The Royal Borough of Greenwich

# Corporate Plan



2026 to 2030

ROYAL borough of GREENWICH

# Foreword – corporate plan 2026-30





**Greenwich has always been a borough that creates things. The Royal Arsenal gave us centuries of making and invention, and the workers at its gates founded a co-operative that grew into one of the largest in the country. The Siemens Brothers works in Woolwich made the telegraph cables that connected continents. I n Eltham, new neighbourhoods were created – literally called the Progress Estate – to recognise the innovation of workers nearby.**

And, the whole world still sets its clocks by Greenwich.

Today we make something just as important: the homes, jobs, businesses, schools, green spaces and town centres that shape the lives of everyone who lives here.

That is the thinking behind our vision. By 2050, Greenwich will be the borough that creates, for and with everyone who lives, works and grows up here. It will create opportunity, belonging, joy, wellbeing and neighbourhoods.

In practice, that means a borough where everyone has a place. Where there are moments worth sharing. Where we look out for each other. And where everything you need is close to home.

Residents, community groups, partners and staff helped to write it - at forums across the borough, on postcards and in surveys, with more than 1,300 contributions over the summer.

Our Corporate Plan for 2026 to 2030, sets out the council's part in delivering this vision. It is the first four-year step towards our vision for 2050.



## One job

As Leader of the Council, my job comes down to one thing - making life easier for the people who live and work here. How? By getting the basics right on every street. By holding every part of the borough to the same standard, street by street. And by doing and delivering what we say we will do.

We asked for your time and your views, to tell us what was important. I appreciate every contribution that was given, because it's lead to this. We've taken what you gave us and put it into seven themes – all with the same goal. To make Greenwich the place to be.

## What we will do by 2030

Each theme contains changes you will be able to see on your own street, and each one moves us closer to the borough we have collectively said we want to be.

Over the next few years, we're committing to making Greenwich:

- **The place to grow up.** Every first starts here, and where you start in Greenwich should not limit where you can go. This includes Five NextGen youth hubs open seven days a week, a £1.6m Youth Opportunity Grant, and £36.4m invested in schools for children with SEND, including a new all-through SEND school and a centre for 16 to 25-year-olds.
- **The place to call home.** A home you can afford, that is safe and comfortable, and that you can stay in. This includes 6,000 new council, social rent and low rent homes over the next decade, and £278m invested in the homes we already own.
- **The place to feel safe in and proud of.** The basics get done and every street is somewhere to be proud of. This includes more community safety enforcement officers in our town centres, new CCTV, and cutting the bulky waste fee to £5, so getting rid of a sofa stops being a reason to fly-tip.
- **The place that's healthy, caring and fair.** Looking out for each other, so nobody faces their challenges alone. This includes a new Dementia Hub, twice as many Shared Lives carers, Greenwich Supports bringing help with money, food, heating and bills together, and a borough that remains a Borough of Sanctuary.
- **The place to visit, work and do business.** Your first job, next skill or your own business can start, grow and stay here. This includes a Jobs of the Future Apprenticeship Fund, the recommendations of our Co-operative Commission, a Culture Strategy that brings culture close to home, and introducing Business Improvement Districts to support local businesses.
- **The place for the future.** New neighbourhoods that build what they need and keep what makes them special. This includes working with government to deliver the DLR extension and the Thamesmead New Town, 2,000 public electric vehicle chargers, and a £150 voucher for every eligible child towards a bike, scooter or safety equipment.

The council that gets things done.
A balanced budget every year, more enquiries resolved at first contact, and modern ways of working that make your life easier.

## You can check us without asking us

When someone chooses to live in Greenwich, to send their kids to our schools or spend in a local shop, then they're playing a part in what makes the borough what it is. We owe it to you to not just keep the place running, but to play our part in making it the place to be.

You do your part – you make the borough the welcoming, friendly and diverse place that it is when it's at it's best. We'll do ours too. A plan is only as good as what it delivers. Our progress will be available for you to track online. Each year, an annual performance report will set out what we promised and what we delivered, and Cabinet will receive it at the same time as the budget, so the money and the promises are always seen side by side.

Some of what we measure is shaped by much more than the council, like the national economy, government policy, and the decisions of partners, landlords and employers. It's also what you see, what you feel when you walk down your street. It's the things we can't capture in numbers and statistics – but it's what we know matters.

## Each for all and all for each

Those words are the motto of the Royal Arsenal Co-operative Society, cut into its building on Powis Street in Woolwich. They still describe how this borough works, our values and how this plan will get it done. The NHS, the police, schools and colleges, housing providers, employers, and voluntary, community and faith organisations all hold part of the answer. We will back the groups that bring people together through a new grants programme and multi-use community hubs, starting in Coldharbour, and bring partners together through the Health and Wellbeing Board, the Safer Greenwich Partnership and Anchored in Greenwich.

From residents in every part of the borough, the message to the council has been the same: get the basics right, be honest about what is hard, and do what you say.

Together, let's make Greenwich the borough that creates.

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



# Greenwich - The Borough that Creates:

## The link between the vision and this corporate plan

**'Greenwich - The borough that creates' is our vision for the borough in 2050. It describes the place residents, community groups, partners and staff told us they want Greenwich to be the borough that creates opportunity, belonging, joy, wellbeing and neighbourhoods, and does so fairly and sustainably.**

The vision is written for the whole borough, not just the council. No single organisation can deliver it. It will take residents, businesses, partners and the council working together over the next twenty-five years. This Corporate Plan sets out the council's part. It is our first four-year step towards the vision, and it covers what we will do between 2026 and 2030.

The five vision themes are deliberately cross-cutting. They describe the kind of place we want Greenwich to be, not a set of separate services, so no single section of this plan maps neatly onto any one of them. Instead, the plan is organised around seven delivery themes that closer align to how we work with outcomes and commitments contributing to several vision themes at once. A new youth hub, for example, opens up opportunity for young people, gives them a place to belong, supports their wellbeing and brings joy to their neighbourhood. The examples below show some of the commitments with strong links to each vision theme to demonstrate how this plan takes us on the journey of realising this vision.



**Opportunity** – examples of commitments in this plan that begin to realise this vision:

- Setting up a Jobs of the Future Apprenticeship Fund and backing small businesses, so local young people get good jobs in growing industries
- Delivering £36.4m of investment in schools for children with SEND, including a new all-through SEND school and a centre for 16 to 25-year-olds
- Delivering the recommendations of our Co-operative Commission, so more people have a stake and a say in the local economy

**Belonging** – examples of commitments in this plan that begin to realise this vision:

- Remaining a Borough of Sanctuary, working with the voluntary and community sector to help refugees and people seeking asylum settle and thrive
- Cracking down on crime and anti-social behaviour by expanding our enforcement team, so residents feel safe in their neighbourhoods and town centres, day and night
- Strengthening young people's routes into council decision-making through the Greenwich Young People's Council and Young Advisors



**Joy –** examples of commitments in this plan that begin to realise this vision:

- Launching NextGen, with five youth hubs open seven days a week and a new £1.6m Youth Opportunity Grant
- Delivering our Culture Strategy, so more residents can take part in culture close to home
- Investing in playgrounds and sports facilities across the borough

**Wellbeing –** examples of commitments in this plan that begin to realise this vision:

- Offering a £150 voucher to every child and young person aged 16 and under towards a bike or scooter and safety equipment, so more young people travel actively
- Launching a new Dementia Hub to help residents and families after a diagnosis
- Working with the NHS through our Public Health Prevention Programme to help people stay well, including expanding health checks outreach

**Neighbourhoods –** examples of commitments in this plan that begin to realise this vision

- Working with government to deliver the DLR extension and the Thamesmead New Town
- Rolling out multi-use community hubs across the borough, starting with the pilot in Coldharbour
- Establishing our Estate Regeneration Programme to improve the estates most in need of investment for the people who live there now
- Tackling fly-tipping and cutting the bulky waste collection fee to £5, so it's easier to get rid of unwanted items and our streets are cleaner
- Delivering 6,000 new council, social rent and low rent homes over the next decade

# What's in the plan?

**This is a four year plan outlining the delivery commitments we are making as a council for our residents, staff and stakeholders:**

- Focused around 19 priority outcomes across 7 themes.
- Each priority outcome is supported by a 'what this means' statement, which tells you a little more about what we are working to deliver.
- Each outcome is also accompanied by a set of commitments.

These are the actions we are taking over the next four years, alongside all of our business-as-usual services, to move us closer to achieving those outcomes and our new vision for the borough.

We have also published indicators for each outcome, which we will update regularly, alongside an annual performance report setting out our delivery progress against this plan.

## How this plan was developed

This plan has been developed alongside our vision for 2050 and informed by the significant borough-wide engagement with both residents and staff that supported that work. The long-term aspirations set out in the vision have helped to create the commitments set out in this plan.

The starting point for the commitments set out in this plan was the manifesto that the new political administration was elected on in May 2026, and the promises made to residents in it. The plan has also been shaped with input from a number of our key partners from across the borough to ensure action and commitments are joined up.

## How we will report on progress

This is a four-year plan, and the commitments set out in it are what we will deliver between 2026 and 2030. Each year, Cabinet will receive an update on progress against the plan and on the work planned for the year ahead. That update will be brought forward at the same time as our budget, so that the financial resources available are clearly tied to the activity we are committing to for the coming year.

## How we will measure progress

We have published a set of indicators against each outcome, many of which come from public datasets or from resident and staff surveys and engagement. The indicators are split into two categories:

- Borough indicators track wider conditions in the borough that the Council influences but does not control.
- Council indicators are measure within the Council's direct control, which show how well the council is delivering

These are here to help us understand whether we are seeing positive change in the borough; they are not performance targets. The values for these indicators will be presented on a public dashboard and updated regularly for transparency.

Many of these indicators are affected by much more than the activity of the council alone — including the national economy, government policy, and the decisions of partners, landlords and employers.

We will track how each indicator moves over time and, where comparable data is available, how it moves against London and national benchmarks. That context is what allows us to understand whether things are getting better or worse and to ask why. We will review these measures each year and update them where new or better information becomes available.

We will constantly review our indicators to make sure they best reflect what we are trying to measure. If new indicators become available, we will bring these in and report on these additions transparently.

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# 1. The Place to Grow Up



# 1. The Place to Grow Up

## Borough Context

**In Greenwich, our ambition is for every child and young person to be safe, healthy, happy, and able to thrive. We want Greenwich to be the most child and young person friendly borough in London, where children and young people are heard, valued and supported to achieve their full potential, regardless of their background, needs or circumstances.**

Our vision for 2050 is that where you start in Greenwich does not limit where you can go or the opportunities you have, and that every young person grows up with the confidence, skills and connections to aim high, whatever their background or postcode. The next four years are about laying those foundations: a safe and stable childhood, a strong start in the early years, the right support for children with special educational needs and disabilities (SEND), and places close to home to play, learn and belong.

We are transforming how we work with children and young people, through our Families First approach, putting relationships, family networks and lived experience at the heart of everything we do. We believe families are usually the best place to care for their children, and our role is to build on their strengths, increase resilience and provide the right help at the right time. Alongside families, through the Children and Young People's Partnership, we are working with schools, health services, communities and the voluntary sector to create the conditions for every child to have the best possible start in life and a positive future.

We have made significant progress over the past four years since our previous Corporate Plan. In 2025, 72% of Greenwich children achieved a Good Level of Development at the end of Reception, outcomes at Key Stage 2 remained above national averages in reading, writing, and mathematics, and English and Maths GCSE results have exceeded the national average across all grade boundaries for the last three years. This progress has been recognised through external inspection, with Greenwich receiving an 'Outstanding' judgement from Ofsted for its Children's Services in 2024 and the highest available grading through the Area SEND Partnership inspection.

We are committed to building on our progress in educational outcomes, ensuring all children and young people can develop the skills, knowledge and confidence for the future.

While we recognise these achievements, we are acutely aware that many children and young people continue to face increasing challenges and that inequalities continue to affect life chances and opportunities for some. Demand for SEND support continues to grow rapidly, with children and young people with SEND now representing almost a quarter of pupils attending Greenwich schools, and the number of children with Education, Health and Care plans has increased significantly in recent years. Through our SEND transformation programme, STARSS Greenwich, alongside a strengthened Inclusion Strategy, £36.4m of new investment in SEND provision and closer partnership working across education, health and care, we will ensure children and young people receive the right support as close to home as possible to enable more children to thrive within their local communities. We will strengthen clear, accessible channels for genuine dialogue with parents of children with special educational needs and disabilities.

Currently, nearly 1 in 4 children in care are placed more than 20 miles from home. We want children to remain close to their families, schools, friendships and communities - recognising that strong, stable relationships are key to helping them thrive. We are committed to improving outcomes for children in our care by improving sufficiency across the care system, reducing reliance on out-of-borough placements, and growing local foster and kinship care. We will achieve this through targeted recruitment and retention, stronger carer support and creating more Local Authority residential provision to help more children in our care stay connected to Greenwich.

We want every child and young person to enjoy childhood, develop confidence and resilience, and benefit from the opportunities Greenwich has to offer. We will continue to work closely with childcare providers across the borough to to ensure we have sufficient high quality, affordable and accessible childcare childcare places and support the provision of free school meals so that every child has access to healthy,

nutritious food. We will invest in safe, welcoming places where children and young people can learn, play, belong and build positive relationships, including through our pioneering NextGen youth offer, wellbeing hubs and wider community provision. We will ensure children and young people have a meaningful voice in shaping the services, policies and places that affect their lives through the Greenwich Young People's Council, Young Advisors and wider participation opportunities. Our goal is that every child and young person in Greenwich grows up safe, supported, connected and hopeful about their future, with the relationships, opportunities and support they need to thrive throughout childhood and into adulthood.





# 1.1 Children and young people grow up safe and well-supported

## What this means

- We will work to keep children and young people safe, healthy and happy - at home, in their communities, online and in education.
- Working as one partnership, we will improve outcomes for all children - with a particular focus on those facing disadvantage, children with additional needs, vulnerable young people and children in our care.
- We will improve sufficiency across the care system to ensure more children can remain close to their families, communities and support networks.
- We will act collectively to protect children from exploitation, violence and harm, strengthen families and communities and ensure the right help reaches children, young people and families at the right time.

## Commitments

### Social care

- Deliver the national Families First reforms - strengthening prevention and early help, family-led decision-making and multi-agency support to ensure more children can remain safely within their families and communities, and families receive help at the earliest opportunity
- Continue to improve access so there is one place to go for mental health support, so that families and professionals can find the right service without being passed between systems

### Fostering and residential care

- Strengthen local fostering and kinship care through recruitment, retention, targeted support and housing solutions
- Create more Local Authority residential provision for children in our care



## Indicators (6)

**Percentage of children looked after with 3 or more placements during the year (Council Indicator)**

The proportion of children in care who moved between three or more different homes within a year

**Number and rate of children subject to a child protection plan (rate per 10,000 0-17) (Borough Indicator)**

**Number and rate of children in our care (rate per 10,000 0-17) (Borough Indicator)**

**Percentage of looked after children placed more than 20 miles from home (Council Indicator)**

**Percentage of child protection plans which were a second or subsequent plan (Borough Indicator)**

The proportion of child protection plans that were not a child's first plan, meaning the child had been on a plan before

**Average strengths and difficulties questionnaire (SDQ) score for children looked after (Borough Indicator)**

A score reflecting the emotional and behavioural wellbeing of children in care, based on a standard questionnaire completed about each child. A lower score means fewer difficulties, so a lower average is better



# 1.2 Children and young people are happy and can thrive

### What this means

- We will work together, through the Children and Young People's Partnership, to improve educational outcomes, reduce inequalities and support children and young people to develop the knowledge, skills and confidence they need for the future.
- We will invest in welcoming places, enriching activities and opportunities for participation, ensuring every child and young person feels valued, connected and able to thrive.

## Commitments

### Activities for children and young people

- Launch our new NextGen service and open five youth hubs (including a new hub in North Greenwich), operating seven days a week, with wraparound services and fully staffed
- Create a new £1.6m Youth Opportunity Grant, as part of our NextGen offer, which will fund a range of local activities and support for children and young people

### Education, Training and Employment

- Develop an Early Years Strategy that prepares every child for school while supporting parents throughout every stage of parenthood. Through our network of children's centres and family hubs, we will ensure high-quality childcare is within reach of every family
- We will champion reading for every child in the borough, working with the Dolly Parton Foundation, schools and childcare settings so every child discovers the joy and power of reading from the earliest age
- Continue developing the Greenwich Learning Partnership for all schools in Greenwich, through which we can strengthen standards, improve education, deliver better outcomes for children, share best practice, commission innovative research and deliver initiatives such as the Greenwich Education Conferences
- Deliver an opportunity and skills plan, working hand in hand with our Jobs of the Future programme, so that every young person aged 16–25 has the support they need to get into education, training or work

### Special Educational Needs and Disabilities (SEND)

- Deliver £36.4m investment in schools for children with SEND, including building a new SEND school where children can stay from primary age through to sixteen without moving, and a new centre for 16 to 25-year-olds to help them into adult life
- Develop a new Alternative Provision site, bringing education, health and care staff together in one place to support young people with SEND and their families
- Through our STARSS programme we will develop a sustainable, resilient and ambitious SEND system that helps young people to flourish – preparing for the SEND reforms and a new system in 2029, ensuring children receive the right support earlier and closer to home in mainstream settings wherever possible

## Indicators (8)

### Percentage of pupils meeting the expected standards in reading, writing and maths at Key Stage 2 for all non-independent Greenwich schools. (Borough Indicator)

The proportion of children in Year 6 (aged 10-11) who reached the expected level in their reading, writing and maths tests

### Percentage of SEN pupils meeting expected standard in reading, writing and math at Key Stage 2 (all SEN provision, children and young people with an Education, Health and Care plan (EHCP) and SEN support without an EHCP). (Borough Indicator)

The proportion of children in Year 6 (aged 10-11) with special educational needs, who reached the expected level in their reading, writing and maths tests

### Key Stage 4 attainment 8 data for all non-independent Greenwich schools. (Borough Indicator)

The average score pupils achieve across eight GCSE subjects, used as an overall measure of exam performance at the end of secondary school (Year 11)

### Key Stage 4 attainment 8 data for SEN pupils (all SEN provision, children and young people with an Education, Health and Care plan (EHCP) and SEN support without an EHCP). (Borough Indicator)

The average score pupils with special educational needs achieve across eight GCSE subjects, used as an overall measure of exam performance at the end of secondary school (Year 11)

### Percentage of children achieving good level of development at 2 and 2 and a half year review. (Borough Indicator)

The proportion of young children meeting expected development milestones for their age, based on a health check carried out between the ages of 2 and 2 and a half

### Percentage of children with a good level of development at 5 years old (Borough Indicator)

The proportion of children meeting the expected level of development by the end of their first year in primary school, covering things like communication, physical development, and early reading and number skills

### Proportion of CYP with an EHCP who are in mainstream provision (Borough Indicator)

The proportion of children and young people with an Education, Health and Care Plan who attend a mainstream school, rather than a specialist school for children with additional needs

### Participation in youth services in the last 12 months (including sport, music, art or youth clubs). (Borough Indicator)

# 2. The Place to Call Home



# 2. The Place to Call Home

## Context

**A good, stable home is the foundation of a good life. Our vision for 2050 is that everyone in Greenwich lives in a neighbourhood, not just a home, and that no one goes without a safe, secure and affordable place to live. However, housing affordability remains a significant challenge for residents in Greenwich and across London. Whilst property prices have remained relatively stable over the last 4 years, average property prices are still 12 times the average earnings. As a result, home ownership remains out of reach for many, renting privately is increasingly expensive, and there are over 30,000 households currently on the waiting list for a council home.**

Meeting this level of demand requires more than the council can deliver alone. It depends on land availability and the wider housing market as much as local delivery. However, the council is committed to building genuinely affordable homes through Greenwich Builds, which has completed or started construction on 1,275 homes since 2018, making Greenwich the top builder of affordable homes in London for three consecutive years from 2022 to 2025. We are also working with housing associations and developers to increase the supply of affordable homes more broadly across the borough.

Behind this sits the council's capital programme, one of the largest financial commitments we make. In 2025/26 we invested £290m, around three-quarters of it in housing, £117m building and acquiring new social homes, £71m improving homes we already own, and £21m buying properties to increase our housing stock which helps families who would otherwise be in expensive temporary accommodation.

For residents already living in council homes, our priority is ensuring those homes are safe, comfortable and well maintained. We have begun implementing changes as a result of the Social Housing Regulation Act, designed to better protect tenants from serious hazards and ensure transparency and accountability among social landlords. Awaab's Law, in force since October 2025, sets statutory timeframes for us to investigate and fix damp and mould hazards, and we are working hard to meet these requirements across our stock. Through the Social Housing Decarbonisation Fund (SHDF), we have invested £18m in energy efficiency improvements, reducing bills for tenants and improving the condition of ageing homes. Through our Repairs Transformation Programme, we have increased communication with tenants and improved our processes, which has led to the lowest number of repairs outstanding in at least five years.

Supported housing provides independence and control for residents with different needs. We'll use new powers under the Supported Housing (Regulatory Oversight) Act to gain greater oversight of supported housing provision across the borough through establishment of a new licensing scheme. These changes, combined with a new supported housing needs assessment, will ensure residents who need our support most can access the housing they require.

With home ownership increasingly out of reach for working people and demand for social housing far exceeding supply, private renting has become an increasingly important tenure for residents across the borough. We will continue to regulate this sector through licensing and step up enforcement action against those that break the rules, as well as supporting landlords to improve housing standards, to create a private rented sector that works for everyone.

The Renters' Rights Act has abolished 'no-fault' evictions from May 2026, with the Decent Homes Standard for private rented homes and a new private rented sector database due to follow later this year, giving tenants greater long-term security. While stronger protections will improve security for many renters, rising housing costs and limited housing supply mean that some households will still face the risk of losing their home. Royal Greenwich has been a leading council in London, making real progress in reducing homelessness pressures. Our use of hotels and B&Bs for temporary accommodation has fallen by over 96% and we have eliminated their use for families, saving the council £10 million through our Temporary Accommodation Cost Reduction Programme.

Nonetheless, rough sleeping remains a serious concern. 406 people were seen sleeping rough in the borough in 2025/26. We must work to prevent homelessness before it starts, through early intervention with residents at risk, and working closely with private landlords, housing associations and voluntary sector partners to secure safe, settled homes for those who need them.

# 2.1 Everyone can access a safe, secure and suitable home

### What this means

- We will build and acquire more genuinely affordable homes for people on a range of incomes and from all walks of life, including homes designed for people with specific needs.
- We will use our planning policies to make sure new development delivers its fair share of good-quality, affordable housing.
- We will keep our homes safe, comfortable, sustainable and well-managed, and work to give renters greater security and stability.

## Commitments

### Housing Supply

- Deliver 6,000 new council, social rent, and low rent homes over the next decade via our New Housing Supply Programme
- Enhancing our Supported Housing Programme, including developing a Supported Housing Strategy and a review of accommodation for people with learning disabilities, so we can deliver high-quality supported housing for everyone who needs it and to ensure services reflect current and future needs
- Deliver new extra care developments to provide high-quality housing with care on site

### Housing Quality and Tenancy Services

- Investing £278 million in our homes so they are more comfortable, safer and better quality — upgrading fire doors, alarms and emergency lighting, cutting energy bills for residents, and reducing carbon emissions
- Deliver a new Housing and Homelessness Strategy 2026-31
- Implement a new Housing Allocations Scheme to provide a more efficient, fair and effective scheme
- Improving our Repairs service through the Repairs Transformation Programme – with better customer service, quicker turnaround on empty homes, and action on damp and mould
- Improving our Tenancy and Income Services through the Rethinking Tenancy Programme, ensuring tenants are effectively supported to maintain safe and suitable tenancies
- Establishing our Estate Regeneration Programme, identifying the estates most in need of investment and improving them for the people who live there now
- Building on our Digital Greenwich Connect joint venture to enable improvements in connectivity for tenants and leaseholders across the borough

### Private Rented Sector

- Expanding our licensing programme to new areas of the borough, ensuring that private landlords and registered social landlords are offering safe, well managed properties that provide tenants with secure, high-quality homes
- Establish a private renters' forum, so renters have a collective voice and better access to advice on their rights
- We will protect family homes, take action where too many homes in one area are converted to HMOs, and make sure that private rented homes are safe and well managed

## Indicators (5)

### Percentage of council homes that are deemed decent (Council Indicator)

The proportion of council homes which are in a good condition, according to government's Decent Homes standard

### Percentage of homes rated energy performance certificate (EPC) C and above (Borough Indicator)

The proportion of homes in Greenwich which are reasonably energy efficient

### Net additional dwellings. Total number of new homes. (Borough Indicator)

The total number of new homes, minus any homes which have been lost (eg. because they were demolished)

### Supply of housing: % Affordable (Borough Indicator)

The number (or percentage) of affordable homes built in the borough that are affordable

### Tenant satisfaction measures - satisfaction with overall service from the council. (Council Indicator)

The percentage of council tenants who are satisfied with the council as a landlord



# 2.2 No one is homeless or sleeping rough

### What this means

- We will act early so that households at risk of homelessness can keep their homes wherever possible, reduce the number of families living in temporary accommodation, and work to end rough sleeping for good.
- We will make sure the right support reaches people at the right time, so that everyone that wants it, has a stable and secure place to call home.

## Commitments

### Homelessness Prevention and Temporary Accommodation

- Help people stay in their home wherever possible, by working with residents and landlords to prevent homelessness before it happens
- Where temporary accommodation is needed, making sure we have good supply and that it is suitable for the household, building on our success in moving families out of unsuitable, expensive hotel placements




## Indicators (4)

**Rate of households with children in temporary accommodation per 1,000 households (Borough Indicator)**

The number of families with children who live in temporary accommodation per 1000 families with children in Greenwich

**Number of families in B&B over 6 weeks (Borough Indicator)**

The number of families with children who have been in temporary accommodation with a shared kitchen and/or bathroom for more than 6 weeks

**Percentage of duties owed where homelessness was prevented or relieved (Council Indicator)**

The percentage of people who tell us that they are at risk of becoming homeless, where we help them to stop it from happening

**Number of people sleeping rough on a single night (Borough Indicator)**

The number of people who are sleeping outdoors on a single night, from a count by the council team

# 3. The Place to Feel Safe In and Proud Of



# 3. The Place to Feel Safe In and Proud Of

## Context

**Feeling safe is the starting point for feeling you belong. Our vision for 2050 is a borough where everyone is safe and feels safe, where streets are clean and green, and where our parks, playgrounds and open spaces are loved and used by everyone. Residents have told us that crime and anti-social behaviour are among the most important issues facing the borough, and that our parks and green spaces are among the things they value most. This theme sets out what we will do over the next four years to act on both.**

Over recent years, we have strengthened our approach to preventing and tackling serious violence, bringing partners, communities and young people together to turn our commitment into practical action. In 2024, we launched the Serious Violence Strategy, building on the Safer Greenwich Partnership and working with partners including the Metropolitan Police, NHS and National Probation Service. The Strategy focuses on prevention and early intervention, taking a public health approach to understanding the local causes and drivers of serious violence. Alongside this, the Let's Live #KnifeFree campaign has worked with young people, communities and the police to raise awareness of knife crime, signpost support and encourage people to make the decision to drop the knife. The campaign has helped drive practical action, including the introduction of weapon surrender bins across the borough. In 2025/26, 662 weapons were taken off our streets through this work.

This is important progress, but serious violence still causes devastating impacts to young people and families in our borough. In Greenwich there have been 438 knife offences in the past 18 months (2025 – 2026) and three teenage boys were tragically murdered through serious violence. All of these incidents underline the importance of our prevention work, and the need to embed positive change. Impactful change often depends on reaching young people early, which is why we support violence-prevention programmes in schools together with mentoring, sports, self-defence and trauma support for those affected by serious violence – helping to steer young people away from harm and towards positive opportunities. We will continue to listen to young people and communities, work closely with our partners, and focus on education with children and young people to achieve lasting behavioural change.

Around one in four women experience domestic abuse in their lifetime. In 2024/25 there were 3,496 domestic abuse offences in Greenwich reported to the Police, which is a 13% decrease from the previous year. However, the rate of domestic abuse offences in Greenwich remains above the London average and is the seventh highest of the 32 London boroughs. We must enact meaningful change to address why domestic abuse is disproportionately higher in Greenwich, as it is essential that women and girls feel safe at home, and in our communities. The Working Together to End Male Violence Against Women and Girls Strategy will be vital in making this change and sets out seven key strategic priorities for 2025 to 2029. Building on extensive work already underway in the borough, the Strategy focuses on prevention, addressing the root causes of sexism and male violence, and a focus on male accountability and cultural change. It is also important that men and boys get the support they need and are empowered to challenge harmful attitudes and become active partners in ending violence against women and girls. Access to positive male role models is vital in this, helping to model healthy relationships and shape attitudes from an early age.

We have continued to invest and enhance our approach to tackling anti-social behaviour (ASB), responding to residents' concerns through targeted investment in community safety. In a 2025 resident poll, crime and ASB were identified as the most important issues facing the borough. There were 6,414 recorded ASB incidents in 2024/25, and rowdy and inconsiderate behaviour accounted for 60% of them. In response, we have expanded our team of Community Safety Enforcement Officers, installed new CCTV and strengthened our Integrated Enforcement model to deliver smarter, locally driven enforcement.

We will not tolerate those who harass and intimidate others in our town centres and public squares, at the expense of

the residents, families and visitors who have every right to enjoy them. We will make full use of the enforcement powers available to us to tackle those who break the rules, and work closely with the Police and other integrated enforcement bodies to crack down on this behaviour.

As well as tackling anti-social behaviour to ensure our residents feel safer, we also want our residents to feel proud of their environment and local area. Fly-tipping by criminal offenders is a significant problem in the borough and results in our public spaces and neighbourhoods being unclean and appearing neglected. It costs over £800,000 of taxpayers' money a year and, since 2021, 3,218 tonnes of fly-tipping has been collected and cleaned. As this remains an ongoing concern, we have invested £5 million through our Getting Things Done programme to improve monitoring, investigating and clearance of fly tips and increase fines for those who are caught and prosecuted. This investment aims to encourage long-term behavioural change and make our streets cleaner and safer places to live.

Greenwich has a large network of parks, playgrounds and sports facilities, and these spaces mean a lot to our residents. They improve physical and mental health by supporting physical activity and access to nature, alleviating stress and stimulating social connection and cohesion. We know continued investment is needed to ensure they remain well-used and loved, particularly by young people and families, while providing spaces that bring communities together and protecting them for generations to come. We will also invest in community centres and support community-led improvements that enable residents to shape and improve their local areas, with the hope of fostering a sense of pride and belonging.





# 3.1 People are safe from serious violence and exploitation

## What this means

- We will work as one Safer Greenwich Partnership to reduce the number of children and young people drawn into serious violence — as victims or perpetrators — and to protect residents from criminal and sexual exploitation.
- We will make sure women and girls are safe and feel safe in the borough. That means naming male violence for what it is, intervening early with those at risk of causing harm as well as those at risk of experiencing it, holding perpetrators to account, safeguarding the places where risk is highest, and working with men and boys as allies to challenge the misogyny that sustains it — so the burden of safety no longer falls on women and girls, and violence is treated as a problem to prevent, not just police.



## Commitments

### Ending Male Violence Against Women and Girls

- Building on our landmark Ending Male Violence Against Women and Girls' Strategy by delivering the actions within it including:
- Deepening our understanding of the links between domestic abuse and serious violence, and using our award-winning film Red to help teachers, youth workers, police, parents and communities spot the signs of grooming and exploitation earlier

### Serious Violence

- Serious violence has taken too many young lives in Greenwich, and every death leaves a family in pain and a community shaken. We will act on every recommendation and every lesson from those deaths. We will change how agencies share information and, crucially, how we listen to what a child is telling us, building that learning into NextGen Greenwich, our next Serious Violence Strategy, and the training we give every member of staff who works with children at risk. No family should have to endure this loss

### Education and Behaviour Change

- Funding a set of interventions and education programmes in primary and secondary schools, targeted at men and boys to address toxic masculinity and misogynistic attitudes, whilst building knowledge on consent and healthy relationships
- Continue work to problem-solve hotspot locations for women's and girls' safety in public spaces



## Indicators (7)

### Youth offenders: first time entrants to youth justice system. (Borough Indicator)

Youth offenders: first time entrants to youth justice system (rate per 100,000 aged 10-17)

### Youth offenders: % of youth offenders reoffending. (Borough Indicator)

The proportion of young offenders who go on to commit another offence within 12 months of the first

### Number of crimes per 1,000 people: Homicide, Violence with Injury, Violence without Injury. (Borough Indicator)

### Number of crimes per 1,000 people: Rape, Other sexual offences. (Borough Indicator)

### Percentage of repeat incident of VAWG victims during a defined period of 12 months (Borough Indicator)

VAWG stands for Violence Against Women and Girls. This is the proportion of victims who experience another incident within a year of their first one

### Percentage of high-risk MARAC cases reduced within a defined period of 12 months (Borough Indicator)

MARAC (Multi-Agency Risk Assessment Conference) is a meeting where different services share information on the highest-risk domestic abuse cases to agree how to protect the victim. This measure is the proportion of those highest-risk cases where the level of risk to the victim had gone down within a year

### Percentage of improvement of identified high harm problem premises (Borough Indicator)

Problem premises are properties identified as causing serious harm, such as homes taken over by criminals for illegal activity (cuckooing), or other addresses linked to repeated crime or exploitation. This measure is the proportion of these identified properties where the situation has been resolved or improved.

# 3.2 Fewer people experience anti-social behaviour and residents feel safe in their neighbourhoods

## What this means

- We will tackle anti-social behaviour quickly, combining firm, fair enforcement with action to design out the problems that let it take hold — from better-lit streets to safer, more welcoming town centres and public spaces.
- We will ensure that residents feel safe and confident in their neighbourhoods, by day and after dark, and able to move around and enjoy their community without fear.

## Commitments

### Community Safety Enforcement

- Recruiting more community safety enforcement officers to patrol our town centres, so people feel safe and confident visiting at night
- Renew our Public Space Protection Order (PSPO), giving the council the power to take enforcement action against anti-social behaviour — including foul or abusive language, threatening or intimidating behaviour, and the consumption of alcohol or psychoactive substances
- We are investing in new CCTV and expanding our coverage so that residents are safe on our estates and around our neighbourhoods

## Indicators (5)

**Number of anti-social behaviour offences per quarter (Borough Indicator)**

**Number of crimes per 1,000 people: Theft from Person, Shoplifting, Bicycle Theft, Other Theft (Borough Indicator)**

**Percentage of statutory nuisance cases resolved in the agreed intervention period (Council Indicator)**

Statutory nuisances are problems like noise, odour, or pests that the council has a legal duty to act on. This measure is the proportion of these cases resolved within the timeframe the council has committed to

**Proportion of premises returning to the high harm or problem premises panel within 6 months of exiting (Borough Indicator)**

The proportion of properties that were previously dealt with as a high harm or problem premises case, but ended up back on the panel again within six months

**Tenant Satisfaction Measures - satisfaction with anti-social behaviour case handling (Council Indicator)**

How satisfied council tenants are with the way their reports of anti-social behaviour were handled, based on Greenwich's tenant satisfaction survey

# 3.3 Public spaces are clean, attractive and a source of pride

## What this means

- We will keep the borough clean by targeting our efforts where they are needed most and taking firm action against fly-tipping and those who damage our environment.
- We will invest in our parks, playgrounds, sports facilities and community centres to ensure they are welcoming and vibrant – working alongside residents who share our pride in the place we live.

## Commitments

### Cleaner Streets

- As part of our work to reduce reducing fly-tipping we will make it easier to get rid of unwanted items, while using new technology to identify and prosecute fly-tippers
- Implement improvements to our bulky waste service including cutting the fee to £5 and making it a responsive, reliable and cost-effective service

### Parks, Playgrounds and Sports Facilities

- We will refurbish East Greenwich Pleasance Playground, install disabled access at Plumstead Common Bowls, and refurbish the boardwalk in Sutcliffe Park nature reserve
- We are rethinking the future of our Adventure Play Centres (APCs) to create more accessible and sustainable play opportunities for children and young people
- As part of the planning for the Thamesmead new town, we will explore options to establish a new leisure centre and library in Thamesmead
- We will build on the play offer in the borough by investing in sports facilities, playgrounds and multi-use game facilities across the borough

### Community Investment

- Through our Greenwich Neighbourhood Growth Fund, we will continue to support local projects across the borough, with £1 million allocated to deliver community-led improvements that respond to local priorities and create lasting benefits , giving real power to local communities
- We will roll out multi use community hubs across the borough including the pilot community hub in Coldharbour where local services can be delivered
- We will review our community spaces to ensure that they meet the needs of local communities and the groups such as the Caribbean Social Forum that use them and that they are in good condition and financially sustainable

### Taking back control of our high streets

- We will use new government powers over vape shops, adult gaming centres and betting shops to clean up our high streets as well as stepping up enforcement against illegal vapes and cigarettes and pressing for the strongest penalties for those who target children



# Indicators (4)

**Percentage of people who are satisfied with their local area as a place to live (Borough Indicator)**

Based on the government's Community and Engagement Survey

**Rate of fly-tipping enforcement actions per incident (Borough Indicator)**

The proportion of fly-tipping incidents that resulted in enforcement action, such as a warning, fine, or prosecution

**Fly tipping incidents per 1000 people (Borough Indicator)**

**Missed bins per 100,000 collected (Council Indicator)**

The number of bin collections that were missed, shown as a rate per 100,000 collections carried out






Photo by Neil Speakman

# 4. The Place That's Healthy, Caring and Fair



# 4. The Place That's Healthy and Fair

## Context

**Greenwich is only as strong as the health of its people. Our residents, communities and local organisations hold deep reserves of knowledge, resilience and mutual support, and this theme is built on that strength. Our role is to work alongside them, removing the barriers that stand in the way of a healthy life and creating the conditions in which everyone can flourish. This reflects the direction set by Health and Adult Services Vision 2025-2030 which in also informed by the NHS 10 Year Health Plan, with a shift towards prevention, earlier intervention and neighbourhood-based models of health and care that bring services closer to where people live, work and grow. Getting this right means working with communities, social care and other health services, schools, employers, housing, the voluntary sector so that people are supported to stay well, live independently, and shape the lives they want to lead.**

Our vision for 2050 is that people in Greenwich live longer, healthier and happier lives, and that the gaps between communities have closed. That means health in the fullest sense, including physical and mental wellbeing, strong relationships and a sense of purpose, and services that work together around people rather than around organisational boundaries.

Good Health is supported by prevention through public health and social care, access to a warm and secure home, a good job with a decent income, clean air, green space, healthy food within reach, and strong connections to others. By strengthening these building blocks together, we can extend that opportunity to every resident. Fairness sits at the heart of this theme because we believe a good, healthy life should be within reach of everyone in Greenwich, whoever they are and wherever they live.  In Greenwich we face a challenge where our residents do not experience the same good health as other similar Boroughs in London as measured by healthy life expectancy. Healthy Life expectancy across the borough can still be predicted by your postcode, varying between our most and least affluent neighbourhoods, and closing that gap is one of the clearest measures of our progress.

Every child in Greenwich deserves to breathe clean air. Poor air quality is a health and an inequality issue, hitting some of the most deprived residents and children the hardest. We will ensure that we take strategic measures to reduce air pollution across the borough, working closely with schools, the Government and local businesses to create healthier communities for all

A commitment to independence, choice and control runs alongside that fairness. People are the experts in their own lives, and our aim is to empower residents with the information, support and confidence to make their own decisions and maintain their independence for as long as possible. By joining up across the system and acting earlier before problems become crises, and closer to where people live, we can help residents stay well, connected and independent.

Poverty and financial insecurity remain among the most pressing challenges facing our borough. Our approach to addressing this is set out in the Greenwich Supports strategy, which is our plan to prevent and reduce poverty. We are doing this by making our support offer more preventative and providing better wraparound support with our advice hubs and welfare support. The strategy is underpinned by three objectives: lessening the impact of poverty and the chances a household's situation will worsen; preventing people from falling into poverty; and addressing the wider risk factors and causes. In practice this means we act quickly to stabilise households in crisis, help residents maximise their income in partnership with DWP and Jobcentre Plus, and build longer-term resilience by coordinating support around food, childcare, skills, housing and digital inclusion. Targeted help is already in place through the £1m Greenwich Supports Council Tax Hardship Fund for residents on the lowest incomes.

Our vision is for a borough where everyone feels seen, safe and at home, whatever their background, beliefs or story. We are proud to be one of the most diverse boroughs in the country, and that diversity is a strength we want every resident to feel part of. Over 90 languages are spoken across the borough, and we have the largest number of Nepalese speakers of any London borough. Belonging depends on people feeling safe and able to shape the place they live in. We will remain a Borough of Sanctuary by working alongside our voluntary and community sector to help refugees and people seeking asylum

settle here. We will support people to access the support they need and thrive as neighbours, colleagues and contributors to community life. We will also continue delivering our Equality and Equity Objectives for 2024–2028, our commitment to advance equality of opportunity, eliminate discrimination and foster good relations across the borough, built on our wider commitment to equity — removing the barriers faced by residents and staff with all protected characteristics. We will explore developing a Children's Impact Assessment so that the effect of our decisions on children and young people is understood before those decisions are taken. Finally, we will further develop our faith-based community forums to strengthen dialogue with the faith communities central to the borough's civic life.






# 4.1 Residents live longer, more independent, healthier lives and inequalities narrow

## What this means

- Prevention and Social Care are critical to support residents to live longer, healthier and more independent lives at every stage — from a good start in childhood to ageing well in later life — promoting wellbeing across our communities and narrowing the unfair gaps in health between them.
- We will help more residents to be active, eat well and enjoy good mental and physical health, acting earlier to prevent, reduce and delay the need for care and support.
- Working as one team in our neighbourhoods to join up the NHS, social care and community around people's lives, we will shift more care closer to home, intervene sooner to keep people well, ease pressure on hospitals, and support unpaid carers.

## Commitments

### Social Care and Independent Living

- Continuing to change the way adult social care works by enabling people to live the lives they choose, drawing first on their strengths, relationships and communities, with timely care and support that prevents, reduces and delays needs and helps people remain independent for longer
- Bringing the NHS, social care, the council and voluntary sector partners together in local neighbourhoods, so support wraps around each person and you only ever have to tell your story once. This will make it easier for everyone to get the right support at the right time, with no wrong door
- Launch a new Dementia Hub to help residents, families and carers to navigate the challenges of a dementia diagnosis
- Further develop our award-winning Digital Health and Care Technology service, helping more residents to live safely and independently in their own homes for longer. This fully integrated joint initiative between the council and local NHS services is the first of its kind. It uses technology such as voice assistants, video doorbells, smart home monitoring and remote health monitoring to give residents tailored support, so they can keep their independence and stay connected to the people and places that matter to them
- Helping people stay in their own home wherever possible, with early, preventative support that stops problems escalating and avoids unnecessary trips to hospital in the first place. When a crisis does happen, support will respond quickly, and when people do need a hospital stay, we will get them home as soon as they are well enough.

Further work to create the conditions for independent living including: Recognise carers as essential partners in health and care, identifying carers earlier and improving access to assessments, breaks, information, financial advice and practical support to sustain their own health and wellbeing

- Work with the NHS to ensure that investments are made to support our residents with mental health needs to thrive and live a fulfilling life
- Developing more quality supported accommodation for people with care and support needs that result in them gaining employment and being part of a community. The Royal Hill development is a prime example of how we want to deliver this support
- Develop new models of care, including extra care, that enable ethical partnerships, improved workforce conditions, local business growth and greater social value
- Expanding supported employment for people with health conditions and disabilities

- Expanding options for people to decide how their care and support is delivered, like direct payments and individual service funds
- Maximise the use of funds like the Disabled Facilities Grant to enable people to live independently with adaptations to their properties
- Practical measures that remove barriers to getting around the borough, including improving information about facilities, including toilets, so that our town centres, parks and public space are more accessible
- We will double our number of Shared Lives carers, to enable people to live with, or alongside, a host family

## Public Health and Equity

- Through our Neighbourhood Public Health Prevention Programme, we will work with the NHS and local partners to help all people improve their health and wellbeing. This will include further development and increasing accessibility to our health checks outreach initiative
- Through our Health Equity Programme, we will work with communities and partners to close the gap in health between different parts of the borough and our different communities
- We'll make it easier and cheaper for residents to get active, offering concessionary rates for those that need it at our leisure centres






## Indicators (10)

### Overall satisfaction of people who use services with their care and support (Council Indicator)

This measures the satisfaction with services of people who draw on long-term support, which is directly linked to a positive experience of care and support

### Number of people receiving local authority-provided or organised long-term adult social care support (nursing, residential, and community) per 100,000 adults, (aged 18-64) (Borough Indicator)

The number of working-age adults receiving ongoing care and support arranged or paid for by the council, such as help at home or a residential care place, shown as a rate per 100,000 adults in that age group

### Number of people receiving local authority-provided or organised long-term adult social care support (nursing, residential, and community) per 100,000 adults, (65+) (Borough Indicator)

The number of adults aged 65 and over receiving ongoing care and support arranged or paid for by the council, such as help at home or a residential care place, shown as a rate per 100,000 adults in that age group

### Proportion of people who received reablement during the year, who were previously were not receiving services, where no further request was made for ongoing support (Council Indicator)

This measures the proportion of completed episodes of reablement provided to new clients aged 18 and over during the year, where the follow up was either no ongoing support or support of a lower level

### Percentage of adults who are physically inactive (Borough Indicator)

The proportion of adults who do less physical activity than the recommended amount each week, based on national survey data

### Overall satisfaction of carers with social services (for them and for the person they care for) (Council Indicator)

A score reflecting how unpaid carers rate their own quality of life, based on a national survey of carers in England. A higher score means a better quality of life

### Obesity: Year 6 obesity prevalence (Borough Indicator)

The proportion of children aged 10 to 11 years classified as living with obesity

### Smoking: percentage of those setting a quit date who successfully quit smoking (Borough Indicator)

### Cardiovascular disease prevention: Proportion of NHS health checks completed across the eligible population (Borough Indicator)

The percentage of people eligible for an NHS Health Check who received one in the last quarter

### Healthy Life Expectancy Male and Female (Borough Indicator)

The average amount of life a person can expect to live in “good” health

# 4.2 Greenwich is a welcoming place where people feel they belong

## What this means

- Greenwich is a diverse and vibrant borough, with many different communities that call it home. We will work with our partner organisations, to ensure that everyone, whatever their background, feels they belong, has an equal chance to thrive and can access the support they need.
- Equity, inclusion and belonging are at the heart of everything we do, from providing accessible services to our residents, to fostering good relations within and between our communities. Culture is central to this. The cultures, faiths and histories that make up Greenwich are a source of pride, and we will celebrate them openly — backing community-led events and using our parks, venues and civic occasions to bring people together across difference.
- We recognise that our residents and communities have different circumstances, barriers, and needs, and we commit to providing support in a way that gives everyone a fair opportunity to achieve similar outcomes. We will work with partners and communities right across the borough to make this real, challenging hate and division wherever they appear, and we will remain a place of welcome and sanctuary for those who need it.



## Commitments

### Borough of Sanctuary

- We will remain a borough of sanctuary, working with our voluntary and community sector to support refugees and people seeking asylum to settle and thrive here

### Equality, Equity and Fairness

- We will continue delivering our Equality and Equity Objectives for 2024-2028 focused on making the borough a fairer and more inclusive place for all
- Exploring how Greenwich can become an age-friendly borough, working with older residents to shape a place that works well at every stage of life

### Tackling Discrimination

- We will publish a new Hate Crime Strategy that will recognise how different forms of discrimination and vulnerability overlap, so that support reaches those most at risk. It will improve reporting pathways, strengthen individual and community resilience, and set out how we work with community organisations, public services and enforcement bodies to prevent hate crime, support victims and promote inclusive practice

## Indicators (5)

### Percentage of people who agree that people from different backgrounds get on well together in their local area (Borough Indicator)

Based on the government's Community and Engagement Survey

### Percentage of people experiencing loneliness (Borough Indicator)

Percentage of people reporting that they experience loneliness often

### Any Notifiable Offence record which has had one or more Hate Crime flags added (Number) (Borough Indicator)

The amount of recorded crimes that have been identified as motivated by hate, against someone's perceived race, religion, sexual orientation, disability or transgender identity identity

### Slope index of inequality in life expectancy at birth (male) (Borough Indicator)

A single figure showing the gap in life expectancy between men living in the most and least deprived parts of the borough. A higher figure means a bigger gap, and therefore greater health inequality

### Slope index of inequality in life expectancy at birth (female) (Borough Indicator)

A single figure showing the gap in life expectancy between women living in the most and least deprived parts of the borough. A higher figure means a bigger gap, and therefore greater health inequality



# 4.3 More households are financially secure

### What this means

- We will work to reduce the number of households struggling to make ends meet, so that no one is left to struggle alone.
- We will help residents keep more money in their pockets, supporting them to claim what they are entitled to and to find their way easily to advice and support.
- We will work with families feeling the squeeze, not just those already in crisis, joining up support on money, benefits, housing and energy around them. We will not do this alone.
- We will work with key partners across the community to ensure there is a joined-up approach that best supports our residents.

## Commitments

### Support for those in financial crisis

- Continuing to bring council services and partners together through Greenwich Supports, so people get help as a whole person or family, not passed between services. Specifically, this will:
  - ensure that residents are supported to claim everything they are entitled to
  - identify people at risk of financial crisis and take targeted personalised action to support them
  - find routes into better paid and more secure jobs to give them long-term financial security

### Cost of living support

- Support existing food pantries and establish new food clubs, so more residents can access affordable food and rely less on emergency food from foodbanks
- Continue to make improvements to council homes so they are more energy efficient, reducing bills for tenants

## Indicators (4)

**Income deprivation affecting children index (Borough Indicator)**

The proportion of all children aged 0 to 15 living in income deprived families

**Income deprivation affecting older people index (Borough Indicator)**

The proportion of all those aged 60 or over who experience income deprivation

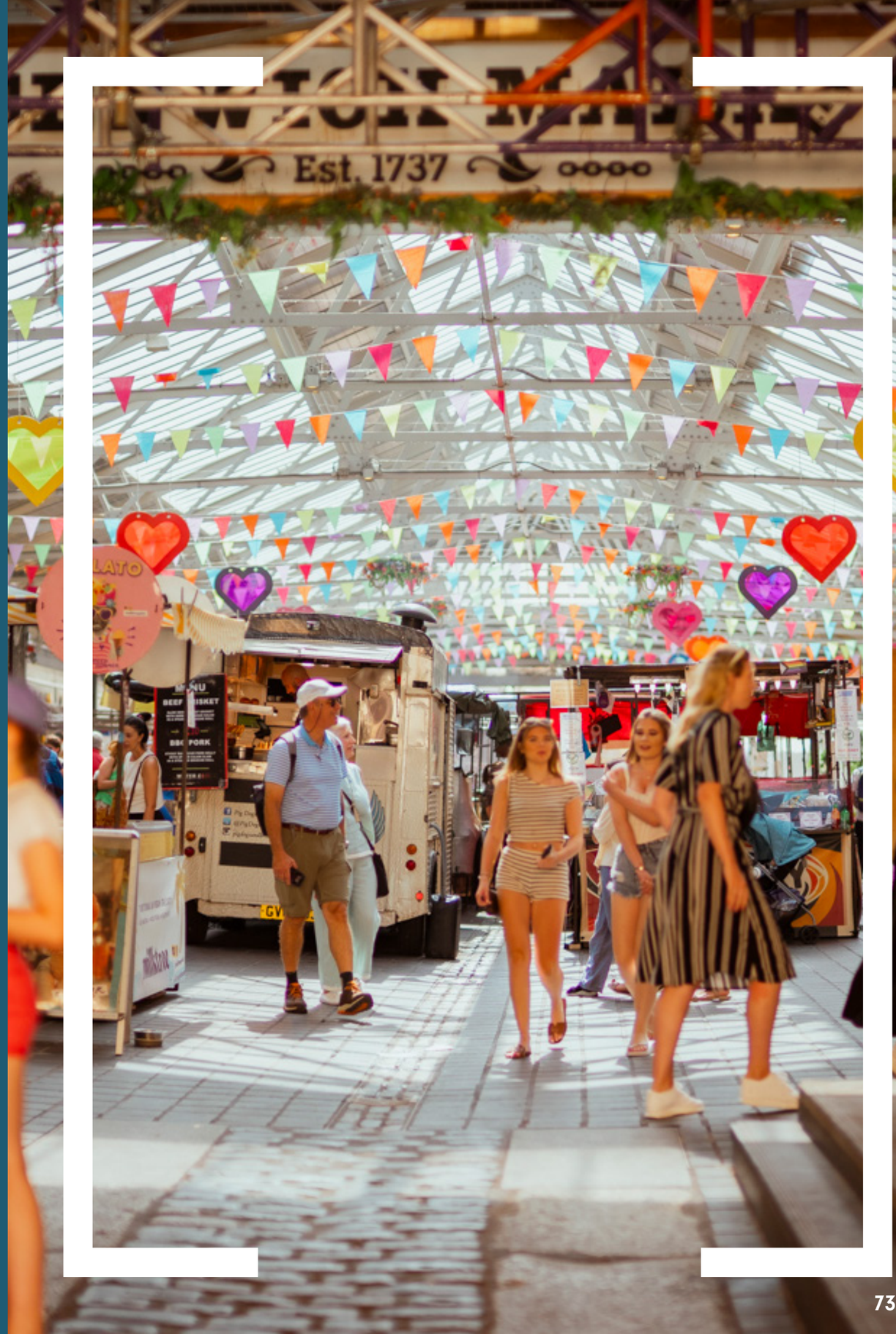
**Percentage of children living in low-income families (Borough Indicator)**

The proportion of children living in households whose income falls below a set poverty threshold

**Gross disposable household income per capita (Borough Indicator)**

The average amount of money each person has left to spend or save after tax and benefits

# 5. The Place to Visit, Work and Do Business



# 5. The Place to Visit, Work and Do Business

## Context

**Royal Greenwich is one of London's leading cultural, heritage and visitor destinations, home to a UNESCO World Heritage Site, world-class attractions, historic markets, vibrant high streets and a thriving creative sector. The visitor economy is a vital contributor to the borough's economy, supporting local businesses, creating jobs, attracting investment and generating opportunities for residents across our communities. Through the delivery of our Inclusive Economy Strategy, Culture Strategy and Local Plan, we will build on these strengths, protecting and enhancing our historic environment while ensuring culture, heritage and creativity continue to drive inclusive growth, prosperity and wellbeing. We will harness the economic and social value of our unique assets to strengthen Royal Greenwich's position as a destination borough where businesses, communities and visitors can thrive.**

Our vision is for culture and creativity to be part of everyday life in every part of the borough, not just our famous landmarks, with residents as makers and performers as well as audiences, and for our town centres to be lively, welcoming places by day and by night.

Our town centres sit at the heart of local communities, drawing people together and shaping local identity. They are places where residents access services and opportunities, visitors experience the distinct character of Royal Greenwich, and businesses invest. That's why we're building on the momentum of our recent transformation of Beresford Square and Cutty Sark Gardens and investing a further £2.1 million in our public spaces. As part of this investment, we have appointed two new Town Centre Managers to make sure Eltham, Greenwich and Woolwich are clean, safe and vibrant. We will coordinate with businesses, town centre partnerships, proposed Business Improvement Districts (BIDs), cultural organisations and residents to create thriving, welcoming and resilient centres that are central to our ambitions for inclusive growth and meet the needs of existing and future communities.

While Royal Greenwich continues to attract investment and development, not all residents benefit from economic growth. The unemployment rate in Royal Greenwich is rising, in line with the rest of London, and now sits at 6.1%. This is combined with a growing number of 16 to 24-year-olds not in education, employment or training, which rose to 12% across London by the end of 2025. By doing everything we can to generate economic opportunity for residents and businesses across the borough, we can work to reverse this trend. Our vision for 2050 is that businesses choose to start, grow and stay in Greenwich, that people of every age can find good work that pays fairly, including in jobs and industries that do not yet exist, and that every neighbourhood, from Thamesmead to Eltham, gets its share of the growth. Through our Jobs of the Future programme, we will strategically target our resources at ensuring that young people get the jobs, skills and training they need to live a good life. Our commitment to reducing income inequality has already made a difference with over 130 local employers now committed to paying the London Living Wage, and the proportion of residents' jobs paid below it has fallen to 15%. We want to build on this progress, and through our Jobs of the Future Programme, we are committed to ensuring young people can access employment opportunities, their progression into higher-paid work is supported, and businesses can access the talent they need. In connecting people, place and prosperity, we will ensure Royal Greenwich remains a borough where businesses can grow, and residents can share in the benefits of economic success.

We are proud to be one of the birthplaces of the co-operative movement, and through our Co-operative Commission and the Together for Greenwich Strategy we have set out a plan to grow the local co-operative economy - supporting new and existing co-operative businesses, embedding co-operative principles in social care, and backing community energy. In doing so we are aligning with the national ambition to double the size of the UK's co-operative sector, ensuring more residents have a genuine stake in the enterprises and services on which they

rely. Through our Community Wealth Building approach and work with anchor institutions, we will ensure that economic growth creates lasting benefits for local people, supports local supply chains and attracts investment that contributes to the long-term prosperity of the borough.

Drawing on partnerships across London, including through Local London, we will maximise opportunities for investment, skills and economic development that benefit residents and businesses alike to encourage the borough to have a strong and inclusive economy.





# 5.1 More businesses start and grow, creating good-quality jobs that benefit our communities

### What this means

- We will attract investment, grow new and existing businesses, and back the social enterprises and co-operatives that are part of our heritage – creating better, secure, well-paid jobs across the borough.
- We will make sure local people share in that growth, with access to the skills, training and apprenticeships to build a career.
- We will use our spending, land and influence as a major local anchor to keep more of the wealth we create in local hands, so a growing economy is felt in every community.

## Commitments

### Economic Growth

- Delivering our Inclusive Economy Strategy, so growth and investment in the borough reaches the residents and communities who need it most — with good, secure jobs, more spending with local businesses, and fairer access to opportunity
- Delivering the recommendations of our Co-operative Commission — growing co-operative businesses in the borough, backing community energy, and exploring co-operative models in social care, so more people have a stake and a say in the local economy
- Delivery of an Affordable Workspace Plan, so that we can utilise spaces across the borough to support businesses

### Employment and Skills

- Setting up a Jobs of the Future Apprenticeship Fund and backing small businesses through our Jobs of the Future Programme, so that local young people get good paying jobs in growing industries

## Indicators (8)

**New business three-year survival rate (Borough Indicator)**

The proportion of new businesses that are still operating three years after they started

**Employment for 16–64-year-olds (Borough Indicator)**

**Gross median weekly pay (Borough Indicator)**

**Births of new enterprises (Borough Indicator)**

The number of new businesses that were created in the past year

**Gross Value Added per hour worked (Borough Indicator)**

A measure of economic output per hour of work, used to show how productive the local economy is

**Number of businesses that are London Living Wage Accredited (Borough Indicator)**

The number of businesses in Greenwich formally accredited as paying the London Living Wage, a voluntary hourly rate set above the government minimum to reflect the real cost of living in London

**Percentage of young people aged 16-17 not in education, employment or training (Borough Indicator)**

**Percentage of care leavers aged 17-21 in education, employment or training (Borough Indicator)**

# 5.2 We have thriving town centres, local centres and shopping parades

## What this means

- We will work to make our town centres, high streets and shopping parades clean, welcoming and full of life — refreshing streets and markets, drawing people in with events, culture and a stronger visitor economy, and working hand in hand with local traders.
- We will honour what makes each town centre distinctive, highlighting the unique offer of every one, so that footfall and spending stay rooted in the borough.

## Commitments

### Town Centres

- Delivery of the Town Centre Improvement Programme using investment from the Getting Things Done programme
- Creating pedestrian-friendly town centres so residents can walk around communities safely and securely, beginning with the partial pedestrianisation of Greenwich Town Centre
- Delivering our Evening and Night-time Economy Strategy, so our town centres thrive after dark — with more to do, safer streets, and better support for the many Greenwich residents who work through the night

### Business Partnerships

- Supporting local businesses to establish Business Improvement Districts in Greenwich, Woolwich and Eltham, so town centres have the investment and shared voice to thrive

## Indicators (5)

Monthly total footfall (Eltham, Greenwich, Woolwich) (Borough Indicator)

Monthly total spend (Eltham, Greenwich, Woolwich) (Borough Indicator)

Monthly total average night-time footfall (Eltham, Greenwich, Woolwich) (Borough Indicator)

Monthly total average night-time spend (Eltham, Greenwich, Woolwich) (Borough Indicator)

Rate of vacant premises (Eltham, Greenwich, Woolwich) (Borough Indicator)



# 5.3 Our heritage, cultural and creative sector remains world class, and both the borough and the people who live here see more of the benefit

## What this means

- We will build on Greenwich's reputation as one of the world's great cultural destinations, shaped by its extraordinary heritage, riverside and parks, and dynamic creative communities.
- We will support artists, makers and cultural organisations to thrive, from world-class festivals to landmark venues, and grow a skilled, inclusive creative and visitor economy that creates jobs, attracts visitors, strengthens local pride and enables every community to tell its own story.

## Commitments

### Cultural Strategy

- Delivering our Culture Strategy, so more residents can take part in culture close to home, backing local creatives, celebrating our heritage, and growing the creative economy with a Cultural Investment Team that pays for itself by bringing in money to expand our cultural offer

### Heritage Conservation

- We will create an accessible digital archive and find a physical space to re-house the world-famous Greenwich archives to ensure they are open and available for use
- We will create a cultural infrastructure and development fund to repair our world class heritage sites and grow the creative economy. Alongside this, we will work with local cultural organisations to maximise external investment, supporting them in their bids for funding

## Indicators (6)

**Percentage of people who reported in-person cultural engagement within the past 12 months (Borough Indicator)**

Based on the government's Community and Engagement Survey

**Number of creative and cultural sector businesses in the borough (Borough Indicator)**

**Number of employees in the creative and cultural industries in Greenwich (Borough Indicator)**

**Total visitor numbers to the Royal Borough of Greenwich (Borough Indicator)**

**The number of people who have attended cultural events and festivals in Greenwich within the past year (Borough Indicator)**

**Percentage of people who are satisfied with community / cultural facilities in their local area (Council Indicator)**

Based on the government's Community and Engagement Survey

# 6. The Place for the Future



# 6. The Place for the Future

## Context

**Much of what we do in this theme will shape the borough well beyond 2030. Our vision is that by 2050 new neighbourhoods have been built as whole places from the start, with homes, green space, schools, transport and places to work, and that older neighbourhoods have been renewed without losing their character or their communities. It is also a borough where you can get around easily without relying on a car, and where streets and homes are ready for a changing climate.**

Greenwich continues to see major regeneration across the borough. Woolwich, Charlton Riverside, Greenwich Peninsula, Thamesmead and Abbey Wood have been identified in the London Plan as 'Opportunity Areas' to develop new homes, jobs and infrastructure. The council will continue to play an active role in the regeneration of these areas and will work with local communities and partners to realise the significant potential in Charlton Riverside and the Thamesmead New Town, for new homes, green spaces, local schools, leisure facilities and transport, including the DLR extension. We will use the Local Plan to ensure high-quality design, creating energy efficient homes and protecting important spaces and heritage assets to ensure regeneration respects its context.

Through resident engagement, we have heard concerns that development does not always have a positive impact on the local area. We will continue to secure contributions from developers to invest in essential infrastructure to ensure regeneration works for everyone – new and existing communities – and that local people are not priced out of their area.

We recognise that climate change is no longer about a hypothetical future but a new lived reality and that we must redouble our efforts to reduce emissions and pollution across the borough. We want Greenwich to be ready for the generations to come: a cleaner, healthier borough that is tackling climate change and building resilience to it. Climate change is the greatest long-term threat we face, and with miles of riverfront, the risk of flooding is especially acute in Royal Greenwich. In 2019, we declared a climate emergency, approved our Carbon Neutral Plan in 2021, and now have 75 commitments across seven themes, of which a third are complete and a third are underway. The delivery record is real: operational emissions from council buildings, schools, street lighting and vehicles are 29% below their 2019/20 baseline, we have planted 5,695 trees against a target of 5,000 by 2026, and per-capita emissions are the lowest on record. Our commitment shapes how we power the borough and protect its natural environment: developing heat networks, strengthening the circular economy through better waste management, delivering a new sustainability and biodiversity plan and investing in flood and drainage infrastructure. Efforts extend to how we build and develop too, retrofitting council homes and putting sustainability at the centre of new development through our Climate Resilience planning guidance.

Council activity is only part of the picture; most of the borough's emissions come from homes, transport and workplaces. Real change will only be achieved if residents and businesses act on climate change with us. We will continue working with residents, businesses and developers to inspire and enable climate action, alongside advocating on the borough's behalf – pressing for the grid decarbonisation and retrofit funding the transition ultimately depends on. Over the next four years, working together, we will continue to deliver our Carbon Neutral Plan, tackling climate change and protecting our natural environment.

Getting around Greenwich should be enjoyable, clean and safe. Transport is the second largest source of carbon emissions in the borough, making accessibility and connectivity of sustainable travel a priority. We want to encourage more journeys to be made on foot, by bike and public transport – helping to clean the air we breathe and support everyday wellbeing. Although Greenwich already has an established cycling network, only 37% of residents live within 400m of a safe cycleway – we're working to raise this to 72% by 2041, by expanding our strategic cycle routes and cycle infrastructure across the borough. We will support the next generation to travel actively too, with every eligible child offered a £150 voucher towards a bike or scooter and safety equipment. We will work to improve the pedestrian experience in the borough, not only through working to pedestrianise key areas like Greenwich Town Centre, but also by improving walking routes, pavements and crossings in the borough. Beyond cycling, we will support residents to travel in greener ways that suit them best, installing 2,000 public EV chargers and expanding car

clubs across the borough for those who need to drive. Connectivity across the borough is equally important: we're working with TfL and National Rail to invest in public transport, delivering infrastructure improvements and improving access – so that every journey, however the mode, is greener and easier.

Sustainable travel is also reliant on the safety and conditions of our streets and pavements – and residents have told us there's more to do. We are investing £8m in our Highways Resurfacing Programme to improve pavement conditions, highways maintenance and potholes to create a safer and calmer travel network across the borough. We are also rolling out a borough-wide 20mph speed limit and increasing the number of School Streets across Greenwich to improve safety at school pick-up and drop-off times. These commitments will make our streets safer and calmer for everyone, whether cycling to school, driving to work, crossing the road or enjoying a walk to one of our wonderful parks or green spaces.






# 6.1 It is easier, safer and cleaner to get around

## What this means

- We will make it easier, safer and cleaner to get around the borough — supporting more journeys on foot, by bike and by public transport, improving the air we breathe, and making our streets safer and calmer with quieter neighbourhoods, lower speeds near our schools, and well-maintained roads and pavements.
- We will open up new connections across the borough, so that getting around becomes cleaner and simpler for everyone, however they choose to travel.

## Commitments

### Street Quality and Safety

- Investing at least £8m in our Highways Resurfacing Programme to improve our roads and pavements, making it easier, safer and cleaner to get around
- Introducing School Streets across Greenwich to restrict traffic around the start and end of the school day, improving road safety and air quality for children attending school in the borough
- Delivering on-street improvements such as safe road crossings, secure cycle parking and storage hangars and rolling out dockless bike parking bays to ensure rental e-bikes are parked safely and provide better access to sustainable travel
- Deliver our borough-wide 20mph speed limit to improve safety on our streets
- Expanding our strategic cycle routes to create safe, sustainable travel options for all our residents

### Sustainable Travel

- Installing 2,000 public EV chargers and delivering a pilot programme of EV charger installation for residents without off-street parking
- Develop and deliver a scheme to support carbon reduction and active travel to and from school by offering every eligible child in the borough a £150 voucher towards a bike, scooter or safety equipment
- Deliver more car clubs across the borough for residents to affordably and sustainably travel

### Public Transport Investment

- Deliver upgrades to local train stations in Greenwich, working with National Rail and TfL
- Deliver infrastructure improvements and assess the feasibility of a second entrance for the Woolwich Elizabeth Line station, working with partners
- Work with our partner boroughs to upgrade the Greenwich and Woolwich Foot Tunnels, with new lifts, better lighting and restored heritage features, so both crossings offer reliable step-free access under the river

## Indicators (5)

### Public EVSEs (Electric Vehicle Supply Equipment per 100,000 population) (Borough Indicator)

The number of public electric vehicle charging points in the borough, shown as a rate per 100,000 people

### Percentage of residents doing at least 20 mins of active travel per day (Borough Indicator)

The proportion of residents who walk, cycle, or wheel for at least 20 minutes a day

### People killed or seriously injured on Greenwich's highways (Borough Indicator)

The number of people killed or seriously injured in road traffic collisions on Greenwich's roads in a given year

### Percentage of population within 400m of a strategic cycle route (Borough Indicator)

The proportion of residents living within a short walk (400 metres) of a main cycling route

### Public transport trips per day in Greenwich (Borough Indicator)

The average number of journeys made on public transport (such as bus, train, or the DLR) starting or ending in Greenwich each day



# 6.2 Greenwich continues to realise its potential through inclusive regeneration

## What this means

- We will shape the long-term regeneration of the borough's riverside, town centres and brownfield land, and lay the foundations for Thamesmead to grow into a thriving New Town with the transport links to match.
- We will make sure this growth is planned well and delivered fairly - bringing new homes, jobs and investment, while benefiting the communities already here, not only those still to come.

## Commitments

### Our Local Plan

- Publish the new Local Plan which will guide the delivery of thousands of homes for local people, while ensuring they are built to the highest quality standards. Our Local Plan will protect Greenwich's environment, heritage, and cherished community green spaces, making sure growth is inclusive and sustainable

### Regeneration

- Deliver the Urban Regeneration Frameworks (URFs) — visions for Abbey Wood, Woolwich and Plumstead are being created that can be used to drive development
- Deliver multiple regeneration projects including Woolwich Exchange, Charlton Riverside and the Waterfront Masterplan
- We will work with the government to deliver the DLR extension and the New Town in Thamesmead, setting up a strategic delivery board to deliver on the promise of Thamesmead as a place and destination and work to explore how to establish a new Leisure centre

## Indicators

**Progress on this outcome will be reported through narrative updates on our major regeneration projects.**



# 6.3 Continue to address the climate crisis, minimise waste and build a more sustainable environment for the future

## What this means

- We will continue to play our part in tackling the climate crisis — working to reduce carbon emissions and improve air quality across the borough, make our energy and travel cleaner and greener, and support residents and businesses to lower their own impact.
- We will protect and enhance our parks, rivers and green spaces, and make the borough more resilient to a changing climate — so that Greenwich is cleaner, healthier and ready for the generations to come.

## Commitments

### Waste

- Introducing  separate collections for food and garden waste, so it can be treated in the most environmentally friendly way
- Expanding the food waste service to all households and flats

### Environment and Biodiversity

- Deliver a sustainability and biodiversity plan, implementing a more holistic approach for local communities, and invest in re-wilding measures
- Invest in a new flood strategy and increase investment in gully cleaning and sustainable drainage systems
- Deliver a tree maintenance strategy to improve the health of our trees and plant thousands more by 2030, supporting urban cooling, nature and local biodiversity

### Carbon Reduction & Air Pollution

- Continue to deliver the actions in our Climate Action Plan including retrofitting council homes, expanding the electric vehicle charging network, developing heat networks for the borough, and putting climate at the centre of new development through our Climate Resilience planning guidance
- Via our Housing Capital Programme we will make energy efficiency improvements to council homes to reduce the energy required to heat and cool them
- Roll out a new fleet of climate-friendly vehicles, cutting standard fleet emissions by 90%
- Supporting local organisations to deliver climate-friendly projects, such as home retrofitting and renewable energy installations, through our £1 million Community Energy Fund
- Continue to promote zero emission vehicle uptake through our emissions-based parking charging and offering more on street charging options
- Establish more School Streets to improve air quality around schools during busy drop off and pick up times

## Indicators (6)

**Percentage of total household waste that is collected separately as food waste (Council Indicator)**

**Percentage of total household waste sent for recycling, compost and reuse (Council Indicator)**

**Total local authority collected waste managed per 1,000 households in tonnes (annual) (Borough Indicator)**

**Deaths attributable to particulate air pollution (particulate matter less than 2.5 micrometres in diameter [PM2.5] (Borough Indicator)**

A modelled estimate of the number of deaths linked to long-term exposure to fine particle air pollution, based on average PM2.5 levels across the borough. This is not a lt count of confirmed deaths - it estimates the mortality impact if air pollution behaves as expected based on established health evidence.

**Total borough emissions (kt CO2eq/year) (Borough Indicator)**

The total amount of carbon dioxide emissions produced across the whole borough each year, measured in thousand tonnes.

**Total operational (council) emissions (ktCO2eq/year) (Council Indicator)**

The total amount of carbon dioxide emissions produced by the council's own buildings, vehicles, and operations each year, measured in thousand tonnes.



# 7. The Council That Gets Things Done



# 7. The Council That Gets Things Done

## Context

**Our council and staff work hard to deliver many different services for our residents - keeping our streets clean and safe, providing high-quality social care, delivering and maintaining homes, providing support for people in financial need and much more. To ensure services are the best they can be for residents, it is vital that the council maintains its financial resilience. However, this is increasingly challenging in the recent climate of high inflation. We have also seen continuing growth in demand for our services, especially in areas such as temporary accommodation and social care. This means services are getting more expensive to deliver and more people need them which adds pressure to our finances.**

The Government has made a number of positive changes recently including the first multi-year settlement for Local Authorities, commitment to action on SEND and recognition of the scale of the challenge in Adult Social Care.

Whilst these are welcome, Greenwich, like many authorities, still faces significant financial challenges with rising inflation and demand. We also acknowledge the national focus on devolution and await further details as to what this could mean for London and Greenwich.

As an organisation we must remain adaptable, tackling these challenges head-on to deliver on our commitments to you. We must respond to changing priorities whilst not losing sight of our longer-term goals, including our vision for 2050. Our council needs to continue its journey of modernisation, embracing new technologies and ways of working to increase our efficiency and effectiveness.

Our vision for 2050 is written for the whole borough, but the council has a particular responsibility to help make it real. It should be a promise residents can hold us to, a message every member of staff can see their own work in, and a story partners know they are joining. This theme is about equipping the council to play that part: financially sustainable, with a skilled and diverse workforce, and working openly with communities and partners.

To enable innovation, our workforce must be diverse and equipped with the skills to meet challenges. This means valuing, investing in and developing our workforce to be the best they can be, supporting them to deliver high-quality services for residents. We want to build on work such as our Workforce Strategy and Race Equity Framework, to ensure Greenwich is a place where people want to work and everyone feels safe and happy.

We are committed to working with our communities, taking an open and collaborative approach to generating solutions. This includes being honest about the financial constraints of the council and the challenges we face. We want to ensure communities feel heard, and that decision-making responds to what we hear from residents. We will continue building on our strong networks with the voluntary, community and faith sectors, using their rich insight about our communities to collaboratively tackle problems.

Much of what we want to achieve for Greenwich depends on working with others. Health outcomes, community safety, safeguarding, jobs and growth are shared responsibilities, involving the NHS, the police, schools and colleges, housing providers, employers, and the voluntary, community and faith sectors. Arrangements such as the Health and Wellbeing Board, the Safer Greenwich Partnership and our safeguarding partnerships bring partners together to agree shared priorities and act on them, while Anchored in Greenwich brings the borough's larger institutions together around local benefit. With resources constrained, making the most of these relationships is more important than ever.

# 7.1 We use public money responsibly to ensure we are financially sustainable and continue to deliver efficient and effective services

## What this means

- We will never put our financial sustainability at risk. In a tough climate for local government, we will manage our money carefully, live within our means and make every pound work harder for residents.
- We will drive efficiency and effectiveness across all our services, and use our spending power, land and influence as a major local anchor to deliver the best possible value — and more — for our communities.

## Commitments

### Modernisation and Change

- Develop an organisational change programme which includes plans for each service of the council to take advantage of new ways of working to improve outcomes for residents and make our council more effective and efficient
- Set out a bold direction for our Digital approach which will modernise the organisation and improve our digital infrastructure so services are better for residents and businesses

### Financial Management

- Set a balanced budget every year and deliver our commitments within it
- Make better use of the land and buildings we own, whether for services, income or new homes
- Ensure that every pound we spend delivers maximum benefit to residents and the local economy through our improved approach to commissioning, procurement and contract management

### Customer Services

- Improve our customer service offer so that more enquiries are resolved at first contact, without passing residents between teams



## Indicators (9)

### Level of reserves (Council Indicator)

The amount of money the council has set aside in savings, compared to what it spends each year

### Change in reserves (Council Indicator)

The amount by which the council's savings have gone up or down over the past three years

### Interest payable / net revenue expenditure (Borough Indicator)

The proportion of the council's yearly spending that is used to pay interest on money it has borrowed

### Gross external debt (Council Indicator)

The total amount of money the council has borrowed

### Social care ratio (Borough Indicator)

The amount of the council's overall spending that goes on caring for adults and children who need extra support

### Fees and charges to service expenditure revenue (Borough Indicator)

The cost of running services that is paid for by charges to residents and businesses, rather than other funding

### Council tax requirement / net revenue expenditure (Borough Indicator)

The amount of the council's spending that is paid through council tax

### Growth above baseline (Borough Indicator)

The amount of extra income the council is earning from business rates, above the amount it was originally allocated

### Resident satisfaction (Council Indicator)



# 7.2 We are a great place to work, with a diverse workforce that has the skills, expertise, tools and motivation to make the council fit for 2030

## What this means

- We will build the council of the future — developing a more productive, highly skilled workforce and modernising our services with data and new technology.
- Our leaders will lead with compassion and drive continuous improvement, making the council an employer of choice with a diverse workforce and an excellent culture.

## Commitments

### Physical and Digital Workplace

- Set out a bold direction for our Digital approach which will modernise the organisation and improve our digital infrastructure and ensure our staff have the skills and opportunity to utilise new ways of working
- Improve our offices and depots so they are ready for what services will need by 2030

### Workforce

- Review our staff values to ensure they represent what it is to be a Greenwich employee and support the delivery of this Corporate Plan
- Build on our Workforce Strategy so Greenwich is a place where people want to build a career
- Deliver our Race Equity Framework to create a workplace where everyone feels they belong, are respected, and can thrive
- Continue our improvements to internal communications and engagement making sure it connects colleagues to our vision for the borough, their role in delivering it and their role within the organisation

## Indicators (7)

**Percentage of roles filled by agency staff (Council Indicator)**

The proportion of positions in the council currently filled by agency (temporary) workers rather than permanent staff

**Percentage of appointments filled internally (Council Indicator)**

The proportion of vacancies filled by existing council staff, rather than by external candidates

**Percentage of all employees – B&GM / Disabled / Female (Council Indicator)**

**Percentage of all Top 5% (PO7+) – B&GM / Disabled / Female (Council Indicator)**

The proportion of senior staff who are from a Black and Global Majority background, disabled or female

**Percentage of employees who choose to leave RBG (voluntary turnover rate) (Council Indicator)**

**Staff know and understand the direction of the organisation (Council Indicator)**

**Staff satisfaction (Council Indicator)**

**Resident satisfaction (Council Indicator)**

# 7.3 We work with our communities and partners to solve challenges to shared problems and deliver for our borough

## What this means

- We will work hand in hand with our communities and partners — communicating honestly and clearly, listening to our residents and giving them a strong voice in shaping the services and decisions that affect them, and, in the co-operative spirit of our borough, empowering communities to act for themselves.
- We will work in real partnership across the borough to tackle shared challenges together, and we will follow through, delivering on the commitments we make.

## Commitments

### Communications and Resident Engagement

- Through our Casework Review, we will strengthen how enquiries and problems raised on behalf of residents are handled — resolving them faster and more effectively and enabling councillors to serve their communities with greater efficiency and accountability
- Build an open and inclusive approach to engagement with residents — using a variety of routes to hear feedback, apply it to the work the council does, and keep residents informed of how and why we have taken decisions
- Understand our residents and adapt the way we communicate and engage with them according to their needs. Set up a regular poll/survey to understand how residents feel about key issues across the borough

### Empowering Communities

- Strengthen young people's routes into council decision-making through the Greenwich Young People's Council and Young Advisors
- Support voluntary, community and faith organisations through our new grants programme — continuing to fund the sector directly while investing in the infrastructure partners that make it more resilient

## Indicators (4)

**Percentage of people who feel they can influence local decisions (Borough Indicator)**

Based on the government's Community and Engagement Survey

**Percentage of people who have engaged in volunteering in the last 12 months (Borough Indicator)**

Based on the government's Community and Engagement Survey

**Benefits realised through third-party contract commitments from suppliers (Borough Indicator)**

The value or amount of social, economic, or environmental commitments (such as local jobs, training, or community projects) that suppliers have delivered as part of their contracts with the council, tracked through the Match My Project platform

**Percentage of CYP who feel they can influence local decisions (Borough Indicator)**



ROYAL borough of GREENWICH