



ELIZABETH LINE
Woolwich

Design District Canteen
Street Food
Bar

Our Greenwich Annual Plan 2023-4

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Foreword

In December last year we agreed our new vision for the borough, **Our Greenwich.**

This was formed from extensive engagement with our communities, businesses and partners. What we heard through these honest conversations helped us to understand key challenges we face across the borough, and establish the 20 missions that underpin our plan.

Over the last few years, in difficult and uncertain times, we have delivered a number of standout achievements. Our community hub, for example, provided vital support to thousands during the pandemic, our Greenwich Supports service is helping our most vulnerable residents through the current cost of living crisis, and our ambitious Greenwich Builds Programme will be delivering vital new Council homes. But we want to go further. Through Our Greenwich we are on a journey to change the way we action plan and measure progress. This first Annual Plan sets out what we will be doing this financial year to progress

our shared missions and deliver real change for our communities.

Within this plan we have set out a number of ambitious actions for each mission to make sure we are making progress. Some of the key areas of focus include:

- **Supporting the most in need:** We recognise the significant difficulties faced by many households across the borough due to the ongoing cost of living crisis. In response, we will be expanding our Greenwich Supports service to help even more residents than ever before.
- **Redesigning community engagement:** We recognise the importance of engaging with our community members and providing them with opportunities to participate in decision-making processes. We will be implementing new initiatives to foster greater dialogue and promote community involvement.

- **Strengthening partnerships:** We value the partnerships we have built with local organisations, businesses, and other stakeholders. These are vital to the delivery of Our Greenwich as many of the changes we want to see in the Borough cannot be delivered by a single organisation. We will continue to collaborate and build new partnerships to advance our shared goals and address community needs.
- **Building more Council homes:** We understand the severity of the housing crisis and that access to safe and affordable housing is a major priority for our community. Through Greenwich Builds we will continue to address the housing needs of low-income families and individuals, to ensure more people have access to safe and affordable housing.
- **Addressing the climate crisis:** We heard clearly from communities that there is the need for urgency in addressing climate change. We will be implementing initiatives

to reduce our carbon footprint and promote sustainable practices across the Borough.

- **Supporting local businesses:** We understand that local businesses are experiencing real pressures. We will be developing a new Economic Development strategy and implementing initiatives to support and promote our local businesses to help them thrive.

As we have said, this is the start of a journey we want to go on together. We want to continue to engage with our communities across the borough so we can collectively shape the future actions the Council takes to deliver Our Greenwich.

Thank you for taking the time to read this plan and we look forward to working with all of Royal Greenwich to help deliver real change together.

Cabinet

Introduction



Within Our Greenwich, the Council's four-year corporate plan, we committed to producing an annual plan (of which this is the first).

These plans summarise the key actions we will be taking each to deliver on our missions. This is a summary of our key actions, rather than a summary of everything happening across the Council.

This annual plan provides an update on our agreed mission success measures and, where appropriate, the direction of travel we want the success measure to move in over the course of the year.

With the continuing funding uncertainty surrounding local government it is important that we set actions within the financial constraints the Council is under. Therefore, this annual plan has been developed in close alignment with our budget setting process we are able to make sure we are allocating resources in a way that allows us to take these actions forward.

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

Annual Plan Structure

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

There are 5 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.

On each page you will see the Mission and the Outcomes the Mission is seeking to deliver. Under each mission there is the list of actions the Council will be talking over the next 12 months to deliver on our missions, this is our plan.

The Mission Success Measures for each Mission are included. with the most up to date figures available, benchmark figures for London and a desired trend to indicate the direction we would like to see the indicator move. As this is the first plan of its kind the figures here will act as our baseline.

There is an appendix to this document where more detail can be found on the sources of each of the success measures presented.

Our People

Vision for 2030

In 2030, people are living happier, longer, more fulfilling lives and fewer people experience poverty, hardship or inequality. Royal Greenwich is a fair and welcoming place which actively challenges discrimination of any kind.

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

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

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

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



Missions

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



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Adult social care satisfaction levels	% of adult social care service user satisfaction (Age 18-64)	58.50%	2021/22	↑	62%
	% of adult social care service user satisfaction (Age 65 and over)	52.70%	2021/22	↑	54.90%
	Service user quality of life score out of 24 (Age 18-64)	18.7	2021/22	↑	18.9
	Service user quality of life score out of 24 (Age 65 and over)	17.5	2021/22	↑	17.9
	Proportion of people who use services who reported that they had as much social contact as they would like. 36.2	36.2	2021/22	↑	37.8
Healthy life expectancy measures	Healthy Life Expectancy at Birth (Male)	60.1	2018-20	↑	63.8
	Healthy Life Expectancy at Birth (Female)	67.2	2018-20	↑	65
Level of physical activity	% of adults who are physically active	66.40%	2020/21	↑	64.90%
Mental health indicators: mental health conditions, stress, anxiety	% of patients aged 18 and over with depression, as recorded on practice disease registers	9.80%	2021/22	↓	
	% adults who complete IAPT treatment to recover via the national IAPT programme for people with depression and/or anxiety disorders	54%	2022/23	↑	9%
Childhood obesity rate	Prevalence of overweight (including obesity) for Greenwich - % of children in Year 6	42.40%	2019/20	↓	38.20%
	Prevalence of overweight (including obesity) for Greenwich - % of children in Reception	27%	2019/20	↓	21.60%
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	42.00%	2021	↓	
	% of pupils in Year 12 with a low or med-low score (14 – 27) on the Warwick-Edinburgh Mental Wellbeing Scale	33.00%	2021	↓	
	% of pupils in secondary school who responded that they are happy with their life as a whole	58.00%	2021	↑	
	% of pupils in Year 12 who responded that they are happy with their life as a whole	61.00%	2021	↑	
	% of pupils in secondary school who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	47.00%	2021	↓	
	% of pupils in Year 12 who responded that worry at least 'sometimes' stops them from concentrating on or enjoying other things	45.00%	2021	↓	
Levels of care provided by good or outstanding providers	% of adult social care providers rated good or outstanding	New measure ready for 23/24			

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

Over the next 12 months we will:

- 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
 - Accreditation within the Social Housing Anti Racism Pledge (SHARP)



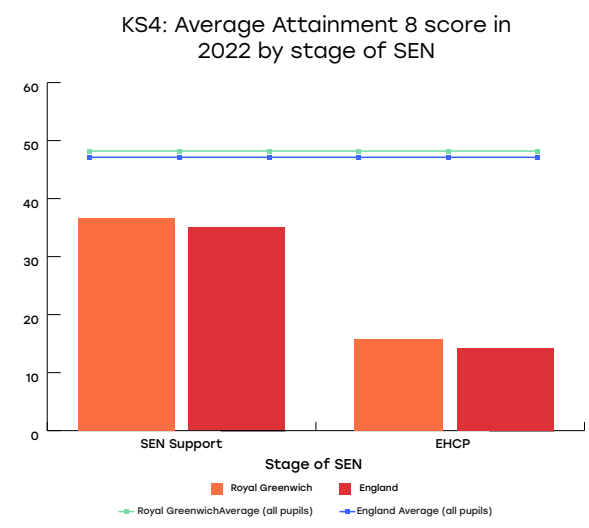
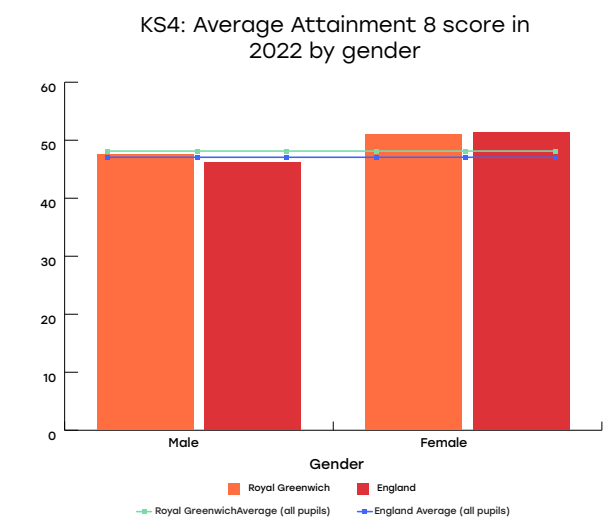
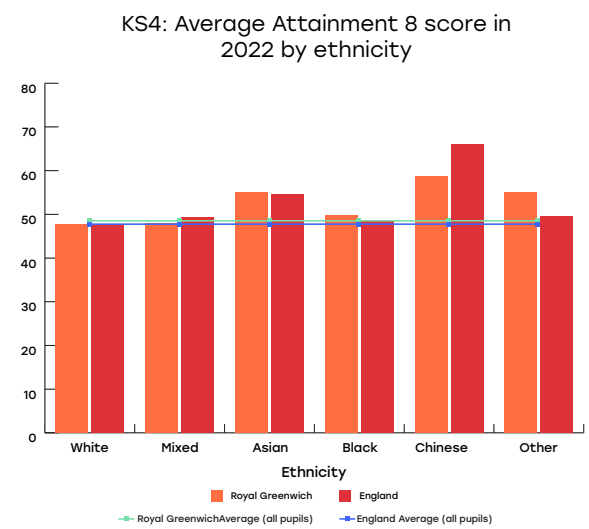
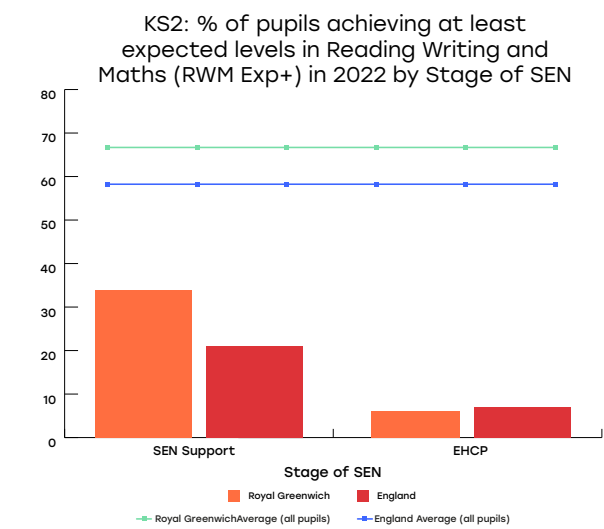
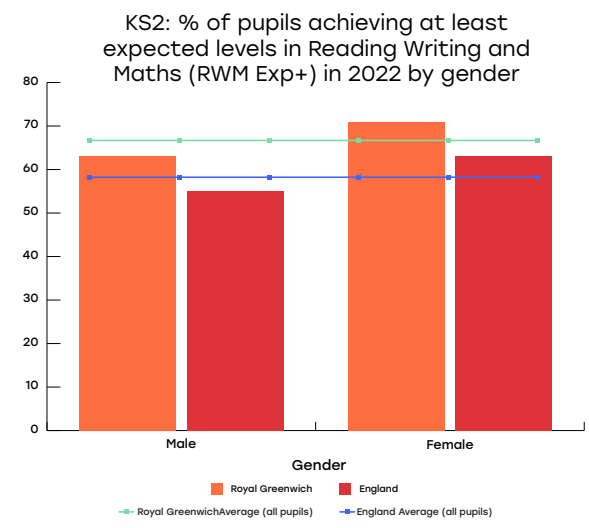
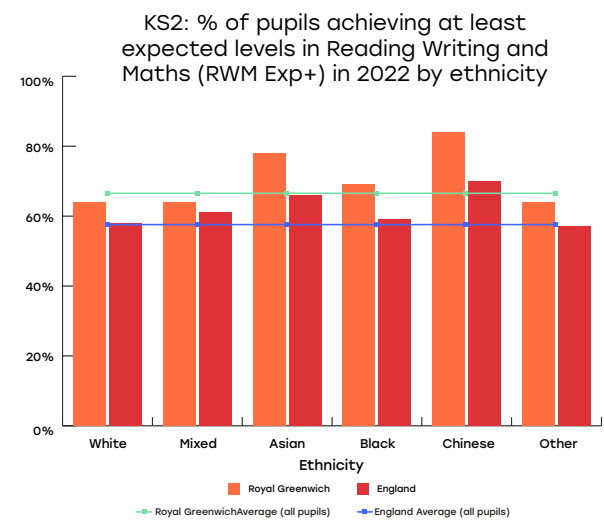
Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Resident survey – residents experience of discrimination	% Of residents who feel the borough is “welcoming” for people of different ethnic backgrounds and communities, genders and sexual orientation	85%	Mar-Apr 2023	↑	
	% 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	↓	
Educational attainment – KS2 and KS4 – Ethnicity, gender, special educational needs (SEN)	See graphs in section below				
Housing – homelessness and overcrowding, broken down by protected characteristics	See graphs in section 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	↑	79.9%
	Proportion of the population (16+) who are unemployed – white (%)	2.0%	2022 Q3	↓	3.4%
	Proportion of the working aged population (16-64) who are in employment - all ethnic minority groups (%)	67.6%	2022 Q3	↑	70.0%
	Proportion of the population (16+) who are unemployed - all ethnic minority groups (%)	8.7%	2022 Q3	↓	6.2%
Crime – Stop and search, adult reoffending, hate crime (breakdown by type)	% of Positive stop and searches: Total	26.7%	2022	N/A	
	% of Positive stop and searches by ethnic appearance (WHITE): Total	27.1%	2022	N/A	
	% of Positive stop and searches by ethnic appearance (BLACK): Total	26.1%	2022	N/A	
	% of Positive stop and searches by ethnic appearance (ASIAN): Total	27.4%	2022	N/A	
	% of Positive stop and searches by ethnic appearance (OTHER): Total	25.5%	2022	N/A	
	% of Positive stop and searches by stop reason: Drugs	28.4%	2022	N/A	
	% of Positive stop and searches by stop reason: Weapons, Point & Blades	19%	2022	N/A	
	Any Notifiable Offence record which has had one or more Hate Crime flags added (Number)	818	2022	↓	773
	Any Notifiable Offence record which has had one or more Racist & Religious flags added (Number)	692	2022	↓	657

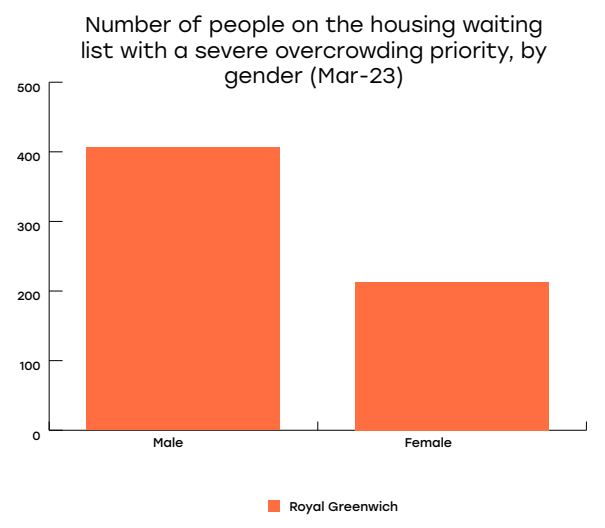
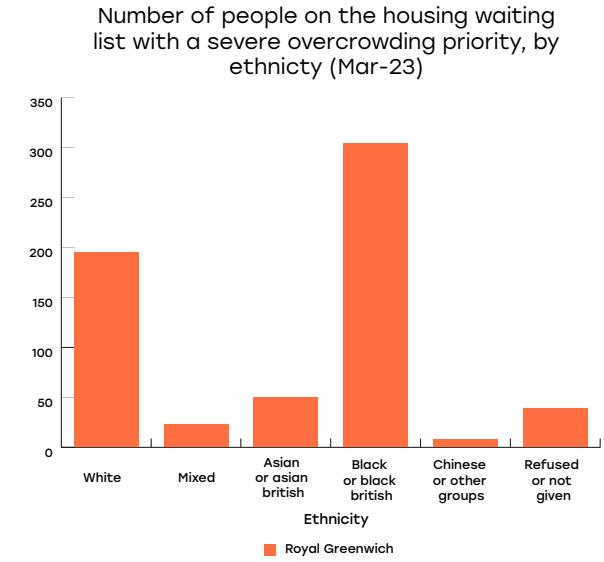
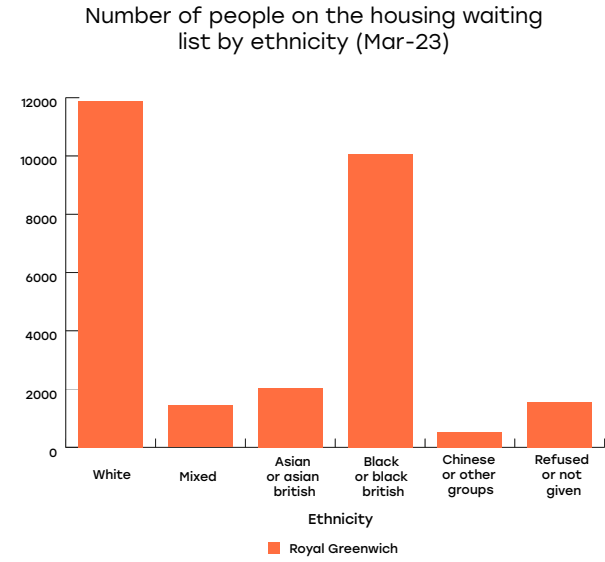
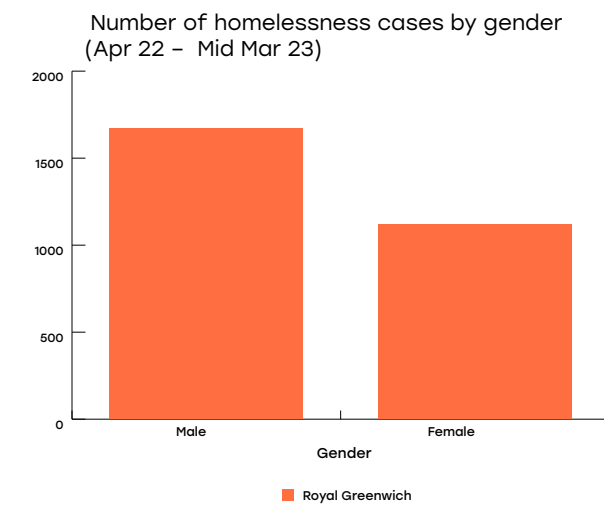
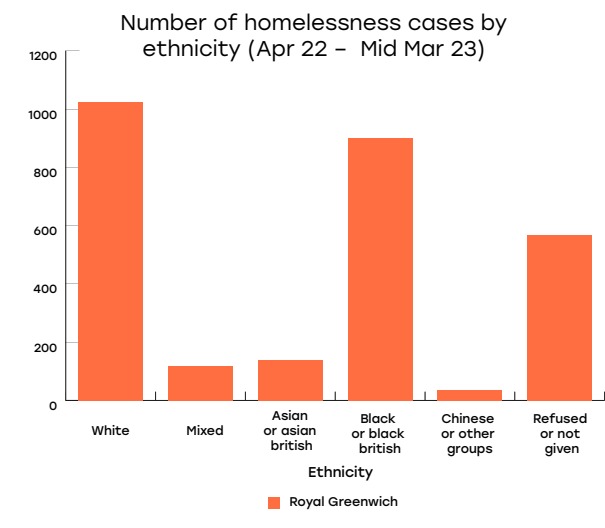
Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Crime – Stop and search, adult reoffending, hate crime (breakdown by type)	Any Notifiable Offence record which has had one or more Racist flags added (Number)	681	2022	↓	631
	Any Notifiable Offence record which has had one or more Homophobic flags added (Number)	114	2022	↓	111
	Any Notifiable Offence record which has had one or more Faith flags added (Number)	36	2022	↓	61
	Any Notifiable Offence record which has had one or more Disability flags added (Number)	20	2022	↓	19
	Any Notifiable Offence record which has had one or more Transgender flags added (Number)	13	2022	↓	13
	% of adult male offenders who reoffend	23.5%	2020/21	↓	24.5%
	% of adult female offenders who reoffend	18.9%	2020/21	↓	18.1%



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

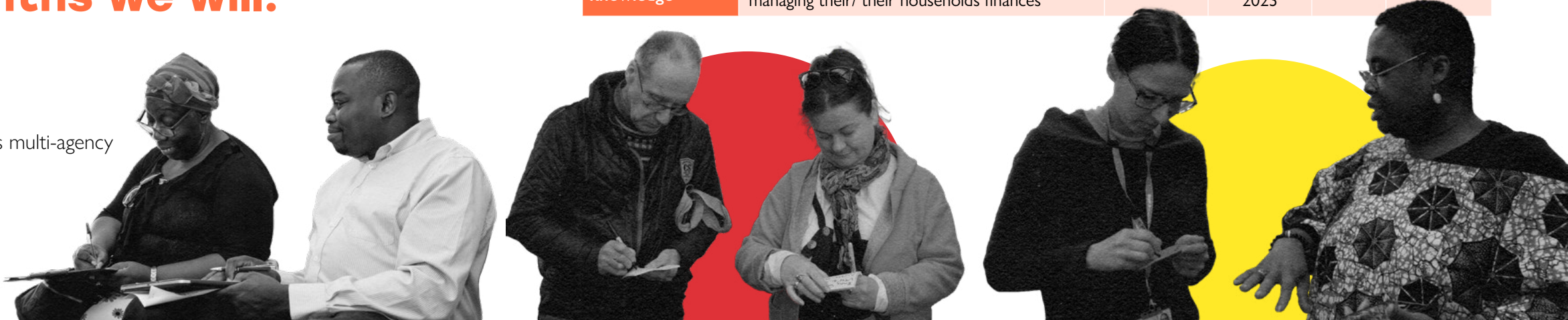
Support looks at each person's needs and at their situation as a whole to help more people in poverty improve their financial situation

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

Over the next 12 months we will:

- We will expand 'Greenwich Supports' including:
 - Rolling out additional Council Tax Support
 - Continuing to provide our holiday meals scheme
 - Investing in our welfare advice hub which provides multi-agency advice within our communities



Mission Success Measures:

Success Measure	Indicator	Value	Period	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	1674 / 15066	Jan-23	N/A	62%
	Foodbank usage (Greenwich Trussell Trust Foodbank only) - number of users / total number of meals	1815 / 16335	Feb-23	N/A	54.90%
	FOOD Club (Family Action) usage: Total number of members/ average weekly attendance	493 / 34.5	Oct - Dec 23	N/A	18.9
Households in the borough in financial crisis or at risk of being in crisis	Local Council Tax support case load	21,234	Jan-23	N/A	
	Residents receiving Housing Benefit and/or Council Tax Support, who have either a rent or council tax debt	3,966	Jan-23	N/A	
	Total number of households on universal credit by month	23,925	Nov-22	N/A	
	Pension credit claims in payment by quarter	6,048	Aug-22	N/A	
	Number of Personal Independence Payments (PIP) claims with entitlement by month	12,392	Oct-22	N/A	
	Number of Emergency Support Scheme Applications by month	857	Jan-23	N/A	
	Number of Emergency Support Payments awarded by month	484	Jan-23	N/A	
	% of Emergency Support Scheme Applications which were successful by month	56%	Jan-23	N/A	
Gap between benefit and free school meal eligibility and take up	Total number of eligible Healthy Start beneficiaries	3857	Jan-23	N/A	
	% Uptake of Healthy Start vouchers	62%	Jan-23	↑	62.9% (England)
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	76%	Mar-Apr 2023	↑	
	% Of residents who feel “neither confident nor unconfident” in managing their/ their households finances	12%	Mar-Apr 2023		
	% Of residents who feel “not confident” in managing their/ their households finances	10%	Mar-Apr 2023	↓	

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	

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	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	↑	65%
Education attainment at KS2 and 4 and value-added scores	KS2 - % achieving expected standard in RWM	67%	2021/22	↑	65%
	KS2 - Reading progress	0.4	2021/22	↑	
	KS2 - Writing progress	0.9	2021/22	↑	
	KS2 - Maths progress	1.1	2021/22	↑	
	KS4 - Attainment 8	49.3	2021/22	↑	52.6
	KS4 - Progress 8	0	2021/22	↑	0.23
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)	282 CYP 40.6 - RBG	Dec-22	N/A	94.5 (Mar-22)
	Number and rate of CYP on CP Plan (rate per 10,000 0 - 17)	256 CYP 36.8 - RBG	Dec-22	N/A	37.5 (Mar-22)
	Number and rate of children in our care (rate per 10,000 0 - 17)	421 CYP 61.0 - RBG	Dec-22	N/A	52 (Mar-22)
Ofsted school ratings	% of all schools rated good or outstanding by Ofsted	95%	Dec-22	↑	95%
Education Employment Training /Not in Education Employment or Training measures	% of people aged 16-17; combined NEET and unknown figure	3.80%	Dec-22	↓	
Number of children in our care	Number of children in our care	421	Dec-22	N/A	
Youth offending/reoffending rate	Youth offending rate per 100,000 (10–17-Year-olds)	272	July 2021 to June 2022	↓	168
	Youth reoffending rate per 100,000 (10–17-Year-olds)	28.60%	Oct 2020 to Dec 2020	↓	32.90%
Employment rate for young people	See Appendix				



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

Over the next 12 months we will:

- Deliver our Women & Girls Safety Action Plan and develop a new longer-term Violence against Women & Girl 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	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	↑	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area after dark	14%	Mar-Apr 2023		
	% Of residents who feel “unsafe” when outside in their local area after dark	21%	Mar-Apr 2023	↓	
	% Of residents who feel “safe” when outside in their local area during the day	88%	Mar-Apr 2023	↑	
	% Of residents who feel “neither safe nor unsafe” when outside in their local area during the day	6%	Mar-Apr 2023		
	% Of residents who feel “unsafe” when outside in their local area during the day	6%	Mar-Apr 2023	↓	
Resident survey – people who have recently sought/ been granted asylum and their experience	Currently not collected. We will work to develop a method to collect this in the future				
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	58% (South East)	Q3 2022/23	↑	62% (MPS)
	Public Perception responses to "Agree the police are dealing with the things that matter to this community"	54%	Rolling 12 months to June 2022	↑	57% (MPS)
	Public Perception responses to "Agree the police listen to the concerns of local people"	59%	Rolling 12 months to June 2022	↑	61% (MPS)
	Public Perception responses to "Feels well informed about local police activities over the last 12 months"	32%	Rolling 12 months to June 2022	↑	60% (MPS)
	Public Perception responses to "Knows how to contact their local ward officer"	33%	Rolling 12 months to June 2022	↑	60% (MPS)
	Public Perception responses to "Police do a good job in the local area"	45%	Rolling 12 months to June 2022	↑	36% (MPS)
	Public Perception responses to "Trust in the Police" by borough	68%	Rolling 12 months to June 2022	↑	26% (MPS)
	Public Perception responses to "Police do a good job in the local area"	47.00%	Rolling 12 months to June 2022	↑	49% (MPS)
	Public Perception responses to "Trust in the Police" by borough	45.00%	Rolling 12 months to Dec-2022	↑	71% (MPS)

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
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	32.6	2022	↓	26.9
	Number of crimes per 1,000 people: Rape, Other sexual offences	3.4	2022	↓	2.8
	Number of crimes per 1,000 people: Robbery of Personal Property, Robbery of Business Property	2.5	2022	↓	3.1
	Number of crimes per 1,000 people: Theft from Person, Shoplifting, Bicycle Theft, Other Theft	19.4	2022	↓	26.4
	Number of crimes per 1,000 people: Arson, Criminal Damage	6.9	2022	↓	6
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	21%	2022	↓	
	Number of children and young people who are victims of crime who are aged 1-24	6,448	2022	↓	
Number of children and young people first time and re-offending rates	Youth offending rate per 100,000 (10-17 Year olds)	272	July 2021 to June 2022	↓	168
	Youth reoffending rate per 100,000 (10-17 Year olds)	28.60%	Oct 2020 to Dec 2020	↓	32.90%
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	4,103	2022	N/A	2,993 (London average)
	Number of referrals to Multi-Agency Risk Assessment Conference (MARAC)	763	2022	N/A	

Our Place

Vision for 2030

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

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

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

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

Missions

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



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	

Over the next 12 months we will:

- 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)

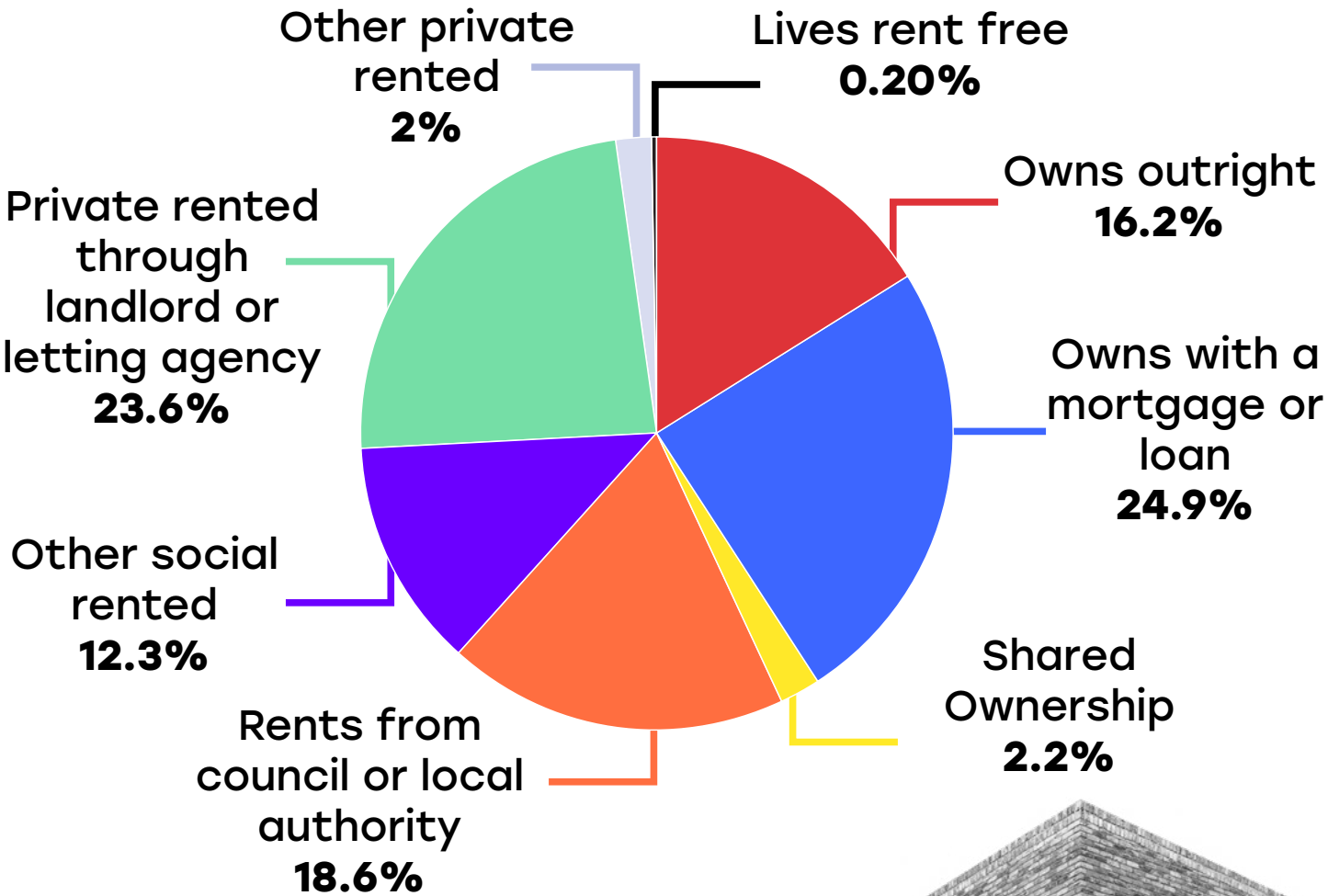
Mission Success Measures:

Success Measure	Indicator	Value	Period	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-23	↓	
	Number of high-rise ACM clad buildings compliant for fire safety / overall percentage	24 / 100%	Mar-23	Maintain	
Supply of housing: percentage social let, affordable, shared ownership and market supply	Number of new units: % Affordable (Aff) % Shared Ownership (SO) % Market (M)	1,514 Units Aff: 9% SO: 5% M: 86%	2018/19	N/A	
	Housing by tenure: see chart below		2021	N/A	
Housing waiting list: priority breakdown	Number of people on the housing waiting list: Band A,B1,B2 (Priority Need)	3962	2021/22	↓	
	Number of people on the housing waiting list: Band C	20,393	2021/22	N/A	
Households prevented from homelessness	Number of cases where homelessness has been prevented	1,421	2021/22	N/A	
Number of people who are homeless	% adults who complete IAPT treatment to recover via the national IAPT programme for people with depression and/or anxiety disorders	54%	2022/23	↑	
Supply/demand, specially adapted homes or housing adaptations	Number of adaptations completed	581	2021/22	↑	
Measures for people with disabilities being supported to live independently	Number of vulnerable clients assisted to live independently	1780	2021/22	↑	
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	N/A	
Percentage of non-compliant applicants (housing licenses)	Number of unlicensed properties discovered through investigation	33.00%	2021	↓	
Tenant Satisfaction Measures	New measures ready for 23/24				

Success Measure:

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

Tenure of household (2021)



Our Place



MISSION

7

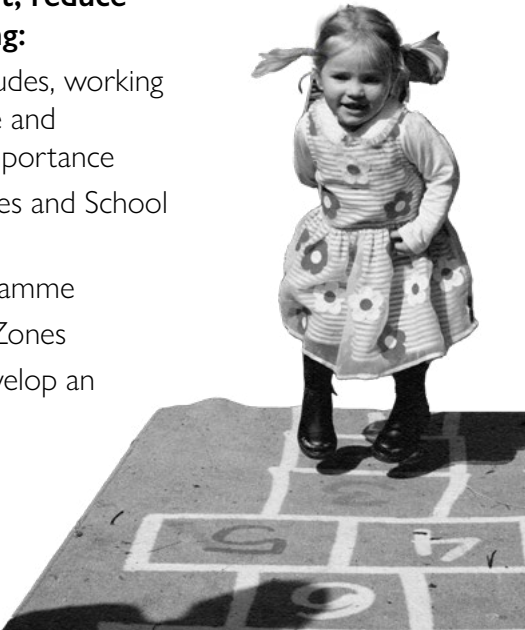
It is easier, safer and greener to move around the borough and the rest of London

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

Over the next 12 months we will:

- **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



Mission Success Measures:

Success Measure	Indicator	Value	Period	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 to 2019/20	↑	
Air quality monitoring stations within healthy limits	% Monitoring locations indicating that they meet the annual national Air Quality Objectives for Nitrogen Dioxide	90%	2019/2020	↑	Annual objective: Nitrogen Dioxide 40 µg/m3
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM10)	80%	2019/2020	↑	Annual objective: Particles (PM10) 40 µg/m3
	% Monitoring locations reporting that they meet the annual national Air Quality Objectives for Particles (PM2.5)	100%	2019/2020	↑	Annual objective: Particles (PM2.5) 20 µg/m3
Proportion of journeys undertaken by walking or cycling	Percentage of trips undertaken by walking (%)	29.80%	2017/18 to 2019/20	↑	32.60%
	Percentage of trips undertaken by cycling (%)	1.60%	2017/18 to 2019/20	↑	2.60%
Vehicle miles travelled	Motor vehicle traffic (million vehicle km)	1,444	2021	↓	



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	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	↑	
	% 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		
	% 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	↓	
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	↑	112.5
Amount collected and value delivered by Community Infrastructure Levy and Planning Obligations (Section 106)	CIL collected	£3,318,692	2021/22	N/A	
	CIL allocated	£1,348,116	2021/22	N/A	
	NCIL allocated through Greenwich Neighbourhood Growth Fund in previous Financial Year	£535,632	2021/22	N/A	
	S106 secured	£10,999,136	2021/22	N/A	
	S106 spent	£11,776,537	2021/22	N/A	



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Quality of borough green infrastructure (parks, trees, hedgerows etc)	Number of Green Flag Awards	13	Feb-23	↑	
Complaints about public realm	Parks Estates and Open Spaces Complaints received and upheld	121 / 76	2021/22	↓	
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	↓	
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	↑	
	% Of residents who feel “dissatisfied” with their local area as a place to live	9%	Mar-Apr 2023	↓	
	What is one thing you would improve in your local area?	Insight from resident feedback available here*	Mar-Apr 2023		
Fly-tipping – instances reported and volumes cleared	Number of reported fly tips	5709	2021/22	↓	
	Total tonnes of fly tipping collected	693.76	2021/22	↓	
	Number of enforcement actions taken	Data to be provided by service			
	Number of educational engagements with residents and businesses	Data to be provided by service			

Our Place

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

Over the next 12 months we will:

- Continue to implement our Carbon Neutral Plan and associated action plan, including:
 - Delivery of the 1st year of our Council Home Net Zero Programme using £5.3m secured through the Social Housing Decarbonisation Fund
 - 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
 - Developing an accelerated programme for 20 mph limits, including considering a borough-wide 20 mph zone



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Biodiversity score	Number of sites registered as Fields in Trust	5	2023	Maintain	
	Number of Sites of Nature Conservation Importance (SINCs)	55	2023	Maintain	
	Number of parks and open spaces where revised grass cutting schedules have been introduced to create conservation and meadow areas	21	2023	N/A	
	Total hectares of parks and green space managed by RBG	554	2022	Maintain	
Household recycling rate	Household recycling rate (%)	31.50%	21/22	↑	32.7%
CO2 net emissions by different sources – overall emissions profile for the borough	Total borough emissions (kt CO2eq/year)	691 ktco2e	2020	↓	
	Total operational (council) emissions (kt CO2eq/year)	25.7 ktco2e	2021/22	↓	
	Total operational (council) emissions, including emissions from council owned homes (kt CO2eq/year)	87ktco2e	2021/22	↓	
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)	C	2021/22	N/A	

Our Economy

Vision for 2030

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

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

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

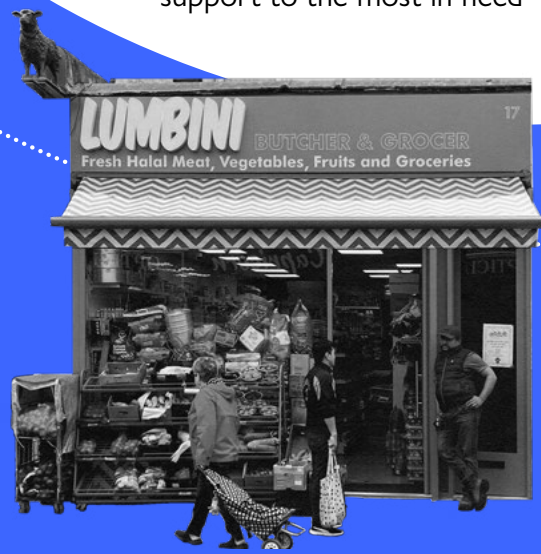
This increased local spend coupled with increased inward investment have improved our town centres and high streets, becoming places that residents and visitors alike spend their time.

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



Missions

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



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Average wage of residents in the borough	Median annual pay for male full-time workers - residents (£)	£39,508.00	2021	↑	
	Median annual pay for female full-time workers - residents (£)	£33,286.00	2021	↑	
	Borough based London Living Wage accredited employers	85	2023	↑	
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	↑	54.6%
Do residents feel they have job security?	% of residents who feel “secure” in their current employment	80%	Mar-Apr 2023	↑	
	% of residents who feel “neither secure nor insecure” in their current employment	13%	Mar-Apr 2023		
	% of residents who feel “insecure” in their current employment	7%	Mar-Apr 2023	↓	
Percentage of residents paid less than London Living Wage	% earning below Living Wage Foundation rates	19.20%	2022	↓	13.60%
Average wage for those working in the borough	Earnings based on avg. Working hours of 38.5 hours a week	£36,125	2022	↑	£41,866
Unemployment rate	Unemployment rate (%) (12 months ending)	4.80%	2022 Q3	↓	4.50%
Adult Community Learners	ACL number of learners unemployed (2022-2023 Academic Year) as a proportion of ACL learners enrolled	33%	2022/23	↓	

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

Over the next 12 months we will:

- Deliver a new economic strategy for the borough that seeks to deliver economic growth and improvements to town centres and neighbourhood 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

Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Vacant shops in high streets	Vacant shops in a neighbourhood parade: Vacancy Rates in Eltham Town Centre	5.40%	2022/23 Q4	↓	14.1% (UK)
	Vacant shops in a neighbourhood parade: Vacancy Rates in Woolwich Town Centre	13.80%	2022/23 Q4	↓	14.1% (UK)
	Vacant shops in a neighbourhood parade: Vacancy Rates in Greenwich Town Centre	11.50%	2022/23 Q4	↓	14.1% (UK)
Average footfall on high streets/ town centres	Footfall by town centre	Eltham 295,875 Woolwich 238,907 Greenwich 358,582	2021/22	↑	17.9
Spend in town centres / high streets / neighbourhood parades	Figures being collated by service for inclusion in final plan				
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	↑	
	% Of residents who rated their local high street/ town centre as “OK”	41%	Mar-Apr 2023		
	% Of residents who rated their local high street/ town centre as “poor” or “very poor”	18%	Mar-Apr 2023	↓	



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Council and anchor institution spend in the borough	Council spend in the Borough	5.40%	2023/23 Q4	↓	
	Anchor institution spend in the Borough	See Appendix			
Number of people employed in Royal Greenwich	Total employee jobs	86,000	2021	N/A	
Business closure rate	Count Of Deaths of Enterprises	1,710	2021	↓	
	Count Of Births Of New Enterprises	1,630	2021	↑	
Measure of inward investment	The indicator is being developed and will be reported from 2024/25 annual plan				
New employment space delivered through development	Loss and gain of B-use floorspace in completed developments (sqm)	Total loss of 3,528sqm	2018/19	N/A	
	Loss and gain of B-use floorspace, permitted (sqm)	Total loss of 22,711sqm	2018/19	N/A	
	Number of people aged 16 and over who are economically active - In employment	151,600	2021/22	↑	
	% of people aged 16-64 who are economically active - In employment	73.3%	2021/22	↑	
	UK Business Counts: Total number of local units	11,505	2022	N/A	
Gross value added	Total gross value added (£m)	5,800	2019	↑	
Business start rate	Count Of Births of New Enterprises	1,630	2021	↑	
Business density	Business density (businesses per 10,000 people)	407	2021	↑	693
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				



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

Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Survey VCS - How resilient is your organisation (for those covered above)	The indicator is being developed and will be reported from 2024/25 annual plan				
Profile of organisations supported by the council through VCS commissioning	Number of organisations funded across 19 priority areas	64	2023-27	N/A	
Number/profile of people supported by individual groups (VCS commissioning)	Total funding allocated through VCS Grants	£3,329,407	2023-27	N/A	

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

Over the next 12 months we will:

- 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



Our Communities

Vision for 2030

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

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

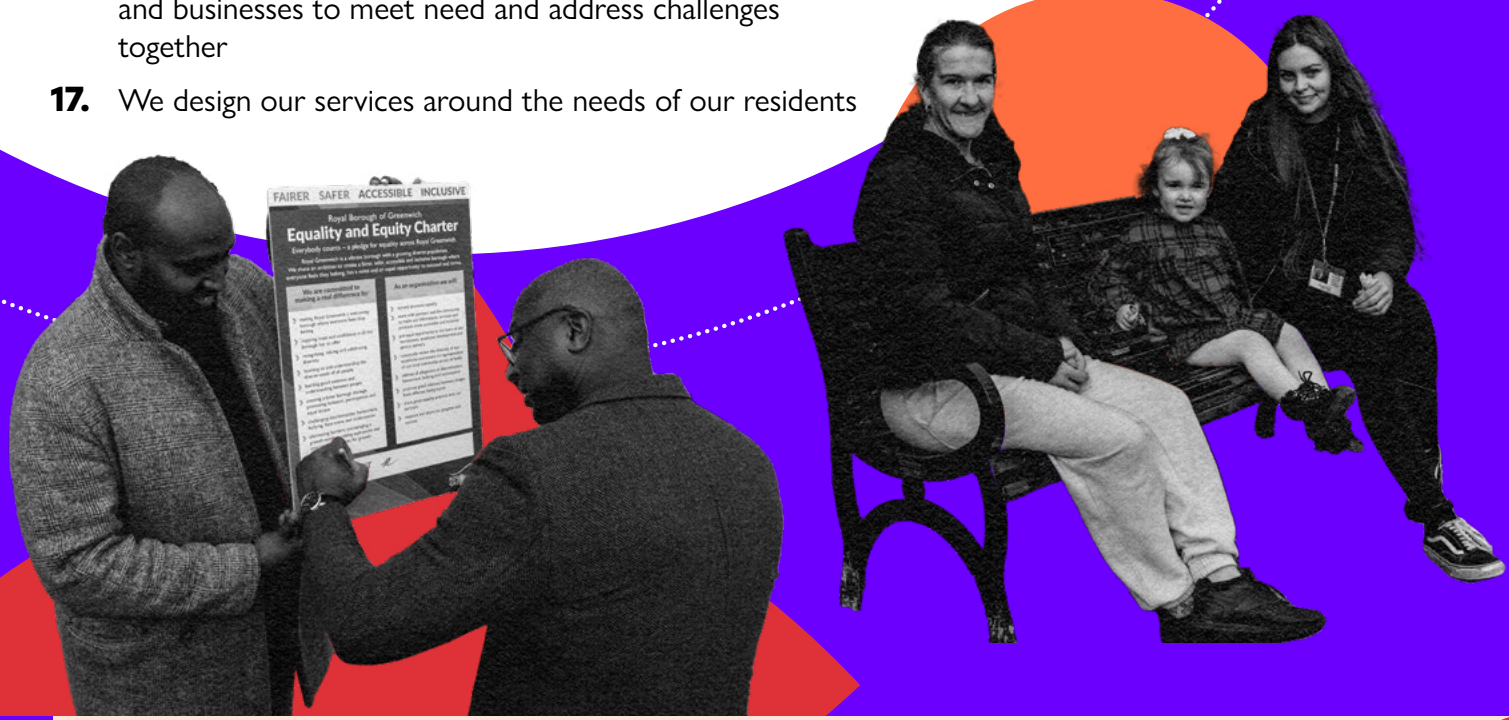


Our communities have a stronger voice and feel heard. This has been achieved through a change in the way that community engagement is carried out, with a focus on going to communities and really listening. This regular engagement gives us a constant understanding of the challenges, hopes and fears of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

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

Missions

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



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

Over the next 12 months we will:

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



Mission Success Measures:

Success Measure	Indicator	Value	Period	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	5.40%	20223/23 Q4	↓	
	% 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	↓	
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	↑	
	% 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	↓	
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				



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
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?	46%	Mar-Apr 2023	↑	
	% 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	↓	
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	↑	
	% 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	↓	



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

Over the next 12 months we will:

- 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



Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Channel shift – Contact centre to website	Indicator 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?	64%	Mar-Apr 2023	↑	
	% Of residents who responded that they were “neither satisfied nor dissatisfied” with the way the Royal Borough of Greenwich runs things?	46%	Mar-Apr 2023		
	% Of residents who responded that they were “dissatisfied” with the way the Royal Borough of Greenwich runs things?	19%	Mar-Apr 2023	↓	
Resident survey – Digital inclusion, resident confidence in accessing services online	% Of residents who feel “confident” in accessing Council services online	68%	Mar-Apr 2023	↑	
	% Of residents who feel “neither confident nor unconfident” in accessing Council services online	12%	Mar-Apr 2023		
	% Of residents who feel “confident” in accessing Council services online	68%	Mar-Apr 2023	↑	
Number of complaints upheld	% of Stage One complaints fully upheld	23%	2022/23 Q2	N/A	
	Number of Stage One complaints fully upheld	196	2022/23 Q2	↓	
	% of Stage Two complaints fully upheld	27%	2022/23 Q2	N/A	
	Number of Stage Two complaints fully upheld	27	2022/23 Q2	↓	



Our Organisation

Vision for 2030

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

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

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

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

Missions

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



Our 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

Over the next 12 months we will:

- 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

Mission Success Measures:

Success Measure	Indicator	Value	Period	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-23	↑	
	% Of residents who responded that they were “satisfied” with the way the Royal Borough of Greenwich runs things?	26%	Apr-23		
	% Of residents who responded that they were “neither satisfied nor dissatisfied” with the way the Royal Borough of Greenwich runs things?	20%	Apr-23	↑	
	% Of staff that agree their service has a clear sense of direction and priorities	60%	Apr-23	↓	
	% Of staff that neither agree nor disagree their service has a clear sense of direction and priorities	15%	Apr-23	↑	
	% Of staff that disagree their service has a clear sense of direction and priorities	25%	Apr-23		
Summary of budget position	Indicator will be first reported in 24/25 annual plan as this is the first annual plan				
Delivery of improvement work (e.g. corporate reform)	Indicator will be first reported in 24/25 annual plan as this is the first annual plan				
Proportion of missions from Our Greenwich trending in a positive direction	Indicator will be first reported in 24/25 annual plan as this is the first annual plan				



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

Over the next 12 months we will:

- 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 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

Mission Success Measures:

Success Measure	Indicator	Value	Period	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-23	↑	
	% 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-23	↓	
	% Of staff that agree the Council's policies, processes and governance structures allow them to work effectively	49%	Apr-23	↑	
	% Of staff that neither agree nor disagree the Council's policies, processes and governance structures allow them to work effectively	25%	Apr-23		
	% Of staff that disagree the Council's policies, processes and governance structures allow them to work effectively	25%	Apr-23	↑	
Officer time saved through improvements	Indicator will be first reported in 24/25 annual plan as this is the first annual plan				
Delivery against improvement projects (planning, delivery, delivered)	Indicator will be first reported in 24/25 annual plan as this is the first annual plan				



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

Over the next 12 months we will:

- 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

Mission Success Measures:

Success Measure	Indicator	Value	Period	Desired Trend	Benchmark (London)
Representation at different levels of the organisation	% of all employees - BAME	34.5%	2022/23 Q3	↑	43.8% (Greenwich population BAME)
	% of all employees - Disabled	5.1%	2022/23 Q3		13.3% (Greenwich population Disabled)
	% of all employees - Female	56%	2022/23 Q3	↑	51.4% (Greenwich population Female)
	% of Top 5% (PO7+) - BAME	31%	2022/23 Q3	↓	34.5% (RBG workforce who are BAME)
	% of Top 5% (PO7+) - Disabled	3.1%	2022/23 Q3	↑	5.1% (RBG workforce who are Disabled)
	% of Top 5% (PO7+) - Female	59.8%	2022/23 Q3		56% (RBG workforce who are Female)
Number and attendance at staff network	Number of staff networks	6	2023	N/A	
Proportion of roles filled by agency staff	% of roles filled by agency staff	8.5%	2022/23 Q3	N/A	
Staffing absence (median sickness days)	Sickness absence - average FTE days lost	10.99	Dec-22	↓	9.25 (2021/22)
Vacancies filled internally	% of appointments filled internally	43%	February 2022 (YTD)	N/A	
Staff survey – work satisfaction and work life balance	% Of staff that feel satisfied in their job	65%	Apr-23	↑	
	% Of staff that feel dissatisfied in their job	20%	Apr-23	↓	
	% Of staff who feel they have a good work-life balance (scoring 3, 4 or 5)	65%	Apr-23	↑	
	% Of staff who do not feel they have a good work-life balance (scoring 1 or 2)	20%	Apr-23	↓	
Gender and ethnic minority pay gaps	Average gender pay gap (+ male staff paid more; - female staff paid more)	-3.8%	Mar-22	Maintain	2.5% (2021)
	Average ethnicity pay gap (+ white staff paid more; - ethnic minority staff paid more)	2.9%	Mar-22	↓	
Proportion of staff who live in the borough	% of staff who live in the borough	44%	Dec-22	N/A	