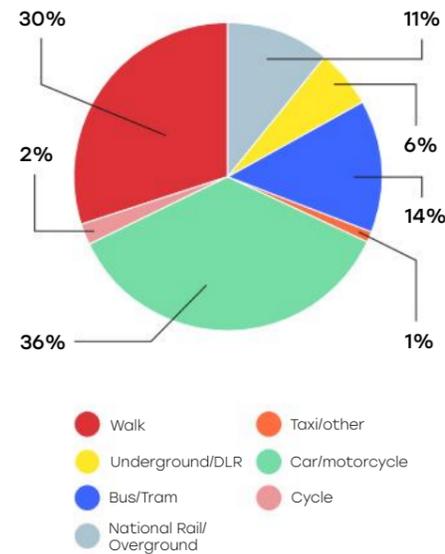
The legacy effect of the pandemic has changed our travel behaviours and we are yet to see a new normal emerging. Whilst car use dramatically decreased during the pandemic, it has since been increasing towards pre-pandemic levels<sup>2</sup>. Importantly though the share of total journeys taken by car has increased<sup>3</sup> meaning that if we can't move people back to using public transport and walking or cycling, there are likely to be even greater pressures on our roads and significant challenges to improving air quality.

Reduction in fossil fuel vehicle use is a key element of reducing our climate impact



“Ensure that there is frequent and affordable public transport”

**Resident main mode trips (%) based on average daily trips 2017/18 to 2019/20**



and improving residents' health and wellbeing. We have made improvements to our cycling and walking networks but recognise the need to join these up more to make active transport safer and easier.

## MISSION

# 7

**It is easier, safer and greener to move around the borough and the rest of London**



Outcomes this mission will deliver

There are fewer journeys made by diesel or petrol vehicles

There are fewer areas of poor air quality in the borough

More residents travel by cycling, walking or other physical activity or public transport

The road and transport network is safer, cleaner and in better condition for people to use

Our mission success measures

- A** Resident survey – take up of and attitudes towards active transport
- B** Air quality monitoring stations within healthy limits
- C** Proportion of journeys undertaken by walking or cycling
- D** Vehicle miles travelled

Reduce traffic in the borough



There is too much air pollution from main roads



<sup>1</sup> Royal Greenwich – Transport strategy  
<sup>2</sup> Department for Transport  
<sup>3</sup> Greater London Authority

# Development and regeneration

Our borough has a key role to play in tackling the housing crisis in London. We have a number of designated 'Opportunity Areas', and the borough has the third highest target for new homes in London, set by the Greater London Authority<sup>1</sup>.

Over recent years areas of our borough have seen significant levels of development and regeneration, including Woolwich, the Peninsula, Thamesmead and Kidbrooke.

This regeneration has delivered thousands of new homes and brought investment, including new schools, health centres, public buildings and transport links such as the Elizabeth Line.

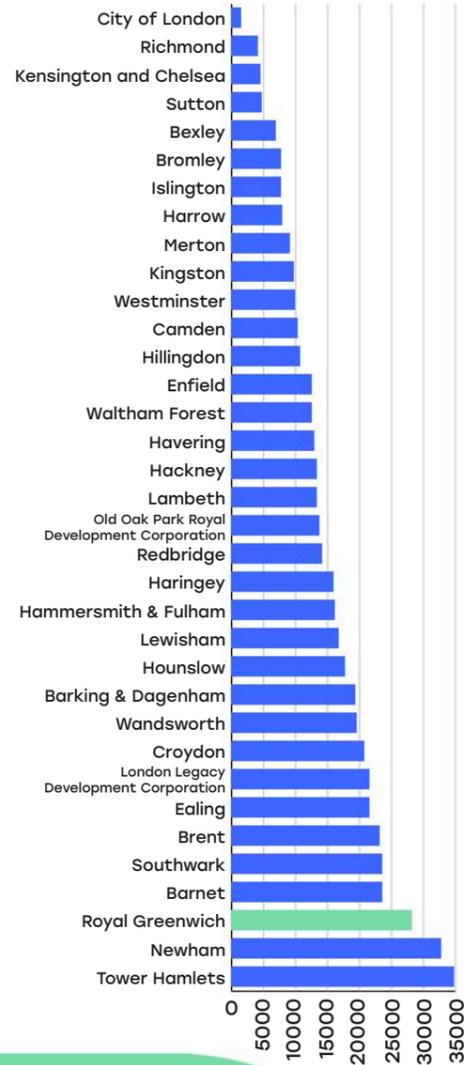
Throughout our engagement people have been positive

about the improvements in the aesthetic and feel that regeneration projects have brought. But we also heard from many local communities their concern that development does not do enough to improve lives for existing communities.

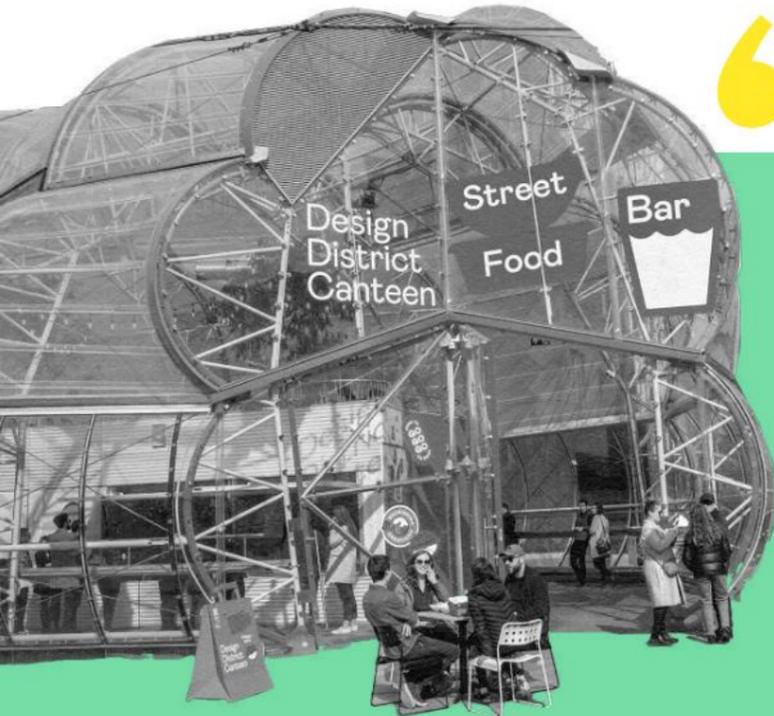
We also heard concerns that development can raise house and rental prices which can lead to existing communities being displaced to other areas.

There is no question that over the next decade more development will be required, and we need to make sure that this does not displace existing communities or place further pressure on already stretched services.

**London Plan - 10 year targets for net housing completions (2019/20 - 2028/29)**



“  
**Make sure existing residents are not priced out as development continues**  
 ”



## MISSION

# 8

**Development delivers positive change to an area for existing and new communities**



Outcomes this mission will deliver

- New development provides more value to help improve a local area
- New developments deliver improved public services for new and existing communities
- New developments better integrate with existing local areas to support community development

Our mission success measures

- A** Measure of accessibility of key local public services: (GP, pharmacy, sports or leisure facilities, internet access)
- B** Resident survey – Do you feel like development in your local area has had a positive impact on your area
- C** Amount collected and value delivered by Community Infrastructure Levy and Planning Obligations (Section 106)



“  
**We need improvements to infrastructure to better support the developments across the borough**  
 ”

# Neighbourhoods, community services and public realm

A good place to live is about more than just having a good home. It is about the local environment, safety, being close to schools, shops, green space, play areas, cafes and restaurants, all the things that people value in an area. A neighbourhood is where communities that live together interact and support one another to live the best lives they can.

Greenwich is blessed with plenty of parks and green space, and we are committed to keeping these spaces and making them the best quality they can be.

We have a large network of community centres, libraries, leisure centres, sports grounds, and community assets. It is a significant but important challenge to keep these assets in the best condition possible and to ensure that there is equality of access for people to enjoy and use.

These community spaces support a variety of activities from large, organised events to sports clubs and festivals. This is something people have told us they truly value.

We also heard very strongly that there are too many areas of the borough that are not in a good state, with high amounts of littering, dog mess and fly tipping. We also heard that there are areas where the public realm itself needs improvement. We heard consistently that you feel that if we can

create neighbourhoods that people can be proud of they will be more likely to take responsibility for looking after them.

This behaviour change is key not only in improving a local neighbourhoods but also in ensuring that the Council has to spend less of its scarce financial resource on issues like fly tipping.



“ We have some really bad areas of public realm ”



## MISSION

# 9

**Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents**

### Outcomes this mission will deliver

Neighbourhoods are safer and cleaner places

Neighbourhoods are culturally vibrant spaces

Neighbourhoods are more accessible for all residents

Neighbourhoods promote health and wellbeing by providing spaces for exercise and socialising

Residents have a voice in how we develop and improve our neighbourhoods

### Our mission success measures

A

Percentage of borough within a certain distance of a green space

C

Complaints about public realm

B

Quality of borough green infrastructure (parks, trees, hedgerows etc)

D

Fly-tipping – instances reported and volumes cleared

E

Resident survey – perception of local area and ideas for improvement



# Climate crisis

The climate crisis is one of the biggest challenges faced globally right now. In 2019 we declared a climate emergency and made our commitment to be Carbon Neutral by 2030. Even in 'normal' times to achieve net zero by 2030 would be a major challenge. Considering national context of post-COVID-19, an energy crisis and rising inflation, there are further challenges to our Carbon Neutral Plan.

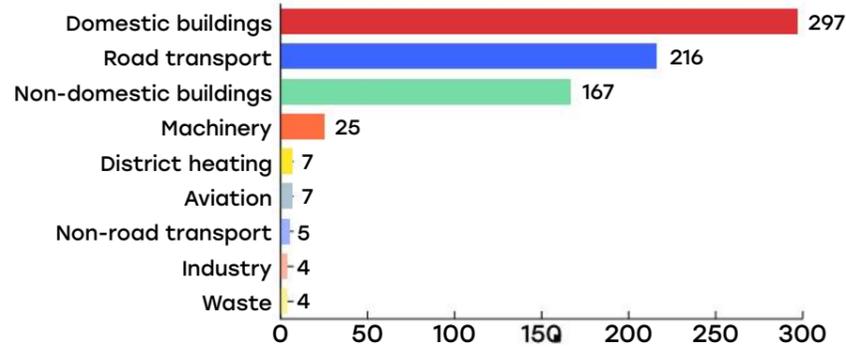
To meet this commitment there are actions that will need to be delivered surrounding energy, housing, food and transport. These actions require both local and national action and unprecedented investment as well as fundamental changes in the behaviours of individual households.

The largest sources of emissions in Royal Greenwich are the heat and electricity used in buildings, and the fuel used in road transport. The borough is estimated to have emitted 733 kilo-tonnes of carbon dioxide equivalents in 2019.

We have invested in the Council corporate estate, retrofitting 28 buildings, saving 750 tonnes of carbon dioxide equivalents per annum. Fitted 20,000 LED street light replacements, reducing energy use by more than 80% and installed over 250 electric vehicle charging points.

## Sources of Greenhouse Gas Emissions in Royal Greenwich in 2019

Emissions (kilotonnes CO2/year)



We have successfully applied to the Public Sector Decarbonising Scheme fund, for over £7m for improvements in Corporate Stock and £2.7m for schools. £25.2m has been invested in 3,860 Council Homes – achieving an estimated saving of 597 tonnes of carbon dioxide equivalents and we have planning consent for 750 new, low or zero carbon Council

of which 31 have already been built alongside over 2,500 trees planted<sup>1</sup>.

We recognise that more action will be needed over the next few years and we are committed to acting.

“ We need to ensure that we are living in environmentally sustainable ways for our borough, future residents and the climate crisis ”



## MISSION

# 10

**Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030**

### Outcomes this mission will deliver

Royal Greenwich is better prepared for extreme weather so residents are kept safe

Residents can access information and opportunities to reduce their own personal impact on the climate crisis

Businesses are better equipped to move to more energy-efficient and environmentally sustainable behaviours

The net carbon emissions of Royal Greenwich are reduced, limiting the borough's impact on the global climate crisis

The environment and biodiversity of Royal Greenwich is protected and enhanced

### Our mission success measures

A

**CO2 net emissions by different sources** – overall emissions profile for the borough

B

**Proportion of new homes built that are low or zero carbon homes**

C

**Energy efficiency of housing stock**

D

**Household recycling rate**

E

**Biodiversity score**



# Our Economy

## Vision for 2030

In 2030 Royal Greenwich is a more prosperous place. More businesses have chosen to make Royal Greenwich their home, bringing jobs, investment and energy to the economy.

There are more opportunities for businesses to do business in the Borough with public sector bodies, businesses and organisations actively choosing to spend more locally.

This economic activity means that residents are able to access more high-quality well-paid jobs which in turn sees them spend more locally.

This increased local spend coupled with increased inward investment have improved our town centres and high streets, becoming places that residents and visitors alike spend their time.

There has been a focus on enhancing our voluntary, community and socially motivated sector with more people supporting and being supported by their local community.



# Work in Greenwich

Royal Greenwich currently has one of lowest levels of unemployment it has ever seen, with only 5.9% of economically active 16 to 64-year-olds unemployed. However, this does not give a complete picture.

Over the last decade there has been increasing levels of income inequality with nearly a quarter of all working residents paid less

than the London Living Wage. And Greenwich has the joint second highest rate of households in poverty who are in work<sup>1</sup>.

In addition to the rise in levels of low paid work there has also been an increase in levels of less secure work including within the gig economy and jobs that offer zero-hour contracts<sup>2</sup>.

The combination of this increase in levels of poor paying jobs and insecure employment means that many residents in the borough are not able to rely on their jobs to provide them with the income and security they and their families need.

There are opportunities to reverse this trend. The recent opening of the Elizabeth line opens up new job markets

across London, and the growth of new sectors such as arts and entertainment like, Woolwich Works, offer the opportunity of well-paid secure work for residents.

It's important that we seize these opportunities and provide residents with the right training and support to access these well paid, secure, good jobs.



“My key challenge is improving, not just maintaining, my and my family’s living standards”

“A challenge for me is finding a reasonably paid job”



## MISSION

# 11

Everyone has the opportunity to secure a good job

### Outcomes this mission will deliver

More residents are in higher paying jobs

More residents are in jobs that offer security and good conditions

Residents have access to in-work and out-of-work training to help improve their career prospects and access new opportunities

Residents with specific needs such as learning disabilities are able to access good quality training and employment opportunities

### Our mission success measures

A

Average wage of residents in the borough

E

Average wage for those working in the borough

B

Percentage of adults with disabilities in work (broken down by type e.g. learning disabilities, physical disabilities, mental health)

C

Resident survey  
Do you feel you have job security?

F

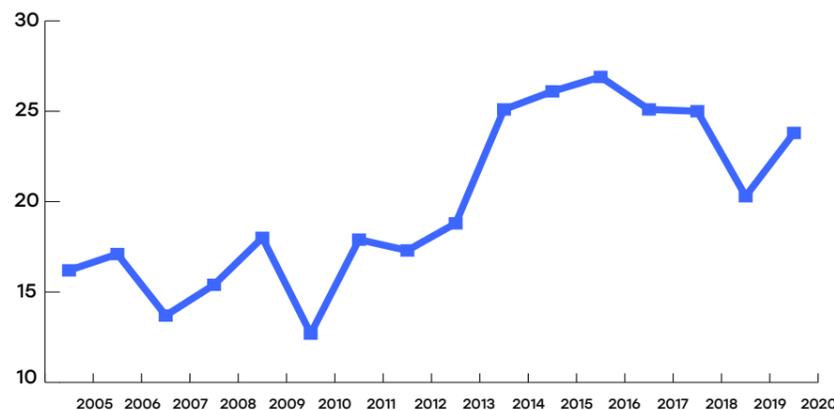
Unemployment rate

D

Percentage of residents paid less than London Living Wage



Percentage of Greenwich Residents Earning Less Than the London Living Wage



<sup>1</sup> Trust for London, 2022  
<sup>2</sup> Office for National Statistics

# Town centres, high streets and shopping parades

Our town centres, high streets and shopping parades are the life blood of our local economy. Providing vital local services whilst also attracting visitors from across the borough, London and further afield.

The condition and offer of our local town centres, high streets and shops is so important in setting the perception of an area.

Like much of the UK and London some high streets and shopping parades in Royal Greenwich are in a challenging position with high costs and reduced footfall.

We have in recent years invested significantly in improving some of our town centres and high streets, but more work is needed to make them vibrant successful spaces we can all be proud of.

“

I support more prosperous high streets. It's bringing back the joy.”



“Rents are too high and that's why shops are closing”



## MISSION

# 12

Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people



### Outcomes this mission will deliver

These spaces are more attractive, safer places for people to spend time in

Shops and services better meet the needs of people who then spend more money locally

We do not lose our town centres, high streets and shopping parades to residential development

Town centres, high streets and shopping parades are more accessible making it easier for people to travel to and from them

Town centres, high streets and shopping parades help drive local economic growth by providing opportunities for businesses

### Our mission success measures

**A** Vacant shops in high streets

**B** Resident survey  
Resident perception of high streets/town centres/shopping parades (broken down by area)

**C** Average footfall on high streets/town centres



# Enhancing and developing our economy

Our economy has some clear strengths, with higher than average levels of businesses in the tourism, entertainment, accommodation and food sectors as well as a strong public sector base.

Like the rest of the country, we are currently in a challenging economic environment with high levels of inflation, high costs and a strong likelihood of recession. Therefore, it is vitally important that we do everything we can to strengthen the foundations of our economy whilst also having a plan for how we want to further develop it so we can bring more wealth to our communities.

Over the next few years we need to make sure we are doing

everything we can to generate economic opportunity for businesses in Royal Greenwich. This includes leveraging our combined local spending power to increase spend and investment in local businesses. It also means making sure businesses are able to access the right space and skills needed to help them to grow and succeed.

Delivering economic growth and opportunity will be challenging in the next few years but by developing a clear plan and working together as one community we have a chance to deliver more wealth for our Borough and communities.



“ We need more investment put in the Borough ”



## MISSION

# 13

**Our economy attracts new high value businesses whilst strengthening its foundations**

### Outcomes this mission will deliver

We have identified the business sectors we want to attract and grow and have a plan to do this

The existing business community of Royal Greenwich is more successful and resilient

Businesses in Royal Greenwich are more able to find the skills and staff they need

We increase the amount of investment made locally from inside and outside the borough

### Our mission success measures

**A**

Council and Anchor institution spend in the borough

**E**

New employment space delivered through development

**B**

Number of people employed in Royal Greenwich

**F**

Gross Value Added

**C**

Business closure rate

**G**

Business start rate

**H**

Business density

**D**

Measure of inward investment

**I**

Measure of growth of sectors we want to attract

“ We need more support for local businesses ”

– we’re seeing loads of small companies replaced by big chains



# Voluntary, community and socially motivated sectors

Our Borough has a proud history of socially motivated businesses and charities and as a Co-operative Council and a longstanding member of the Co-operative Councils Innovation Network, the Royal Borough of Greenwich is committed to further growing co-op models.

Our voluntary and community sector (VCS) provides support on a daily basis to so many from providing meals to school children during holidays to delivering food and medicine to vulnerable residents during COVID-19.

The importance of this sector was never clearer than during COVID-19. This sector played a key role in helping support those most in need and ensuring that people were fed, provided with company and kept safe.

Ensuring that the economic development of the borough helps to grow and enhance this sector is one of our key aims.

We want our borough to be a place where communities are able to build businesses that are community owned and driven by social benefit not just profit.



“ I’m very concerned with community services, there’s so many lost people that need help ”



“ I think the voluntary sector and community

in Greenwich have done a great job ”



## MISSION

# 14

The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need



### Outcomes this mission will deliver

There is growth in social enterprises and co-operatives who focus on supporting in need communities

More residents who are in need are able to access support from organisations in Royal Greenwich which helps to improve their situation

There is a stronger voluntary and community sector who are equipped with the assets and skills needed to best support communities

### Our mission success measures

A

Survey VCS – How resilient is your organisation (for those covered above)

B

Profile of organisations supported by the Council through VCS commissioning

C

Number/profile of people supported by individual groups (VCS commissioning)

# Our Communities

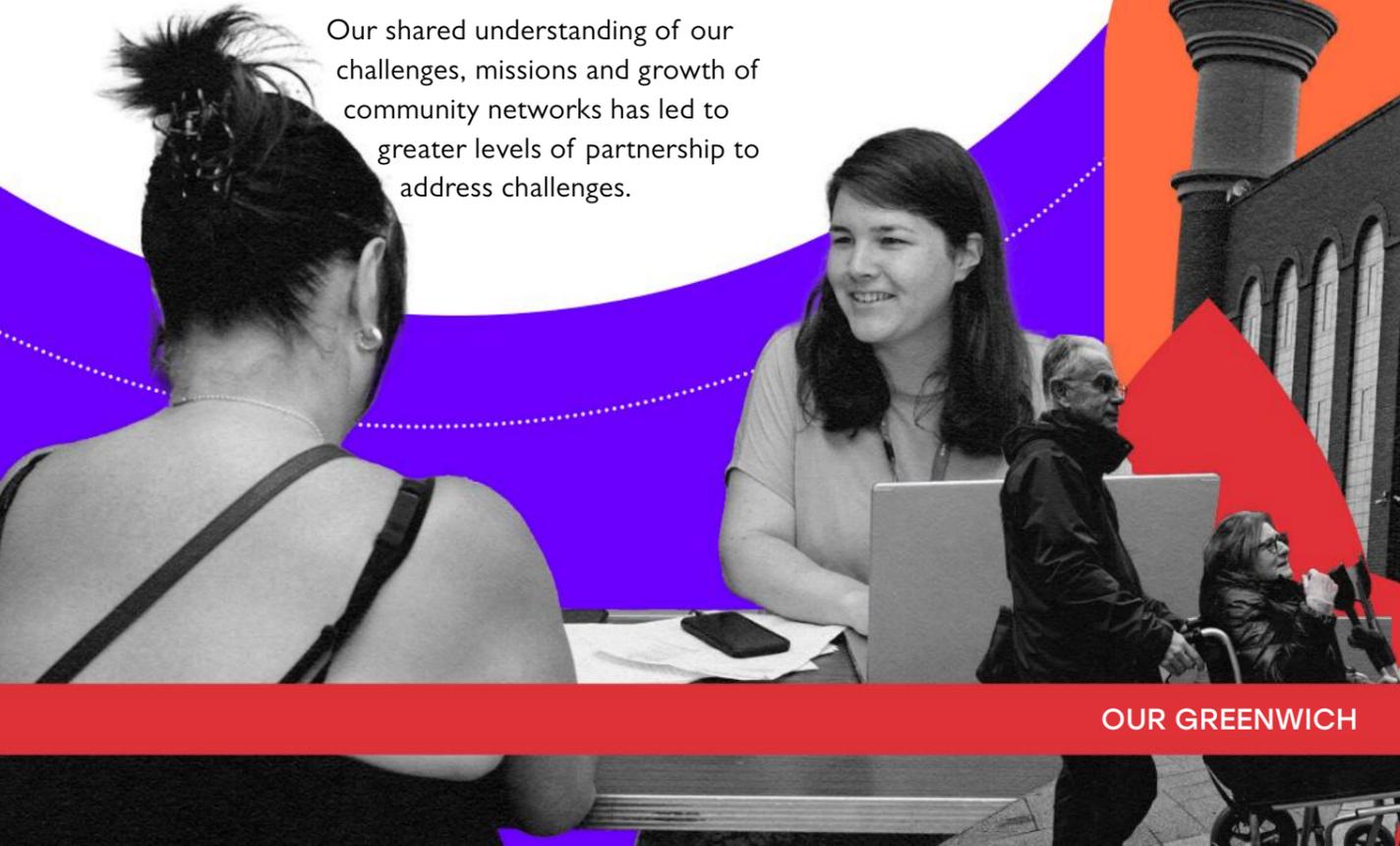
## Vision for 2030

In 2030 residents will have a different relationship with the Council.

The Council is focused on building services that build resilience and independence. When an interaction is needed with the Council people are able to get the right information or service in the most efficient and accessible way possible.

Our communities have a stronger voice and feel heard. This has been achieved through a change in the way that community engagement is carried out, with a focus on going to communities and really listening. This regular engagement gives us a constant understanding of the challenges, hopes and fears of our communities to make sure we're addressing the right things.

Our shared understanding of our challenges, missions and growth of community networks has led to greater levels of partnership to address challenges.



# Community voice

It was clear through talking to communities that as a Council we need to approach how we engage differently. We need to make sure that we are having honest conversations where communities feel heard and that their voice influences action.

The open and collaborative approach that we have taken in the development of this plan is a statement for how we will work in the future. We are committed to this change as we know that we will have a bigger impact when we invite diverse perspectives, learn together and develop new ideas to address the biggest challenges we face.

At times we will also need to have hard conversations. The financial constraints facing councils means that we can't always do everything that we would like. We will need to be open and honest about this. We also need to be humble enough to acknowledge when we don't get things right.

Listening to what our communities tell us will ensure that the Council has a better understanding of the priorities of local people. When we do this we can help to create a borough that works for everyone.



“  
**We need good communication. Ensuring that the council's message reaches everybody**  
 ”

“  
**Council should be more transparent about their views on communities, what do they want to see in the next five years**  
 ”



## MISSION

# 15

**Our Council is better at listening to communities, and communities feel they are heard**



### Outcomes this mission will deliver

We communicate and engage in ways that give all residents a voice

Residents have the ability to express which topics they would like to engage our Council on

Our communities are involved in defining and designing the services they receive

Our Council is better at understanding the priorities and challenges that Royal Greenwich faces

### Our mission success measures

**A**

**Resident survey** – Do residents feel that the Council listens and understands them, do residents have a voice in defining and designing services received

**B**

**Resident survey** – Do residents have a voice in defining and designing services received

**C**

**Number of community ideas for action against our missions taken forward**



# Community networks and partnership working

Our borough is only the place it is because of our communities. The last four years demonstrated the importance of community networks, from helping some of our most vulnerable through COVID-19 to housing Ukrainian refugees.

Ensuring we have strong, resilient and empowered communities will be vital if we are to overcome future challenges together.

More top-down intervention is not the answer.

Instead, in line with our values as a co-operative Council, we must actively create new coalitions of communities, businesses and public sector organisations

“  
**The Council needs to help people so that they can help themselves**  
 ”

to tackle the big problems. Each of these groups brings different perspectives, tools and resources.

We recognise that to work well together, the insight and creativity of community needs to be paired with the power and resources of public sector organisations. Sometimes this will mean that the Council gets out of the way and empowers community groups that are already doing what needs to be done.



## MISSION

# 16

**We develop networks with communities, key partners and businesses to meet need and address challenges together**

### Outcomes this mission will deliver

The Council empowers communities to deliver services themselves where they are better placed to do so

Our Council provides assets, training and resources to help community support networks to grow and flourish

There are greater levels of partnership working across our Borough

Residents have more choice and feel more comfortable accessing support from within their communities when they need it

### Our mission success measures

- A** Case study examples of joint working
- B** Case study examples of changes in service delivery models that support community ownership of services and service delivery
- C** Resident survey – Do you feel there are support networks you can rely on in your community?
- D** Resident survey – Do you know where you can find information about community services in your area?



# Designing services

Providing high quality services starts with understanding the needs of the people who use them. We know that people disengage from services that are hard to access, difficult to understand and take up too much time. Good services should make it easy for people to get what they need. This means ensuring that people are not excluded from being able to use a service, for example if they have a disability or lack digital skills.

When it comes to designing services, we need to take an approach that focuses on the person and their situation. We also need to make sure we are not just dealing with the symptom of their issue but working with them to deal with the cause.

This means giving people more control over their own lives by building the confidence and skills they need to do this. It also means we are joining up

information where possible to give us the most complete picture. When we do this well it means that residents, communities and professionals work together to both manage problems more successfully and prevent them from developing in the first place. In an era of tighter funding and growing demand pressure, especially in social care, this is more important than ever.

“It's all important, but getting it **right** stems from that one thing - asking what residents **want and need**”



## MISSION

# 17

### We design our services around the needs of our residents



### Outcomes this mission will deliver

We offer services that are accessible, inclusive and joined up to enable all residents to access what they need

We design services that residents can use themselves easily, while offering more support to those who need it

We develop person-centred and strength-based services that are less paternalistic and work with residents to deal with the root causes of issues

### Our mission success measures

- A** Channel shift – Contact centre to website
- B** Resident survey – Measures of satisfaction with Council services
- C** Resident survey – Digital inclusion, resident confidence in accessing services online
- D** Number of complaints upheld

# Our Organisation

## Vision for 2030

In 2030 our Council has become a more strategic, efficient and adaptive organisation.

It has a clear plan focused on the outcomes we want to see, this provides the space for an opportunity for collaboration and innovation which makes us more effective at delivering better results.

We have focused on making improvements to technology and ways of working to free up staff time. These changes in governance and approach mean our managers and staff feel more empowered and accountable to deliver for our communities.

Our Council is a more equitable, diverse and inclusive organisation and an attractive place to work. It is competitive in employment markets and able to recruit the best possible talent. It has a highly skilled, highly motivated workforce that are able to develop their career within our Council whilst providing us with the skills, expertise and experiences needed to deliver for our communities.



# Being strategic whilst being able to adapt

As a provider of frontline services, it is vitally important that our Council can continue to support communities whilst also remaining financially sustainable. However, the current financial environment makes this increasingly challenging.

Since 2010 our funding has reduced by £1,400 per household, totalling some £125 million. At the same time, we have seen growth in demand for our services, especially in areas such as social care. This means we are

having to do more with less.

These funding challenges, increased demand and uncertainty we have seen in the last few years makes delivering high quality public services really difficult.

The last four years have been some of the most uncertain in living memory, and this is only likely to continue into the future. As an organisation we must remain agile and move with changing priorities whilst not losing sight of our longer-term challenges and goals.



“ I want a responsive council and one that responds to challenges ”

“ We need to make sure we are able to react to challenges whilst still working towards the long-term ”



## MISSION

# 18

**Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable**

### Outcomes this mission will deliver

Our Council has a balanced budget

Our Council is able to adjust priorities and resources in dynamic but sustainable ways

Our Council has a clear strategic plan, set of priorities and measurable outcomes so we can make sure we are doing the right things

Our Council is better at delivering change and improvement work for the benefit of residents

Our Council works as one team where our collective challenges and priorities are understood, shared and mutually supported

### Our mission success measures

**A**

Staff survey – Do staff feel a sense of direction for the organisation and service?

**B**

Summary of budget position

**C**

Delivery of improvement work (e.g. corporate reform)

**D**

Proportion of missions from Our Greenwich trending in a positive direction

# Ways of working

Our Council needs to modernise. It has already begun its journey of embracing new technology and new ways of working and this needs to continue.

It needs to continue to embrace new tools and processes to free up valuable staff time to focus on the most important tasks. This can include more automated

processes and better self-serve systems so managers remain in control whilst reducing the time it takes to do business.

It also needs to make sure we are giving our managers the autonomy and authority to make decisions and deliver for residents whilst making sure we are managing risk.



“ Too many of our process are **slow** or **unnecessary**, we need to focus more time on value adding tasks ”

“ We need to do more to give autonomy and accountability to managers and staff ”



## MISSION

# 19

**Our Council works in the most efficient and effective ways possible**

Outcomes this mission will deliver

Our Council is continuously looking to improve and uses data, insights and engagement to generate innovative ideas

Our Council will use technology to automate processes to enable staff to work on the most important tasks

Our Council enables managers through revised governance that delegates authority and encourages autonomy and accountability

Our mission success measures

- A** **Staff survey** – Do staff feel they have the right level of autonomy and accountability to deliver their work?
- B** **Officer time saved through improvements**
- C** **Delivery against improvement projects** (planning, delivery, delivered)

# Staff and workforce development

Every day our Council delivers an enormous range of services, from keeping our streets clean and safe, to providing high quality social care, to supporting looked after children, to providing support for people in financial need to managing and maintaining community assets and homes. Behind all of these services are our most important asset – our staff.

The commitment, experience and expertise of our staff helped the borough through the pandemic and made sure our most vulnerable were not left unsupported. If we are to make sure we are able to

meet the challenges of today and the future we must ensure we are valuing, investing in and developing our workforce.

In recent years we have experienced challenges in recruiting and retaining staff, especially in areas of national shortages (e.g social care and HGV drivers). To address these challenges we need both a Council wide and service specific plans to attract, develop and retain the best possible workforce.

We also recognise that our workforce is still not as diverse as it needs to be, especially at more senior levels. A diverse

workforce gives us a breadth of experience and perspectives which will improve our understanding, decision making and action.

“  
**We need to do more to make the Council competitive in recruitment markets**  
 ”

“  
**We need to make sure our workforce is more representative**  
 ”



## MISSION

# 20

**Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver**

### Outcomes this mission will deliver

Our Council is a fair, inclusive, diverse and representative organisation that encourages and values different views and experiences

Staff develop experience and skills to reach their full potential and meet the future needs of our Council

Our Council develops compassionate future leaders and people who care deeply about Royal Greenwich and its people, and who are committed to making the Council the best it can be

Our Council better attracts and retains staff

### Our mission success measures

**A** Representation at different levels of the organisation

**B** Number and attendance at staff network

**C** Proportion of roles filled by agency staff

**D** Staffing absence (median sickness days)

**E** Vacancies filled internally

**F** Staff survey – work satisfaction and work life balance

**G** Gender and ethnic minority pay gaps

**H** Proportion of staff who live in the borough

