



ELIZABETH LINE  
Woolwich

# Our Greenwich

## Annual Plan 2024-26



# Contents

<b>Foreword from Cabinet .....</b>	<b>4</b>	<b>Economy .....</b>	<b>52</b>
<b>Annual Plan Structure .....</b>	<b>6</b>	Achievements, Challenges and Priority Areas	52
Action key	6	Mission 11: Everyone has the opportunity to secure a good job	54
<b>What we heard .....</b>	<b>10</b>	Mission 12: Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people	56
Adults	10	Mission 13: Our economy attracts new high value businesses whilst strengthening its foundations	58
Children & Young People	12	Mission 14: The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need	60
Borough	14	<b>Communities .....</b>	<b>62</b>
Businesses	16	Achievements, Challenges and Priority Areas	62
Council	18	Mission 15: Our Council is better at listening to communities, and communities feel they are heard	64
<b>People .....</b>	<b>20</b>	Mission 16: We develop networks with communities, key partners and businesses to meet need and address challenges together	66
Achievements, Challenges and Priority Areas	20	Mission 17: We design our services around the needs of our residents	68
Mission 1: People’s health supports them in living their best life	22	<b>Organisation .....</b>	<b>70</b>
Mission 2: People will not experience discrimination	25	Achievements, Challenges and Priority Areas	70
Mission 3: Those in financial need can access the right support, advice and opportunities to improve their situation	30	Mission 18: Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable	72
Mission 4: Children and young people can reach their full potential	32	Mission 19: Our Council works in the most efficient and effective ways possible	74
Mission 5: Everyone in Greenwich is safer, and feels safer	35	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	76
<b>Place .....</b>	<b>39</b>	<b>2024-25 Scrutiny Work Programme .....</b>	<b>79</b>
Achievements, Challenges and Priority Areas	39	<b>Appendix 1 – 23/24 Priority Action Updates .....</b>	<b>91</b>
Mission 6: People in Greenwich have access to a safe and secure home that meets their needs	41	<b>Appendix 2 – Mission Success Measures References ...</b>	<b>110</b>
Mission 7: It is easier, safer and greener to move around the borough and the rest of London	44		
Mission 8: Development delivers positive change to an area for existing and new communities	46		
Mission 9: Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents	48		
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	50		





# Foreword



**As a Cabinet, we are proud to reflect on our borough's achievements since we agreed our last Annual Plan and are pleased to present our priorities for the next 20 months in the second Our Greenwich Annual Plan.**

Our Annual Plan represents our commitment to honesty and transparency with our residents, outlining our actions and progress, as well as the challenges we face in an increasingly difficult environment.

The plan has been developed collaboratively with our communities and partners, using various engagement methods such as pop-up events, online surveys, a partner summit and even Our Greenwich phone booths, where residents could leave messages about what matters most to them. Thank you to everyone who took the time to help make our plan the best it can be.

Ensuring our communities and partners had a strong voice in co-creating this plan was one of our key objectives throughout. At times, this was a challenging task due to three separate elections, which caused slight delays to our engagement activities. To ensure meaningful engagement could still take place, we had to extend our timeline, and the plan will now run until May 2026, when the next local elections will be held.

Reflecting on the past year, we recognise that we are operating in one of the most difficult periods that local government has ever faced. Financial pressures, inflation, the cost-of-

living crisis, the ongoing effects of the war in Ukraine and the lingering impact of COVID-19 are reshaping our services and increasing the demand for support. While demand rises, we are also having to deliver more with less resources.

Over the past 13 years, the Council has seen a real-terms funding reduction of roughly £150 million, while facing rising costs for essential services such as children's and adult's social care, homelessness and welfare support. In 2023/4 alone, we spent £12 million to ensure our residents have access to safe and secure temporary accommodation. This has caused significant financial pressures across these services, with the Council having to rapidly respond and flex its resources to meet this need. We also recognise that many of our partners and organisations in the borough are facing similar issues.

These challenges made last year's budget setting process particularly difficult. We are not alone in this, as other local Councils across London are also grappling with impossible decisions, with some even facing the threat of effective bankruptcy. In response to these challenges, we have remained committed to doing our best to safeguard frontline services and protect our most vulnerable residents. We have prioritised children and young people's mental health, tackling climate change, and continuing to invest in adult social care. Ensuring the financial sustainability of the Council remains a top priority of our administration. While this has not been easy, without this approach the impact on our communities would be huge.

Despite this challenging backdrop, we have managed to accomplish a great deal this past year. Through the Greenwich Supports initiative, we have continued to support our most vulnerable residents, injecting £4.75 million to help tackle the cost-of-living crisis. We were honoured to be awarded Borough of Sanctuary status, recognising our commitment to welcoming and valuing the contributions of refugees, migrants and those seeking sanctuary. We also committed to establishing eight pioneering emotional wellbeing hubs in schools, providing critical support for students' mental health, as well as completing a £1 million investment to revamp eleven parks as part of an extensive improvement programme.

Since our last Annual Plan, we have received positive independent reviews of the Council, with our Children's Services achieving an 'outstanding' rating from Ofsted. The Local Government Association's Corporate Peer Challenge also highlighted a number of successes and provided a set of constructive recommendations for us on our journey to becoming the Council we want to be. You will find details of these achievements throughout the plan.

Looking ahead, our Annual Plan contains more than 60 actions across our 20 missions, all designed to move us closer to realising the vision set out in Our Greenwich.

We acknowledge that during the lifetime of this plan, we will continue to face significant challenges, and we know that we cannot overcome them alone. We are committed to

working closely with the Government, our partners, and our residents to achieve our shared goals and address these challenges together. By working collaboratively, we can ensure that the actions outlined in our plan contribute to improving the health and quality of life for all our residents.

**Anthony Okereke** – Leader of the Council

**Averil Lekau** – Deputy Leader, also Cabinet Member for Climate Action, Sustainability and Transport

**Adel Khareh** – Cabinet Member for Children and Young People

**Majid Rahman** – Cabinet Member for Planning, Estate Renewal and Development

**Ann-Marie Cousins** – Cabinet Member for Equality, Culture and Communities

**Denise Hyland** – Cabinet Member for Finance, Resources and Social Value

**Jackie Smith** – Cabinet Member for Inclusive Economy, Business, Skills and Greenwich Supports

**Mariam Lolavar** – Cabinet Member for Health, Adult Social Care and Borough of Sanctuary

**Pat Slattery** – Cabinet Member for Housing Management, Neighbourhoods and Homelessness

**Rachel Taggart-Ryan** – Cabinet Member for Community Safety and Enforcement



# Annual Plan Structure

The structure of this plan mirrors the structure of Our Greenwich.

There are five sections for each of the themes (People, Place, Economy, Communities and Organisation).

Each section contains the missions relevant to that theme with all 20 Our Greenwich missions represented.

**Under the mission on each page you will see:**

- The outcomes the mission is seeking to deliver.
- A list of the priority actions committed to in last year's annual plan for that mission, along with a summary rating indicating the progress made in

achieving those actions over the past year. A key for the summary rating is set out below, with a more detailed update on the delivery of all actions available in appendix 1.

- A list of new actions the Council will undertake over the next 20 months to deliver the mission.
- A list of relevant success measures, outlining our progress since last year.

## Action key

Action complete	✓
Action complete and ongoing	✓↻
Action incomplete but ongoing	↻
Action incomplete	✗



# The new Our Greenwich Success Measures Dashboard

In last year's annual plan, we published success measures for each mission to set targets and provide a baseline for us to monitor our progress. This year, we have updated these measures and clearly identified any changes.

To make this information more accessible and so we can keep you updated on our progress more regularly, we have also moved our reporting online, through the creation of an interactive portal called the 'Our Greenwich Success Measures Dashboard'.

The report provides the most up-to-date figures for each success measure, benchmark figures for London, a desired trend indicating the direction we hope to see the indicator move, and a recent trend showing the direction of change since the previous update.

*You can access the online Our Greenwich Success Measures Dashboard [here](#).*



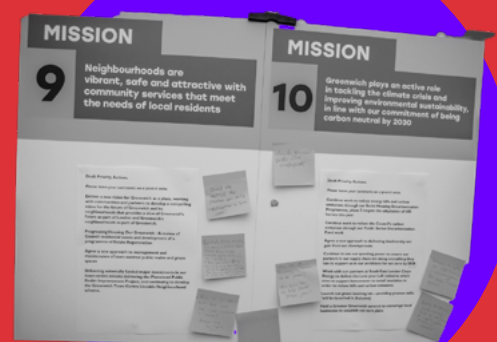


## How we collectively created our plan

In Our Greenwich, we committed to improving how we listen and engage with our communities.

That's why earlier this year, we undertook a comprehensive engagement exercise. We spoke to hundreds of community members – including residents, business owners, partners and staff – to understand what's important to them, and the challenges they face.

The resulting plan is a reflection of the experiences, concerns and priorities of those living and working in the borough.



### Residents

We conducted **over 1,100** telephone and face-to-face interviews with residents, gathering insights on their satisfaction levels and opinions on the Council, the local area, the community, and the cost-of-living crisis.

We organised **10 in-person engagement events** at libraries, high streets and leisure centres.

We **introduced new Our Greenwich phone booths at three sites**, providing residents with an easy way to leave messages about what matters most to them.

We **launched an online survey** aimed at both businesses and residents.

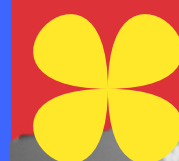
### Partners

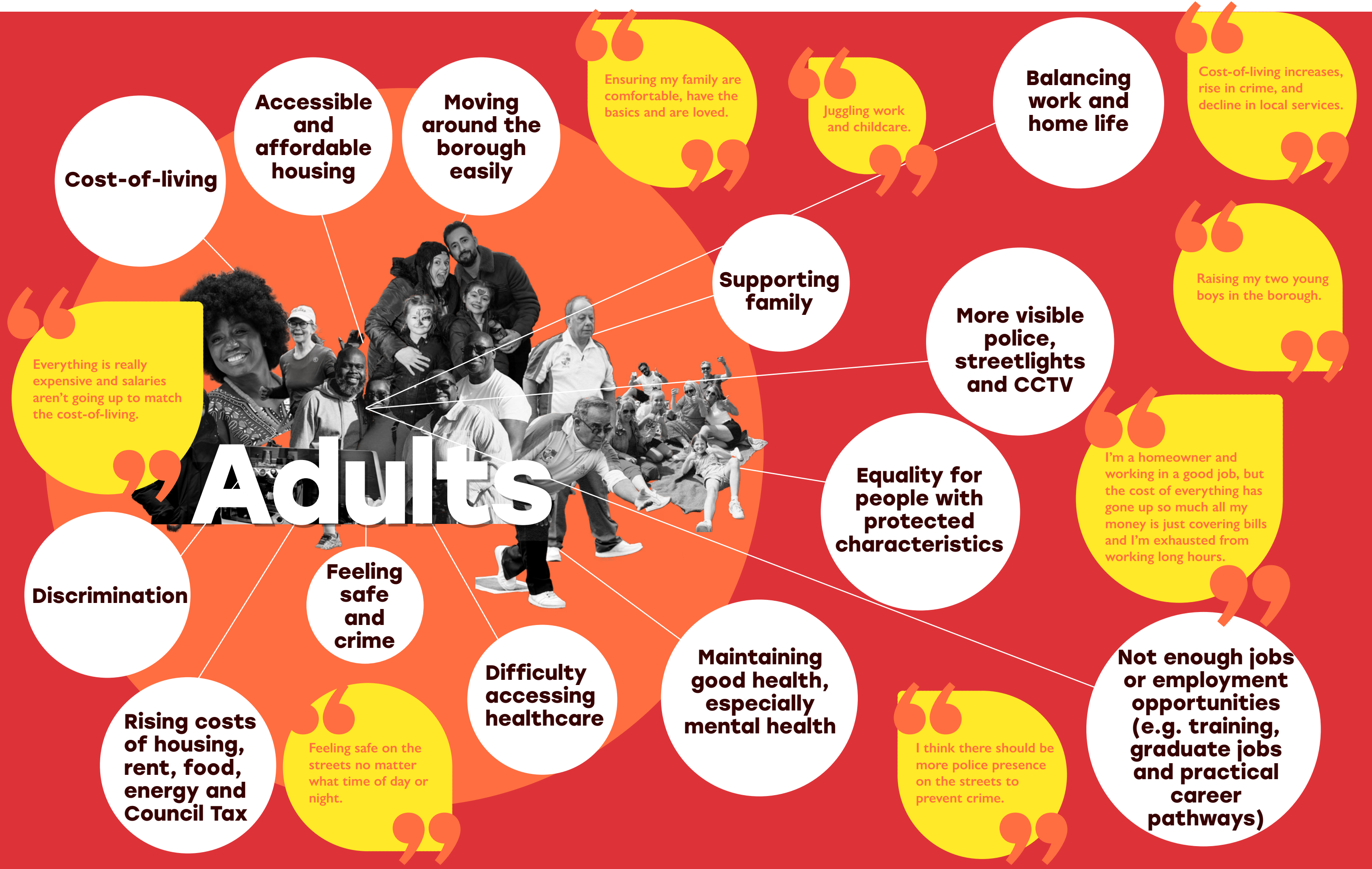
In July, we hosted the Our Greenwich summit in Woolwich Town Hall. This event **brought together over 100 partners and community leaders** – including faith leaders, community activists, health partners, police and politicians – to address the most pressing issues facing the borough.

### Staff

To ensure we captured the voice of our staff, we set up reflection walls across our offices, encouraging them to share their success stories and priorities. We also provided opportunities for drop-in sessions as the plan took shape and conducted an all-staff survey to understand what we're doing well and where we could improve.

All of this engagement has helped to develop the plan. You will find some of the key points we heard summarised on the next few pages.







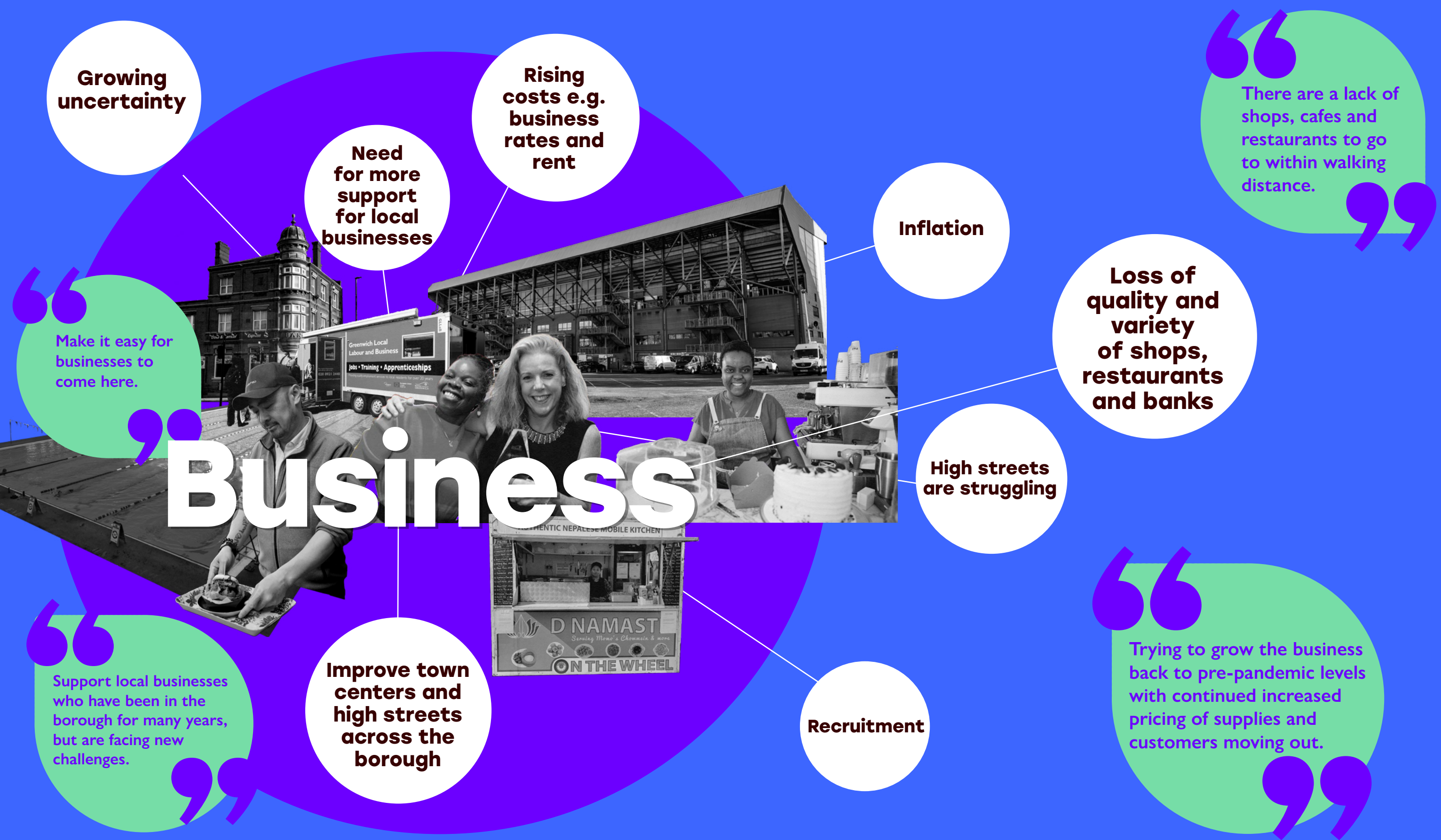




# What we heard







# What we heard





# Our People

## Achievements

Over the past year, we have made significant steps to helping people live happier, longer and more fulfilling lives, with fewer people experiencing poverty, or inequality.

In the last year, we have agreed to invest £1.3 million to create eight new wellbeing hubs to provide dedicated mental health support to children and young people. The hubs will work intensively with children in school and at home to improve school attendance, enhance behaviour, reduce anxiety, and increase overall wellbeing. Our commitment to supporting all children and young people to reach their full potential was recognised through the Ofsted judgement of 'outstanding' for our Children's Services, in addition to a national award for our fostering services earlier in the year.

Our borough has been recognised as a place that welcomes and values the contributions of refugees, migrants and those seeking sanctuary. Our status as a Borough of Sanctuary means that we have been recognised for our commitment to making Greenwich an inclusive and welcoming place. We marked this with a display of local children's artwork at the Tramshed in Woolwich over the summer.

The Healthier Greenwich Partnership launched a new Health and Wellbeing Strategy for 2023 to 2028. The strategy takes a life course approach to supporting residents to live well from childhood to older age. It will help our borough to become a happier and healthier place to be, with a particular focus

on addressing health inequalities. In August, we opened an innovative new home for people with learning disabilities and autistic people. The independent living service is the first of its kind in the borough. The shared home provides short term accommodation to support residents to learn new skills and adapt to living with increasing independence.

We have also introduced a new boroughwide Public Space Protection Order to reduce anti-social behaviour. This replaces two existing orders across key town centre areas and provides greater powers to tackle a wider range of issues that affect local communities. This includes a new gender-based order to reduce incidents of sexual harassment. We also launched the Let's Live #KnifeFree campaign to reduce serious violence. The campaign brought together local communities, young people and police to raise awareness of the devastating effects of knife crime and the practical measures that can help to reduce it.

We continue to provide extensive support for residents to help with the cost-of-living through our Greenwich Supports programme. This support covers advice with money, housing and bills at our in-person advice hubs, online and over the phone. We also continued to provide emergency financial support, help with food, health costs and support for families. This included providing 1,500 free packed lunches per week to children during school holidays.

## Challenges

Many residents remain deeply concerned about the cost-of-living and the financial pressures this brings. The high cost-of-living combined with existing inequalities puts many households at greater risk of financial insecurity and poor health. This is having a marked impact on demand for our most critical services, including support for households facing homelessness and services to children and young people. At the same time, the cost of providing services is also increasing. People are increasingly living into old age with multiple health and care conditions, which also means that our health and care services need to adapt to better support people to remain in good health at home. This will require an ongoing commitment to strengthening prevention and community services, and improved joint working across the health and care system to ensure that people can access the right support at the right time.

We also know that community safety remains a high priority for residents. Although most people feel safe when outside in their local area, concerns about crime and anti-social behaviour remain. We have taken targeted measures to address some of these issues but know that solutions to build strong and safe communities require deep and ongoing engagement, with effective partnerships with police, health, housing services, our voluntary and community sector and business. We recognise the importance of sustained focus on early intervention and addressing the root causes of anti-social behaviour. This will require a rounded approach to building stable communities through improving economic opportunities and prosperity; providing strong family and youth services; and ensuring that everyone can participate in their local community through social and leisure opportunities.

## Priority Areas

Our priorities over the next 20 months seek to build on the progress we made last year, ensuring that we prioritise supporting those who are most in need. We will be focussing on delivering our new vision for mental health services, ensuring that those experiencing difficulties with their mental health receive the support they need. This includes the support provided to children and young people in maintaining good emotional wellbeing and attendance through our wellbeing hubs. We will also be publishing an addiction strategy to ensure that fewer lives are blighted by drugs, alcohol, tobacco and gambling.

We will be taking targeted action to address poverty in the borough through the development of a new anti-poverty strategy and review of our Greenwich Supports programme. We know that we need to do more to reduce prejudice and discrimination in our borough so we will be developing and agreeing a new set of equality objectives for the borough, as well as implementing the actions from our anti-racism strategy. Continuing our commitment to making Greenwich a safe, welcoming and inclusive place for refugees, migrants and those seeking sanctuary will be progressed through our Borough of Sanctuary Action Plan.

We are also committed to building the infrastructure we need to support residents to live their best lives from childhood through to old age. We will continue our ongoing reform of adult social care by expanding our reablement services and rolling out a new assistive technology service. A new special educational needs school will be built to better support more children locally, as well as expanding physical health provision for children, such as speech and language services. Finally, we will be taking action to improve community cohesion and safety through a review of domestic abuse and community safety services.



# Our People

## 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

### Last year we said we would:

Publish, with our NHS and third sector partners, a new Health and Wellbeing Strategy, outlining our top priorities for the 5-year period ahead	✓
Continue to develop modern and personalised services in line with our vision for social care. We will do this in three ways:	
• Working more collaboratively with new and existing providers of social care services	✓
• Making better use of modern technology to enable people to live more independently	✓
• Improving the Council's social work practice to give individuals greater choice and control	✓
Expand and improve services to support people with poor mental health, with an emphasis on providing more support at an earlier stage	✓

### Over the next 20 months we will:

- 1.1 Develop our new vision for Mental Health services
- 1.2 Continue to deliver our Health and Adult Services Improvement work and ensure the service is in the best possible state for its upcoming CQC assurance assessment
- 1.3 Continue to support residents to live more independently through the roll out of our assistive technology enabled care offer and investment in our reablement service
- 1.4 Publish an addictions strategy addressing drugs, alcohol, tobacco and gambling



### Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Adult social care satisfaction levels	% of adult social care service user satisfaction (Age 18-64)	58.5% 2021/22	60.9% 2022/23	↑	↑	64% London
	% of adult social care service user satisfaction (Age 65 and over)	52.7% 2021/22	58.% 2022/23	↑	↑	55.60% London
	Service user quality of life score out of 24 (Age 18-64)	18.7 2021/22	18.1 2022/23	↓	↑	19 London
	Service user quality of life score out of 24 (Age 65 and over)	17.5 2021/22	18.1 2022/23	↑	↑	17.8 London
	Proportion of people who use services who reported that they had as much social contact as they would like	36.2 2021/22	38.5 2022/23	↑	↑	39.7 London
Healthy life expectancy measures	Healthy Life Expectancy at Birth (Male)	60.1 2018-20	60.1 2018-20	-	↑	63.8 London
	Healthy Life Expectancy at Birth (Female)	67.2 2018-20	67.2 2018-20	-	↑	65 London
Level of physical activity	% of adults who are physically active	66.4% 2020/21	63.6% 2022/23	↓	↑	66.3 London
Mental health indicators: mental health conditions, stress, anxiety	% of patients aged 18 and over with depression, as recorded on practice disease registers	9.8% 2021/21	10.7% 2022/23	↑	↓	
	% adults who complete IAPT treatment to recover via the national IAPT programme for people with depression and/or anxiety disorders	54% 2022/23	54% Jul 2024/25	-	↑	
Childhood obesity rate	Prevalence of overweight (including obesity) for Greenwich - % of children in Year 6	42.4% 2019/20	41% 2022/23	↓	↓	
	Prevalence of overweight (including obesity) for Greenwich - % of children in Reception	27% 2019/20	21.7% 2022/23	↓	↓	





Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Children and Adolescent Mental Health services referral rate	% of pupils in secondary school with a low or med-low score (14 – 27) on the Warwick-Edinburgh Mental Wellbeing Scale	42% 2019/21	25% 2023	Not applicable due to indicator change (Warwick-Edinburgh Mental Wellbeing Scale - 2021) (Thomas, 1981 Scale - 2023)	↓	Greenwich Sample
	% of pupils in Year 12 with a low or med-low score (14 – 27) on the Warwick-Edinburgh Mental Wellbeing Scale	33% 2019/21	21% 2023	Not applicable due to indicator change (Warwick-Edinburgh Mental Wellbeing Scale - 2021) (Thomas, 1981 Scale - 2023)	↓	Greenwich Sample
	% of pupils in secondary school who responded that they are happy with their life as a whole	58% 2019/21	64% 2023	Not applicable due to indicator change (Warwick-Edinburgh Mental Wellbeing Scale - 2021) (Thomas, 1981 Scale - 2023)	↑	Greenwich Sample
	% of pupils in Year 12 who responded that they are happy with their life as a whole	61% 2019/21	64% 2023	Not applicable due to indicator change (Warwick-Edinburgh Mental Wellbeing Scale - 2021) (Thomas, 1981 Scale - 2023)	↑	Greenwich Sample
	% of pupils in secondary school who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	47% 2019/21	45% 2023	↓	↓	Greenwich Sample
	% of pupils in Year 12 who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	45% 2019/21	51% 2023	↑	↓	Greenwich Sample
Levels of care provided by good or outstanding providers	% of adult social care providers rated good or outstanding	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard				

Our People



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

Last year we said we would:

Continue to set an example to others by making our expectations on standards for equality and equity clear and get more organisations in the borough to sign up to our Equality and Equity Charter	✓🔄
Continue to hold ourselves to the highest possible standards for equality and equity through the use of our:	
• Continued delivery of the Council's Equality Objectives	✓🔄
• Equality Diversity and Inclusion Action Plan	✓🔄
• Effective use of Equality Impact Assessments	✓🔄
• Review of our training and development offer regarding racism and discrimination	✓
• Achieve level 2 accreditation within the Social Housing Anti Racism Pledge (SHARP)	✓



Over the next 20 months we will:

- 2.1 Develop and agree a new set of equality objectives for the council
- 2.2 Implement the actions from our new Anti-Racism Strategy



Mission Success Measures:

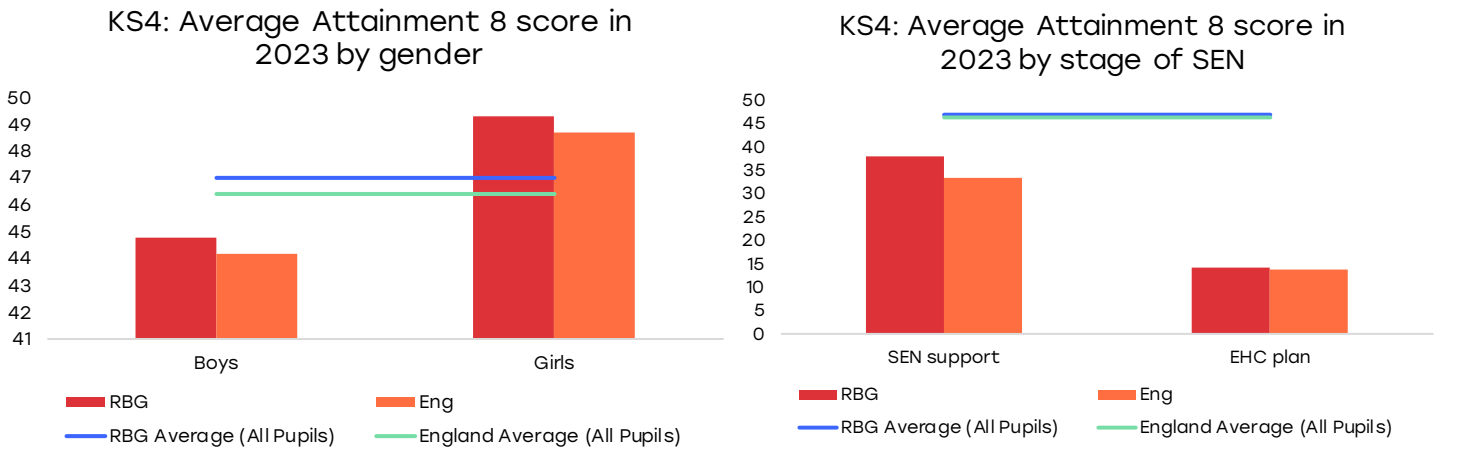
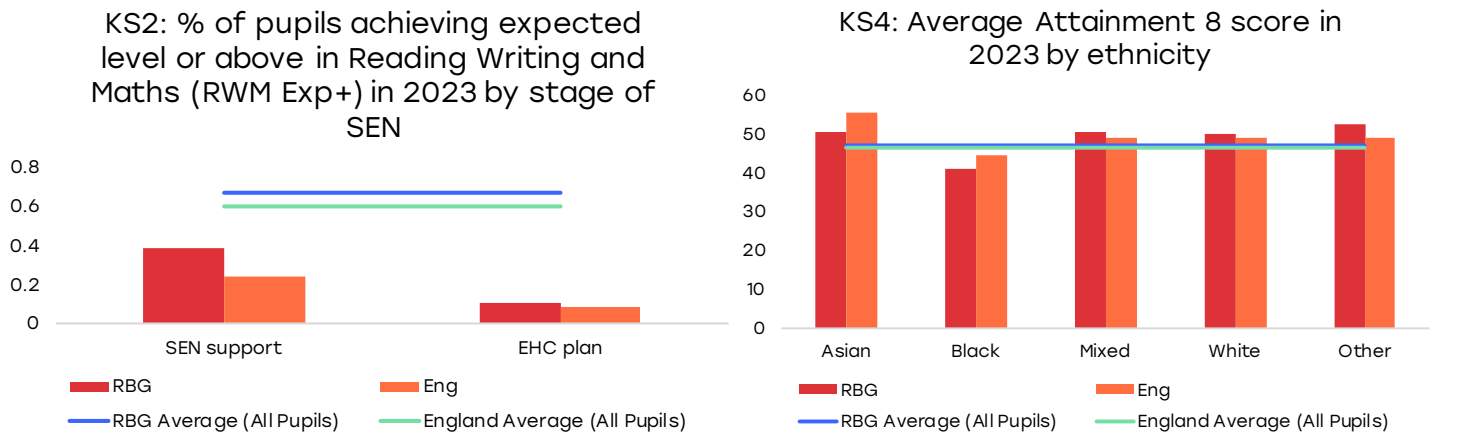
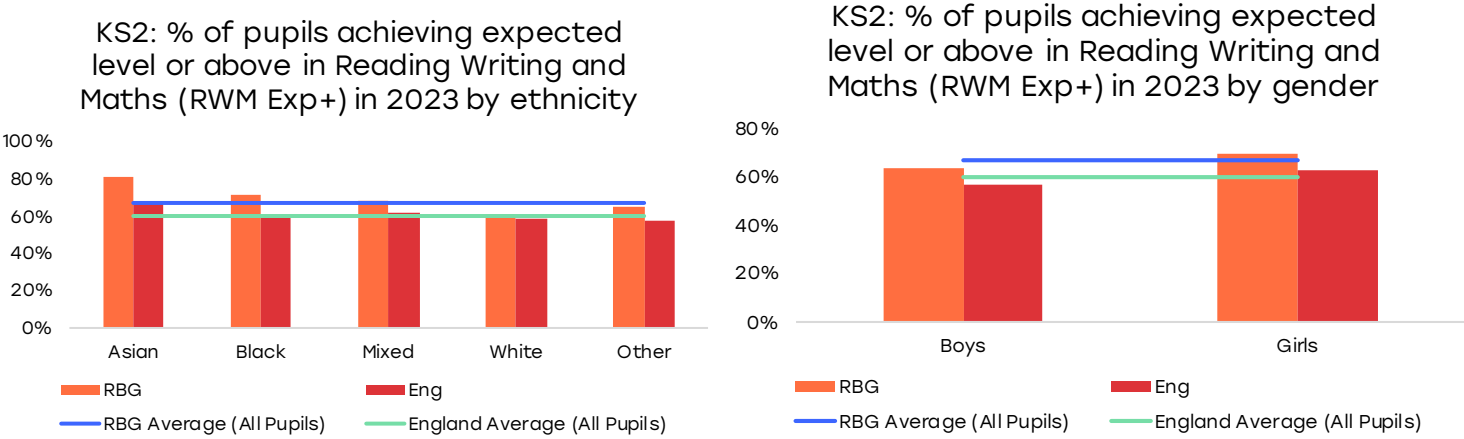
Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey - Percentage of residents who have experienced discrimination in the last year and who feel safe and accepted in their community, broken down by protected characteristics	% Of residents who feel the borough is “welcoming” for people of different ethnic backgrounds and communities, genders and sexual orientation	85% Mar-Apr 2023	89% Feb-Mar 2024	↑	↑	
	% Of residents who feel the borough is “not welcoming” for people of different ethnic backgrounds and communities, genders and sexual orientation	5% Mar-Apr 2023	4% Feb-Mar 2024	↓	↓	
Educational attainment – KS2 and KS4 – Ethnicity, gender, special educational needs (SEN)	See graphs below					
Housing – homelessness and overcrowding, broken down by protected characteristics	See graphs below					
Employment – representation and pay disparities, broken down by protected characteristics	Proportion of the working aged population (16-64) who are in employment – white (%)	77.8% 2022 Q3	82.7% 2024 Q1	↑	↑	79.00% London
	Proportion of the population (16+) who are unemployed – white (%)	2% 2022 Q3	3.8% 2024 Q1	↑	↓	5.20% London
	Proportion of the working aged population (16-64) who are in employment - all ethnic minority groups (%)	67.6% 2022 Q3	79.3% 2024 Q1	↑	↑	69.40% London
	Proportion of the population (16+) who are unemployed - all ethnic minority groups (%)	8.7% 2022 Q3	8.8% 2024 Q1	↑	↓	8.50% London

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Crime – Stop and search, adult reoffending, hate crime (breakdown by type)	% of Positive stop and searches: Total	26.7% 2022	30% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by ethnic appearance (WHITE): Total	27.1% 2022	29% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by ethnic appearance (BLACK): Total	26.1% 2022	30% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by ethnic appearance (ASIAN): Total	27.4% 2022	32% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by ethnic appearance (OTHER): Total	25.5% 2022	35.9% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by stop reason: Drugs	28.4% 2022	30.8% Rolling 12 months to Feb 2024	↑		
	% of Positive stop and searches by stop reason: Weapons, Point & Blades	19% 2022	23.9% Rolling 12 months to Feb 2024	↑		
	Any Notifiable Offence record which has had one or more Hate Crime flags added (Number)	818 2022	856 Rolling 12 months to Feb 2024	↑	↓	846 London
	Any Notifiable Offence record which has had one or more Racist & Religious flags added (Number)	692 2022	711 2023	↑	↓	722 London
	Any Notifiable Offence record which has had one or more Racist flags added (Number)	681 2022	687 2023	↑	↓	686 London
	Any Notifiable Offence record which has had one or more Homophobic flags added (Number)	114 2022	134 2023	↑	↓	117 London
	Any Notifiable Offence record which has had one or more Faith flags added (Number)	36 2022	60 2023	↑	↓	111 London
	Any Notifiable Offence record which has had one or more Disability flags added (Number)	20 2022	23 2023	↑	↓	19 London
	Any Notifiable Offence record which has had one or more Transgender flags added (Number)	13 2022	13 2023	-	↓	17 London
	% of adult male offenders who reoffend	23.5% 2020/21	22.6% 2021/22	↓	↓	23.30% London
	% of adult female offenders who reoffend	18.9% 2020/21	15.3% 2021/22	↓	↓	17.83% London

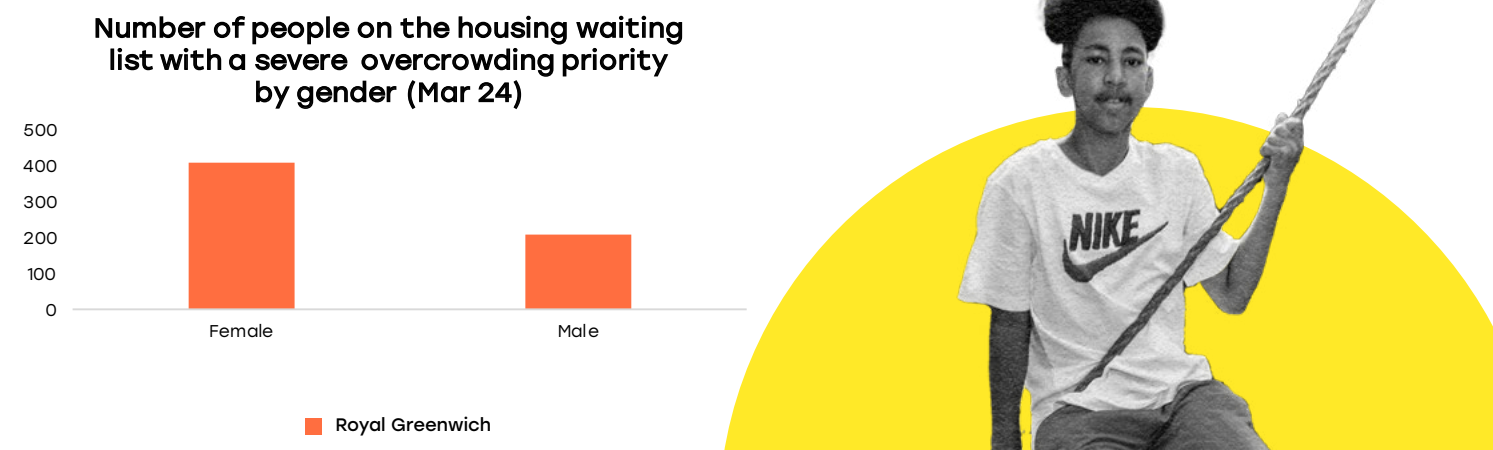
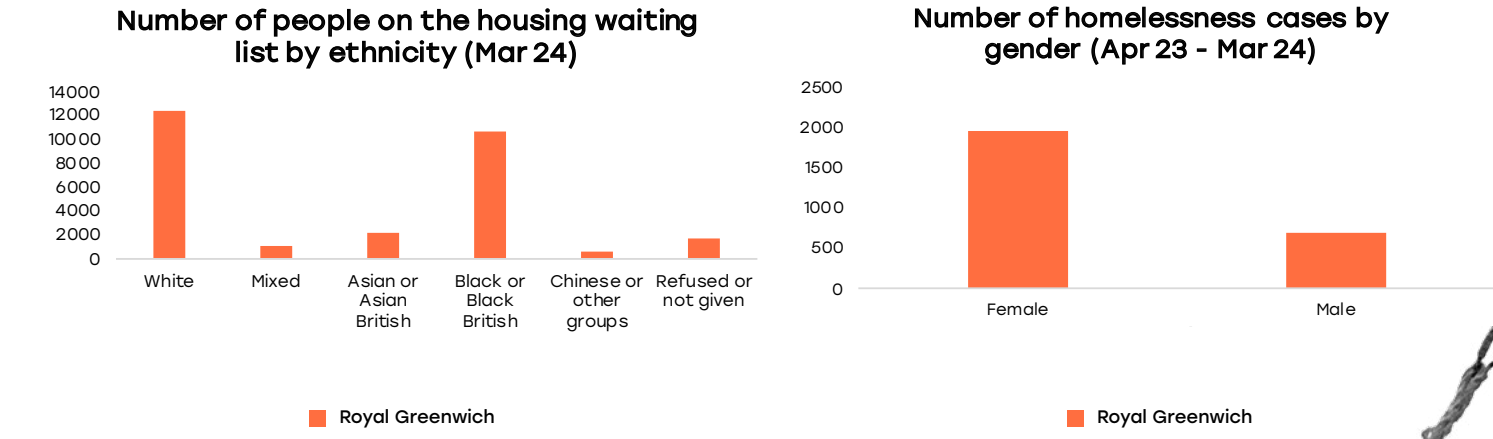
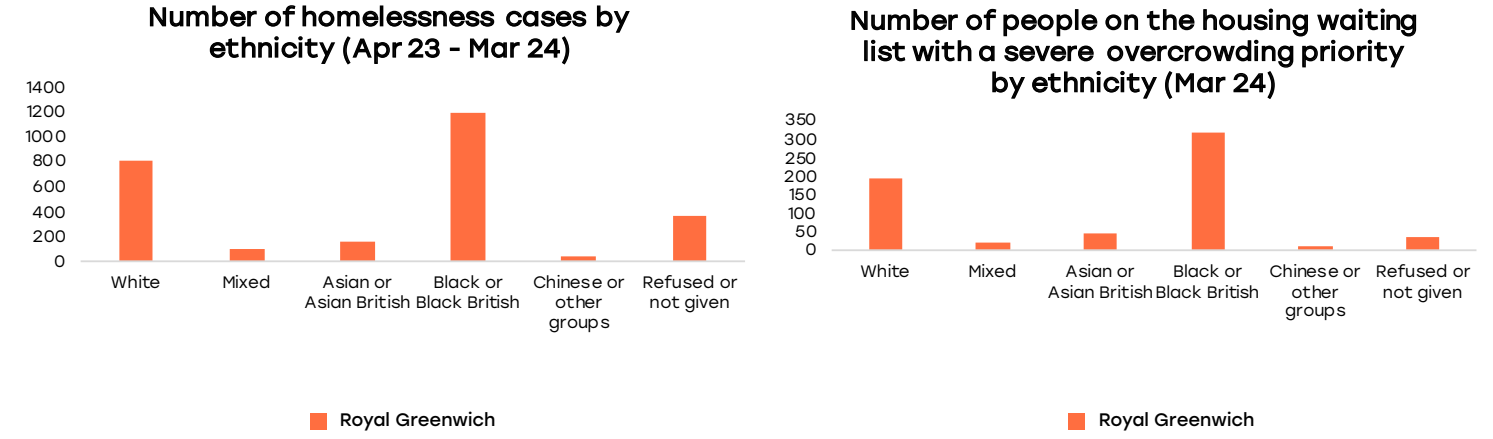




**Success Measure:**  
**Educational attainment** – KS2 and KS4 – Ethnicity, gender, special educational needs (SEN)



**Success Measure:**  
**Housing** – homelessness and overcrowding, broken down by protected characteristics



# Our People



## 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

## Last year we said we would:

We will expand 'Greenwich Supports' including:

- Rolling out additional Council Tax Support
- Continue to provide our holiday meals scheme
- Investing in our welfare advice hub which provides multi-agency advice within our communities



## Over the next 20 months we will:

- 3.1 Develop a new Anti-Poverty Strategy that uses data and real-life experiences to generate targeted action to address levels of poverty in our borough
- 3.2 Review Greenwich Supports using insights gained from our developing Anti-Poverty Strategy to ensure it best supports people in poverty

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Foodbank usage and other relevant support services	Foodbank usage (Greenwich Trussell Trust Foodbank only) - number of users / total number of meals	3489 / 31401 Jan-Feb 2023	3235 / 29115 Apr-Jun 24	Data not comparable	↓	
	FOOD Club (Family Action) usage: Total number of members/ average weekly attendance	493 / 34.5 Oct-Dec 2022	2840 / 37.7 Jan-Mar 2024	↑		
	Local Council Tax support case load	21234 Jan 2023	21822 Jul 2024	↑		
Households in the borough in financial crisis or at risk of being in crisis	Residents receiving Housing Benefit and/ or Council Tax Support, who have either a rent or Council tax debt	3966 Jan 2023	4751 Jul 2024	↑		
	Total number of households on universal credit by month	23925 Nov 2022	28493 May 2024	↑		
	Pension credit claims in payment by quarter	6048 Aug 2022	6213 Feb 2024	↑		
	Number of Personal Independence Payments (PIP) claims with entitlement by month	12392 Oct 2022	14969 Apr 2024	↑		
	Number of Emergency Support Scheme Applications by month	857 Jan 2023	578 Jul 2024	↓		
	Number of Emergency Support Payments awarded by month	484 Jan 2023	151 Jul 2024	↓		
	% of Emergency Support Scheme Applications which were successful by month	56% Jan 2023	26% Jul 2024	↓		
	Total number of eligible Healthy Start beneficiaries	3857 Jan 2023	3569 Mar 2024	↓		
Gap between benefit and free school meal eligibility and take up	% Uptake of Healthy Start vouchers	62% Jan 2023	67% Mar 2024	↑	↑	65.9% England
	% Of residents who feel "confident" in managing their/ their households finances	76% Mar-Apr 2023	84% Mar-Apr 2024	↑	↑	
Resident survey – Percentage stating a high level of confidence in managing money, level of financial knowledge	% Of residents who feel "neither confident nor unconfident" in managing their/ their households finances	12% Mar-Apr 2023	9% Mar-Apr 2024	↓	↑	
	% Of residents who feel "not confident" in managing their/ their households finances	10% Mar-Apr 2023	5% Mar-Apr 2024	↓	↓	





# Our People

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

## Last year we said we would:

Deliver a mentoring programme to support children transitioning from primary to secondary school, as part of our focus on the emotional wellbeing of children	✓🔄
Support the strategy to improve outcomes at Key Stage 4 & 5 and build on the work with schools, to deliver an ‘exceptional learner’ programme for pupils and to celebrate their achievements	✓🔄
Deliver a corporate parenting agreement setting out our commitments to children in our care and care leavers that will strive to improve outcomes for our children in care and care leavers	✓🔄
Develop and deliver a school’s strategy that supports the emotional wellbeing and mental health of children attending Greenwich schools. The offer will increase capacity in schools building on existing provision and increasing direct facing support to support children and families	✓🔄

## Over the next 20 months we will:

- 4.1 Rollout £1.3m investment in Children’s Wellbeing Hubs
- 4.2 Open a new SEND school
- 4.3 Develop a new Children and Young People’s Plan and Special Educational Needs and Disabilities Strategy
- 4.4 Invest in children’s physical health provision e.g. speech and language



## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Young People survey – Do young people feel prepared for adulthood?	% of secondary school pupils responding "often" or "all of the time" to the statement: "I've been feeling optimistic about the future"	39% 2021	Not Collected in the 2023/24 survey			
Education attainment at KS2 and 4 and value-added scores	KS2 - % achieving expected standard in RWM	67% Summer 2022	67% Summer 2023	-	↑	67% London
	KS2 - Reading progress	0.4 Summer 2022	0.1 Summer 2023	↓	↑	0.7 London
	KS2 - Writing progress	0.9 Summer 2022	1.2 Summer 2023	↑	↑	1 London
	KS2 - Maths progress	1.2 Summer 2022	1.2 Summer 2023	-	↑	1.4 London
	KS4 - Attainment 8	49.4 Summer 2022	46.9 Summer 2023	↓	↑	50.6 London
	KS4 - Progress 8	0 Summer 2022	-0.01 Summer 2023	↓	↑	0.27 London
Social care interactions for young people	Number and rate of CYP on CIN Plan (rate per 10,000 0 - 17)	282 CYP 40.6 - Rate Dec 2022	316 CYP 48 - Rate Jun 2024			104.3 (Mar-23) London
	Number and rate of CYP on CP Plan (rate per 10,000 0 - 17)	256 CYP 36.8 - Rate Dec 2022	271 CYP 41.2 - Rate Jun 2024			40 (Mar-23) London
	Number and rate of children in our care (rate per 10,000 0 - 17)	421 CYP 61.0 - Rate Dec 2022	436 CYP 66.3 - Rate Jun 2024			51 (Mar-23) London
Ofsted school ratings	% of all schools rated good or outstanding by Ofsted	95% Dec 2022	94% Jun 2024	↓	↑	96% London
Education Employment Training /Not in Education Employment or Training measures	% of people aged 16-17; combined NEET and unknown figure	3.8% Dec 2022	3.8% Jun 2024	↑	↓	3.4% (Dec23-Feb24 avg) London



Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Number of children in our care	Number of children in our care	421 Dec 2022	436 CYP Jun 2024			
Youth offending/reoffending rate	Youth offending rate per 100,000 (10–17-Year-olds)	253 Jul 2021 - Jun 2022	216 Apr 2023 - Mar 2024	↓	↓	166 (Jan 23 to Dec 23) London
	Youth Reoffending rate (10-17 Year olds) (proportion of those that offended within the given tracking period and went on to reoffend)	28.6% Oct-Dec 2020	11.5% Apr-Jun 2022	↓	↓	31.6% (same period as Royal Borough of Greenwich) London
Employment rate for young people	We are working to develop this measure which we will bring forward in a future update via our online success measure updates					



# Our People



## 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

## Last year we said we would:

Deliver our Women & Girls Safety Action Plan and develop a new longer term Violence against Women & Girls Strategy	🔄
Introduce a new community safety partnership priority to build community confidence and resilience, particularly in regards to trust in policing	✓🔄
Continue delivery of our £1.3m Community Safety Work Programme	✓🔄
Agree the partnership action plan for our work to safeguard people who are at risk of violence and exploitation	✓🔄





Over the next 20 months we will:

5.1 Develop and deliver the Borough of Sanctuary Action Plan

5.2 Rethink our approach to statutory community safety and environmental health delivery

5.3 Review the provision of domestic abuse and youth anti-social behaviour and violence support services to develop an improved service to residents



Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey – public perception of safety e.g. how safe or unsafe people feel in their local area during the day and after dark.	% Of residents who feel “safe” when outside in their local area after dark	65% Mar-Apr 2023	64% Feb-Mar 2024	↓	↑	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area after dark	14% Mar-Apr 2023	15% Feb-Mar 2024	↑		
	% Of residents who feel “unsafe” when outside in their local area after dark	21% Mar-Apr 2023	20% Feb-Mar 2024	↓	↓	
	% Of residents who feel “safe” when outside in their local area during the day	88% Mar-Apr 2023	88% Feb-Mar 2024	-	↑	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area during the day	6% Mar-Apr 2023	6% Feb-Mar 2024	-		
	% Of residents who feel “unsafe” when outside in their local area during the day	6% Mar-Apr 2023	6% Feb-Mar 2024	-	↓	
Resident survey – people who have recently sought/ been granted asylum and their experience	Currently not collected. We will work to develop a method to measure this in the future.					

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey – for those who are the victims of crime their view on the support they received/accessed	Overall Victim Satisfaction with the service provided to them by the Metropolitan Police Service (MPS), who reported the incident face-to-face	62% Q2 2022/23	66% Q2 2023/24	↑	↑	64% London
	Public Perception responses to “Agree the police can be relied upon to be there when needed”	52% Rolling 12 months to Jun 2022	55% Rolling 12 months to Jun 2023	↑	↑	58% London
	Public Perception responses to “Agree the police treat everyone fairly regardless of who they are”	58% Rolling 12 months to Jun 2022	62% Rolling 12 months to Jun 2023	↑	↑	64% London
	Public Perception responses to “Agree the police are dealing with the things that matter to this community”	54% Rolling 12 months to Jun 2022	55% Rolling 12 months to Jun 2023	↑	↑	57% London
	Public Perception responses to “Agree the police listen to the concerns of local people”	59% Rolling 12 months to Jun 2022	53% Rolling 12 months to Jun 2023	↓	↑	58% London
	Public Perception responses to “Feels well informed about local police activities over the last 12 months”	32% Rolling 12 months to Jun 2022	Measure not recorded	-	↑	
	Public Perception responses to “Knows how to contact their local ward officer”	33% Rolling 12 months to Jun 2022	Measure not recorded	-	↑	
	Public Perception responses to “Police do a good job in the local area”	45% Rolling 12 months to Jun 2022	46% Rolling 12 months to Jun 2023	↑	↑	48% London
Number of police recorded personal crimes per 1,000 people (violence, sexual offences, robbery, theft, criminal damage and arson.)	Public Perception responses to “Trust in the Police” by borough	68% Rolling 12 months to Jun 2022	68% Rolling 12 months to Jun 2023	-	↑	70% London
	Number of crimes per 1,000 people: Homicide, Violence with Injury, Violence without Injury	32.6 2022	34 2023	↑	↓	28.1 London
	Number of crimes per 1,000 people: Rape, Other sexual offences	3.4 2022	3.1 2023	↓	↓	2.7 London
	Number of crimes per 1,000 people: Robbery of Personal Property, Robbery of Business Property	2.5 2022	3 2023	↑	↓	3.8 London
	Number of crimes per 1,000 people: Theft from Person, Shoplifting, Bicycle Theft, Other Theft	19.4 2022	22.6 2023	↑	↓	31.4 London
	Number of crimes per 1,000 people: Arson, Criminal Damage	6.9 2022	7.7 2023	↑	↓	6.4 London



Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Number of children and young people who are victims of crime	Proportion of children and young people who are victims of crime who are aged 1-24	48% 2022	51% 2023	↑	↓	49% London
	Number of children and young people who are victims of crime who are aged 1-24	6215 2022	6580 2023	↑	↓	
Number of children and young people first time and re-offending rates	Youth offending rate per 100,000 (10-17 Year olds)	253 Jul 2021 - Jun 2022	216 Apr 2023 - Mar 2024	↓	↓	166 (Jan 23 to Dec 23) London
	Youth Reoffending rate (10-17 Year olds) (proportion of those that offended within the given tracking period and went on to reoffend)	28.60%	11.5% Apr 2022 - Jun 2022	↓	↓	31.6% (Apr 22 - Jun 22) London
Number of domestic abuse offences and number referred to Multi-Agency Risk Assessment Conference	Any Notifiable Offence record which has had one or more Domestic Abuse flags added	3832* 2022	3843* 2023	↑	↓	
	Number of referrals to Multi-Agency Risk Assessment Conference (MARAC)	763 2022	752 2023	↓		

\*The methodology for calculating this value has changed and historical data has been amended to reflect the change. Therefore, the previously reported figure of 4103 (2022) has been updated



# Our Place

## Achievements

Over the past year, we have made significant investments in our homes, transport infrastructure, and green spaces, while continuing to deliver key regeneration schemes.

We started construction on a record-breaking 2,426 new affordable homes – more than any other London borough last year, whether by a Council or housing association. Our efforts also extended to enhancing existing social homes through our capital programme and energy efficiency improvements, designed to help keep residents warm, cut bills and reduce carbon emissions. In the private rented sector, we implemented renewed additional HMO licencing schemes to uphold and improve quality standards.

Since the start of 2023/24 we have taken decisions to invest £3.76m into our sustainable travel fund and we are now more than doubling this with a further £3.86m, taking total funding to £7.63m to roll out sustainable transport schemes over the next few years. Actions in this area include the launch of emission-based parking charges to encourage a shift towards lower-emission vehicles and implementing 20mph

speed limits to improve road safety.

The introduction of new Community Infrastructure Levy (CIL) rates will help fund crucial infrastructure projects, supporting sustainable development and enhancing local amenities in the borough. We also began work on our new Local Plan and Statement of Community Involvement to ensure that the Council's development policies align with community needs and aspirations.

We are proud that fourteen of the Council's parks have received prestigious Green Flag awards, along with three London in Bloom awards, in recognition of their outstanding quality and maintenance. Since launching our Towards Zero Waste campaign in November 2022, we've seen 70% of our residents recycling more, changing how they get rid of their rubbish. Additionally, we have taken steps to reduce our climate impact by investing in a new electric fleet and infrastructure, alongside ongoing efforts to decarbonise our corporate estate.





Challenges

It is clear that housing remains one of the most pressing challenges for our residents. This encompasses not only access to affordable homes but also the quality of the homes and neighbourhoods in which people live. We have witnessed a steady rise in the number of people experiencing homelessness due to the cost-of-living crisis. The increasing demand for our temporary accommodation services, coupled with providers leaving the market due to broader economic conditions in the housing sector, has placed unprecedented financial pressures on the service. While we are taking steps to address this, it remains a significant challenge, both from a human and financial perspective.

Traffic, parking and road safety were highlighted by residents as critical concerns, especially the availability and cost of parking in the borough. Balancing our commitment to promoting healthier and more sustainable transport with ensuring our road infrastructure meets the needs of those who rely on cars is a complex challenge. Our transport strategy addresses this through a multifaceted approach, which includes improving public transport, creating safe cycling and walking paths, and implementing effective traffic management systems. We must also continue to explore innovative solutions to meet parking needs and implement road safety measures to protect all road users. Ongoing collaboration with community stakeholders and residents is crucial to successfully executing these strategies and meeting the diverse transport needs of our residents.

Finally, the Council is committed to reducing its carbon footprint through its Carbon Neutral Plan, however, this is becoming more and more of a challenge in the context of the financial difficulties facing the organisation.

Priority Areas

Over the next 20 months, and as part of the recommendation in the LGA's Corporate Peer Challenge, we will be prioritising the development of a 'Place Vision'. While Our Greenwich contains a Vision for Place for 2030, we are committed to taking it further. We want to lead the development of a detailed plan for the future state of our borough and its neighbourhoods. This plan will provide a framework for development, serving as a reference for decision-making to ensure that our places meet the needs of residents.

We remain committed to tackling the climate crisis and reducing our carbon footprint. Through this, we will continue to utilise additional funding secured through the Public Sector Decarbonisation and Social Housing Decarbonisation Schemes. Our upcoming launch of Greenwich Green Investment in September also presents an exciting opportunity for our communities to get involved in tackling climate change. From as little as a £5 one off investment people can play a small or large role in funding projects aimed at reducing carbon emissions and improving communities. Our target is to reach £1m in fundraising through this initiative. Helping to create a clean and sustainable future is essential to building resilient, healthy and sustainable communities. This scheme will play a crucial role in mobilising capital towards environmentally beneficial projects, fostering sustainable development and addressing climate change.

We anticipate numerous opportunities for you to share your thoughts and collaborate with us on shaping this work. Your voices are instrumental in shaping the visions for your neighbourhoods, and we are dedicated to ensuring that the new Place Vision reflects your needs and aspirations.

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

Last year we said we would:

Make improvements to Council properties through:	
• Making repairs quicker and easier to order and completed more quickly	✓🔄
• Work to tackle damp and mould	✓🔄
• Improvements to building safety	✓🔄
• Investing £45m in large scale improvements	✓🔄
Explore options to increase the scope and scale of our licensing schemes to improve the safety and security of tenants in the boroughs private rented homes	🔄
Begin work to improve the specialist housing support that is available to residents with health and care needs by:	
• Improving our adaptation service	✓🔄
• Issuing a prospectus for extra-care housing	🔄
Continue delivery of our Greenwich Builds programme which has a target of building 1,750 new Council Homes in 2 phases (750 phase 1 and 1,000 phase 2)	✓🔄

Over the next 20 months we will:

- 6.1 Support more residents into homes that are appropriate for their circumstances through a new Social Housing Allocations Policy
- 6.2 Continue to improve the quality of our homes through our Housing Capital Works programme and our Housing Repairs Improvement programme
- 6.3 Improve the overall housing offer to residents through the development of an Intermediate Housing Strategy
- 6.4 Develop a more sustainable model for Temporary Accommodation through our Temporary Accommodation cost reduction programme
- 6.5 Continue to deliver more housing through building, acquisition and adaptations programmes to provide more:
  - Social housing
  - Temporary accommodation
  - Extra care
  - Registered provider housing
  - Children’s homes/foster carers
- 6.6 Improve the services our tenants receive through a new Rethinking Tenancy Programme
- 6.7 Improve private rented sector housing standards through effective licensing and remediation schemes

Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Number of properties deemed non-compliant for fire safety	Number of high-rise non-ACM buildings non-compliant for fire safety	3 Mar 2023	3 May 2024	↓	↓	
	Number of high-rise ACM clad buildings compliant for fire safety / overall percentage	24/100% Mar 2023	24/100% May 2024	Maintain	Maintain	
Supply of housing: percentage social let, affordable, shared ownership and market supply	Number of new units: % Affordable (Aff)* % Market (M)*	1541, Units 2018/19 Aff: 27% M: 73%	1,041 Units 2022/23 Aff: 28% M: 72%			
	Tenure of household (pie chart below)					
Housing waiting list: priority breakdown	Number of people on the housing waiting list: Band A,B1,B2 (Priority Need)	3963 2021/22	5020 Snapshot Apr 2024	↑	↓	
	Number of people on the housing waiting list: Band C (Applications on the register without priority need)	20393 2021/22	23,137 Snapshot Apr 2024			
Households prevented from homelessness	Number of cases where homelessness has been prevented	1421 2021/22	1109 2023/24	↓	↑	
Number of people who are homeless	Total number of households owed a duty under the Homelessness Reduction Act	2,048 2021/22	2666 2023/24	↑	↓	

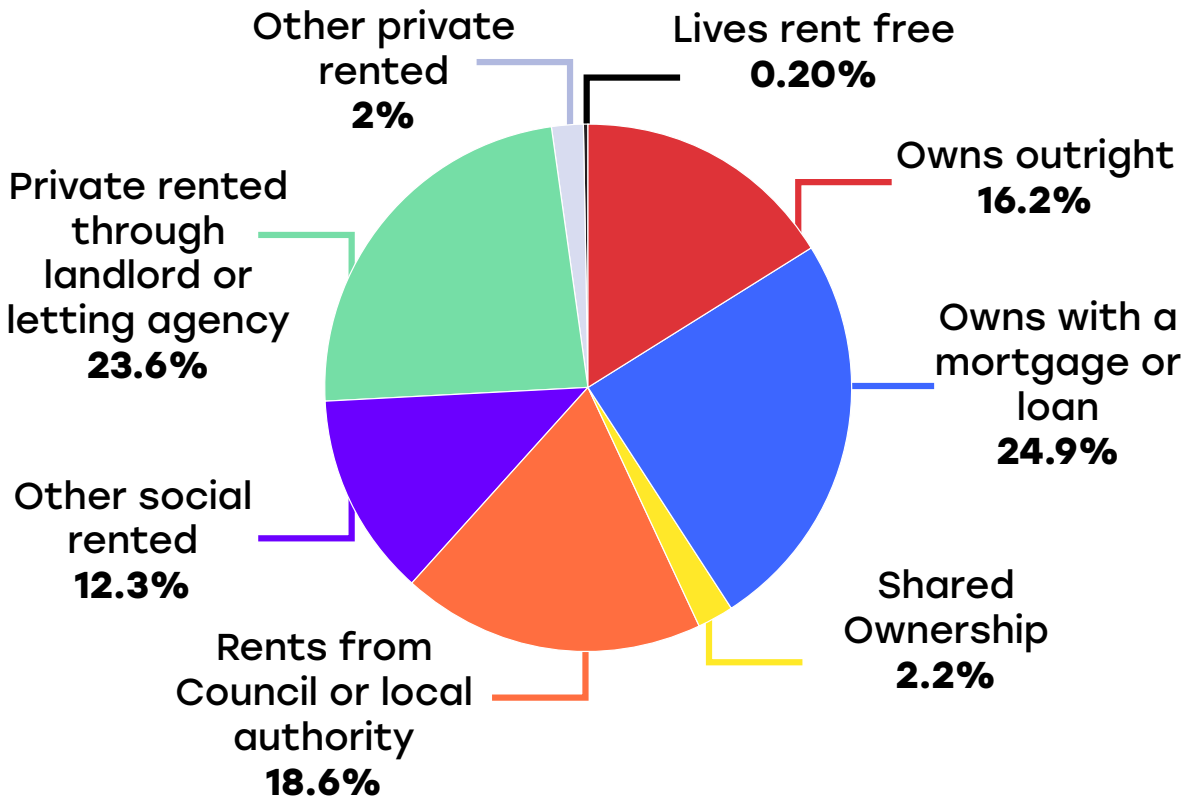
Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Supply/demand, specially adapted homes or housing adaptations	Number of adaptations completed	581 2021/22	1652 2023-24	↑	↑	
Measures for people with disabilities being supported to live independently	Number of vulnerable clients assisted to live independently	1780 2021/22	2617 2023-24	↑	↑	
Environmental health: Houses assessed as non-compliant under the housing health and safety rating system (HHSRS)	Properties identified as having category 1 hazards	33 Q1-3 2022	1 Jul 2024	↓	↓	
Percentage of non-compliant applicants (housing licenses)	Number of unlicensed properties discovered through investigation	141 Q1-3 2022	50 Jul 2024			
Tenant Satisfaction Measures	We are working to develop this measure which we will bring forward in a future update via our online success measure updates					

\*The methodology for calculating this value has changed and historical data has been amended to reflect the change.

Success Measure:

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

Tenure of household (2021 Census)





# Our Place

## 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

### Last year we said we would:

Continue delivery of the recently agreed Transport Strategy which includes measures to help encourage walking, cycling and public transport, reduce traffic, improve air quality and reduce carbon emissions, including:	
• Providing new cycle routes, cycle parking and cycle training. This includes, working with TfL to further develop the Greenwich to Woolwich cycle route and developing feasibility proposals for two further routes of strategic importance	✓🔄
• Collecting the evidence to identify where traffic management schemes and School Streets would be most effective	✓🔄
• Delivering the Council's TfL funded Local Implementation Plan programme	✓🔄
• Progressing emission-based parking charges and Controlled Parking Zones	✓🔄
• Building on our Electric Vehicle Policy Framework Action Plan to develop an approach for identification and implementing charging points	✓🔄
• Developing an accelerated programme for 20 mph limits, including considering a borough-wide 20 mph zone	✓🔄

### Over the next 20 months we will:

- 7.1 Develop a holistic approach to creating healthier and more sustainable streets, bringing together transport programmes to deliver bigger improvements for our residents and businesses. The Sustainable Streets initiative will include things like enhancements to our school streets programme, improving parking controls and investing in walking and cycling
- 7.2 Continue to work with TfL to deliver much needed public transport improvements such as the DLR extension to Thamesmead and quicker bus routes
- 7.3 Resurface 25 roads in the borough



### Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey – take up of and attitudes towards active transport	Percentage of residents doing at least two x10 minutes of active travel a day (%)	32% 2017/18 - 2019/20	30% 2022/23	↓	↑	
Air quality monitoring stations within healthy limits	% Monitoring locations indicating that they meet the annual national Air Quality Objectives for Nitrogen Dioxide	90% 2019/20	100% 2023 (annual mean)	↑	↑	Annual objective: Nitrogen Dioxide 40 µg/m3 UK
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM10)	80% 2019/20	100% 2023 (annual mean)	↑	↑	Annual objective: Particles (PM10) 40 µg/m3 UK
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM2.5)	100% 2019/20	100% 2023 (annual mean)	↑	↑	Annual objective: Particles (PM2.5) 20 µg/m3 UK
Proportion of journeys undertaken by walking or cycling	Percentage of trips undertaken by walking (%)	29.8% 2017/18 - 2019/20	38% 2022/23	↑	↑	
	Percentage of trips undertaken by cycling (%)	1.6% 2017/18 - 2019/20	2% 2022/23	↑	↑	
Vehicle miles travelled	Motor vehicle traffic (million vehicle km)	1,444 2021	1196 2023	↓	↓	



# Our Place



## 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

## Last year we said we would:

Begin development of the new Local Plan	✓🔄
Grow our regeneration team with the recently agreed investment to support the delivery of regeneration projects and housing	🔄
Begin a review of the Council's Community Infrastructure Levy charging schedule	✓🔄
Develop a new Climate Resilience Supplementary Planning Document to support our Carbon Neutral Plan ambitions	🔄



## Over the next 20 months we will:

8.1 Work with communities and partners to develop a new place vision for Greenwich

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey – Do you feel like development in your local area has had a positive impact on your area	% Of residents who “agree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	48% Mar-Apr 2023	65% Feb-Mar 2024	↑	↑	
	% Of residents who “neither agree nor disagree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	27% Mar-Apr 2023	17% Feb-Mar 2024	↓		
	% Of residents who “disagree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	21% Mar-Apr 2023	15% Feb-Mar 2024	↓	↓	
Measure of accessibility of key local public services: (GP, pharmacy, sports or leisure facilities, internet access)	Health Index Score for the "access to services" subdomain	107.8 2020	108.9 2021	↑		
Amount collected and value delivered by Community Infrastructure Levy and Planning Obligations (Section 106)	CIL collected in previous FY	£3,318,692 2021/22	£7,358,927 2023/24	↑		
	CIL allocated in previous FY	£1,348,116 2021/22	£800,000 2023/24	↓		
	NCIL allocated through Greenwich Neighbourhood Growth Fund in previous FY	£535,632 2021/22	£1,103,839 2023/24	↑		
	S106 secured in previous Financial Year	£10,999,136 2021/22	£8,924,950 2023/24	↓		
	S106 spent in previous Financial Year	£11,776,537 2021/22	£7,974,793 2023/24	↓		





# Our Place

## 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

## Last year we said we would:

Progress the review of our non-housing buildings to ensure the Council and communities are getting the best value possible	✓🔄
Continue to make improvements through agreed investment in the quality of our public realm, including:	
• Planting a further 700 trees on top of the 1,500 planted in February and March 2023	✓
• Additional street cleaning and fly tipping services including the reinstatement of taskforces	✓
• Encourage, educate and, where appropriate and necessary, take enforcement action to reduce fly-tipping (and littering) in the borough.	✓🔄
Improving the quality of our parks, increasing number of green flag awards and tackling anti-social behaviour	✓
Increase the capacity and capability of our Integrated Enforcement Services	🔄
Continue the development of a new leisure centre programme in Woolwich	✓🔄
Develop a Cultural Strategy that supports the vitality of the borough	✓🔄

## Over the next 20 months we will:

- 9.1 Progress Housing Our Greenwich – a review of Council housing and estate regeneration
- 9.2 Agree a new approach to the management and maintenance of town centres, the public realm and green spaces
- 9.3 Deliver major investments in our town centre streets: delivering the Plumstead Public Realm Improvement Project; and continuing to develop the Greenwich Town Centre Liveable Neighbourhood scheme
- 9.4 Plant a further 1,000 trees in our borough by 2026 on top of the 4,852 trees already planted since 2023



## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Quality of borough green infrastructure (parks, trees, hedgerows etc)	Number of Green Flag Awards	13 Feb 2023	14 2024/25	↑	↑	
Complaints about public realm	Parks Estates and Open Spaces Complaints received and upheld	121/76 2021/22	68/36 2023/24	↓	↓	
Percentage of borough within a certain distance of a green space	Average distance to nearest park or public garden or playing field (m)	337.5m 2020	337.5m 2020	No new data available	↓	
Resident survey – perception of local area and ideas for improvement	% Of residents who feel “satisfied” with their local area as a place to live	81% Mar-Apr 2023	82% Feb-Mar 2024	↑	↑	
	% Of residents who feel “dissatisfied” with their local area as a place to live	9% Mar-Apr 2023	9% Feb-Mar 2024	-	↓	
Fly-tipping – instances reported and volumes cleared	Number of reported fly tips	5709 2021/22	9530 2023/24	↑		
	Total tonnes of fly tipping collected	693.76 2021/22	953.56 2023/24	↑		
	Number of enforcement actions taken (where proportionate and evidential threshold met) (figure includes where enforcement action was necessary to remove vehicles)	1130 2021/22	856 2023/24	↓		
	Number of educational engagements with residents and businesses	239 2021/22	499 2023/24	↑		





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

Last year we said we would:

Continue to implement our Carbon Neutral Plan and associated action plan, including:	
• First 100 homes with energy saving measures installed in the Net Zero programme	🔄
• Decarbonising of our corporate estate	✓🔄
• Electrification of the Council’s vehicle fleet	✓🔄
• Implementation of emissions-based parking charges	✓🔄
Grow the Councils sustainability team using recently agreed funding to monitor the Council’s delivery of the Carbon Neutral Plan and lead on identifying external funding opportunities which support the Council’s ambition to become net zero	✓🔄



Over the next 20 months we will:

- 10.1 Continue work to reduce energy bills and carbon emissions through our Social Housing Decarbonisation Programme, with phase 2 targeting the adaptation of 600 homes this year
- 10.2 Continue work to reduce the Council’s carbon emissions through our Public Sector Decarbonisation Fund programme
- 10.3 Agree a new approach to delivering biodiversity net gain from our developments
- 10.4 Continue to use our spending power to ensure partners in our supply chain are doing everything they can to support our ambitions for net zero by 2030
- 10.5 Work with our partners at South East London Clean Energy to deliver the Love your Loft initiative to support homeowners in installing insulation to reduce bills and carbon emissions
- 10.6 Launch the Our Green Learning Lab, providing greener skills to our residents
- 10.7 Launch Greenwich Green Investment, a community investment opportunity to help raise capital to fund decarbonisation projects in our borough

Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Biodiversity score	Number of sites registered as Fields in Trust	5 2023	5 2024	-	Maintain	
	Number of Sites of Nature Conservation Importance (SINCs)	55 2023	55 2024	-	Maintain	
	Number of parks and open spaces where revised grass cutting schedules have been introduced to create conservation and meadow areas	21 2023	19 2024	↓	Maintain	
	Total hectares of parks and green space managed by Royal Borough of Greenwich	554 2022	554 2024	-	Maintain	
Household recycling rate	Household recycling rate (%)	31.5% 21/22	33% 23/24	↑	↑	32.7% (2021/22) London
CO2 net emissions by different sources – overall emissions profile for the borough	Total borough emissions (kt CO2eq/year)	691 ktco2e 2020	734 ktco2e 2021	↑	↓	London per capita emissions: 3.1tco2e RBG residents per capita emissions: 2.7tco2e
	Total operational (Council) emissions (kt CO2eq/year)	25.7 ktco2e 2021/22	22.9 ktco2e 2022/23	↓	↓	
	Total operational (Council) emissions, including emissions from Council owned homes (kt CO2eq/year)	87ktco2e 2021/22	84 ktco2e 2022/23	↓	↓	
	Proportion of new homes built that are low or zero carbon homes	Currently this is not available. We will work to develop a method to collect and report this in the future				
Energy efficiency of housing stock	Average EPC/SAP rating of all council owned dwellings	C 2021/22	C 2023/24	-		





# Our Economy

## Achievements

Over the past year, we have worked with businesses and residents to develop our new Inclusive Economy Strategy due to be launched later this year.

Our borough's vibrant business sector was showcased once again during our successful Business Awards celebration, which saw over 320 entrants. We have also continued our efforts to promote workers' rights and fair pay in local businesses, with a 22% rise in living wage employers. Our commitment to supporting residents into sustainable employment was evident at the Apprenticeship Summit held at Woolwich Works last year. The event underscored the importance of high-quality apprenticeships as a key pathway to meaningful employment.

This year we have also continued to improve our town centres, high streets and shopping parades to ensure they are well maintained. The ongoing revitalisation of Woolwich town centre, set for completion in 2024, is a significant part of this effort, making the area more attractive to both residents and visitors. Additionally, we reintroduced our annual jet washing programme in the summer of 2023 in three town centres and

increased our taskforce teams by 50% to tackle fly-tipping in the borough.

Supporting voluntary and community organisations has been another priority. Last winter, we allocated £100,000 in Greenwich Supports funding to ten community organisations, helping them establish Welcoming Spaces that provide refuge and support amidst the cost-of-living crisis, rising fuel costs, and winter isolation. Through our Community Innovation Grants, we have funded numerous projects addressing healthcare inequalities and improving the mental health and wellbeing of our residents. Additionally, we launched 'Community Supports Greenwich' to make it easier for residents to find opportunities to give back to the community through volunteer work, re-purposing used goods, or making donations locally.

Finally, in March, we launched the Co-operative Commission to explore how the adoption of co-operative values can deliver better outcomes for the borough within three key areas: community energy, social care, and the development of more co-operative businesses.

## Challenges

Like the broader economy, our borough has been impacted by several external factors, including COVID-19, Brexit, the conflict in Ukraine and energy crises. These have contributed to rising inflation and a fall in real household incomes. The borough is home to nearly 10,000 businesses and supports around 90,000 jobs, contributing £5.2 billion in Gross Value Added (GVA) in 2021. However, this figure is 8.5% below 2019 levels, and employment has remained static since before the pandemic.

The borough faces a number of challenges, not least a smaller than average representation from private sector businesses, poor connectivity across parts of the borough and high levels of deprivation. Nevertheless, Greenwich is well positioned to capitalise on its assets – a talented workforce, a large and growing business base, key regeneration sites with significant development potential – to secure economic growth.

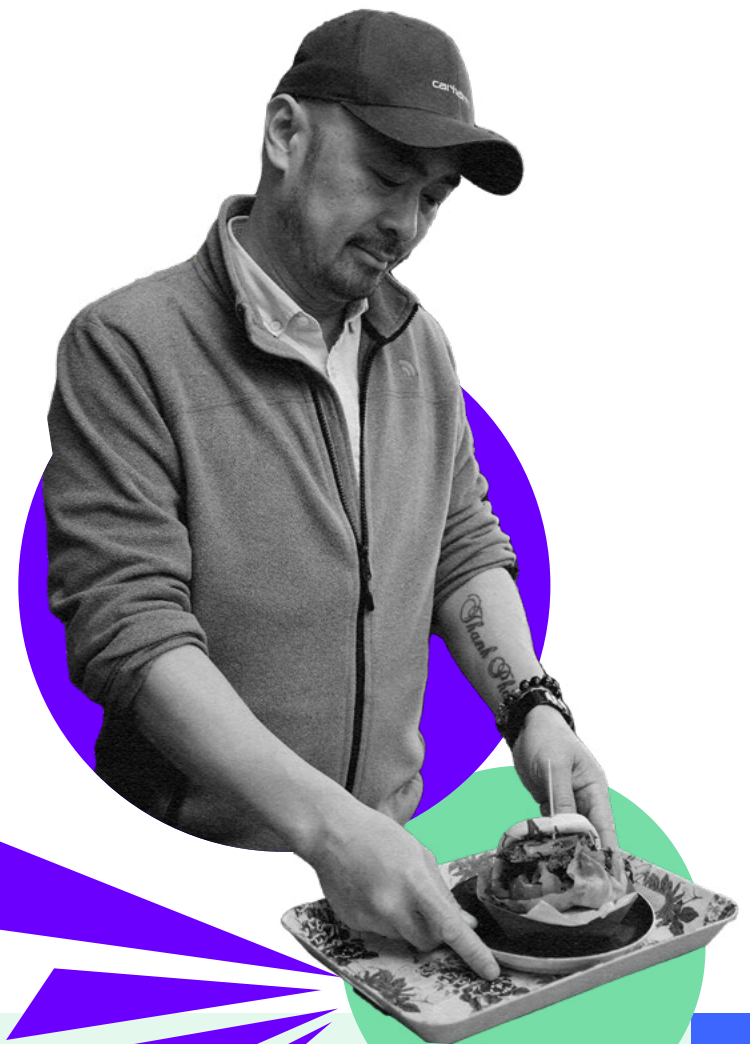
Certain neighbourhoods, such as Greenwich Peninsula, parts of Thamesmead and Abbey Wood, and Woolwich Riverside, also experience severe pockets of deprivation. These same locations provide the potential for large scale place-based regeneration with an opportunity to address the high levels of inequality and deprivation that exist.

Through the engagement with our communities for this plan, we also heard that businesses were concerned about growing uncertainty, such as rising costs, inflation and the loss of business premises. There was also concern about the loss of the quality and variety of shops, restaurants and banks on high streets, and the need to improve town centres.

## Priority Areas

In response to these challenges, and reflecting the priorities around economic growth of the new Government, we are delighted to be launching our recently developed Inclusive Economic Development Strategy later this year. The strategy outlines in more detail the economic challenges facing the borough, as well as the opportunities and specific actions we are going to take to address these challenges and capitalise on our strengths. The delivery of the strategy will be a key priority for the Council over the next 20 months and beyond, complementing our broader efforts to shape the future of our borough through the development of our Place Vision.

We will also complete our externally led Co-operative Commission which will provide recommendations on how to further promote co-operative models within the borough.



# Our Economy

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

## Last year we said we would:

Deliver a new economic strategy for the borough which has a focus on skills development and employment opportunities for local people	✓
Support 150 local independent businesses to become London Living Wage accredited over the next three years	✓⌚
Continue to deliver and secure external funding to support targeted employment programmes including Work & Health and Restart programmes	✓⌚
Work internally and with our partners in healthcare to explore opportunities for employment, training, development and innovation to address workforce challenges in the sector	✓⌚



## Over the next 20 months we will:

- 11.1 Develop a digital platform to deliver an enhanced offer for careers advice and guidance to young people
- 11.2 Implement our new Post 16 Skills action plan
- 11.3 Expand on our work with the Living Wage Foundation to become a living wage place and continue to support more organisations to become living wage employers
- 11.4 Build on the success of employing people with lived experience in Health and Adult Services to expand employment opportunities for people who have learning disabilities

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Average wage of residents in the borough	Median annual pay for male full-time workers - residents (£)	£39,508 2021	£41,044.00 2022	↑	↑	
	Median annual pay for female full-time workers - residents (£)	£33,286 2021	£34,896.00 2022	↑	↑	
	Borough based London Living Wage accredited employers	85 2023	119 2024	↑	↑	
Percentage of adults with disabilities in work (broken down by type e.g. learning disabilities, physical disabilities, mental health)	Employment rate aged 16-64 – Equality Act core or work-limiting disabled	57.2% 2021	64.7% Dec 2023	↑	↑	57.6% London
Do residents feel they have job security?	% of residents who feel “secure” in their current employment	80% Mar-Apr 2023	89% Feb-Mar 2024	↑	↑	
	% of residents who feel “neither secure nor insecure” in their current employment	13% Mar-Apr 2023	7% Feb-Mar 2024	↓		
	% of residents who feel “insecure” in their current employment	7% Mar-Apr 2023	4% Feb-Mar 2024	↓	↓	
Percentage of residents paid less than London Living Wage	% earning below Living Wage Foundation rates	19.2% 2022	19% 2024	-	↓	
Average wage for those working in the borough	Earnings based on avg. Working hours of 38.5 hours a week	£36,125 2022	Not available	↑		£35,658 England
Unemployment rate	Unemployment rate (%) (12 months ending)	4.8% 2022 Q3	4.2% Apr 23 - Mar 24	↓	↑	5.10% London
Adult Community Learners	ACL number of learners unemployed (2022-2023 Academic Year) as a proportion of ACL learners enrolled	33% 2022/23	47% 2023/24 Q4	↑	↑	





# Our Economy



## 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	

## Last year we said we would:

Deliver a new economic strategy for the borough that seeks to deliver economic growth and improvements to town centres and neighborhood shopping parades	✓
Establish a 'Town Watch' pilot, which will introduce Business Crime Reduction Partnerships in our main town centres to make them safer spaces	✓
Continue the regeneration of Woolwich Town Centre	✓
Re-introduce pavement washing and other additional cleaning schedules in our three town centres, Wilton Road and Plumstead High Street through recently agreed investment	✓
Begin a review of our licensing strategy to help develop our night time economy	⌚
Work with local businesses to help maintain shop fronts, and keep areas around shops (front and rear) clean and tidy	✓

## Over the next 20 months we will:

- 12.1 Complete the regeneration of Woolwich town centre
- 12.2 Develop and establish an Integrated Town Centre Management model and continue to develop our new approach to town centre management and maintenance
- 12.3 Review our licencing policy and continue to support our Night Time Enterprise Zones, to encourage and enhance our night time economy
- 12.4 Complete urban frameworks for priority areas and identify interventions and infrastructure requirements



## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Vacant shops in high streets	Vacant shops in a neighbourhood parade: Vacancy Rates in Eltham Town Centre	5.4% 2022/23 Q4	6.3% 2024/25 Q1	↑	↓	14.1% (UK) England
	Vacant shops in a neighbourhood parade: Vacancy Rates in Woolwich Town Centre	13.8% 2022/23 Q4	13.5% 2024/25 Q1	↓	↓	14.1% (UK) England
	Vacant shops in a neighbourhood parade: Vacancy Rates in Greenwich Town Centre	11.5% 2022/23 Q4	7.3% 2024/25 Q1	↓	↓	14.1% (UK) England
Average footfall on high streets/ town centres	Footfall by town centre	Eltham 296,409 Jan 2023	Eltham 264,501 Jan 2023-24	↓	↑	
		Woolwich 220,152 Jan 2023	Woolwich 179,675 Jan 2023-24	↓	↑	
		Greenwich 274,737 Jan 2023	Greenwich 289,530 Jan 2023-24	↑	↑	
Spend in town centres / high streets / neighbourhood parades	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard					
Resident perception of high streets/town centres/shopping parades (broken down by area)	% Of residents who rated their local high street/ town centre as "excellent" or "good"	38% Mar-Apr 2023	55% Feb-Mar 2024	↑	↑	
	% Of residents who rated their local high street/ town centre as "OK"	41% Mar-Apr 2023	31% Feb-Mar 2024	↓		
	% Of residents who rated their local high street/ town centre as "poor" or "very poor"	18% Mar-Apr 2023	14% Feb-Mar 2024	↓	↓	



# Our Economy



## 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

## Last year we said we would:

Deliver a new economic strategy for the borough that will focus on economic growth and key sectors we wish to retain and attract	✓
Continue to take steps to maximise the amount of money the Council spends with local business and organisations and work with the newly formed Anchored in Greenwich Partnership to increase spend in the borough	✓🔄

## Over the next 20 months we will:

- 13.1 As part of our Inclusive Economy Strategy, we will carry out sector specific technical studies and formulate plans tailored to specific sectors within the borough
- 13.2 Explore additional opportunities to share apprenticeship levy funds with local businesses and partners

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Council and anchor institution spend in the borough	Council spend in the borough	£89m Mar 2022-23	£85m Mar 2023-24	↓		
	Anchor institution spend in the borough	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard				
Number of people employed in Royal Greenwich	Total employee jobs	86,000 2021	88,000 2023/24	↑	↑	
Business closure rate	Count Of Deaths of Enterprises	1,710 2021	1,710 2022	-	↓	
	Count Of Births Of New Enterprises	1,630 2021	1,735 2022	↑	↑	
Measure of inward investment	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard					
New employment space delivered through development	Loss and gain of B-use floorspace in completed developments (sqm)	Total loss of 3,528sqm 2018/19	Total loss of 2,236sqm 2021/22			
	Loss and gain of B-use floorspace, permitted (sqm)	Total loss of 22,711sqm 2018/19	Gain of 2,280sqm 2021/22			
	Number of people aged 16 and over who are economically active - In employment	151,600 2021/22	165,800 Apr 2023 - Mar 2024	↑	↑	74.50% London
	% of people aged 16-64 who are economically active - In employment	73.30% 2021/22	81% 2023/24	↑	↑	74.50% London
	UK Business Counts: Total number of local units	11,505 2022	11,255 2023	↓	↑	584.415 London
Gross value added	Total gross value added (£m)	5,800 2019				
Business start rate	Count Of Births of New Enterprises	1,630 2021	1,630 2021	↑	↑	76,845 London
Business density	Business density (businesses per 10,000 people)	407 2021	383 2023	↓	↑	685 London
Measure of growth of sectors we want to attract	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard					





# Our Economy



## 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

### Last year we said we would:

Implement our newly agreed Voluntary Community Sector grants funding programme and strengthen our relationship with local voluntary and community sector organisations	✓
Explore the establishment of a co-operative commission to focus on how co-operative models could deliver services in the borough	✓🔄

### Over the next 20 months we will:

- 14.1 Complete the Co-operative Commission and produce an implementation plan for the recommendations
- 14.2 Conduct a review of Council spending with the VCS. As part of this process, we will work to empower the VCS with support to strengthen its resilience and develop sustainable funding strategies
- 14.3 Develop an enhanced offer of business support to businesses and the VCS sector

### Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Survey VCS - How resilient is your organisation (for those covered above)	We are working to develop this measure which we will bring forward in a future update via the new online Success Measures Dashboard					
Profile of organisations supported by the Council through VCS commissioning	Number of organisations funded across 19 priority areas	64 2023-27	64 2023-27			
Number/profile of people supported by individual groups (VCS commissioning)	Total funding allocated through VCS Grants	£3,329,407 2023-27	£3,329,407 2023-27			



# Our Communities

## Achievements

Over the past year, we have made real strides in transforming our approach to community engagement evidenced by what we have heard from residents through our resident’s poll.

In July, we introduced an ambitious new plan to transform community engagement, unveiling a new framework and handbook. The plan not only celebrates and promotes good practices, but establishes a system for maintaining high standards in community engagement, recognising the vital decision-making influence of our communities.

Our network of 400 Community Champions has also enabled us to adopt a neighborhood based approach to key health challenges and inequalities. While the Anchored in Greenwich Partnership, which brings together public and private organisations to

maximise the benefits businesses bring to the economy, has continued to grow. Three sub-groups are dedicated to the London Living Wage, social value and procurement, and championing economic growth that respects the environment.

We have also worked hard to design our services around the needs of our residents. In June, we launched our new Council website and WhatsApp channel designed to make it easier for residents’ to access services and information. This autumn, we will roll out our new assistive technology service, which was co-produced with residents at every stage of development, to harness the benefits of technology to support residents with their health and care needs.

## Challenges

However, we acknowledge there is still progress to be made. We have heard from our residents about some of the difficulties they experience accessing services, and contacting the Council, emphasising the need for better communication, greater transparency, and clearer information about our services. We are committed to ensuring that our services are accessible for everyone.

Residents also spoke to us about better engaging communities and providing more meaningful, digitally inclusive methods of engagement and consultation. Some partners have noted that while the Council is effective at listening, there is a need to translate this into greater action and more robust implementation of initiatives – something we are hoping will be addressed through our new community engagement framework.

## Priority Areas

In the next 20 months, we are committed to embedding our new Community Engagement Framework into the way we work, including the development of our Place Vision and the creation of new community engagement tools. We will continue to engage with our partners, ensuring they have more opportunities to contribute to strategic decision-making, and we will further develop community networks across Greenwich to foster peer to peer support and development. In particular, we plan to develop specialist community champions, focusing on specific areas of health and wellbeing. Our efforts to improve our website will also continue, as we review the site section by section to ensure it is as accessible, intuitive, and user-friendly as possible.





# Our Communities

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

## Last year we said we would:

Use recently agreed funding to create a Community Engagement Team to develop a new approach to community engagement

✓

## Over the next 20 months we will:

15.1 Embed our new Community Engagement Framework into the way we work and begin to deliver on the actions set out in the framework

# Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Resident survey – Do residents feel that the Council listens and understands them, do residents have a voice in defining and designing services received	% Of residents who feel that Royal Borough of Greenwich acts “a great deal” or a “fair amount” on the concerns of local residents	54% Mar-Apr 2023	65% Feb-Mar 2024	↑	↑	
	% Of residents who do not feel that Royal Borough of Greenwich acts “not very much at all” or “not at all” on the concerns of local residents	38% Mar-Apr 2023	30% Feb-Mar 2024	↓	↓	
Resident survey – Do residents have a voice in defining and designing services received	% Of residents who feel that local residents can influence “a great deal” or “a fair amount” how Council services are run	46% Mar-Apr 2023	57% Feb-Mar 2024	↑	↑	
	% Of residents who feel that local residents can influence “not very much at all” or “not at all” how Council services are run	46% Mar-Apr 2023	39% Feb-Mar 2024	↓	↓	
Number of community ideas for action against our missions taken forward	A new option will shortly be added to the Our Greenwich website which enables residents to submit their ideas for actions against our missions. Therefore, this indicator will be reported on in future updates.					



# Our Communities

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

## Last year we said we would:

Work with our network of Community Champions and other community groups and organisations to further build support networks through a neighbourhood-based approach	✓🔄
Further develop the Anchored in Greenwich Partnership across key public and private sector organisations. This will include bringing forward recommendations for consideration and creation of an action plan for the future	✓🔄
Continue to strengthen and develop our partnership working with NHS, schools, local voluntary and community sector organisations, and other key partners	✓🔄

## Over the next 20 months we will:

- 16.1 Continue to work with communities and partners to ensure they have opportunities to contribute to the strategic decision making of the Council
- 16.2 Continue to support the development and strengthening of community networks and partnership working across the borough

# Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Case study examples of joint working	The Council works closely with communities, key partners and businesses on variety of projects to meet need and address a range of challenges together.					
	<b>Safer Greenwich Partnership</b> One example is the Safer Greenwich Partnership. This is a partnership between the council, the Metropolitan Police, the Mayor's Office for Policing and Crime (MOPAC), NHS South East London, the London Fire Brigade and the Probation Service. The partnership brings together organisations to tackle crime, anti-social behaviour and substance misuse.					
	<b>Children and Young People's Plan 2024-2029</b> Our new Children and Young People's Plan (CYPP) sets out our partnership vision and priorities to support and help young people in the Royal Borough of Greenwich. We developed the CYPP with children, young people, parents, carers and the professionals and volunteers who support them. This plan covers a wide range of organisations that are committed to making children's lives better. These organisations include the NHS, the education sector, the voluntary sector, the Police and the council. The shared Plan sets out our vision and priorities for the next five years.  More examples will be published on the Our Greenwich website in due course.					
Case study examples of changes in service delivery models that support community ownership of services and service delivery	<b>Community Micro-enterprises</b> In partnership with Community Analysts, the council recently launched a new initiative aimed at fostering the growth of community micro-enterprises in the borough. The initiative provides support to residents looking to establish small businesses offering personal care and support to older or disabled individuals. These businesses can provide a wide range of services, such as helping people live independently, learn new life skills, secure employment, or organise fun activities to reduce social isolation.  The council will assist residents in exploring any ideas they have, developing the enterprises, understanding regulations, obtaining training and insurance, and will also connect residents with other organisations that can offer further assistance. The approach offers the benefit of delivering personal, flexible and responsive support and care. The small size of these enterprises allows them to tailor their support to meet the unique needs of each individual, while often ensuring that businesses are run by local people for local people.  More examples will be published on the Our Greenwich website in due course.					
Resident survey – Do you feel there are support networks you can rely on in your community?	% Of residents who feel that there are support networks (e.g., friends, neighbours, organisations) they can rely on in their community?	74% Mar-Apr 2023	78% Feb-Mar 2024	↑	↑	
	% Of residents who feel that there are not support networks (e.g., friends, neighbours, organisations) they can rely on in their community?	19% Mar-Apr 2023	18% Feb-Mar 2024	↓	↓	
Resident survey – Do you know where you can find information about community services in your area?	% Of residents who responded that they know where to look for information about services and activities in their area	83% Mar-Apr 2023	89% Feb-Mar 2024	↑	↑	
	% Of residents who responded that they do not know where to look for information about services and activities in their area	17% Mar-Apr 2023	11% Feb-Mar 2024	↓	↓	





# Our Communities

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

## Last year we said we would:

Redesign our website to enable better access to services and information for our residents

Work with residents to rethink and redesign services, through co-production and partnership working. An example of this work is the Housing Repairs Transformation Programme and the Find a Home Programme, where resident focus groups are helping shape the future service

✓🔄

✓🔄

## Over the next 20 months we will:

- 17.1 Utilise our new website to give residents improved access to services
- 17.2 Explore new online community engagement tools

# Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Channel shift – Contact centre to website	We are working to develop this measure which we will bring forward in a future update via our online success measure updates					
Resident survey – Measures of satisfaction with Council services	% Of residents who responded that they were “satisfied” with the way the Royal Borough of Greenwich runs things?	64% Mar-Apr 2023	70% Feb-Mar 2024	↑	↑	
	% Of residents who responded that they were “neither satisfied nor dissatisfied” with the way the Royal Borough of Greenwich runs things?	16% Mar-Apr 2023	15% Feb-Mar 2024	↓		
	% Of residents who responded that they were “dissatisfied” with the way the Royal Borough of Greenwich runs things?	19% Mar-Apr 2023	15% Feb-Mar 2024	↓	↓	
Resident survey – Digital inclusion, resident confidence in accessing services online	% Of residents who feel “confident” in accessing Council services online	68% Mar-Apr 2023	76% Feb-Mar 2024	↑	↑	
	% Of residents who feel “neither confident nor unconfident” in accessing Council services online	12% Mar-Apr 2023	9% Feb-Mar 2024	↓		
	% Of residents who feel “confident” in accessing Council services online	17% Mar-Apr 2023	13% Feb-Mar 2024	↓	↓	
Number of complaints upheld	% of Stage One complaints fully upheld	23% 2022/23 Q2	27% 2023/24 Q2	↑		
	Number of Stage One complaints fully upheld	196 2022/23 Q2	175 2023/24 Q2	↓		
	% of Stage Two complaints fully upheld	27% 2022/23 Q2	15% 2023/24 Q2	↓		
	Number of Stage Two complaints fully upheld	27 2022/23 Q2	9 2023/24 Q2	↓		



# Our Organisation

## Achievements

Since the last Annual Plan, the Council has been working hard to become a more forward-thinking, efficient and adaptive organisation, all while remaining financially sustainable.

Despite operating in a challenging environment, we successfully balanced our budget for 2024/5 by identifying efficiencies and ensuring the protection of essential services that our communities rely on.

Last year, we participated in the LGA's Corporate Peer Challenge, which offered us valuable insights and recognised us as an ambitious Council delivering solid services for residents. They particularly praised our passionate and strong commitment to equality, diversity and inclusion, as well as our collaborative work with partners across health, adults, children's, public health and employment. The results of our borough-wide residents' poll also showed significant improvements from last year, revealing that seven in ten residents are satisfied with how the Council runs things – exceeding the national average.

In recognition of the outstanding achievements of our staff, we held our annual Staff Awards, and received a prestigious award from the Institute of Revenues Rating and Valuation in recognition of our efforts to combat fraud. Additionally, we received an 'outstanding' Ofsted rating for our Children's Services, reflecting the hard work and commitment of staff in delivering the best outcomes for our children and young people.

We have continued on our journey of corporate reform to make our services, processes and governance as efficient and effective as possible. This included efforts to streamline the recruitment process and revising the Council's Contract Standing Orders, which set out our approach to procurement, to align with new national legislation.

Finally, our all staff survey earlier this year provided further insights into our successes and areas of improvement which will be taken forward through our co-developed action plan and workforce strategy.



## Challenges

Despite these successes, we still have work to do to meet the challenges the organisation faces and improve our services, processes and ways of working. Like many local authorities across the country, we continue to face immense financial pressures and must ensure our financial sustainability amidst rising demand and costs. Recruiting and retaining staff in a competitive job market also remains a critical challenge.

Feedback from our all-staff survey highlighted areas for improvement, including the need for more staff career and development opportunities, increased senior leadership visibility, improved internal communications, and better joint working within and outside the Council. We also recognise the need to reduce bureaucracy and further streamline corporate processes to foster more efficient ways of working.



## Priority Areas

Over the next 20 months, our primary focus will be ensuring the Council is financially sustainable by continuing to set balanced budgets and delivering our commitments within these budgets. This includes delivering the 118 savings proposals agreed upon last year.

We will prioritise developing and embedding new ways of working based on the recommendations from the LGA Corporate Peer Challenge. Improving staff engagement, increasing the visibility of senior leader visibility and further developing the Greenwich Strategic Leadership Team to provide more aligned political and officer leadership, will be key areas of focus. Alongside this, we will address the issues and opportunities raised by our staff through the delivery of our staff survey action plan and workforce strategy.

Finally, innovation and technology will remain at the forefront as we aim to automate processes to enable the organisation to become more efficient and effective. This includes our programmes of corporate reform in areas such as Finance, HR and Legal which will address the barriers and bureaucracy within corporate services. We will also deliver improvements in our casework process through our casework review action plan, ensuring responses are quicker and better quality for our residents.





# Our Organisation

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

## Last year we said we would:

Closer align our resource planning with our outcome led strategic priorities through the generation of an Annual Plan and roll out of new approach to service planning across the Council	✓
Continue to work hard to identify efficiencies and a deliver a balanced budget for 24/25 whilst doing our best to protect key services communities rely on	✓

## Over the next 20 months we will:

- 18.1 Further develop the new Greenwich Strategic Leadership Team to provide stronger, more aligned strategic leadership of the Council
- 18.2 Deliver on our 118 savings proposals for 2024/25
- 18.3 Continue to set balanced budgets and deliver our commitments within these budgets
- 18.4 Launch a website to update residents on the delivery of Our Greenwich
- 18.5 Continue to develop our approach to service planning across the Council

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Staff survey – Do staff feel a sense of direction for the organisation and service?	% Of staff that agree the Council has a clear sense of direction and priorities	54% Apr 2023	56% Apr 2024	↑	↑	
	% Of staff that neither agree nor disagree the Council has a clear sense of direction and priorities	26% Apr 2023	29% Apr 2024	↓	↓	
	% Of staff that disagree the Council has a clear sense of direction and priorities	20% Apr 2023	15% Apr 2024	↓	↓	
	% Of staff that agree their service has a clear sense of direction and priorities	60% Apr 2023	65% Apr 2024	↑	↑	
	% Of staff that neither agree nor disagree their service has a clear sense of direction and priorities	15% Apr 2023	20% Apr 2024	↑	↓	
	% Of staff that disagree their service has a clear sense of direction and priorities	25% Apr 2023	15% Apr 2024	↓	↓	
Summary of budget position	We have achieved a balanced budget for the 2024/5 financial year.					
Delivery of improvement work (e.g. corporate reform)	<p>Over the past year, we have started and delivered a wide range of improvement projects to make our processes and systems more efficient and effective, and to tackle some of the biggest challenges facing the organisation.</p> <p>These projects include a review of our Enabling Services to ensure schools in the borough have access to high quality support services, using data in innovative ways to reduce cost pressures in temporary accommodation, and a review of the councillor casework process to improve response times and quality for our residents. We also continue to deliver our extensive change programme in Health and Adult Services to ensure we adopt a strength-based approach to support our residents to live as independently as possible.</p> <p>Our multi-year re-thinking programmes which focus on improving our corporate processes in HR, Finance and Legal have continued to progress over the last year. We have had a specific focus on improving the recruitment process by streamlining it and reducing the number of decision makers required. Additionally, we have rewritten the Council's Contract Standing Orders (CSOs) to align with new national procurement legislation and to improve governance structures and streamline decision-making processes. The new CSO's were approved by Cabinet in June 2024.</p>					

# Our Organisation

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

## Last year we said we would:

Work to make the Council as efficient as possible by re-thinking services, processes and governance using the latest technology. Areas of focus over the next year includes our programme of Corporate Reform focusing on areas such as Finance, HR and Legal	✓
Build on our Future of Work programme, to rethink and redesign our corporate buildings and ways of working, to adapt and ensure we are better utilising our assets and enabling our staff	✓

## Over the next 20 months we will:

- 19.1 Deliver improvements in casework performance through our casework review action plan
- 19.2 Continue to deliver our programme of Corporate Services reform
- 19.3 Implement new ways of working following the recommendations made by the LGA Corporate Peer Challenge

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Staff survey – Do staff feel they have the right level of autonomy and accountability to deliver their work?	% Of staff that feel they have access to the right training, information and support to get things done 'all of time' and 'sometimes'	82% Apr 2023	80% Apr 2024	↓	↑	
	% Of staff that feel they have access to the right training, information and support to get things done 'not very much' and 'not at all'	17% Apr 2023	20% Apr 2024	↑	↓	
	% Of staff that agree the Council's policies, processes and governance structures allow them to work effectively	49% Apr 2023	54% Apr 2024	↑	↑	
	% Of staff that neither agree nor disagree the Council's policies, processes and governance structures allow them to work effectively	25% Apr 2023	26% Apr 2024	↑		
	% Of staff that disagree the Council's policies, processes and governance structures allow them to work effectively	25% Apr 2023	20% Apr 2024	↓	↓	
Officer time saved through improvements	We are working to develop this measure which we will bring forward in a future update via our online success measure updates.					
Delivery against improvement projects (planning, delivery, delivered)	We are working to develop this measure which we will bring forward in a future update via the Our Greenwich website.					





# Our Organisation

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

## Last year we said we would:

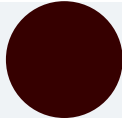
Develop a new Workforce Strategy which will align with our Future of Work principles and focus on our approach to recruitment, retention and training of staff. It will also look to address challenges such as hard to recruit/retain posts such as in health and social care	🔄
Take forward the work of our EDI Action Plan and Steering Group, to improve under-represented group's career progression and representation across the Council	✅

## Over the next 20 months we will:

- 20.1 Create and implement a staff survey action plan to acknowledge the issues and opportunities that staff are experiencing
- 20.2 Develop our new workforce strategy, which will use the results of the staff survey to further inform our Future of Work, and help us to:
  - attract and retain talented people,
  - strengthen our diverse and inclusive workforce,
  - develop our staff and leaders,
  - promote wellbeing for everyone,
  - develop, promote and encourage better internal communication and staff forums
- 20.3 Develop an Employee Health and Wellbeing Strategy
- 20.4 Further expand apprenticeship opportunities for social workers and Occupational Therapists

## Mission Success Measures:

Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Representation at different levels of the organisation	% of all employees - BAME	34.5% 2022/23 Q3	37% 2024/25 Q1	↑	↑	43.8% (Greenwich population BAME)
	% of all employees - Disabled	5.1% 2022/23 Q3	6% 2024/25 Q1	↑	↑	13.3% (Greenwich population Disabled)
	% of all employees - Female	56% 2022/23 Q3	56% 2024/25 Q1	-	Maintain	51.4% (Greenwich population Female)
	% of Top 5% (PO7+) - BAME	31% 2022/23 Q3	32% 2024/25 Q1	-	↑	34.5% (Royal Borough of Greenwich workforce who are BAME)
	% of Top 5% (PO7+) - Disabled	3.1% 2022/23 Q3	4% 2024/25 Q1	↑	↑	5.1% (Royal Borough of Greenwich workforce who are Disabled)
	% of Top 5% (PO7+) - Female	59.8% 2022/23 Q3	61% 2024/25 Q1	↑	Maintain	56% (Royal Borough of Greenwich workforce who are Female)
Number and attendance at staff network	Number of staff networks	6 2023	6 2024	-		
Proportion of roles filled by agency staff	% of roles filled by agency staff	8.5% 2022/23 Q3	9% 2024/25 Q1	↑		



Success Measure	Indicator	Previous Value	Latest Value	Recent Trend	Desired Trend	Benchmark (London)
Staffing absence (median sickness days)	Sickness absence - average FTE days lost	10.99 Dec 2022	11.5 Rolling Year to end Jun 2024	↓	↓	9.25 (2021/22)
Vacancies filled internally	% of appointments filled internally	43% Feb 2022 (YTD)	49% Jun 2024 (YTD)	↑		
Staff survey – work satisfaction and work life balance	% Of staff that feel satisfied in their job	65% Apr 2023	73% Apr 2024	↑	↑	
	% Of staff that feel dissatisfied in their job	20% Apr 2023	14% Apr 2024	↓	↓	
	% Of staff who feel they have a good work-life balance (scoring 3, 4 or 5)	83% Apr 2023	65% Apr 2024	↓	↑	
	% Of staff who do not feel they have a good work-life balance (scoring 1 or 2)	17% Apr 2023	15% Apr 2024	↓	↑	
Gender and ethnic minority pay gaps	Average gender pay gap (+ male staff paid more; - female staff paid more)	-3.80% Mar 2022	-4% Mar 2023	↓	↓	2.5% -2021 London Local Authorities
	Average ethnicity pay gap (+ white staff paid more; - ethnic minority staff paid more)	2.9% Mar 2022	3% Mar 2023	↑	↓	
Proportion of staff who live in the borough	% of staff who live in the borough	44% Dec 2022	43% Jun 2024	↓		

# 2024-25 Scrutiny Work Programme

Our Scrutiny function ensures that decision-making processes are clear and accessible to the public and that the people taking decisions are held accountable for those decisions. Our Overview and Scrutiny Committee and its Scrutiny Panels examine the work of the Cabinet and hold it to account in order to help the Royal Borough of Greenwich to deliver its community vision. Following a review of our Scrutiny function by the Centre for Governance and Scrutiny, it was recommended that Scrutiny should have greater visible alignment with the Corporate Plan, Our Greenwich, and Panels should better reflect the Council’s priorities.

Over the past year, we have taken the opportunity to review our Scrutiny Panels and align them with the Our Greenwich themes and missions. Through this review, six new Panels have been established, which better reflect our priorities and ambitions. The table below illustrates where the Our Greenwich missions are integrated within the Scrutiny work programme, across the new Scrutiny panels. This will enable clearer oversight and accountability of progress on Our Greenwich.





Overview and Scrutiny

Proposal	Brief Scope	Our Greenwich Mission(s)
Overview and Scrutiny Work Programme	Discussion and agreement of the work programme items and scopes.	
Councillor Anthony Okereke, Leader of the Council Update	Questions and recommendations to the Leader of the Council on his: <ul style="list-style-type: none"><li>Achievements from last year</li><li>Priorities for next year</li></ul>	19
Equality and Equity Action Plan – Annual Update	Receive an update on progress made against our Equality and Equity Action Plan and review and make recommendations for the proposed Equality and Equity Objectives 2024-2028.	2
Medium Term Financial Strategy (MTFS) Dashboards x 4	To receive and review quarterly MTFS dashboards.	18
Review of Our Greenwich Annual Plan 2023-2024	Report on performance of Royal Borough of Greenwich against the objectives set out in the Annual Plan 2023-2024.	1-20
Carbon Neutral Plan Update	To consider and review the progress of the Carbon Neutral Plan and associated Action Plan.	10
Air Quality Monitoring and Action Plan	To consider and make recommendations on the air quality monitoring and Action Plan.	10
Medium Term Financial Strategy (Budget)	Pre-decision scrutiny of the budget to be presented by the Leader of the Council and cabinet member for Finance, Resources and Social Value.	18
Housing Revenue Account Medium Term Financial Strategy	Pre-decision scrutiny of the Housing Revenue Account MTFS to be presented by: <ul style="list-style-type: none"><li>The Leader of the Council</li><li>The cabinet member for Housing Management, Neighbourhoods and Homelessness</li><li>The cabinet member for Planning, Estate Renewal and Development</li></ul>	18
Contract Standing Orders Exemptions and Variations	To provide an update on the Exemptions and Variations to Contract Standing Orders.	19

Task and Finish Groups 2024/25		
*Please note that only 3 of the Task and Finish Groups will be commissioned for 2024/25		
Proposal	Brief Scope	Our Greenwich Mission(s)
L&G NHS Trust – Improving CQC Ratings	<p>There is a particular concern around the results of the latest NHS Adult Inpatient Survey (2021) carried out by the Care Quality Commission (CQC) and their most recent inspection of the local NHS Trust, which received a combined rating of “requires improvement”. Greenwich Scrutiny therefore wishes to carry out an in-depth investigation into local hospital services and the preparations for a future inspection, while focusing on the core services in Queen Elizabeth Hospital that were rated as “requires improvement” (listed below):</p> <ul style="list-style-type: none"><li>Urgent and emergency care</li><li>Services for children and young people</li><li>End of life care</li></ul> <ol style="list-style-type: none"><li>Review what strategies and plans are in place to address the concerns raised by patients and the CQC and understand the mechanisms by which the Trust ensures improvements are made.</li><li>How does the Trust prioritise and ensure that sufficient resources are in place to deliver the improvements in CQC ratings.</li><li>Note the progress and challenges that remain for the Trust in this improvement programme.</li></ol>	1
Thames Path Connectivity and Upgrade review	<p>Royal Borough of Greenwich has the biggest river frontage in London; alongside which we will see significant population growth over the coming decade as much of the borough’s car free development is built alongside it.</p> <p>The Thames Path is an asset; with the potential to be an active travel route (Mission 7) and a place new and existing communities will want to use and enjoy (Mission 8).</p> <p>The potential scope of the review could include, but is not limited to, answering:</p> <ol style="list-style-type: none"><li>Does the Thames Path connect along the whole borough?</li><li>Is the Thames Path accessible to all users?</li><li>What is the requirement for surfacing and width?</li><li>Is there sufficient signage and lighting along the path?</li><li>What is the expectation for landowners and future developers of the land that the path runs through?</li><li>How does the path work with any future flood defense requirements?</li><li>How does the path interact with existing (and any future) piers and jetties?</li><li>Who is responsible for the management and maintenance of the entire path? What are the implications of that?</li><li>What are the implications of it being a National Cycle route and National Trail for walking?</li></ol> <p>If the panel thought it suitable, the findings of the time limited review would be the foundation on which a Council wide Thames Path strategy is developed.</p> <p>Other benefits to reviewing the Thames Path could include; promoting active travel and healthy lifestyles (public health); promoting the local and tourist economy; transport strategy and modal shift; improving the quality of life for residents; regenerating the waterfront.</p> <p>Depending on resources available, the review could also include the Capital Ring / Green Chain Walk. Or otherwise be used as a template for future work on the Capital Ring / Green Chain Walk.</p>	7 & 8



Task and Finish Groups 2024/25		
*Please note that only 3 of the Task and Finish Groups will be commissioned for 2024/25		
Proposal	Brief Scope	Our Greenwich Mission(s)
Zero carbon retrofit (Time Limited Review)	<p>The Time Limited Review will consider the programme for ensuring the Royal Borough of Greenwich housing stock meets the high energy efficiency standards required by the Royal Borough of Greenwich Carbon Neutral Plan and the UK Clean Growth Strategy to all be at EPC grade C or above by 2035, and by 2030 for “fuel poor” households.</p> <p>Looking at the governance, programme, financing and taking account of best practice and experience elsewhere in the UK, the review will report and make recommendations to further support achievement of these objectives both to support carbon neutrality and to minimise fuel poverty.</p>	10 & 6
*Will consider carrying out the following review once the above have been completed.		
Community Engagement	<p>A time limited review on how we communicate effectively with residents.</p> <ul style="list-style-type: none"><li>Bringing together community groups</li><li>Reviewing the outcome of the resident survey</li><li>Reporting on the measure in Our Greenwich Plan<ul style="list-style-type: none"><li>Do residents feel there are support networks they can rely on in your community?</li><li>Do residents have a voice in defining and designing services received?</li><li>Resident survey – Digital inclusion, are residents confident in accessing services online?</li><li>Do residents feel that the Council listens and understands them?</li></ul></li></ul>	15 & 16

## Health and Adult Social Care Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member Update	To receive an update on the cabinet member for Health, Adult Social Care and Borough of Sanctuary's priorities.	1
MTFS (Health and Adult Services)	To receive an update and review the changes to the MTFS plan.	1
Update on Musculoskeletal (MSK) tendering	To receive a presentation from representatives of the NHS South East London Integrated Care Board on the process so far.	1
Integrated commissioning update	To review the quality and quantity of social care providers in the borough and commissioning of Continuing Health Care.	1
Adult Social Care Quality Commission (CQC) assurance up-date	To review how the authority is preparing for the inspection.	1
Vaccination rates	To review uptake of flu, success of last year's polio vaccination drive, uptake of vaccination offers by NHS staff.	1
GP access and recovery plans.	To receive update on the implementation of the NHS England improvement process and strategy locally.	1
Neighbourhood health plans	To review the neighbourhood health plans.	1
Addiction Strategy	To review how the resources are being used to support residents.	1
The Approach to Prevention in Royal Borough of Greenwich	To receive a report outlining the approach to keeping people healthy and reducing avoidable ill health in Greenwich.	1
Long and medium term workforce strategies across health and care including update on Health Ambassadors Programme	To review long and medium-term workforce strategies across health and care. To also receive an update on the Health Ambassadors programme led by Dr Eugenia Lee of the Gallions Reach GP Practices.	1
Mental Health Services Update (Oxleas)	To receive an update on mental health services.	1
Maternal Mortality	To receive an update on maternal mortality.	1





# Young People and Education Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member Report – Children & Young People	A report outlining priorities for the portfolio for the next 6 months.	4
Children’s Services Performance Monitoring	To receive an update and review the changes to the MTFS plan.	4
Sufficiency strategy and draft plan for 2024-25.	To receive an update on the impact of the new sufficiency strategy and draft plan for 2024-25.	4
GSCP extended review of children with SEND in residential placements.	To review Greenwich Safeguarding Children Partnerships review of children with SEND in residential placements.	4
School Place Planning and Capital Programme 2023/2024 – 2025/2026	To review the school place planning and capital programme. To ensure there is the right amount of school places for our young people.	4
Schools Admissions & School Resilience Strategy	To review the annual report on Greenwich School Admissions.	4
DCS Complaints Annual Report.	To review themes in complaints and compliments in the directorate and future learning.	4
School based hubs	Review the implementation of the Wellbeing Hubs in schools.	4
Fostering and Adoption Services	To review the annual report on the work and performance of the fostering and adoption services in 2023-24.  To ensure the fostering and adoption services are fit for purpose, operating safely and being advertised effectively.	4
Annual Report on Corporate Parenting	To review the annual report on the work and performance of the fostering and adoption services in 2023-24.  To ensure the fostering and adoption services are fit for purpose, operating safely and being advertised effectively.	4
Independent Reviewing Officer (IRO) Annual Report 2023-2024	To review how independent reviewing officers (IROs) are independently supporting looked after children.	4
Annual Report on Adoption	To review the 2023-2024 Annual Report in respect of adoption.	4

Proposal	Brief Scope	Our Greenwich Mission(s)
Early Years Provision	Review the early years provision, and whether its sufficient in Greenwich in the coming years.	4
Insight and Influence Service – Annual Impact Report	To review an update from the Insight and Influence Service.	4
Virtual Schools Headteacher’s Annual Report	To review the provision of the Virtual School’s Service for children in our care.	4
Special educational needs and disabilities (SEND) Update	To explore how the borough is supporting children with SEND including those with an update on EHC (Education, Health and Care) plans.	4
Annual Education Standards and Achievements	To review how Greenwich schools are performing in terms of achievement/ exam results.	4
Social worker re-cruitment, retention and wellbeing	To review how social workers (challenging area to recruit) are recruited, retained, supported and developed when in post.	4
Medium Term Finance Strategy Update (Children’s Services Directorate)	Understand the impact of the MFTS on children services including the provision of children centres.	4
Elective Home Education (EHE) Annual Report	To explore how children and families home educating are supported.	4
Children Missing Education Annual Report	To explore the key reasons for children missing education. Review how children and families are supported back into school.	4
Suspensions, Exclusions and FAP Report	Review the exclusion/suspension reasons, and how are steps put in place to prevent these?	4



Transport and Place Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member for Climate Action, Sustainability and Transport update	To receive a verbal update on how the cabinet member has delivered mission 7 during 2022-24; their plans for 2024-2025; with reference to relevant Council strategies.	7
Cabinet member for Planning, Estate renewal and Development update	To receive a verbal update on how the cabinet member has delivered mission 8 during 2022-24; their plans for 2024-2025; with reference to relevant Council strategies.	8
Transport Work Programme	To receive an update on the Transport Work Programme over 2024-2025.	7
Income from Development	To receive an update on incomes from development.	8
Flood Risk / Water Management	To receive a report on the current status and future work programme related to flood risk and water management.	7
Planning	To receive an update on the key areas of planning enforcement, the Council planning service and the local plan.	7
Highways Asset and Risk Management	To receive an update on the current highways assets and risk management, and the future work programme.	8
Regenerating Our Greenwich policy	To receive an update on the progress of the Regenerating Our Greenwich policy.	8
Annual Transport Scrutiny Meeting	A meeting with transport providers and stakeholders operating within Royal Borough of Greenwich, specifically focusing on inter-borough public transport and how the providers help the Mayor of London's Transport Strategy.	7
Third Party Strategic Projects	To receive an update on strategic transport projects being delivered within the borough by third parties.	7
Capital Projects update	To receive update on specific capital projects being delivered by the Council.	8
Strategic Asset Review	To review the process and progress of the Strategic Asset Review.	7

Housing and Neighbourhoods Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member for Housing Management, Neighbourhoods and Homelessness Update	To receive an update on cabinet members' portfolio priorities.	6
Cabinet member for Community Safety and Enforcement Update	To receive an update on cabinet members' portfolio priorities.	5
Garages Update	To receive an update on the plans and current situation re-garding garages on neighbourhood estates.	6
Grounds Maintenance and Refuse	To receive an update on grounds maintenance and refuse.	6
Leaseholder Charges	To receive and update on the leaseholder charges.	6
Temporary Accommodation	To receive a report on the provision and resident experience in temporary accommodation housing.	6
Homelessness and at-risk residents	To receive an update on homelessness and at-risk residents.	6
Statutory Scrutiny of the Safer Greenwich Partnership (SGP)	Review and scrutinise decisions and actions taken by the partnership in connection with the discharge of its crime and disorder function.	5
Community safety in-cluding CCTV	To receive update on community safety initiatives and CCTV.	5
Annual meeting with registered providers of social housing	To receive an update from the registered providers of so-cial housing on management of anti-social behaviour and hate crime, lettings and shared ownership, engagement with ward members and management of repairs.	6
Private Housing Providers	To receive an update on their work in the borough.	6
Repairs Update	To receive an update on the Repairs Transformation Programme.	6
Compliance and Build-ing Safety Update	To receive an update on compliance and building safety.	6
Tenant Satisfaction Measures	To receive an update on tenant satisfaction measures.	6





Inclusive Economy and Culture Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member for Inclusive Economy, Business, Skills and Greenwich Supports update	To receive an update on cabinet members' portfolio prior-ities for the upcoming year and reflections on capacity for delivery.	3, 11-14
Community Wealth Building 2022 – Evaluation	<p>To provide a report on the 2 year impact of the Community Wealth Building Strategy, outlining:</p> <ul style="list-style-type: none"><li>Whether the short and medium term objectives in the strategy were met and a progress update on the long term objectives</li><li>On overview on the key successes from the strategy</li><li>Any reflections on challenges and limitations.</li><li>Plans to address the aims and objectives that have not been met moving forward.</li></ul> <p>Areas of focus could include:</p> <ul style="list-style-type: none"><li>Progress of the Anchored in Greenwich Partnership</li><li>Access to Council and local procurement for anchor institutions and small and medium size businesses</li></ul>	13
Inclusive Economy Strategy – plan for delivery	<p>To receive an update on the Inclusive Economy Strategy, including:</p> <ul style="list-style-type: none"><li>The priorities for the strategy</li><li>The plan for delivery of the first year</li><li>An analysis on potential barriers for delivery</li></ul>	11,12 & 13
Inclusive Economy Strategy – one year review	<p>To receive a one-year check in on the progress of the Inclusive Economy Strategy, focusing on key objectives in the strategy, such as:</p> <ul style="list-style-type: none"><li>the proposed Town Centre Strategy</li><li>the proposed map and review of employability provision in the borough</li><li>performance of Greenwich Local Labour and Business (GLLaB)</li><li>the proposed Affordable Workplace Strategy</li></ul>	11,12 & 13
Employability for young people	<p>To receive a summary on the Council's approach to sup-orting young people into education, work or training, with a particular focus on apprenticeships and SMEs, considering:</p> <ul style="list-style-type: none"><li>How the Council is encouraging businesses in Greenwich to take on local apprenticeships and to access the apprenticeship levy,</li><li>The Council's approach to employing apprentice-ships internally,</li><li>How is the Council encouraging and supporting SMEs to employ local young people.</li></ul> <p>To receive an overview of a proposed Post-16 skills strate-gy to enable pre-decision scrutiny.</p>	11
Anti-Poverty Strategy	To receive a draft of the proposed Anti-poverty Strategy to enable pre-decision scrutiny.	3

Proposal	Brief Scope	Our Greenwich Mission(s)
Culture Strategy	<p>To receive an update on the Culture Strategy, including</p> <ul style="list-style-type: none"><li>The priorities for the strategy</li><li>The plan for delivery of the first year</li><li>An analysis on potential barriers for delivery</li></ul>	14
Royal Greenwich Heritage Trust	<p>To receive an update from Royal Greenwich Heritage Trust on:</p> <ul style="list-style-type: none"><li>Objectives for the year ahead</li><li>The relocation of, and public access to, the Borough Archives</li><li>Renovation and maintenance works at Charlton House.</li></ul>	14
Woolwich Creative District	To receive update on community safety initiatives and CCTV.	5
Nighttime Economy	<p>To receive an update from the Council and partners on the delivery of the Woolwich Night Time Enterprise Zone.</p> <p>To receive an evaluation on the 2022 Night-Time Town Centre Strategy for Greenwich Town Centre, outlining:</p> <ul style="list-style-type: none"><li>Key successes from the past two years</li><li>Whether the objectives in the strategy and action plan were met or are in progress</li><li>Reflections on challenges and limitations</li><li>Plans to address the aims and objectives that have not been met moving forward.</li></ul>	14
Small and medium size arts and cultural organisations	To receive an assessment on the environment in Green-wich for small and medium size arts and culture organisa-tions.	14
High value businesses	To receive a summary on the Council's approach for at-tracting and supporting high-value businesses.	13
UK Shared Prosperity Fund (UKSPF)	To receive an evaluation of the UKSPF programme.	



Organisation and Communities Scrutiny Panel

Proposal	Brief Scope	Our Greenwich Mission(s)
Cabinet member for Finance, Resources and Social Value Update x2	To receive an update on cabinet members' Portfolio priorities.	
Human Resources update	Reporting on the developments of the Council's Workforce Strategy and people management practices, as well as key actions for the future. <ul style="list-style-type: none"><li>Are the HR Policies fit for purpose?</li><li>What are the main Workforce Challenges?</li></ul>	20
Legal Services Performance	Reporting on the performance of Legal Department and review key metrics as to performance.	19
Members Casework Management	Reporting on Members' Casework Management.	17
Community Engagement	Review of Implementation.	15
Customer Services Performance	An update on the Customer Services Performance (tele-phone call handling / website / social media). An update/progress report on the Customer Services Re-view Monitoring/ Action plan.	17
Digital Strategy	An update on ICT and progress of the Digital Improvement Programme.	17
Financial Operations Performance	Financial Operations Performance, Revenue and Corporate Debt Management Performance.	19
Electoral Services Performance	Electoral Services Performance.	19
Freedom of Information Monitoring	Freedom of Information Monitoring.	19

Appendix 1 – 23/24  
Priority Action Updates

This document provides updates against each of the 23/24 priority actions.

Action key

Action complete	✓
Action complete and ongoing	✓🔄
Action incomplete but ongoing	🔄
Action incomplete	✗

Mission 1: People’s health supports them in living their best life

Action	Status	Update
Publish, with our NHS and third sector partners, a new Health and Wellbeing Strategy, outlining our top priorities for the 5-year period ahead	✓	The new strategy was approved in July 2023. It is based on Mission 1 of Our Greenwich “People’s health supports them to live their best lives” focussing on food, mental health, smoking, drugs and alcohol, improving health and care services. The NHS Local Care Plan was also approved in 2023 and its priorities are fully aligned with the Health and Wellbeing Strategy.
Continue to develop modern and personalised services in line with our vision for social care. We will do this in three ways: <ul style="list-style-type: none"><li>Working more collaboratively with new and existing providers of social care services</li><li>Making better use of modern technology to enable people to live more independently</li><li>Improving the Council’s social work practice to give individuals greater choice and control</li></ul>	✓🔄 ✓🔄 ✓🔄	We continue to work closely alongside residents to understand what matters to them, this has enabled us to then work with providers of care and support when developing new services as well as monitoring the quality of the offers we have so they are more personalised. We do this via our regular contact with them and relationships we hold. We have also continued to develop the design of our ATEC offer which is due to be launched in early 2025. This will enable residents to benefit from digital and technology as part of their care and support.  We have undertaken a programme of work to develop the way that our social work practice is Strength Based in its approach, focusing on people’s assets and what they can do for themselves. We have also worked with Think Local Act Personal to speak to residents and reshape our offer to ensure more choice and control through access to Direct payments Individual Service funds and opportunities to deploy these to support their outcomes.
Expand and improve services to support people with poor mental health, with an emphasis on providing more support at an earlier stage	✓🔄	A new Suicide Prevention Strategy for Greenwich was agreed at the December 2023 Health and Wellbeing Board. The report covers our strategy to prevent suicide from 2023-2028 and can be found on our website.



Mission 2: People will not experience discrimination

Action	Status	Update
Continue to set an example to others by making our expectations on standards for equality and equity clear and get more organisations in the borough to sign up to our Equality and Equity Charter	✓	480 groups have signed up to the Equality and Equity Charter. We are reviewing and testing draft guidance for signatories to support them in taking actions to embed the Charter. To enable everyone to access the Charter, an easy read version is being developed.
Continue to hold ourselves to the highest possible standards for equality and equity through the use of our: <ul style="list-style-type: none"><li>Continued delivery of the Council's Equality Objectives</li><li>Equality Diversity and Inclusion Action Plan</li><li>Effective use of Equality Impact Assessments</li><li>Review of our training and development offer regarding racism and discrimination</li><li>Achieve level 2 accreditation within the Social Housing Anti Racism Pledge (SHARP)</li></ul>	✓ ✓ ✓ ✓ ✓	The EDI action plan is being reviewed and updated as part of setting new Equality Objectives for the Council. The Council is also carrying out a Race Equity Review and developing a new Anti-Racism Strategy, helping us challenge and tackle discrimination and meet the requirements of the Stand Together Against Racism (STAR) and SHARP accreditations.

Mission 3: Those in financial need can access the right support, advice and opportunities to improve their situation

Action	Status	Update
We will expand 'Greenwich Supports' including: <ul style="list-style-type: none"><li>Rolling out additional Council Tax Support</li><li>Continuing to provide our holiday meals scheme</li><li>Investing in our welfare advice hub which provides multi-agency advice within our communities</li></ul>	✓ ✓ ✓	<ul style="list-style-type: none"><li>The Council Tax Support scheme was amended from April 2023 to provide additional support for working age residents in employment.</li><li>Holiday meals have continued during each school holiday, which runs alongside the Holiday Food and Fun scheme.</li><li>Advice Hubs have continued during 2023/24, demand and attendance has continued to increase. Funding has been secured to continue this service during 24/25.</li></ul>

Mission 4: Children and young people can reach their full potential

Action	Status	Update
Deliver a mentoring programme to support children transitioning from primary to secondary school, as part of our focus on the emotional wellbeing of children	✓	In the past year, we have recruited two Transition Mentors into Children's Services to support the impact on children's mental health and wellbeing when transitioning into secondary school. To date our mentors have worked with 141 young people. These mentors work alongside other support offered to children going through the transition from primary to secondary school, such as our 'Stepping Up' service, which offers two one-week transition programmes for children in Year 6 including coping with change, conflict resolution, numeracy, literacy, peer pressure and developing healthy friendships.
Support the strategy to improve outcomes at Key Stage 4 & 5 and build on the work with schools, to deliver an 'exceptional learner' programme for pupils and to celebrate their achievements	✓	We have launched the 'Be Great in Greenwich Programme' which creates a link between the high-achieving children in the borough and Greenwich Schools who can provide those children with a full and challenging academic experience, keeping children at local schools. The programme has so far played host to several events including:  A Progression Fair - to help support Yr. 11 pupils to choose a sixth form within the borough, and an Achievement Awards to celebrate our highest achieving KS4 and KS4 students.  We have also launched Be Great in Greenwich Hubs - for selected primary school students to connect with a local secondary school hub. Our School Improvement Service has now secured funding to continue this programme for the upcoming year, as well as the opportunity to expand the Be Great in Greenwich Hub capacity to welcome Yr. 5's.
Deliver a corporate parenting agreement setting out our commitments to children in our care and care leavers that will strive to improve outcomes for our children in care and care leavers	✓	We have strengthened the quality of practice for our children in care and care leavers who continue to have improved outcomes. During National Care Leavers' Week 2023, we launched our new Corporate Parenting Partnership Strategy and our new Sufficiency Strategy 'A Place Called Home'. These documents set out how we deliver against our commitment to ensuring care experienced children and young people are given the support they need and achieve to their fullest potential.  Our Corporate Parenting Partnership Board is co-chaired by the Leader of the Council and two care experienced young people. The Board is attended by senior representatives from across key Council functions as well as representatives from statutory partners and the Community Voluntary Sector. The board and its three sub-groups oversee the delivery of commitments made in our strategy. The subgroups are multi-agency and co-chaired by care experienced young people who act as our 'experts by experience' and are helping us to continue to develop the involvement of children in care and care leavers in service design, delivery and evaluation.



Action	Status	Update
Develop and deliver a school's strategy that supports the emotional wellbeing and mental health of children attending Greenwich schools. The offer will increase capacity in schools building on existing provision and increasing direct facing support to support children and families	✓	<p>We have established a partnership with schools and the local authority, composing of four interconnected but distinct workstreams:</p> <p><b>School Resilience:</b> Ensuring schools are financially viable and have the structure, resources and enabling services to ensure excellent schools for all. An enabling service review has taken place with implementations aiming to take place in September 2024. Our service is working with head teachers across the borough to ensure there is strategic financial planning taking place, as well as increased support through independent advice and utilizing the expertise of other serving head teachers.</p> <p><b>A new Learning Partnership:</b> We have sought to establish a collaboration between the Council and all schools and their children. Extensive work has been undertaken with head teachers, council officers and councillors for this partnership. This work has led to the development of a strategy, for which a director of the Greenwich Learning Partnership will be appointed, who will lead in developing a sustained business model for the future.</p> <p><b>SEND Provision:</b> Our goal is to ensure that there is sufficient Special Educational Needs and Disabilities (SEND) provision within the borough to meet the needs of children with special educational needs support and education, health and care plans. We have been working with our schools to progress the priorities agreed by Cabinet in the School Place Planning and Capital Programme 2023/24 – 25/26 report. The council are launching a new all-through special free-school, for which the competition process to appoint the academy sponsor has been completed and a contractor and design team has been appointed to deliver its sixth-form phase – with delivery planned for September 2025.</p> <p>The senior assistant director for inclusion learning and achievement has been working with schools to create additional designated special supervision for children with education, health and care plans in mainstream schools.</p> <p>We are in the process to reviewing our banding and financial arrangements for schools in order to ensure that schools can maintain to support children with SEND and that we can keep children locally, whilst meeting their parents choices.</p> <p><b>Children and Young People and Family Support:</b> Our goal is that when required children, young people and families get the right support at the earliest possible opportunity and that Parenting Support is enhanced. Additional funding has been identified to develop new Wellbeing in school's hubs. Hubs which are formed of family, young people and systemic clinicians will be located in 8 secondary schools. The work will bridge across school-based work and family-based work to support mental that improves educational outcomes for children and young people. The hubs are being developed and will be in place over the summer for full implementation in September 2024.</p> <p>Work has progressed on each workstream, and actions are ongoing to ensure that the strategy is delivered with robust monitoring and evaluation of impact.</p>

## Mission 5: Everyone in Greenwich is safer, and feels safer

Action	Status	Update
Deliver our Women & Girls Safety Action Plan and develop a new longer-term Violence against Women & Girls Strategy (VAWG)	✓	We are working to deliver the Women and Girls Safety Action Plan. The VAWG strategy is in progress and will be published in due course.
Introduce a new community safety partnership priority to build community confidence and resilience, particularly in regards to trust in policing	✓🔄	<p>The Safer Greenwich Partnership added a new strategic priority for 2023/24 (with a corresponding section in the Community Safety Plan) as follows: "Driving community confidence and resilience".</p> <p>The priority has been continued for 2034/24. All agencies in the partnership are asked to contribute to the Community Safety Plan and this includes the Metropolitan Police.</p>
Continue delivery of our £1.3m Community Safety Work Programme	✓🔄	<p>Work has continued throughout 2023/24 (and to date) to deliver this four-year programme which is due to be complete by the end of 2024/25. The programme has three thematic priorities:</p> <ul style="list-style-type: none"><li>• Integrated Enforcement</li><li>• Smarter, Safer Cities</li><li>• Reducing Harm (focused primarily on Serious Youth Violence &amp; Exploitation, Women's Public Safety, Counter-Terrorism and Fire Safety relating to cladded buildings)</li></ul> <p>Examples of the projects and areas of delivery under those priorities include:</p> <ul style="list-style-type: none"><li>• Additional police officers, dedicated to integrated enforcement</li><li>• Additional Community Safety Enforcement Officers, focused on the reducing harm issues</li><li>• Physical improvements to locations and education and engagement events for better women's public safety (including engagement and training with men as allies and active bystanders)</li><li>• Location- and issue-based problem solving projects</li><li>• Enhancements to the CCTV system (including Automatic Number Plate Recognition)</li><li>• Park safety improvements</li></ul>
Agree the partnership action plan for our work to safeguard people who are at risk of violence and exploitation	✓	The Serious Violence and Vulnerability Action Plan has been refreshed in light of the SV strategy and will be delivered via the Integrated Prevention Delivery Group. We are now focusing on refreshing the Integrated Enforcement Strategy 2021-24.





Mission 6: People in Greenwich have access to a safe and secure home that meets their needs

Action	Status	Update
Make improvements to Council properties through: <ul style="list-style-type: none"><li>• Making repairs quicker and easier to order and completed more quickly</li><li>• Work to tackle damp and mould</li><li>• Improvements to building safety</li><li>• Investing £45m in large scale improvements</li></ul>	<div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div>	<p><b>Making repairs quicker and easier to order and completed more quickly:</b> Our repairs transformation programme has now completed 2 phases, improving processes and the accessibility of our service and will continue to improve the customer experience for our repairs service. We have seen a significant reduction in voids, significant reductions on call waiting times and reductions on our “backlog” of repairs jobs.</p> <p><b>Work to tackle damp and mould:</b> We have created a new dedicated team to tackle damp, mould and condensation with a new manager and surveying resource. We have also implemented a new triage system and new Service Level Agreements for the service.</p> <p><b>Improvements to building safety:</b> We have continued to work towards removing our regulator notice including significantly improving electrical safety. We have also focused on fire safety and registered all our high-rise buildings with the building safety regulator ready.</p> <p><b>Investing £45m in large scale improvement:</b> We have let c.£200m worth of contracts for the coming 4 year across Capital works (kitchens, bathrooms, roofs, external decoration) safety and Zero Carbon initiative. For 2023/24, we are aiming to invest around £45m in our homes which is the highest level of spend in many years.</p>
Explore options to increase the scope and scale of our licensing schemes to improve the safety and security of tenants in the boroughs private rented homes	🔄	As part of current Medium Term Financial Strategy proposals, we are exploring an increase in the proportion of properties subject to additional licencing. This is currently at 20% moving to 80% of properties. This requires a viability scoping exercise which is underway.
Begin work to improve the specialist housing support that is available to residents with health and care needs by: <ul style="list-style-type: none"><li>• Improving our adaptation service</li><li>• Issuing a prospectus for extra-care housing</li></ul>	<div>✓🔄</div> <div></div>	<p><b>Improving our adaptations service:</b> Referrals for our adaptations service have increased and we're improving the way we work by reviewing our contracts, strengthening cross-Council partnerships, and recruiting new team members including apprentice surveyors.</p> <p><b>Issuing a prospectus for Extra Care Housing:</b> We have assessed possible options for delivering extra care housing and have decided to work with specialist third party providers to this in Greenwich. We will begin this work with a site already owned by the Council, which is well located for older people's housing but needs redevelopment to meet the standards we need, where we expect to build around 40 extra care flats.</p>

Action	Status	Update
Continue delivery of our Greenwich Builds programme which has a target of building 1,750 new Council Homes in 2 phases (750 phase 1 and 1,000 phase 2)	<div>✓🔄</div>	<p><b>Our phase 1 target consisted of 750 homes:</b></p> <ul style="list-style-type: none"><li>• So far we have completed 70 homes</li><li>• Achieved planning for 770 homes</li><li>• Are on site Under construction of 681 homes</li><li>• Anticipated completions between Mar and Dec 24 of 301 homes</li></ul> <p><b>Our phase 2 target consists of 1000 homes:</b></p> <ul style="list-style-type: none"><li>• Planning approval has been achieved on 74 homes</li><li>• The feasibility for 25 new sites is being considered</li></ul> <p><b>Bulk acquisitions:</b></p> <ul style="list-style-type: none"><li>• Woolwich estates is under construction – taking place in phased completions. As part of phase 1, we expect 175 homes to be delivered in 2024/25.</li><li>• In Greenwich Millenium Village 100 Phase 1 homes are complete</li><li>• Sandy Hill has 33 homes complete</li><li>• Greenwich Millenium Village Phase 2, 99 homes, have been exchanged. Development completion anticipated in June 2026.</li></ul>



# Mission 7: It is easier, safer and greener to move around the borough and the rest of London

Action	Status	Update
Continue delivery of the recently agreed Transport Strategy which includes measures to help encourage walking, cycling and public transport, reduce traffic, improve air quality and reduce carbon emissions, including:	<div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div> <div>✓🔄</div>	<b>1. Cycle Network Development:</b> work is ongoing on the Greenwich Town Centre interim connection; Eltham to Greenwich; and Shooters Hill to Greenwich. Funding has been secured from TFL for further routes: Plumstead to Thamesmead and East to North Greenwich. We have secured and are delivering an above London-average cycle training funding award. Future cycle parking is to be integrated within CPZ/School Street Delivery to enable complementary measures within schemes and to provide sustainable alternatives.
<b>1.</b> Providing new cycle routes, cycle parking and cycle training. This includes, working with TfL to further develop the Greenwich to Woolwich cycle route and developing feasibility proposals for two further routes of strategic importance		<b>2. Traffic Management Schemes and School Streets:</b> We have completed technical analyses and drafted outputs under review before engaging with councillors. The Department of Transport have recently released new guidance, which we are using to develop our programme.
<b>2.</b> Collecting the evidence to identify where traffic management schemes and School Streets would be most effective		<b>3. Delivering Local Implementation Plan (LIP):</b> We are working towards developing a future LIP and ensuring our priorities within the Road Safety Plan and Active Travel Plan are fully integrated
<b>3.</b> Delivering the Council's TfL funded Local Implementation Plan programme		<b>4. Emission based parking costs and CPZ's:</b> CPZ delivery continues, with zones delivered and in development. Emissions based parking costs have been implemented.
<b>4.</b> Progressing emission-based parking charges and Controlled Parking Zones		<b>5. Electric Vehicle Policy:</b> Decision made to agree the borough's approach to Electric Vehicle charging infrastructure. Procurement tender ongoing. With bids to be reviewed over summer period and contract to be awarded October 2024.
<b>5.</b> Building on our Electric Vehicle Policy Framework Action Plan to develop an approach for identification and implementing charging points		<b>6. 20mph Zones:</b> With recent injection of capital funding - this will enable us to develop a 3 year plan to complete remaining borough roads, but also to assess introducing principal and strategic road network - similar to TfLs approach - moving with caution in light of DfT guidance. A recommendation on how to proceed being developed and will be available in Autumn 24. No overall decision will be needed, locations delivered within overall 20 programme.
<b>6.</b> Developing an accelerated programme for 20 mph limits, including considering a borough-wide 20 mph zone	✓🔄	

# Mission 8: Development delivers positive change to an area for existing and new communities

Action	Status	Update
Begin development of the new Local Plan	✓🔄	The initial "Big Themes" consultation for the plan took place between July and September 2023. Programme in place for submission by Autumn 2025.
Grow our regeneration team with the recently agreed investment to support the delivery of regeneration projects and housing	🔄	A restructure is in the process of being drafted. We are awaiting new job descriptions to be completed in order to complete this process.
Begin a review of the Council's Community Infrastructure Levy charging schedule	✓🔄	Consultation on a draft Charging Schedule took place between July and September 2023. In March this year, Cabinet agreed the submission of the Charging Schedule, and it was published in July 2024.
Develop a new Climate Resilience Supplementary Planning Document to support our Carbon Neutral Plan ambitions	🔄	We're drafting our Climate Resilience Supplementary Planning Document which will be ready for consultation with the public in October.



Mission 9: Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents

Action	Status	Update
Progress the review of our non-housing buildings to ensure the Council and communities are getting the best value possible	✓🔄	A comprehensive asset review programme is underway with a range of action points being taken forward.
Continue to make improvements through agreed investment in the quality of our public realm, including: 1. Planting a further 700 trees on top of the 1,500 planted in February and March 2023 2. Additional street cleaning and fly tipping services including the reinstatement of taskforces 3. Encourage, educate and, where appropriate and necessary, take enforcement action to reduce fly-tipping (and littering) 4. Improving the quality of our parks, increasing number of Green Flag awards and tackling anti-social behaviour	✓  ✓  ✓🔄  ✓	1. Additional woodland tree planting has been completed in Altash Gardens. The total trees planted since 2023 up to 4852, keeping us on target to deliver 5,000 new trees in total by 2026 2. Two additional taskforce teams were introduced in Summer 2023 as well as additional street cleansing resources being supplied in Plumstead High Street and Woolwich Town Centre. 3. A range of actions to tackle fly-tipping have been used, including educating residents via social media and letter drops, presenting fly-tips as crime scenes with endorsement from the Metropolitan Police and the Environment Agency, as well as roadside operations. 4. We have now achieved Green Flag status in 13 parks and open spaces sites in 2023/24 with applications submitted for two additional sites (Plumstead Gardens and Bostall Gardens) for assessment in 2024/25. Plumstead Gardens has been successful in its application and has recently been awarded Green Flag status – bringing our total number of accredited spaces up to 14. We have an ongoing multi-agency approach to problem solving issues in parks including knife amnesty bins (Sutcliffe Park), Women's safety, etc.
Increase the capacity and capability of our Integrated Enforcement Services	🔄	We're exploring the use of external partners to increase capacity for street-based enforcement.
Continue the development of a new leisure centre programme in Woolwich	✓🔄	We are currently in the construction stage of a new leisure centre in Woolwich Town Centre, due to open in late 2025. We have also now reopened the Tramshed in Woolwich, following refurbishment.
Develop a Cultural Strategy that supports the vitality of the borough	✓🔄	Our new culture strategy was agreed by Cabinet in July 2024 following widespread consultation with the sector, residents and other interested parties, which also fed into our successful application for a Mayor of London Cultural Impact Award.

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

Action	Status	Update
Continue to implement our Carbon Neutral Plan and associated action plan, including: 1. First 100 homes with energy saving measures installed in the Net Zero programme 2. Decarbonising of our corporate estate 3. Electrification of the Council's vehicle fleet 4. Implementation of emissions-based parking charges	🔄  ✓🔄 ✓🔄 ✓🔄	Our Carbon Neutral Plan is constantly being reviewed and updated as part of our ongoing commitment to being a greener and cleaner borough. An Action Plan was recently agreed that sets out our immediate priorities up to 2025, along with our long-term goals up to 2030. In the last year we have: 1. Launched our social housing decarbonisation fund to improve 665 homes across the borough, 65 of which are underway, making them warmer and cheaper to run. 2. Secured £14.5m of grant via the Public Sector Decarbonisation Scheme (PSDS). Of this, £7.8m is either complete or completing in 2024/25. Total carbon reduction as a result of this work is circa 1,050 tones CO2e. 3. Began exploring upgrading our fleet to electric vehicles. 4. Rolled out a borough-wide emissions-based parking scheme to improve air quality.
Increase the capacity and capability of our Integrated Enforcement Services	🔄	We're exploring the use of external partners to increase capacity for street-based enforcement.
Grow the Council's sustainability team using recently agreed funding to monitor the Council's delivery of the Carbon Neutral Plan and lead on identifying external funding opportunities which support the Council's ambition to become net zero	✓	We have grown our Sustainability Team by recruiting two staff members and are looking to recruit another to complete our team. Our Carbon Neutral Plan Action Plan has been agreed, which will enable us to move forward with our commitment to being a net zero borough. We are pursuing funding from relevant lead departments and schemes such as the Public Sector Decarbonisation Scheme to assist in our endeavours.

Mission 11: Everyone has the opportunity to secure a good job

Action	Status	Update
Deliver a new economic strategy for the borough which has a focus on skills development and employment opportunities for local people	✓	Cabinet approved the new Economic Strategy in March 2024.
Support 150 local independent businesses to become London Living Wage accredited over the next three years	✓🔄	We continue to offer support and grants to businesses who wish to become Living Wage Accredited. Due to the Cost-of-Living crisis and increased running costs, it has been harder for small and medium-sized enterprises to consider becoming LLW employers, but we are committed to working with any business that wishes to do so.
Continue to deliver and secure external funding to support targeted employment programmes including Work & Health and Restart programmes	✓	We are in the process of developing the 'Work and Health Programme Pioneer Support (WHPPS)' as a follow up programme to the Work and Health Programme, which has provided additional support to 95 economically inactive residents between September 2023 to December 2024. The WHPPS aims to offer support for residents with severe mental health difficulties moving into employment.
Work internally and with our partners in healthcare to explore opportunities for employment, training, development and innovation to address workforce challenges in the sector	✓	We have continued to work with staff both internally and those working in providers or partner organisations to understand the needs of the workforce and put in place joint initiatives. We do this via seeking staff views in various ways through team meetings, workshops and surveys. We have developed a number of ways to support staff to get involved in innovation including through involving them in changes we would like to make to our health and care offers, seeking leadership of projects and input into them to testing new ways of working. Examples include the work we do with NHS colleagues to advance new ways of working collaboratively across teams such as recent work in the Joint Emergency Team or when designing new teams such as those in Integrated Commissioning which are able to offer new job opportunities across care and health and in doing so recruit to new roles.

Mission 12: Town centres, high streets, and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people

Action	Status	Update
Deliver a new economic strategy for the borough that seeks to deliver economic growth and improvements to town centres and neighbourhood shopping parades	✓	Cabinet approved the new Economic Strategy in March 2024.
Establish a 'Town Watch' pilot, which will introduce Business Crime Reduction Partnerships (BCRP) in our main town centres to make them safer spaces	✓	The BCRP has been successful in securely sharing key intelligence and crime prevention information between the business community and the police to identify persistent offenders and proactively prevent crime in 5 town centres across Royal Borough of Greenwich.  They have offered training and upskilling, including the delivery of in-house and large external training events on topics identified by the business community, ranging from Conflict Management to taking statements to ensure resilience within member businesses.  Over the last year, the BCRP has supported 396 businesses, made visits to 799 businesses, participated in 47 Partnership Engagement days and recorded 399 business related crimes.
Continue the regeneration of Woolwich Town Centre	✓🔄	The Future High Streets Fund and Heritage Action Zone programmes are well underway delivering high street improvements in Woolwich. This is also supported by neighbouring Spray Street and leisure centre developments.
Re-introduce pavement washing and other additional cleaning schedules in our three town centres, Wilton Road and Plumstead High Street through recently agreed investment	✓	We have reintroduced our jet washing programme in the Summer of 2023 and jet washed our three town centres, Plumstead High Street and Wilton Road, Abbey Wood. This annual programme will run from April to September annually and we will aim to jet wash these areas over two cycles during this period.  We have also increased our taskforce teams by 50% to tackle fly-tipping in the borough. We have employed additional resources to increase the cleansing in Plumstead High Street and have secured funding for additional resource as part of the redevelopment of Powis Street in Woolwich.
Begin a review of our licensing strategy to help develop our night time economy	🔄	We will be reviewing our licensing policy this autumn which will allow us to develop a borough Nighttime Strategy. We will finalise a brief in September and appoint consultants to commence the work October 2024. We envisage this work with be completed in 3 months, and will publish our strategy by March 2025.
Work with local businesses to help maintain shop fronts, and keep areas around shops (front and rear) clean and tidy	✓🔄	New strategies and partnerships for the borough's town centres are being devised that will include improved approaches to the management of the public realm around commercial premises. We also have several physical improvements planned to three local commercial areas across the borough in 2024.





# Mission 14: The voluntary, community, and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need

Action	Status	Update
Implement our newly agreed Voluntary Community Sector grants funding programme and strengthen our relationship with local voluntary and community sector organisations	✓	We have been allocated a grant for VCS funding over 2023-27. We are currently developing a new Community Resource Strategy and Needs Analysis to strengthen our relationship with community organisations and ensure that we effectively use the resources granted to us.
Explore the establishment of a co-operative commission to focus on how co-operative models could deliver services in the borough	✓🔄	We launched a Co-op Commission in March 2024, with a focus on improving three key areas: community energy, cooperative business development, and social care. The commission is made up of councillors and experts within the specialised co-operative sectors – who can help us discover how best to enable co-operative values to thrive within the borough. A report will be published in late 2024, which will outline our findings and a series of recommendations for implementation.

# Mission 15: Our Council is better at listening to communities, and communities feel they are heard

Action	Status	Update
Use recently agreed funding to create a Community Engagement Team to develop a new approach to community engagement	✓	The Our Greenwich: Community Engagement Pledge is the Council's new community engagement framework and handbook. It sets out our new approach to community engagement was agreed by Cabinet and published in July 2024. Printed copies are available to read at libraries and community centres across the borough and can be downloaded from <a href="https://royalgreenwich.gov.uk/community-engagement">royalgreenwich.gov.uk/community-engagement</a> . The framework implementation is being overseen by the new corporate community engagement team which has been recruited to over the preceding 12 months.

# Mission 16: We develop networks with communities, key partners and businesses to meet need and address challenges together

Action	Status	Update
Work with our network of Community Champions and other community groups and organisations to further build support networks through a neighbourhood-based approach	✓🔄	<p>There are now over 400 community champions across Royal Borough of Greenwich. A current priority for this workstream is to develop specialist champions, focussing on specific areas of health and well-being. Cancer and stop smoking champions are the first pilot areas in development for this specialist role.</p> <p>The neighbourhood development and health inclusion agenda is now a core function of public health. Linking with wider partners, key updates in this area include:</p> <ul style="list-style-type: none"> <li>• Geographical neighbourhood work engaging with residents and stakeholders in Thamesmead, Plumstead and Glyndon, Horn Park and Blackheath and Charlton to co-produce action plans addressing health and wellbeing</li> <li>• Supporting communities of interest who experience the greatest health inequalities</li> <li>• Data led population health management approaches</li> <li>• Further development of the Live Well prevention service as part of the public health integrated commissioning process</li> </ul>
Further develop the Anchored in Greenwich Partnership across key public and private sector organisations. This will include bringing forward recommendations for consideration and creation of an action plan for the future	✓🔄	<p>Terms of Reference have been agreed for the Anchored in Greenwich Partnership, and three sub-groups have been established: London Living Wage (LLW), Social Value and Procurement and Greener Greenwich Summit.</p> <ul style="list-style-type: none"> <li>• The LLW subgroup has Terms of Reference and has an agreed action plan for the following year.</li> <li>• We are in the process of developing a Social Value report.</li> <li>• A Greener Greenwich Summit has taken place and was well attended with participants invited to commit to “just one thing”.</li> </ul>
Continue to strengthen and develop our partnership working with NHS, schools, local voluntary and community sector organisations, and other key partners	✓🔄	We continue to work in partnership through the various relationships we hold. This is enabled by the close working between leaders and operational teams which connect to the Healthier Greenwich Partnership with shared commitment and accountability for delivering our Health and Wellbeing Strategy and Health and Care plan priorities. We have worked to ensure we have joined up plans across the local place in Greenwich and we take time together to review delivery and impact of these with regular reports to various forums during the year and targeting action when needed to address any issues with making progress.

Mission 17: We design our services around the needs of our residents

Action	Status	Update
Redesign our website to enable better access to services and information for our residents	<div>✓🔄</div>	<p>Over the last year, the digital team has been working towards a new <a href="https://royalgreenwich.gov.uk">royalgreenwich.gov.uk</a> website. This is the first step of a journey to help residents, businesses and visitors more easily find, understand and access the information or service they need using any device.</p> <p><b>Taking a phased approach to improve the website</b> The first iteration of the new website went live on the 11th of June, which gives people a better experience using the homepage, news and events sections. We are still in the process of improving service information section-by-section, until all 16 sections have been reviewed for accuracy, accessibility and usability. This process will help remove content we don't need, simplify resident journeys and make content and design consistent.</p> <p><b>A more accessible website for residents, businesses and visitors</b> A huge driver for building a new Council website is to make information and services more accessible. Before we start the work, our website scored 248th out of 389 in Sitemorse's accessibility ranking of Local Government organisations. This means that the site had significant accessibility issues which could prevent people from accessing essential information and services. The Council has a legal obligation to meet accessibility regulations. We're doing this through many different actions: for example, by renaming services using language residents use, making content clear, and organising information in a more intuitive way. This will remove barriers for people to access essential services. This helps everyone, from people with visual impairments, learning disabilities and cognitive impairments, to people with access needs or low data on their phones.</p> <p><b>Saving the Council money with improved technology</b> The new website uses technology that costs less to run and gives us more control to scale. It is open source, free, more secure and simpler to use. Over time the total cost of running the website will continue to reduce.</p> <p><b>Saving staff time updating website with a better publishing process</b> The digital team has improved the process of publishing information so it's easier for colleagues to ask for changes. It also allows us to continue to improve content quality.</p> <p><b>Unlocking opportunities to transform services</b> This work lays the foundation for the Council to help residents' complete tasks online and improve routes into our services.</p>

Action	Status	Update
Work with residents to rethink and redesign services, through co-production and partnership working. An example of this work is the Housing Repairs Transformation Programme and the Find a Home Programme, where resident focus groups are helping shape the future service	<div>✓🔄</div>	<p>The Housing Repairs Transformation Team have completed their second phase and is moving into phase three. Improvements made so far include improving our Damp, Mould and Condensation (DMC) offer to respond to increasing pressures, reduce the number of incomplete jobs across the repairs service, and improve technology systems and data insights.</p> <p>Our Assistive Technology-Enabled Care programme, which will go live in the autumn, has been co-produced with a resident design group who have been involved in every stage of programme shaping.</p> <p>Our new Greenwich Community Directory was heavily influenced by residents and community groups through research and testing, and went live in March 2024.</p>





# Mission 18: Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable

Action	Status	Update
Closer align our resource planning with our outcome led strategic priorities through the generation of an Annual Plan and roll out of new approach to service planning across the Council	✓🔄	The Council published its first Annual Plan in April 2023. A new approach to service planning was rolled out in spring of the same year. A complete set of service plans was produced and serve as live documents that are updated by services in line with changes in strategic priorities.
Continue to work hard to identify efficiencies and a deliver a balanced budget for 24/25 whilst doing our best to protect key services communities rely on	✓	The Council are pleased to say we have delivered a balanced budget for the 24/25 financial year.

# Mission 19: Our Council works in the most efficient and effective ways possible

Action	Status	Update
Work to make the Council as efficient as possible by re-thinking services, processes and governance using the latest technology. Areas of focus over the next year includes our programme of Corporate Reform focusing on areas such as Finance, HR and Legal	✓🔄	The re-thinking programmes have continued to progress over the last year with a specific focus on improving the recruitment process by streamlining it and reducing the number of decision makers required. Additionally, we have rewritten the Council's Contract Standing Orders (CSOs) to align with new national procurement legislation and to improve governance structures and streamline decision-making processes. The new CSO's were approved by Cabinet in June.
Build on our Future of Work programme, to re-think and re-design our corporate buildings and ways of working, to adapt and ensure we are better utilising our assets and enabling our staff	✓🔄	The project has been launched to undertake engagement with stakeholders and staff to understand their future of work needs and to create pilot zones within the Woolwich Centre and Birchmere for trial and research. This ties in with the Medium-Term Financial Strategy and Asset Review, in terms of optimising the use of Council buildings.

# 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

Action	Status	Update
Develop a new Workforce Strategy which will align with our Future of Work principles and focus on our approach to recruitment, retention and training of staff. It will also look to address challenges such as hard to recruit/retain posts such as in health and social care I	🔄	Significant updates have been made to the draft Workforce Strategy, following extensive consultation with key stakeholders including senior leaders, Members, Trade Unions and the staff networks, and more recently, to consider the outcome of the whole staff survey and the critical areas of focus arising, in respect of staff engagement and staff wellbeing. The document is due to follow its final round of consultation ahead of sign off in September, with a planned implementation date of 31st October 2024.
Take forward the work of our EDI Action Plan and Steering Group, to improve under-represented group's career progression and representation across the Council	✓🔄	The Equality, Diversity and Inclusion Action Plan is being reviewed and updated as part of setting new Equality Objectives for the Council. The plan has progressed through an engagement process and is being drafted, with the current aim to have this completed and agreed in September.



# Appendix 2 – Mission Success Measures References

## Mission 1: People’s health supports them in living their best life

Success Measure	Indicator	Link to Source	Comment
Adult social care satisfaction levels	% of adult social care service user satisfaction (Age 18-64)	<a href="#">Adult Social Care Outcomes Framework</a>	
	% of adult social care service user satisfaction (Age 65 and over)	<a href="#">Adult Social Care Outcomes Framework</a>	
	Service user quality of life score out of 24 (Age 18-64)	<a href="#">Adult Social Care Outcomes Framework</a>	
	Proportion of people who use services who reported that they had as much social contact as they would like. 36.2	<a href="#">Adult Social Care Outcomes Framework</a>	
Healthy life expectancy measures	Healthy Life Expectancy at Birth (Male)	Council Data	
	Healthy Life Expectancy at Birth (Female)	Council Data	
Level of physical activity	% of adults who are physically active	Council Data	
Mental health indicators: mental health conditions, stress, anxiety	% of patients aged 18 and over with depression, as recorded on practice disease registers	Council Data	
	adults who complete IAPT treatment to recover via the national IAPT programme for people with depression and/or anxiety disorders	Council Data	
Childhood obesity rate	Prevalence of overweight (including obesity) for Greenwich - % of children in Year 6	<a href="#">Greenwich Data Observatory</a>	
	Prevalence of overweight (including obesity) for Greenwich - % of children in Reception	<a href="#">Greenwich Data Observatory</a>	

Success Measure	Indicator	Link to Source	Comment
Children and Adolescent Mental Health services referral rate	% of pupils in secondary school with a low or med-low score (14 – 27) on the Warwick-Edinburgh Mental Wellbeing Scale	Council Data	Children and Adolescent Mental Health services referral rate measure is too specific. Instead, data from the Schools Health Education Unit (SHEU) survey has been used as an alternative mental health measure for young people.
	% of pupils in Year 12 with a low or med-low score (14 – 27) on the Warwick-Edinburgh Mental Wellbeing Scale	Council Data	
	% of pupils in secondary school who responded that they are happy with their life as a whole	Council Data	
	% of pupils in Year 12 who responded that they are happy with their life as a whole	Council Data	
	% of pupils in secondary school who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	Council Data	
	% of pupils in Year 12 who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	Council Data	
Levels of care provided by good or outstanding providers	% of adult social care providers rated good or outstanding	<a href="#">Department of Health &amp; Social Care</a>	Awaiting guidance from the Department of Health and Social Care to calculate new indicator within the 23/24 ASCOF framework relating to quality of social care providers in the borough.



Mission 2: People will not experience discrimination

Success Measure	Indicator	Link to Source	Comment
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	% Of residents who feel the borough is “welcoming” for people of different ethnic backgrounds and communities, genders and sexual orientation	Resident poll undertaken by Enventure Research	
	% Of residents who feel the borough is “not welcoming” for people of different ethnic backgrounds and communities, genders and sexual orientation	Resident poll undertaken by Enventure Research	
Educational attainment – KS2 and KS4 – Ethnicity, gender, special educational needs (SEN)	See graphs in section below	Council Data	
Housing – homelessness and overcrowding, broken down by protected characteristics	See graphs below (service is working to bring the data together for the latest update – this will be included in the final cabinet version of the plan)	Council Data	
Employment – representation and pay disparities, broken down by protected characteristics	Proportion of the working aged population (16-64) who are in employment – white (%)	<a href="#">LG Inform</a>	
	Proportion of the population (16+) who are unemployed – white (%)	<a href="#">LG Inform</a>	
	Proportion of the working aged population (16-64) who are in employment - all ethnic minority groups (%)	<a href="#">LG Inform</a>	
	Proportion of the population (16+) who are unemployed - all ethnic minority groups (%)	<a href="#">LG Inform</a>	

Success Measure	Indicator	Link to Source	Comment
Crime – Stop and search, adult reoffending, hate crime (breakdown by type)	% of Positive stop and searches: Total	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	A positive outcome includes when the stop reason and outcome were different. E.g., A person stopped for Drug Possession is not found to have drugs but is found with a bladed knife.
	% of Positive stop and searches by ethnic appearance (WHITE): Total	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of Positive stop and searches by ethnic appearance (BLACK): Total	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of Positive stop and searches by ethnic appearance (ASIAN): Total	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of Positive stop and searches by ethnic appearance (OTHER): Total	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of Positive stop and searches by stop reason: Drugs	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of Positive stop and searches by stop reason: Weapons, Point & Blades	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Hate Crime flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Racist & Religious flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Racist flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Homophobic flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Faith flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Disability flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Any Notifiable Offence record which has had one or more Transgender flags added (Number)	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	% of adult male offenders who reoffend	<a href="https://data.london.gov.uk/dataset/mps-stop-and-search-public-dashboard-data">https://data.london.gov.uk/dataset/mps-stop-and-search-public-dashboard-data</a>	
	% of adult female offenders who reoffend	<a href="https://data.london.gov.uk/dataset/mps-stop-and-search-public-dashboard-data">https://data.london.gov.uk/dataset/mps-stop-and-search-public-dashboard-data</a>	



Mission 3: Those in financial need can access the right support, advice and opportunities to improve their situation

Success Measure	Indicator	Link to Source	Comment
Foodbank usage and other relevant support services	Foodbank usage (Greenwich Trussell Trust Foodbank only) - number of users / total number of meals	Council Data	Data comes from Greenwich Trussell Trust Foodbank only and does not include Foodbank usage from other providers of food aid in the borough. This is due to the large number of providers in the borough not currently reporting this information.
	FOOD Club (Family Action) usage: Total number of members/ average weekly attendance	Council Data	
	FOOD Club (Family Action) usage: Total number of members/ average weekly attendance	Council Data	
Households in the borough in financial crisis or at risk of being in crisis	Local Council Tax support case load		
	Residents receiving Housing Benefit and/or Council Tax Support, who have either a rent or Council tax debt	Council Data	
	Total number of households on universal credit by month	<a href="#">DWP Stat-Xplore</a>	
	Pension credit claims in payment by quarter	<a href="#">DWP Stat-Xplore</a>	
	Number of Personal Independence Payments (PIP) claims with entitlement by month	Council Data	
	Number of Emergency Support Scheme Applications by month	Council Data	
	Number of Emergency Support Payments awarded by month	Council Data	
	% of Emergency Support Scheme Applications which were successful by month	Council Data	

Success Measure	Indicator	Link to Source	Comment
Gap between benefit and free school meal eligibility and take up	Total number of eligible Healthy Start beneficiaries	Council Data	Data unavailable for how many children in the borough or pupils in Royal Borough of Greenwich schools are eligible for free school meals. Data from Healthy Start Scheme used as an alternative indicator.
	% Uptake of Healthy Start vouchers	Council Data	
Resident survey – Percentage stating a high level of confidence in managing money, level of financial knowledge	% Of residents who feel “confident” in managing their/ their households finances	Resident poll undertaken by Enventure Research	
	% Of residents who feel “neither confident nor unconfident” in managing their/ their households finances	Resident poll undertaken by Enventure Research	
	% Of residents who feel “not confident” in managing their/ their households finances	Resident poll undertaken by Enventure Research	





Mission 4: Children and young people can reach their full potential

Success Measure	Indicator	Link to Source	Comment
Young People survey – Do young people feel prepared for adulthood?	% of secondary school pupils responding "often" or "all of the time" to the statement: "I've been feeling optimistic about the future"	Council Data	Questions asked in the Young People Survey do not currently relate specifically to feeling prepared for adulthood. In lieu of this, we have used the indicator listed.
Education attainment at KS2 and 4 and value-added scores	KS2 - % achieving expected standard in RWM	Council Data	
	KS2 - Reading progress	Council Data	London benchmark data not available for 2022.
	KS2 - Writing progress	Council Data	London benchmark data not available for 2022.
	KS2 - Maths progress	Council Data	London benchmark data not available for 2022.
	KS4 - Attainment 8	Council Data	
	KS4 - Progress 8	Council Data	
Social care interactions for young people	Number and rate of CYP (children and young people) on CIN (children in need) Plan (rate per 10,000 0 - 17)	Council Data	
	Number and rate of CYP on CP Plan (rate per 10,000 0 - 17)	Council Data	
	Number and rate of children in our care (rate per 10,000 0 - 17)	Council Data	
Ofsted school ratings	% of all schools rated good or outstanding by Ofsted	Council Data	
Education Employment Training /Not in Education Employment or Training measures	% of people aged 16-17; combined NEET and unknown figure	Council Data	

Success Measure	Indicator	Link to Source	Comment
Average number of children's social care interventions per child			This measure is not currently collected and social care interactions is covered by the three indicators above and therefore this indicator has been removed.
Number of children in our care	Number of children in our care	Council Data	
Youth offending/reoffending rate	Youth offending rate per 100,000 (10–17-Year-olds)	Council Data	
	Youth reoffending rate per 100,000 (10–17-Year-olds)	Council Data	
Employment rate for young people			Due to a change in data collection regime, NEET measures for 18-25 year olds are not available. We will work to include a measure covering this in next years plan.



Mission 5: Everyone in Greenwich is safer, and feels safer

Success Measure	Indicator	Link to Source	Comment
Resident survey – public perception of safety e.g. how safe or unsafe people feel in their local area during the day and after dark.	% Of residents who feel “safe” when outside in their local area after dark	Resident poll undertaken by Enventure Research	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area after dark	Resident poll undertaken by Enventure Research	
	% Of residents who feel “unsafe” when outside in their local area after dark	Resident poll undertaken by Enventure Research	
	% Of residents who feel “safe” when outside in their local area during the day	Resident poll undertaken by Enventure Research	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area during the day	Resident poll undertaken by Enventure Research	
	% Of residents who feel “unsafe” when outside in their local area during the day	Resident poll undertaken by Enventure Research	
Resident survey – people who have recently sought/been granted asylum and their experience	Currently this is not available. Specific group harder to reach through resident survey. We will work to develop a method to collect and report this in the future through updates via the Our Greenwich website <a href="https://www.ourgreenwich.org.uk">https://www.ourgreenwich.org.uk</a>		
Resident survey – for those who are the victims of crime their view on the support they received/accessed	Overall Victim Satisfaction with the service provided to them by the Metropolitan Police Service (MPS), who reported the incident face-to-face	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	Data comes from MOPAC rather than our own resident polling.
	Public Perception responses to “Agree the police can be relied upon to be there when needed”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Agree the police treat everyone fairly regardless of who they are”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Agree the police are dealing with the things that matter to this community”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Agree the police listen to the concerns of local people”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Feels well informed about local police activities over the last 12 months”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Knows how to contact their local ward officer”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Police do a good job in the local area”	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	
	Public Perception responses to “Trust in the Police” by borough	<a href="#">Mayor's Office for Policing and Crime (MOPAC)</a>	

Success Measure	Indicator	Link to Source	Comment
Number of police recorded personal crimes per 1,000 people (violence, sexual offences, robbery, theft, criminal damage and arson.)	Number of crimes per 1,000 people: Homicide, Violence with Injury, Violence without Injury	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Number of crimes per 1,000 people: Rape, Other sexual offences	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Number of crimes per 1,000 people: Robbery of Personal Property, Robbery of Business Property	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Number of crimes per 1,000 people: Theft from Person, Shoplifting, Bicycle Theft, Other Theft	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Number of crimes per 1,000 people: Arson, Criminal Damage	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
Number of children and young people who are victims of crime	Proportion of children and young people who are victims of crime who are aged 1-24	Metropolitan Police Service	
	Number of children and young people who are victims of crime who are aged 1-24	Metropolitan Police Service	
Number of children and young people first time and re-offending rates	Youth offending rate per 100,000 (10–17-Year-olds)	Council Data	
	Youth reoffending rate per 100,000 (10–17-Year-olds)	Council Data	
Number of domestic abuse offences and number referred to MultiAgency Risk Assessment Conference	Any Notifiable Offence record which has had one or more Domestic Abuse flags added	<a href="#">Metropolitan Police Service (MPS) Crime Dashboard</a>	
	Number of referrals to MultiAgency Risk Assessment Conference (MARAC)	Council Data	



Mission 6: People in Greenwich have access to a safe and secure home that meets their needs

Success Measure	Indicator	Link to Source	Comment
Supply of low and zero carbon homes	This indicator is not currently collected and currently is not cost effective to collect. All current major developments (over 10 units) must be carbon neutral as set out in the London Plan 2021. Major developments contribute the majority of builds in the borough and therefore the majority of new builds can be seen as net zero. If an new way of collecting this data becomes available we will re-instate this indicator.		
Number of properties deemed non-compliant for fire safety	Number of high-rise non-ACM buildings non-compliant for fire safety	Council Data	
	Number of high-rise ACM clad buildings compliant for fire safety / overall percentage	Council Data	
Supply of housing: percentage social let, affordable, shared ownership and market supply	Number of new units: % Affordable % Shared Ownership % Market	Council Data	2018/19 most recent data available. 2021/22 data will be available in Spring/ Summer 2022/23
	Tenure of household (pie chart)	<a href="#">Office for National Statistics</a>	
Housing waiting list: priority breakdown	Number of people on the housing waiting list: Band A,B1,B2 (Priority Need)	Council Data	
Number of people who are homeless	Number of people on the housing waiting list: Band C (Applications on the register without priority need)	Council Data	
	Number of people on the housing waiting list: Band C (Applications on the register without priority need)	Council Data	
Households prevented from homelessness	Number of cases where homelessness has been prevented	Council Data	
Number of people who are homeless	Total number of households owed a duty under the Homelessness Reduction Act	Council Data	
Supply/demand, specially adapted homes or housing adaptations	Number of adaptations completed	Council Data	
Measures for people with disabilities being supported to live independently	Number of vulnerable clients assisted to live independently	Council Data	
Environmental health: Houses assessed and no compliant under the housing health and safety rating system (HHSRS)	Properties identified as having category 1 hazards	Council Data	
Percentage of non-compliant applicants (housing licenses)	Number of unlicensed properties discovered through investigation	Council Data	
Tenant Satisfaction Measures	Data collection beginning in April 2023. This will be reported in 24/25 Annual Plan.		

Mission 7: It is easier, safer and greener to move around the borough and the rest of London

Success Measure	Indicator	Link to Source	Comment
Resident survey – take up of and attitudes towards active transport	Percentage of residents doing at least two x10 minutes of active travel a day (%)	<a href="#">Transport for London (TfL)</a>	Data comes from TfL rather than our own resident polling
Air quality monitoring stations within healthy limits	% Monitoring locations indicating that they meet the annual national Air Quality Objectives for Nitrogen Dioxide	Council Data	
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM10)	Council Data	
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM2.5)	Council Data	
Proportion of journeys undertaken by walking or cycling	Percentage of trips undertaken by walking (%)	<a href="#">Transport for London (TfL)</a>	
	Percentage of trips undertaken by cycling (%)	<a href="#">Transport for London (TfL)</a>	
Vehicle miles travelled	Motor vehicle traffic (million vehicle km)	<a href="#">Department for Transport</a>	

Mission 8: Development and Regeneration

Success Measure	Indicator	Link to Source	Comment
Resident survey – Do you feel like development in your local area has had a positive impact on your area	% Of residents who “agree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	Resident poll undertaken by Enventure Research	
	% Of residents who “neither agree nor disagree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	Resident poll undertaken by Enventure Research	
	% Of residents who “disagree” that developments (e.g., housing or retail developments) have had a positive impact in their local area	Resident poll undertaken by Enventure Research	
Measure of accessibility of key local public services: (GP, pharmacy, sports or leisure facilities, internet access)	Health Index Score for the "access to services" subdomain	<a href="#">Office for National Statistics (ONS)</a>	
Amount collected and value delivered by Community Infrastructure Levy and Planning Obligations (Section 106)	CIL collected in previous FY	<a href="#">Royal Borough of Greenwich</a>	
	CIL allocated in previous FY	<a href="#">Royal Borough of Greenwich</a>	
	NCIL allocated through Greenwich Neighbourhood Growth Fund in previous Financial Year	<a href="#">Royal Borough of Greenwich</a>	
	S106 secured in previous Financial Year	<a href="#">Royal Borough of Greenwich</a>	
	S106 spent in previous Financial Year	<a href="#">Royal Borough of Greenwich</a>	



Mission 9: Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents

Success Measure	Indicator	Link to source	Comment
Quality of borough green infrastructure (parks, trees, hedgerows etc)	Number of Green Flag Awards	Council Data	Parks Estates and Open Spaces does not account for the entirety of the public realm. We are currently in the process of installing a new system which will allow reporting on other elements of the public realm in future Annual Plan.
Complaints about public realm	Parks Estates and Open Spaces Complaints received and upheld	Council Data	
Percentage of borough within a certain distance of a green space	Average distance to nearest park or public garden or playing field (m)	<a href="#">Office for National Statistics (ONS)</a>	
Resident survey – perception of local area and ideas for improvement	% Of residents who feel “satisfied” with their local area as a place to live	Residents poll conducted by Enventure Research	
	% Of residents who feel “dissatisfied” with their local area as a place to live	Residents poll conducted by Enventure Research	
Fly-tipping – instances reported and volumes cleared	Number of reported fly tips	Upcoming engagement for the development of our Place vision, will include insight to report on this success measure in the future	
	Total tonnes of fly tipping collected	Council Data	
	Number of enforcement actions taken (where proportionate and evidential threshold met) (figure includes where enforcement action was necessary to remove vehicles)	Council Data	
	Number of educational engagements with residents and businesses	Council Data	

Mission 10: Climate Crisis

Success Measure	Indicator	Link to Source	Comment
Biodiversity score	Number of sites registered as Fields in Trust	<a href="#">Fields in Trust</a>	Biodiversity score not currently available. Alternative indicators monitor sites of ecological significance.
	Number of Sites of Nature Conservation Importance (SINCs)	Council Data	
	Number of parks and open spaces where revised grass cutting schedules have been introduced to create conservation and meadow areas	<a href="#">Royal Borough of Greenwich</a>	
	Total hectares of parks and green space managed by Royal Borough of Greenwich	<a href="#">Royal Borough of Greenwich</a>	
Household recycling rate	Household recycling rate (%)	<a href="#">UK statistics on waste - GOV.UK (www.gov.uk)</a>	
CO2 net emissions by different sources – overall emissions profile for the borough	Total borough emissions (kt CO2eq/year)	Council Data	
	Total operational (Council) emissions (kt CO2eq/year)	Council Data	
	Total operational (Council) emissions, including emissions from Council owned homes (kt CO2eq/year)	Council Data	
Proportion of new homes built that are low or zero carbon homes	Currently this is not available. We will work to develop a method to collect and report this in the future		
Energy efficiency of housing stock	Average EPC/SAP rating of all Council owned dwellings (A-G)	Council Data	



Mission 11: Work in Greenwich

Success Measure	Indicator	Link to Source	Comment
Average wage of residents in the borough	Median annual pay for male full-time workers - residents (£)	<a href="#">Greenwich Data Observatory</a>	
	Median annual pay for female full-time workers - residents (£)	<a href="#">Greenwich Data Observatory</a>	
	Borough based London Living Wage accredited employers	Council Data	
Percentage of adults with disabilities in work (broken down by type e.g. learning disabilities, physical disabilities, mental health)	Employment rate aged 16-64 – Equality Act core or work-limiting disabled	Council Data	
Do residents feel they have job security?	% of residents who feel “secure” in their current employment	Resident poll undertaken by Enventure Research	
	% of residents who feel “neither secure nor insecure” in their current employment	Resident poll undertaken by Enventure Research	
	% of residents who feel “insecure” in their current employment	Resident poll undertaken by Enventure Research	
Percentage of residents paid less than London Living Wage	% earning below Living Wage Foundation rates	<a href="#">Office for National Statistics (ONS)</a>	
Average wage for those working in the borough	Earnings based on avg. Working hours of 38.5 hours a week	Council Data	
Unemployment rate	Unemployment rate (%) (12 months ending)	<a href="#">LG Inform</a>	
Adult Community Learners	ACL number of learners unemployed (2022-2023 Academic Year) as a proportion of ACL learners enrolled	Council Data	

Mission 12: Town centres, high streets, and shopping centres

Success Measure	Indicator	Link to Source	Comment
Vacant shops in high streets	Vacant shops in a neighbourhood parade: Vacancy Rates in Eltham Town Centre	Council Data	
	Vacant shops in a neighbourhood parade: Vacancy Rates in Woolwich Town Centre	Council Data	
	Vacant shops in a neighbourhood parade: Vacancy Rates in Greenwich Town Centre	Council Data	
Average footfall on high streets/ town centres		Council Data	
Spend in town centres / high streets / neighbourhood parades			This data will be available for 24/25 using GLA High Streets Data Service.
Resident perception of high streets/town centres/shopping parades (broken down by area)	% Of residents who rated their local high street/ town centre as “excellent” or “good”	Resident poll undertaken by Enventure Research	
	% Of residents who rated their local high street/ town centre as “OK”	Resident poll undertaken by Enventure Research	
	% Of residents who rated their local high street/ town centre as “poor” or “very poor”	Resident poll undertaken by Enventure Research	



Mission 13: Enhancing and developing our economy

Success Measure	Indicator	Link to Source	Comment
Council and anchor institution spend in the borough	Council spend in the borough		Indicator not yet available. This will be defined alongside our Economic Development Strategy.
	Anchor institution spend in the borough	Council Data	
Number of people employed in Royal Greenwich	Total employee jobs	<a href="#">NOMIS</a>	
Business closure rate	Count Of Deaths of Enterprises	<a href="#">Office for National Statistics (ONS)</a>	
	Count Of Births Of New Enterprises		
Measure of inward investment	Indicator not yet available. This will be defined alongside our Economic Development Strategy.		
New employment space delivered through development	Loss and gain of B-use floorspace, completed and permitted (sqm)	<a href="#">Royal Borough of Greenwich</a>	
	Number of people aged 16 and over who are economically active - In employment	<a href="#">NOMIS</a>	
	% of people aged 16-64 who are economically active - In employment	<a href="#">NOMIS</a>	
	UK Business Counts: Total number of local units	<a href="#">NOMIS</a>	
Gross value added	Total gross value added (£m)	<a href="#">Greenwich Data Observatory</a>	
Business start rate	Count Of Births of New Enterprises	<a href="#">Office for National Statistics (ONS)</a>	
Business density	Business density (businesses per 10,000 people)	<a href="#">LG Inform</a>	
Measure of growth of sectors we want to attract	This indicator will be reported following the identification of these sectors through the forthcoming Economic Strategy		

Mission 14: Voluntary, community, and socially motivated sectors

Success Measure	Indicator	Link to Source	Comment
Survey VCS - How resilient is your organisation (for those covered above)	Indicator not yet available. This will be developed alongside our forthcoming Community Resource Strategy.		
Profile of organisations supported by the Council through VCS commissioning	Number of organisations funded across 19 priority areas	Council Data	
Number/profile of people supported by individual groups (VCS commissioning)	Total funding allocated through VCS Grants	Council Data	

Mission 15: Our Council is better at listening to communities, and communities feel they are heard

Success Measure	Indicator	Link to Source	Comment
Resident survey – Do residents feel that the Council listens and understands them, do residents have a voice in defining and designing services received	% Of residents who feel that Royal Borough of Greenwich acts “a great deal” or a “fair amount” on the concerns of local residents	Resident poll undertaken by Enventure Research	
	% Of residents who do not feel that Royal Borough of Greenwich acts “not very much at all” or “not at all” on the concerns of local residents	Resident poll undertaken by Enventure Research	
Resident survey – Do residents have a voice in defining and designing services received	% Of residents who feel that local residents can influence “a great deal” or “a fair amount” how Council services are run	Resident poll undertaken by Enventure Research	
	% Of residents who feel that local residents can influence “not very much at all” or “not at all” how Council services are run	Resident poll undertaken by Enventure Research	
Number of community ideas for action against our missions taken forward	Indicator will be first reported in 24/25 annual plan as this is the first annual plan		





Mission 16: We develop networks with communities, key partners and businesses to meet need and address challenges together

Success Measure	Indicator	Link to Source	Comment
Case study examples of joint working	Will be first reported in 24/25 annual plan as this is the first annual plan		
Case study examples of changes in service delivery models that support community ownership of services and service delivery	Will be first reported in 24/25 annual plan as this is the first annual plan		
Resident survey – Do you feel there are support networks you can rely on in your community?	% Of residents who feel that there are support networks (e.g., friends, neighbours, organisations) they can rely on in their community?	Resident poll undertaken by Enventure Research	
	% Of residents who feel that there are not support networks (e.g., friends, neighbours, organisations) they can rely on in their community?	Resident poll undertaken by Enventure Research	
Resident survey – Do you know where you can find information about community services in your area?	% Of residents who responded that they know where to look for information about services and activities in their area	Resident poll undertaken by Enventure Research	
	% Of residents who responded that they do not know where to look for information about services and activities in their area	Resident poll undertaken by Enventure Research	

Mission 17: We design our services around the needs of our residents

Success Measure	Indicator	Link to Source	Comment
Channel shift – Contact centre to website	Will be first reported in 24/25 annual plan as this is the first annual plan		
Resident survey – Measures of satisfaction with Council services	% Of residents who responded that they were “satisfied” with the way the Royal Borough of Greenwich runs things?	Resident poll undertaken by Enventure Research	
	% Of residents who responded that they were “neither satisfied nor dissatisfied” with the way the Royal Borough of Greenwich runs things?	Resident poll undertaken by Enventure Research	
	% Of residents who responded that they were “dissatisfied” with the way the Royal Borough of Greenwich runs things?	Resident poll undertaken by Enventure Research	
Resident survey – Digital inclusion, resident confidence in accessing services online	% Of residents who feel “confident” in accessing Council services online	Resident poll undertaken by Enventure Research	
	% Of residents who feel “neither confident nor unconfident” in accessing Council services online	Resident poll undertaken by Enventure Research	
	% Of residents who feel “confident” in accessing Council services online	Resident poll undertaken by Enventure Research	
Number of complaints upheld	% of Stage One complaints fully upheld	Council Data	
	Number of Stage One complaints fully upheld	Council Data	
	% of Stage Two complaints fully upheld	Council Data	
	Number of Stage Two complaints fully upheld	Council Data	

Mission 18: Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable

Success Measure	Indicator	Link to Source	Comment
Staff survey – Do staff feel a sense of direction for the organisation and service?	% Of staff that agree the Council has a clear sense of direction and priorities	Staff Survey	Conducted by DJS Research on behalf of Royal Borough of Greenwich, 2024
	% Of residents who responded that they were “satisfied” with the way the Royal Borough of Greenwich runs things?	Staff Survey	
	% Of residents who responded that they were “neither satisfied nor dissatisfied” with the way the Royal Borough of Greenwich runs things?	Staff Survey	
	% Of staff that agree their service has a clear sense of direction and priorities	Staff Survey	
	% Of staff that neither agree nor disagree their service has a clear sense of direction and priorities	Staff Survey	
	% Of staff that disagree their service has a clear sense of direction and priorities	Staff Survey	
Summary of budget position	Indicator reports on the final position of the Councils accounts at the end of the year. Therefore, it will be first reported in 24/25 annual plan as this is the first annual plan.		
Delivery of improvement work (e.g. corporate reform)	Case studies presented from Council sources.		
Proportion of missions from Our Greenwich trending in a positive direction	Indicator has been removed. Trend of a particular mission is better assessed by reviewing the mission success measures published in the plan		

Mission 19: Our Council works in the most efficient and effective ways possible

Success Measure	Indicator	Link to Source	Comment
Staff survey – Do staff feel they have the right level of autonomy and accountability to deliver their work?	% Of staff that feel they have access to the right training, information and support to get things done 'all of time' and 'sometimes'	Staff Survey	
	% Of staff that feel they have access to the right training, information and support to get things done 'not very much' and 'not at all'	Staff Survey	
	% Of staff that agree the Council's policies, processes and governance structures allow them to work effectively	Staff Survey	
	% Of staff that neither agree nor disagree the Council's policies, processes and governance structures allow them to work effectively	Staff Survey	
	% Of staff that disagree the Council's policies, processes and governance structures allow them to work effectively	Staff Survey	
Officer time saved through improvements	We are working to develop this measure which we will bring forward in a future update via our online success measure updates.		
Delivery against improvement projects (planning, delivery, delivered)	Case studies presented from Council sources.		



## 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

Success Measure	Indicator	Link to Source	Comment
Representation at different levels of the organisation	% of all employees - BAME	Council Data	
	% of all employees - Disabled	Council Data	
	% of all employees - Female	Council Data	
	% of Top 5% (PO7+) - BAME	Council Data	
	% of Top 5% (PO7+) - Disabled	Council Data	
	% of Top 5% (PO7+) - Female	Council Data	
Number and attendance at staff network	Number of staff networks	Council Data	
Proportion of roles filled by agency staff	% of roles filled by agency staff	Council Data	
Staffing absence (median sickness days)	Sickness absence - average FTE days lost	Council Data	
Vacancies filled internally	% of appointments filled internally	Council Data	
Staff survey – work satisfaction and work life balance	% Of staff that feel satisfied in their job	Staff Survey	Conducted by DJS Research on behalf of Royal Borough of Greenwich, 2024
	% Of staff that feel dissatisfied in their job	Staff Survey	
	% Of staff who feel they have a good work-life balance (scoring 3, 4 or 5)	Staff Survey	
	% Of staff who do not feel they have a good work-life balance (scoring 1 or 2)	Staff Survey	
Gender and ethnic minority pay gaps	Average gender pay gap	Council Data	
	Average ethnicity pay gap	Council Data	
Proportion of staff who live in the borough	% of staff who live in the borough	Council Data	