

GENERAL PURPOSES COMMITTEE Agenda

Place Committee Room 6 - Town Hall

Date Tuesday, 22 April 2025

Time 6.00 pm

This meeting is open to the press and public and they are entitled to take photographs, film or record the proceedings.

Councillors

Anthony Okereke (Chair)	Labour and Co-operative
Averil Lekau	Labour and Co-operative
Leo Fletcher	Labour and Co-operative
Matt Hartley	Conservative
Deputies	
Elizabeth Ige	Labour and Co-operative
Calum O'Byrne Mulligan	Labour
Nick Williams	Labour and Co-operative
Pat Greenwell	Conservative

Members are reminded that officer contacts are shown at the end of each report and they are welcome to raise questions in advance with the appropriate officer. This does not prevent further questioning at the meeting.

If you require further information about this meeting please contact the Committee Services Officer:

Daniel Wilkinson

Telephone: 020 8921 4350

Email: committees@royalgreenwch.gov.uk

Agenda

1. Apologies for Absence

To receive apologies from Members of the Committee.

2. Urgent Business

The Chair to announce any items of urgent business circulated separately from the main agenda.

3. Declarations of Interest

Members to declare any personal and financial interests in items on the agenda. Attention is drawn to the Council's Constitution; the Council's Code of Conduct and associated advice.

4. Minutes

Members are requested to confirm as an accurate record the Minutes of the meeting held on 26 March 2025

No motion or discussion may take place upon the Minutes except as to their accuracy, and any question on this point will be determined by a majority of the Members of the body attending who were present when the matter in question was decided. Once confirmed, with or without amendment, the person presiding will sign the Minutes.

5. Workforce Strategy

To agree to the publication and implementation of the Our Greenwich: Workforce Strategy 2025 – 2029

6. Appointment to Outside Bodies for 2025

To agree an appointment to an Outside Body

Date of Issue:
Thursday, 10 April 2025

Debbie Warren
Chief Executive

Filming and Recording Meetings

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When you hear the continuous ringing of the fire alarm bells, please make your way out of the building in an orderly manner. The nearest exit from the Council Chamber and the Committee Rooms is through the main exit leading to Wellington Street (at the front of the building). Do not use the lift and do not stop to collect personal belongings. Once outside the Town Hall please make your way to the Assembly Point between Sainsbury's and The Vista via Market Street or Polytechnic Street.

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GENERAL PURPOSES COMMITTEE		ITEM NO 3
TITLE Declarations of Interest	WARD(S) All	
DECISION CLASSIFICATION Non-key	FINAL DECISION To be made at this meeting on the recommendations in this report.	

1. **Decisions Required**

The Panel is requested to:

- 1.1 Note the list of Councillors' memberships (as Council appointed representatives) on outside bodies, joint committees and school governing bodies.
- 1.2 Request that Members orally declare any personal or financial interests, including those detailed, in specific items listed on the agenda as they relate to matters under discussion.

2. **Members' Interests**

- 2.1 Appended to this report is a list of the outside bodies, joint committees and school governing bodies that each member of Council has been appointed to by the Council or the Leader. The list does not include bodies with which a Member is involved in a personal or private capacity.

Personal interests

- 2.2 A Member has a personal interest where any business is likely to affect:
 - (a) them, or
 - (b) a relevant person or a relevant body (where the Member is aware that they have the interest);

more than a majority of those in the ward you represent.

A **relevant person** is defined as the member's spouse or civil partner, a person who they are living with as husband and wife or as civil partners, or a person with whom they have a close association.¹

¹ See the guidance in Annex 1 of the Code of Conduct

A **relevant body** is defined as (a) any organisation, school governing body or outside committee or trust which they have been appointed to by the Royal Borough or by the Leader, or (b) any other voluntary organisation, school governing body or commercial organisation where you are a management committee member, school governor, trustee or director.

2.3 Members must declare the existence and nature of any personal interest at the start of the meeting, or when the interest becomes apparent. Members must say which item their interest relates to.

2.4 A Member who has a personal interest may stay, speak and vote, except where the business:

(a) affects the financial position of the Member or any person or body described in paragraph 2.2 above, or

(b) relates to an interest that would be affected financially or relates to the determining to any approval, consent, licence, permission or registration in relation to the Member or any person or body described in paragraph 2.2 above

Financial Interests

2.5 A Member has a financial interest where any business relates to or is likely to affect an interest set out in paragraph 18 of the Code of Conduct, and which is the Member's interest or the interest of a person described in paragraph 2.2(a) above.

2.6 Members must declare the existence and nature of any financial interest at the start of the meeting, or when the interest becomes apparent. Members must say which item their interest relates to.

2.7 A Member who has a financial interest must leave the meeting, but may attend to make representations, answer questions or give evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, and provided they leave the meeting immediately after doing so. The Member must not participate in the discussion nor the vote.

General

- 2.8 The Code also requires Members to declare interests in relation to relevant bodies for six months after ceasing from being a member and take the appropriate action in relation to financial interests.

Background Papers

Agenda of the Annual Meeting of the Council – 22 May 2024

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Councillor	Organisation	Role	Governship
Fletcher	Blackheath Joint Working Party	Member	
Fletcher	John Roan Foundation	Member	
Fletcher	Meridian Homestart	Observer	
Greenwell	Reserves Forces & Cadets Association	Member	Haimo Primary
Hartley	Overview and Scrutiny Joint Health Committee	Deputy	
Ige			
Lekau	Eltham Crematorium Joint Committee	Deputy	
Lekau	London City Airport Consultative Committee	Member	
Lekau	London Councils' Leader Committee	Deputy	
Lekau	London Council's Transport & Environment Committee	Member	
Lekau	London Road Safety Council	Member	
Lekau	South East London Combined Heat & Power Co	Observer	
O'Bryne Mulligan	DG Cities Limited	Member	
O'Bryne Mulligan	London Road Safety Council	Member	
O'Bryne Mulligan	Sir John Evelyn Charity	Member	
O'Bryne Mulligan	Twinkle Park Trust	Member	
Okereke	Eltham Crematorium Joint Committee	Deputy	
Okereke	LGA General Assembly	Member	
Okereke	Local London Joint Committee	Member	
Okereke	London Councils' Leader Committee	Member	
Williams, N	DG Cities Limited	Member	Charlton Manor Primary
Williams, N	London [Pensions] Collective Investment Vehicle	Deputy	Charlton Manor Primary
Williams, N	London Youth Games	Member	Charlton Manor Primary
Williams, N	Overview and Scrutiny Joint Health Committee	Deputy	Charlton Manor Primary

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ROYAL BOROUGH OF GREENWICH
GENERAL PURPOSES COMMITTEE
WEDNESDAY, 26 MARCH 2025 AT 6.03 PM

MINUTES

Present:

Councillor Anthony Okereke (Chair), Councillors Averil Lekau, Leo Fletcher and Matt Hartley

Officers:

Director of Legal and Democratic Services, Director of Housing and Safer Communities, Head of Human Resources and Corporate Governance Manager

**Item
No.**

1 Apologies for Absence

There were none.

2 Urgent Business

There were no items of urgent business.

3 Declarations of Interest

Resolved -

That the list of Councillors' memberships as Council appointed representatives on outside bodies, joint committees and school governing bodies is noted.

4 Minutes

Resolved -

That the Minutes of the meeting of the General Purposes Committee held on 18 March 2025 be agreed and signed as a true and accurate record.

5 Collective Agreement to change the Terms and Conditions of the Red Book Repairs and Investment Trade Staff Members

The report was presented by the Director of Housing and Safer Communities and the Head of Human Resources who advised that the new agreement reduced costs to the Housing Revenue Account, was voted for by trade operatives and the Borough was able to support sustainable Direct Labour Organisation.

In response to questions, the Director of Housing and Safer Communities thanked all those that had been involved achieving the landmark deal, which was the first to receive this level of pay reduction. He explained the circumstances surrounding the 2012/13 decision and the technology in place for the robust scrutiny of the performance of the new agreement.

The Committee

Resolved –

That the agreement between the Council and recognised Trade Unions in respect of changes to the Terms and Conditions of the Red Book Repairs and Investment Trade Staff Members Confidential Appendix A be noted.

That it be noted that this agreement will come into effect from April 2025

That it be agreed to treat the information presented in Appendices A and B as exempt under the provisions of the Local Government Act 1972, Schedule 12A, and that this information is not subsequently released to the press or public.

The meeting closed at 6.20 pm

Chair

GENERAL PURPOSES COMMITTEE	DATE 22 April 2025	ITEM NO 5
TITLE Workforce Strategy	WARD (S) ALL	
CHIEF OFFICER Director of Resources	CABINET MEMBER Finance, Resources and Social Value	
DECISION CLASSIFICATION <i>Non Key</i> <i>Subject to Call in</i> <i>Non-exempt report</i> <i>Non-exempt Appendices</i>	IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING? Yes	

I. Decisions Required

- 1.1. This report makes the following recommendations to the decision maker:
- 1.2. To agree to the publication and implementation of the appended Our Greenwich: Workforce Strategy 2025 – 2029.

2. Links to the Our Greenwich missions

- 2.1. The successful implementation of the Workforce Strategy will contribute to the delivery of the entirety of the Our Greenwich Corporate Plan and all of the Council's objectives, in particular:
- People's health supports them in living their best life
 - People will not experience discrimination
 - Everyone in Greenwich is safer, and feels safer
 - Development delivers positive change to an area for existing and new communities
 - Everyone has the opportunity to secure a good job
 - We develop networks with communities, key partners and businesses to meet need and address challenges together
 - We design our services around the needs of our residents
- 2.2. Most explicitly this report relates to the Council's agreed Organisation missions as follows:
- Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable
 - Our Council works in the most efficient and effective ways possible

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

3. Purpose of Report and Executive Summary

- 3.1. On 14 December 2022 the Council adopted its ‘Our Greenwich’ Corporate Plan. At its heart are five themes:
- **Communities:** Focusing on the Council’s interactions both directly and indirectly with residents and communities
 - **People:** Focusing on meeting the needs of residents of Greenwich
 - **Place:** Focusing on improving Greenwich as a place
 - **Economy:** Focusing on the development of Greenwich’s economy
 - **Organisation:** Focusing on improving how the Council works
- 3.2. *Our Greenwich* focuses on improving the quality of life and health of our residents.
- 3.3. This paper outlines the principles of the Workforce Strategy, which is a blueprint for how investment in our workforce will help us to achieve the ambitions of *Our Greenwich*.

4. Introduction and Background

- 4.1. Every day our Council delivers an enormous range of services. Behind all of these are our most important asset – our people. The commitment, experience and expertise of our staff has helped the borough through some of its most unprecedented challenges to date, including a pandemic, international conflict and the ongoing cost-of-living crisis. We want to invest in and develop our people whilst future proofing services to meet tomorrow's challenges for residents and staff themselves.
- 4.2. The strategy ensures that our workforce is fully aligned with the council’s broader missions and strategic priorities outlined in Our Greenwich Plan, the outcomes of our Medium-Term Financial Strategy (MTFS), and actions of our Staff Survey. This will help staff see the bigger picture and understand how their contributions drive public value.
- 4.3. The Workforce Strategy sets out our vision for our workforce:
“At the Royal Borough of Greenwich, we want to develop a diverse, skilled, motivated, flexible and adaptable workforce. We want our people to bring their whole selves to work, recognising the rich and unique contribution that comes from a truly diverse workforce.”

We recognise that it is the contribution and experiences of our people that drive innovation, supported by a workforce which is agile, fair, diverse and representative of our local community. A workforce that is skilled and competent to deliver our outcomes, and provide high quality services to our residents, both now and in the future...” (Appendix A).

- 4.4. Our Workforce Strategy focuses on important themes that connect all our people-related plans. When everyone understands how their work fits into the bigger picture, it makes sure that our staff feel valued and know how they are helping us reach our overall goals.
- 4.5. The Workforce Strategy highlights our ambition to be an ‘employer of choice’, showcasing some of the positive benefits of working for the Royal Borough of Greenwich that make us an excellent place to work.
- 4.6. The document also provides contextual information, including key drivers and challenges affecting our organisation at both a local and national level, as well as a high-level overview of our existing workforce profile.
- 4.7. The critical focus of the strategy is to look at workforce need in the context of the range of challenges affecting the Council over the next 4 years, with a heavy focus on Diversity & Inclusion, Wellbeing and Equality and Recruitment and Retention.
- 4.8. The Workforce Strategy is structured around 5 key objectives that will support our vision for the Council to become more strategic, efficient and better at adapting to change. We will achieve this by:
 - 1) Attracting & recruiting talented people
 - 2) Strengthening our diverse and inclusive workforce
 - 3) Supporting and developing our people
 - 4) Promoting wellbeing for everyone
 - 5) Leading and delivering change
- 4.9. Each objective we have articulates the Council’s vision of what it hopes to achieve, why this is important to us and recognises the challenges that this poses.
- 4.10. For each of the five objectives are five outcomes. These demonstrate the results or positive changes that we hope to see resulting from actions aligned to achieving the objectives of the workforce strategy. The outcomes reflect the impact of staff behaviours, policies, and practices on the organisation and its people. They focus on the end result rather than the process itself. Similarly to

the *Our Greenwich* Corporate Plan, having a focus on outcomes, not tasks, allows challenge to the existing ways of working and encourages more collaborative and innovative ideas for action across the borough.

- 4.11. Values matter. Our staff values shape our working practices by reinforcing the positive behaviours and attitudes we want to see in everyday work. The Council felt it was important to align our 5 key workforce strategy objectives with our staff values:
- Improving residents' lives and opportunities
 - Demonstrating respect and fairness
 - Taking ownership
 - Doing things better
 - Working together across the Council
- 4.12. Integration of our staff values aim to create a cohesive and unified organisational culture. When our workforce shares common values, we aim to create a sense of belonging and a shared purpose.
- 4.13. Each staff value has been summarised using an adjective to succinctly and tangibly articulate the key principles and behaviours expected of staff against each value (impactful, inclusive, accountable, innovative, collaborative).
- 4.14. Anchoring outcomes to our staff values helps reinforce the positive behaviours and attitudes we want to see in everyday work. It will help turn our values into actions with real, measurable results. We hope that in turn this will encourage workforce engagement by showing staff how their contributions tie directly into the council's values and overall success.
- 4.15. Insights from the '**Your Say, Our Greenwich**' Staff Survey (Spring 2024) have been embedded within the Workforce Strategy, ensuring staff feedback directly informs priorities for improvement and innovation. Staff have also contributed to the evolving corporate action plan, from which three priorities have emerged:
- All staff to feel safe to speak up and be heard
 - We are all part of one team working better
 - All staff have access to learning so we can improve what we do
- 4.16. Future staff surveys (that will take place throughout the duration of the Workforce Strategy) will have accompanying action plans, detailing our responses to staff feedback.

- 4.17. The aim of the Workforce Strategy is that it is a living framework that shapes our organisational culture, performance, and impact. It empowers staff, drives consistent leadership, and ultimately ensures we can deliver outstanding services for our community.
- 4.18. Our workforce strategy presents a vision and set of objectives and outcomes that we want our workforce to aspire to. The strategy's action plans will continuously develop to ensure we are delivering on our objectives and reflect evolving priorities.
- 4.19. Over the next four years, we will reflect further on our action plan, making changes to meet the needs of staff and the wider organisation. All staff have a role to play in delivering this strategy. While the levels of responsibility may vary, a positive working culture can only be achieved when everyone takes part.

5. Available Options

- 5.1. **Option 1:** To agree the new Workforce Strategy entitled Our Greenwich: Workforce Strategy 2025 - 2029. This will provide a blueprint for how investment in our workforce will help us to achieve the missions of Our Greenwich.
- 5.2. **Option 2:** Do nothing. This would leave the Council without an agreed Workforce Strategy, which poses significant risks, including unclear direction, inconsistent leadership, and reduced staff engagement. This may impact on the successful delivery of the Our Greenwich missions which would ultimately result in ineffective service delivery to residents.

6. Preferred Option

- 6.1. To agree the new Workforce Strategy entitled Our Greenwich: Workforce Strategy 2025 - 2029. This will provide a blueprint for how investment in our workforce will help us to achieve the missions of Our Greenwich.

7. Reasons for Recommendations

- 7.1. To take no action will leave the Council without an agreed Workforce Strategy, which poses significant risks. While workforce-related activities would no doubt still occur without a formal strategy, they will be less coordinated or strategically focused. This lack of structure can result in fragmented efforts, where teams work in silos, duplicating tasks or missing key

priorities. Without alignment, actions may not support the organisation's broader goals, reducing their overall impact.

- 7.2. A strategic approach ensures consistency across the organisation, with shared values, priorities, and clear outcomes guiding decision-making. It helps identify gaps, track progress, and ensure accountability, making staff development, diversity, and performance improvements more effective and sustainable. Ultimately, a coordinated workforce strategy amplifies the impact of individual efforts, creating a more cohesive, efficient, and successful organisation.
- 7.3. The workforce strategy is essential for providing clear direction, ensuring consistent leadership, and keeping staff engaged. It will help employees understand how their roles contribute to broader goals, boosting clarity and motivation. By prioritising diversity and inclusion, the strategy will promote fairness and equal opportunities for all. Strong development planning supports skills growth, talent retention, and career progression. It will also help drive collaboration, innovation, and efficiency, helping staff work better together to deliver quality services. This workforce strategy aligns workforce and organisational goals, will help foster a positive work environment, and help us to build a motivated, diverse, and high-performing workforce.

8. Consultation Results

- 8.1. As part of the development of this strategy the Council ensured that a variety of voices were heard, so engaged with staff, managers and senior leaders across the organisation and through a variety of forums. This included:
- Engagement from senior leadership to provide corporate buy-in and commitment via the Greenwich Management Team (GMT), Directorate Management Teams (DMTs) and Corporate Seniors Leaders.
 - Engagement from directorate representatives which recognise the unique differences across different directorates, services and teams including Housing & Safer Communities Senior Leadership Forum (SLF), Health & Adult Services Workforce Group and Children's Services Workforce Development & Engagement Group.
 - Various channels to engage staff across the whole organisation, actively seeking to bring marginalised voices and experiences into the strategy development. This includes feedback from the staff survey and engagement with staff via trade unions and the Equality, Diversity & Inclusion (EDI) Steering Group, which includes Staff Network chairs, directorate representatives, EDI champions and enabling support services (e.g. HR, Business and Community Development Team etc).

8.2. The Council will continue to engage with staff in the development of Council-wide and directorate specific workforce strategy action plans.

9. Next Steps: Communication and Implementation of the Decision

9.1. If agreed Our Greenwich Workforce Strategy will become the new Workforce Strategy for the organisation. As well as publishing the PDF version (see appendix A) a dedicated webpage will be set up on the Council’s intranet and website.

9.2. The plan will also be communicated to staff via the Council’s internal communications (Talk Greenwich) and via management teams.

9.3. Accountability for delivering the outcomes is proposed to be achieved by reporting to the Organisation Board and the Organisation and Communities Overview & Scrutiny Panel, as well as internally to senior leadership.

9.4. The Council will measure progress through a number of measures including future staff surveys and workforce data. This data will include workforce demographics (e.g. representation at different levels), staffing absence, recruitment statistics, career progression and retention, agency workers rates, training and development uptake, gender and ethnicity pay gaps etc.

9.5. On an individual level the objectives of the Workforce Strategy will be achieved by line managers ensuring that staff understand how their work contributes to the missions of Our Greenwich corporate plan through annual Performance & Development Conversations (PDCs).

10. Cross-Cutting Issues and Implications

Issue	Implications	Sign-off
<p>Legal including Human Rights Act</p>	<p>The purpose of this report is to recommend that General Purposes Committee agrees the appended Our Greenwich Workforce Strategy for 2025-2029. The plan sets out five high level objectives. The strategy does not make any proposals for specific policy changes or specific changes to services, so there are no detailed legal implications at this time. These will</p>	<p>Andre De Freitas, Assistant Head of Legal Services 15/01/2025</p>

	<p>be considered as part of the appropriate decision-making reports which follow if necessary.</p> <p>Under Part 3, Schedule E of the Council’s Constitution, General Purposes Committee is responsible for approving Human Resource Strategies/Policies.</p>	
Finance and other resources	<p>This report makes the following recommendations to the decision maker:</p> <ul style="list-style-type: none"> - To agree to the publication and implementation of the appended <i>Our Greenwich: Workforce Strategy 2025 – 2029</i>. <p>The <i>Workforce Strategy</i> creates a set of strategic objectives upon which actions and future decisions impacting the workforce can be based and are part of the framework by which an assessment of value for money can be undertaken.</p> <p>There are no direct financial implications arising from this report. Any future decisions arising from the implementation of the <i>Strategy</i> would be subject to separate reporting and the financial implications considered as part of that process.</p>	<p>Joanne Stark Head of Accounting & Business Change 14th January 2025</p>
Equalities	<p>The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.</p> <p>This strategy sets out a new set of high-level workforce strategy objectives in support of delivery of the <i>Our Greenwich</i> corporate plan and <i>Medium-Term Financial Strategy</i>. There are no immediate proposals</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	<p>for specific policy changes or service changes and therefore there is no impact on end users. Any such changes made following this plan will come as a result of the appropriate decision-making process which, where appropriate, will require full equalities impact assessment to be conducted, presented and considered in any decision. Our Greenwich Workforce Strategy contains objectives and outcomes that work directly or indirectly towards the achievement of both the Equality and Equity Charter and the Council’s Equality Objectives, not least objective two: Strengthening our diverse and inclusive workforce.</p>	
Climate change	<p>The delivery of the Workforce Strategy will help the Council to achieve the missions of the Our Greenwich Corporate Plan. The corporate plan re-affirms our commitment to be carbon neutral by 2030 as set out in the following mission: <i>‘Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030’</i> and therefore aligns with the Carbon Neutral Plan.</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>
Risk management	<p>The Council has identified that ineffective systems and processes impacting the Councils ability to manage its workforce and deliver services are a potential risk to the organisation. This may result in:</p> <ul style="list-style-type: none"> - a failure to recruit, retain and develop a fit for purpose workforce creating a shortage of skilled and qualified staff 	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	<ul style="list-style-type: none"> - aging workforce and lack of succession planning - Failure to deliver on equality, diversity and inclusion if the Council is not representative of the community it serves or does not deliver against its Public Sector Equalities Objectives <p>While workforce-related activities would no doubt still occur without a formal strategy, they will be less coordinated or strategically focused. This lack of structure can result in fragmented efforts, where teams work in silos, duplicating tasks or missing key priorities. Without alignment, actions may not support the organisation's broader goals, reducing their overall impact. The Council's ability to deliver the Workforce Strategy may impact on effective delivery of the Our Greenwich missions, which would ultimately result in ineffective service delivery to residents. The workforce strategy objectives are aspirational and there is a risk that being able to achieve these objectives will be impacted by contextual factors, including the Council's financial position which is why the action plan will be reviewed throughout.</p>	
<p>Community Engagement</p>	<p>The Our Greenwich corporate plan focuses on improving the quality of life and health of our residents. To help produce this plan a Borough wide engagement exercise was carried out during October 2022. In this exercise the Council heard from hundreds of members of our communities including residents,</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	<p>staff, business owners and partner organisations.</p> <p>The Our Greenwich Workforce Strategy 2025-2029, is a blueprint for how investment in our workforce will help us to achieve the ambitions of Our Greenwich. As such, no further engagement has been undertaken as this is an internal staffing matter.</p>	
Staffing establishment	<p>The decisions recommended through this paper have no direct implications on the staffing establishment.</p> <p>However, the Workforce Strategy provides a strategic framework for workforce related decisions ensuring consistency across the organisation, with shared values, priorities, and clear outcomes guiding decision-making.</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>
Health and Safety/	<p>The decisions recommended through this paper have no direct Health & Safety implications.</p> <p>However, the Workforce Strategy provides a strategic framework for workforce related decisions ensuring consistency across the organisation, with shared values, priorities, and clear outcomes guiding decision-making which may cover H&S related matters. Individual decision-making reports taken in the future will be done where appropriate so, taking these objectives into account, with the H&S implications of each decision set out.</p> <p>Our Greenwich Workforce Strategy contains objectives and outcomes that work directly or indirectly towards the achievement of the Council's H&S obligations, not least</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	objective four: Promoting wellbeing for everyone.	
Health and wellbeing	<p>The decisions recommended through this paper have no direct Health & Wellbeing implications. However, the Workforce Strategy provides a strategic framework for workforce related decisions ensuring consistency across the organisation, with shared values, priorities, and clear outcomes guiding decision-making which may cover H&W related matters. Individual decision-making reports taken in the future will be done where appropriate so, taking these objectives into account, with the H&W implications of each decision set out.</p> <p>Our Greenwich Workforce Strategy contains objectives and outcomes that work directly or indirectly towards the achievement of the Council's H&W obligations, not least objective four: Promoting wellbeing for everyone.</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

11. **Report Appendices**

11.1. The following documents are to be published with and form part of the report:

- *Appendix A: Our Greenwich Workforce Strategy 2025-2029*

12. **Background Papers**

None

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OUR GREENWICH WORKFORCE STRATEGY

2025 – 2029



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INTRODUCTION

OUR GREENWICH IS THE ROYAL BOROUGH OF GREENWICH'S PLAN WHICH FOCUSES ON IMPROVING THE QUALITY OF LIFE AND HEALTH OF OUR RESIDENTS.

OUR WORKFORCE STRATEGY IS A BLUEPRINT FOR HOW INVESTMENT IN OUR WORKFORCE WILL HELP US TO ACHIEVE THIS.

Every day, the Council delivers an enormous range of services. Behind all of these are our most important asset – our people. The commitment, experience and expertise of our staff have helped the borough through some of its most unprecedented challenges to date, including a pandemic, international conflict and the ongoing cost of living crisis. We want to invest in and develop our people whilst future-proofing services to meet tomorrow's challenges for residents and staff themselves.

Our Workforce Strategy will support us to deliver the missions of Our Greenwich, the outcomes of our Medium Term Financial Strategy (MTFS) and actions from our staff survey.

This strategy focuses on important themes that connect all our people-related plans. When everyone understands how their work fits into the bigger picture, we can make sure that our staff feel valued and know how they are helping us reach our overall goals.

Having a diverse workforce means we get to hear many different ideas and experiences, which helps us make better decisions and take smarter actions.

Right now, our workforce isn't as diverse as it should be, especially in the higher positions. We need to work on this to make sure everyone's voice is heard.

As a council, we are committed to supporting compassionate leaders who care deeply about Royal Greenwich and its people, and are committed to making the Council the best it can be. We strive to ensure that our council is fair, inclusive, diverse and representative to value our staff's views and experiences.

We want our workforce to feel confident in making decisions that improve the lives of our residents. By changing how we manage things, we aim to build strong leaders who can handle change and keep our organisation running efficiently and effectively, even with tighter budgets.

This plan shows how we want to create a team that's skilled, motivated and adaptable. We're excited to attract new team members, especially from our local area, who share our values and are eager to help us reach our goals.

Debbie Warren
Chief Executive

OUR GREENWICH

OUR GREENWICH IS A PLAN THAT FOCUSES ON THE CHANGE WE COLLECTIVELY WANT TO SEE IN OUR BOROUGH.

It has been developed with our residents, partners and staff so it is truly a plan that belongs to us all. The plan is structured around five themes that give focus whilst preventing us from becoming too siloed in our work.

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

People: Focusing on meeting the needs of residents of Greenwich

Place: Focusing on developing Greenwich as a place

Economy: Focusing on the development Greenwich's economy

Organisation: Focusing on improving how the Council works

MISSIONS

18

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

19

Our Council works in the most efficient and effective ways possible

20

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

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

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

OUR VISION

At the Council, we want to develop a **diverse, skilled, motivated, flexible and adaptable workforce**. We want our people to bring their whole selves to work, recognising the rich and unique contribution that comes from a truly diverse workforce.

We recognise that our staff's contributions and experiences **drive the council's innovation**, supported by a workforce that is **agile, fair, diverse and representative of our local community**. A workforce that is skilled and competent to deliver our outcomes and provide high quality services to our residents, both now and in the future.

Our appetite for change is strong. The Our Greenwich plan highlights the scale of our ambition, with **our staff central to the delivery of innovative services to residents**.

Our Workforce Strategy will support our organisation to **adapt to changing demand** at pace. It will help ensure that our workforce is equipped to respond to change whilst retaining our corporate vision and values at its core.

We are committed to developing a culture that delivers our vision, allowing people to achieve their full potential and be valued for their contribution.

“ GROW FROM WITHIN. ALTHOUGH I KNOW FRESH EYES ARE ALWAYS HELPFUL AND SOMETIMES NEEDED, I BELIEVE THERE ARE SOME REALLY GOOD PEOPLE HERE WHO WORK HARD AND FEEL UNDERAPPRECIATED DUE TO A LACK OF GROWTH OR PROGRESSION. ”

STAFF SURVEY 2024

“ [WE NEED]...MORE DIVERSITY IN SENIOR ROLES TO MAKE IT REPRESENTATIVE OF THE AREA WE LIVE IN, AND SO BETTER UNDERSTANDING IN TURN THE NEEDS OF THE RESIDENTS ”

STAFF SURVEY 2024

“ EFFECTIVE IMPLEMENTATION OF THE STAFF VALUES, INCLUDING WIDELY AVAILABLE TRAINING FOR EACH VALUE FOR INDUCTION AND FOR STAFF WHO NEED IMPROVEMENT IN A PARTICULAR AREA. ”

STAFF SURVEY 2024

THE COUNCIL AS AN 'EMPLOYER OF CHOICE'

CELEBRATING OUR GREENWICH

Royal Greenwich is a diverse place to live, with a rich cultural and historical heritage, as well as large amounts of regeneration over recent years. Internationally recognised sites like the Cutty Sark, Royal Observatory and Greenwich Park sit alongside iconic modern landmarks such as the O2 Arena and Woolwich Works.

The Council is also one of only three London boroughs to hold Royal Borough status - a title that we are very proud of. Our borough is a mix of communities, cultures, backgrounds, ages, genders and experiences; home to 290,000 people speaking over 150 languages.

We must celebrate our successes and define what sets us apart from other organisations, making Royal Greenwich a great place to both live and work.

CELEBRATING OUR VALUES

A key motivator for our staff is the impact our work has on the lives of residents. As a local authority, we are in the privileged position to positively shape our community; from housing and schools to bin collections, health services and high streets. This responsibility is more than just a job. It is a commitment to service, upheld by our staff's dedication to our values, which place residents at the heart of everything we do.

We are proud that nearly half of our staff live in the borough, giving their work an even deeper significance as they contribute to the community they call home. This connection fosters a workplace culture that is positive and inclusive, where equality and diversity are celebrated as strengths that enrich our workforce and the services we provide.

Together, we strive to create a work environment that empowers our staff to make a real difference, every day.



OUR ACHIEVEMENTS

SINCE OUR LAST WORKFORCE STRATEGY, WE HAVE INTRODUCED A NUMBER OF ACHIEVEMENTS.

Responded to the unprecedented challenges of COVID-19 and adapted to new ways of working.

Developed our Future of Work principles, providing the roadmap for how we will work in the future.

Developed and implemented our Digital Strategy.

Agreed and implemented our Equalities Objectives and Equality, Diversity and Inclusion (EDI) Action plan and EDI Steering Group.

Signed the Race at Work Charter.

Launched the EDI and Race Equality Dashboards and voluntary ethnicity pay gap reporting.

Achieved Disability Confident Employer Status and was awarded 'Excellence' in Mayor's Good Work Standard.



Established Wellbeing and EDI Champions.

Developed and delivered a Senior Leadership Programme.

Successfully recruited hundreds of Greenwich Direct Apprentices (GDA) and National Graduate Development Programme (NGDP) participants.

Undertook a variety of staff engagement surveys, including an all-staff survey, Wellbeing survey and Future of Work survey.

Developed corporate Staff Values.

Reviewed our performance management process, and launched Performance and Development Conversations (PDCs).

Delivered the first three Reciprocal Mentoring programme cohorts.

Created an Employee Health and Wellbeing strategy.

BUT WE CAN AND MUST CONTINUE TO DO MORE!



CONTEXTUAL CHALLENGES

IT IS IMPORTANT TO UNDERSTAND OUR WORKFORCE AND ITS CHALLENGES, INCLUDING KEY DRIVERS AFFECTING OUR ORGANISATION AT BOTH LOCAL AND NATIONAL LEVELS. FOR THE COUNCIL, THESE INCLUDE:



LOOKING FORWARD

We recognise the significance of the challenges ahead and the role of a robust Workforce Strategy to support the council in delivering our goals.

The employment landscape has shifted drastically in recent years, creating a national recruitment and retention crisis.

As a result we are no longer just struggling to recruit and retain staff in the traditional hard to recruit areas. Rather, these challenges are impacting upon most areas of our business, requiring us to take a new approach.

Integrated partnership working, such as combining our local health services, has provided opportunities for innovation and working more efficiently by taking a holistic system approach. However, these new ways of working also require a renewed approach to how we recruit, retain, develop and reward our people.

OUR WORKFORCE

TO DEVELOP A WORKFORCE THAT CAN MEET THE CURRENT AND FUTURE NEEDS OF RESIDENTS, WE FIRST NEED TO UNDERSTAND OUR EXISTING EMPLOYEE PROFILE.

Our council is one of the largest employers in the borough and delivers a wide range of services; from social care, refuse collection and street cleansing, to housing, planning, education and a range of other services. Our workforce mirrors the complexity and diversity of the services we provide. We directly employ 3,672 people on a range of employment contracts including full-time, part-time, job share, term-time and fixed term.

We are the **SIXTH** largest directly employed council workforce in London

HALF of the Council's existing workforce are also residents

AGE, TURNOVER AND LENGTH OF SERVICE

47 YEARS
Average age of our workforce

We are an ageing workforce, with an **average age of 47 years**.

- 45% of our workforce are aged between 50 to 64 years and 5% aged 65+ years.
- This creates significant risk in terms of the potential loss of skill and experience in the next 10 to 15 years.
- People aged **16 to 24 years remains the most under-represented** in terms of age demographic at 3% of the workforce.

7%
Lowest voluntary turnover rates in London

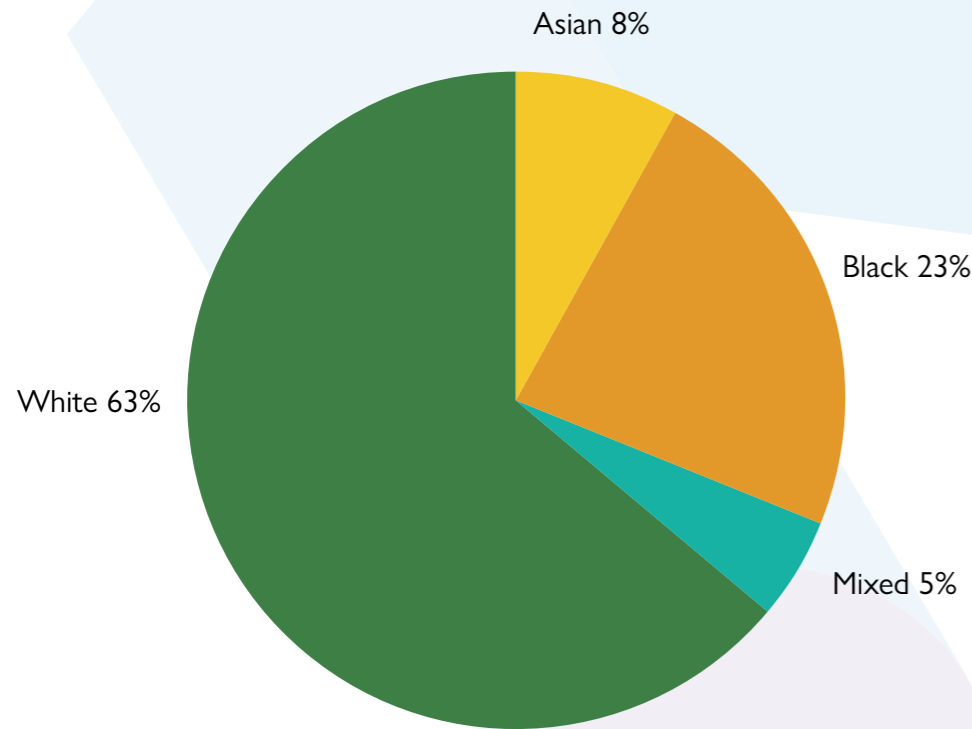
The council has one of the **lowest voluntary turnover** rates in London at 7%, compared to London Council's average of 9%, with the highest voluntary turnover rate (12%) amongst those aged 25 to 39 and under 25 year-olds.

22%
Staff with over 20 years of service

The council has above-average **length of service with 22% of staff having over 20 years of service**, compared to a London average of 13 years.

While knowledge retention in key professional areas is important, our organisation needs to ensure more robust and effective **succession planning** to support employees at all stages of their career and to future-proof services.

ETHNICITY



We are a diverse borough and Council. 36% of our employees are from Black and Global majority, compared to 44% of our community*.

There is still more to do. As our borough continues to become more diverse, we need to keep hiring and retaining staff that truly represent our local community.

While 32% of our top earners are from different ethnic backgrounds, there is still an **imbalance at the top**. Only 14% of chief officers are from Black and Global majority backgrounds, and we need to work on improving that.

We have signed the **Race at Work Charter** because we are committed to ensuring that staff from Black and Global majority backgrounds are represented at all levels in an organisation.

We are also currently developing our **Anti-Racism Strategy** to support us in becoming anti-racist organisation.

MEAN: Staff from an Black and Global majority background earn 4% less

MEDIAN: Staff from an Black and Global majority backgrounds earn the same

*Based on the economically active population in the Office for National Statistics (ONS) 2021 workforce census.

GENDER



56% of our workforce are women

56% of the Council's workforce are women. This is over the **49%** female representation in the borough's population, however below the London Councils median of **61%**.

Women make up **60%** of the top **5%** of earners (PO7 or above), but are **less well represented at Chief Officer level** comprising of **41%** despite their overrepresentation in the workplace overall.

Menstruation, maternity and menopause are increasingly recognised as a significant issues that impact on women's careers and the workplace, in addition to miscarriage and the disproportionate share of caring responsibilities.

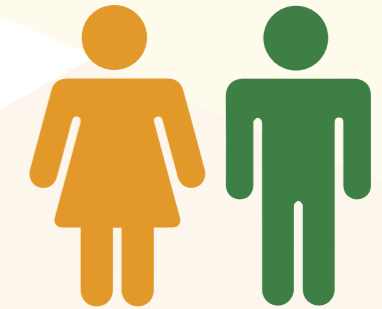
We must ensure that we pro-actively support people with menopausal symptoms; including **trans and non-binary people**.

MEAN: Women earn 4% more

MEDIAN: Women earn 5% more



£22.07 **£21.22**



£20.29 **£19.30**

UK

The national pay gap was 14.9% in 2022. Nationally, men earn more than women.

DISABILITY



5%
of our staff
declare that
they have a
disability

5% of our staff declare that they have a disability or long-term health condition, which is slightly lower than the London Councils average of 7%.

We are recognised as a **Disability Confident employer**.

Our Future of Work principles provide opportunities to offer greater flexible working options and adjustments to disabled people and other under-represented groups

Disability inclusion aims to create an inclusive workplace where all people, including those with **visible or invisible disabilities**, feel welcome, comfortable and valued. In addition to being the right and legal thing to do, creating an inclusive workplace means accessing a great source of talent.

EMPLOYEE VOICE

Listening to our staff and receiving honest feedback is essential for us to be adaptable as an organisation.

To understand how the Council can better support staff in delivering quality services to our residents, we conducted a staff survey 'Your Say, Our Greenwich' in spring 2024.

Workforce insights captured in the survey have helped us to identify areas for improvement and innovation. These have been embedded into the Workforce Strategy Objectives. Future staff surveys (which will take place over the course of this strategy) will have accompanying action plans, detailing our responses to staff feedback.

The following themes are underpinned by principles of equality and equity.

SPEAKING UP AND BEING HEARD

Less than half of staff feel involved in the decisions that affect their work. Some staff do not feel safe to speak up and challenge the way things are done at the Council.

Workforce Strategy actions:

- Strengthening channels for employees to feed back to the organisation.
- Developing a culture of trust and safety including safe spaces.
- Improving communication methods.

WORKING TOGETHER

Within teams, staff felt that there were high levels of collaboration: 84% of staff felt that the people in their team worked together to find ways to improve the service provided. However, cohesion and collaboration across teams and services was identified as another area for development. 37% of staff do not feel that the Council works effectively as one team.

Workforce Strategy actions:

- Working across teams and departments.
- Increasing leadership visibility.
- Greater opportunities for networking and project working.

FOCUS ON LEARNING AND CAREER DEVELOPMENT

Only 14% of staff felt that they did not have access to the right learning and development opportunities when they needed to. However, almost a quarter of staff do not feel there are career development opportunities for them at the Council.

Workforce Strategy actions:

- Increased investment in training and development to all staff.
- Development of career pathways.
- Improving PDCs linked to Our Greenwich.

ACTION PLANNING

OUR WORKFORCE STRATEGY OUTLINES HOW WE WILL INVEST IN OUR WORKFORCE OVER THE NEXT FOUR YEARS TO DELIVER THE MISSIONS OF OUR GREENWICH CORPORATE PLAN.

Our five **objectives** help us work towards our **vision** for the Council to become more **strategic, efficient and better at adapting to change**. The document aligns our workforce objectives with our staff values to create five **outcomes** for each.

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

TAKING THIS APPROACH HELPS US BE:

Purpose-led not task-led

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

Accountable to our communities

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

Collaborative, empowered and innovative

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

ACTION PLANNING AND MONITORING

We will produce a **plan** that will detail the **actions** we will be taking in that year to work towards our objectives. This will be reviewed on an annual basis.

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

We also recognise that as the world changes our priorities will need to shift, including re-aligning to any updates in the **Our Greenwich plan**. Having an annual action plan will allow us to be tactical and adjust resources and actions to react to what we are hearing from our workforce, so we are best able to meet the challenges and priorities of the day.

“ **GREATER FOCUS ON WELLBEING AND MENTAL HEALTH**
STAFF SURVEY 2024 ”

“ **A CLEAR, JOINED-UP, AMBITIOUS AND EXCITING VISION THAT WE CAN ALL BUY INTO AND SUPPORT THROUGH OUR ROLES... THAT IS WELL COMMUNICATED TO STAFF AND BACKED UP BY SENIOR LEADERS BEING VISIBLE, MORE AVAILABLE AND WITH TRANSPARENT COMMUNICATION AND UPDATES ON PROGRESS.**
STAFF SURVEY 2024 ”

OUR WORKFORCE OBJECTIVES

Our objectives help us work towards our vision for the Council to become more strategic, efficient and better at adapting to change.

ATTRACTING AND RECRUITING TALENTED PEOPLE

STRENGTHENING OUR DIVERSE AND INCLUSIVE WORKFORCE

SUPPORTING AND DEVELOPING OUR PEOPLE

PROMOTING WELLBEING FOR EVERYONE

LEADING AND DELIVERING CHANGE

Attracting and developing staff with the skills, both now and in the future, is key to the delivery of Our Greenwich. We also need to develop our leaders to inspire creativity and new ideas, which will help us to lead and deliver change.

It's important to show current and future employees why the Council is a great place to work. We offer more than just a salary. Working for a local council provides non-financial rewards that really matter to our people, making it a fulfilling place to work and develop.

We want to keep creating a diverse workplace where everyone feels welcome and included so our staff reflects the community around us.

It's also important that we support wellbeing, helping staff to be healthy and happy so they can balance work and life. We need to show how great and diverse our jobs are and how these values are part of who we are as a workplace.

OUR STAFF VALUES: OUTCOMES

Values matter. Our values shape our working practices.

Our Workforce Strategy aligns our five key workforce objectives with our Staff Values to create five outcomes.

We want staff to be:

- impactful
- inclusive
- accountable
- innovative
- collaborative.

Integration of our Staff Values aim to create a cohesive and unified organisational culture. When our workforce shares common values, we can create a sense of belonging and a shared purpose.



IMPACTFUL: IMPROVING RESIDENTS' LIVES AND OPPORTUNITIES



INCLUSIVE: DEMONSTRATING RESPECT AND FAIRNESS



ACCOUNTABLE: TAKING OWNERSHIP



INNOVATIVE: DOING THINGS BETTER



COLLABORATIVE: WORKING TOGETHER ACROSS THE COUNCIL

1. ATTRACTING AND RECRUITING TALENTED PEOPLE

OUR VISION

We want to be an employer of choice. This involves communicating our strengths while continuously improving our processes to attract and recruit top talent.

WHY THIS MATTERS

Our workforce is full of talented employees who can meet challenges head on, and we want this to continue. We need our workforce to be stable, multi-skilled, diverse, adaptable and representative of our community. An organisation that knows itself can inspire others with shared values and instils a resilient, forward-facing outlook which delivers better outcomes for residents.

CHALLENGES

- Competition with other employers.
- Budget constraints.
- Integrated partnership working.
- Ageing workforce.

OUTCOMES:



IMPACTFUL: We attract people who are committed to improving residents' lives and opportunities.



INCLUSIVE: Our recruitment practices consistently lead to a diverse range of applicants and candidates.



ACCOUNTABLE: We are an employer of choice with a reward package that includes competitive non-financial benefits.



INNOVATIVE: Faster and efficient hiring leading to an improved candidate experience.



COLLABORATIVE: Increased partnership working opportunities both within and outside of the organisation.

SUCCESS MEASURES

Recruitment statistics (applications, shortlisting, appointment by demographics)

Proportion of new roles being appointed on a flexible basis (e.g. part-time working, job sharing, term time only or hybrid working)

Proportion of roles filled by agency workers*

Increase in apprenticeships and other pathways into employment

2. STRENGTHENING OUR DIVERSE AND INCLUSIVE WORKFORCE

OUR VISION

We want to build on our work to cultivate diversity and inclusion, creating a golden thread that runs through our systems, processes, and practices.

WHY THIS MATTERS

Valuing differences creates a working environment where everyone can be their best selves. Talent and innovation comes from having a truly diverse workforce which is rich in insights, perspectives and lived experiences, and is representative of the diverse communities we serve.

CHALLENGES

- Our workforce is not as diverse as it needs to be, especially at more senior levels.
- Improving organisational understanding of EDI, equity and becoming an anti-racist organisation.
- Building trust that the organisation will listen to and act upon lived experiences of staff.
- Resistance to change.

OUTCOMES:



IMPACTFUL: All staff play a role in fostering an inclusive culture.



INCLUSIVE: Our staff feel valued, seen and safe to be their best and authentic selves.



ACCOUNTABLE: We proactively address all forms of discrimination, unconscious bias, bullying and harassment.



INNOVATIVE: We use data-driven insights to measure progress, identify gaps and take action to improve the diversity of the organisation.



COLLABORATIVE: We have implemented equality, diversity and inclusion best practice into how we work with each other and residents.

SUCCESS MEASURES

Successful achievement of the Equality & Equity objectives and delivery of the Anti Racism Strategy

Increased number of staff completing staff survey + Improved reporting for instances of bullying and harassment

Gender and ethnicity pay gaps*

Number of senior leaders from diverse backgrounds (e.g. black and global majority, women, disabled staff)

3. SUPPORTING AND DEVELOPING OUR PEOPLE

OUR VISION

We want all staff to develop and grow at the Council and be supported in their work.

WHY THIS MATTERS

Supporting our people to achieve their full potential means getting the basics right. Building a solid foundation grounded in core values equips our workforce to meet future challenges and opportunities.

CHALLENGES

- Retaining staff in a competitive job market.
- Provide pathways for career development and talent growth.
- Provide ways for staff to work together as one council.
- Align skills investment with our workforce development plans.
- Maximising the use of the Apprenticeship Levy.

OUTCOMES:



IMPACTFUL: Staff actively participate in professional development opportunities that benefit themselves, their teams and the organisation.



INCLUSIVE: All staff have access to career pathways with equal opportunities for growth and progression, supporting diverse talent across the organisation.



ACCOUNTABLE: We are a high-performing organisation, where staff performance is regularly reviewed and rewarded in line with our organisational goals.



INNOVATIVE: We are a resilient, agile and adaptable workforce with the skills needed for the future.



COLLABORATIVE: Staff can access job shadowing and secondments within the organisation, partner organisations and other local authorities.

SUCCESS MEASURES

Number of Performance & Development Conversations (PDCs) taking place

Staff uptake of training and development opportunities

Number of training and development opportunities

Reduced turnover in hard to reach & skilled roles

4. PROMOTING WELLBEING FOR EVERYONE

OUR VISION

We want staff to feel their best, be their authentic selves and look after their physical, mental, financial and social wellbeing.

WHY THIS MATTERS

Staff who are well-supported and advocate for themselves create a confident, engaged and resilient workforce. Enabling our staff to have a voice and readily access support means staff can make informed decisions about how they can work best.

CHALLENGES

- Balancing workload and creating time for wellbeing.
- Destigmatising mental health and wellbeing discussions.
- Accessibility and use of wellbeing resources.
- Breaking down silo working.
- External stresses.

OUTCOMES:



IMPACTFUL: Staff feel supported at work and are able to access tailored wellbeing support.



INCLUSIVE: Our workplace works for all and supports staff wellbeing.



ACCOUNTABLE: Staff at all levels can exercise autonomy in what they do.



INNOVATIVE: We encourage new ways of working to provide flexible delivery of services and working options for staff.



COLLABORATIVE: We foster a sense of community across the organisation.

SUCCESS MEASURES

Utilisation rate of Employee Assistance Programme (EAP) and Wellbeing Hub

Staffing absence rates (median sickness days)*

Employee engagement (staff survey response rate)

Staff turnover rate and increased productivity

5. LEADING AND DELIVERING CHANGE

OUR VISION

We want all staff to do things differently, take initiative and work together as one council to focus on what matters.

WHY THIS MATTERS

Staff understanding of how their role contributes to Our Greenwich missions and priorities drives confidence and motivation. Not all leaders are necessarily managers. However, all leaders must inspire, challenge and empower the people they work with to drive change and deliver quality services to our residents.

CHALLENGES

- Digital transformation.
- Driving cultural change.
- Financial pressures and MTFS.
- Ways of working and communication.

OUTCOMES:



IMPACTFUL: Staff see the big picture and understand how their work fits with Our Greenwich missions and strategic priorities.



INCLUSIVE: Every contribution is valued and supported, with a diversity of thought and ideas when making key decisions.



ACCOUNTABLE: Leaders actively engage with staff at all levels to foster a culture of trust and accountability across the organisation by modelling transparency, honesty and integrity.



INNOVATIVE: Policies, processes ways of working are continuously improved to drive effectiveness and efficiency.



COLLABORATIVE: Utilising and sharing existing talent, skills and knowledge within the organisation.

SUCCESS MEASURES

Our Greenwich 'Organisation' Missions (#18, 19 & 20) trending in a positive direction

Staff survey: Future of Work and Visibility of leadership

Number and impact of new policies and processes

Officer time saved through improvements*

MEASURES, GOVERNANCE AND RESPONSIBILITIES

OUR WORKFORCE STRATEGY PRESENTS A VISION AND SET OF OUTCOMES WE WANT OUR WORKFORCE TO ASPIRE TO.

The strategy will continuously develop to ensure we are delivering on our objectives and reflect evolving priorities.

Over the next four years, we will reflect further on our action plan, making changes to meet the needs of staff and the wider organisation.

All staff have a role to play in delivering this strategy.

While the levels of responsibility may vary, a positive working culture can only be achieved when everyone takes part.

HOW WILL WE MONITOR PROGRESS?

Reporting to:

- Organisation board
- Overview and Scrutiny Panels
- GMT, DMT and SMTs

Feedback to:

- EDI Steering Group
- Race Equality Action Group
- Staff networks
- Trade unions

HOW WILL WE MEASURE PROGRESS?

- Staff survey responses
- Workforce demographics and representation at different levels
- Staffing absence data
- Recruitment statistics
- Career progression and retention
- Proportion of roles filled by agency workers
- Training and development data
- Gender and ethnicity pay gaps
- Staff network activity

APPENDIX A

ROLE	RESPONSIBILITIES
CORPORATE SENIOR LEADERS (INCLUDING GMT)	<ul style="list-style-type: none"> • Create directorate specific action plans to embed the Workforce strategy • Lead a culture shift through increased visibility and engagement • Embedding inclusive leadership to drive workplace culture • Engage with feedback from staff networks and steering groups
PEOPLE MANAGERS (ANYONE RESPONSIBLE FOR CARRYING OUT PDCS)	<ul style="list-style-type: none"> • Ensure staff understand how their work contributes to the missions of Our Greenwich and the Workforce Strategy through annual Performance & Development Conversations (PDCs) • Ensure that all staff receive regular feedback about performance through team meetings, Toolbox talks, 121s and PDCs as appropriate • Foster an inclusive environment within your team, and be mindful of health and wellbeing concerns • Promote and encourage learning and development opportunities
ALL STAFF	<ul style="list-style-type: none"> • Take the opportunity to engage with initiatives • Proactively participate in team meetings, 121s and Performance & Development Conversations (PDCs) • Feedback to your manager and the organisation • Keep your data up to date on iTrent • Engage with the Employee Assistance Programme, Occupational Health and Staff Networks when needed
HR PROFESSIONALS	<ul style="list-style-type: none"> • Monitor and measure progress on the Workforce Strategy objectives • Feedback to and engage with stakeholders within the organisation • Review key policies, procedures, systems and management support to facilitate organisational change • Provide HR advice and guidance to the organisation based on best practice



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GENERAL PURPOSES COMMITTEE	DATE 22 April 2025	ITEM NO 6
TITLE Appointment to Outside Bodies for 2025	WARDS Greenwich Park	
CHIEF OFFICER Chief Executive	CABINET MEMBER(S) N/A	
DECISION CLASSIFICATION Non-key Non-exempt report	IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING? Yes	

1. **Decision Required**

1.1 The General Purposes Committee is requested to agree to appoint to the following outside bodies:

- Trinity Laban

2. **Links to Our Greenwich missions**

2.1 This report does not relate to the Council's agreed missions as it is an administrative item.

3. **Purpose of Report and Executive Summary**

3.1 To appoint an individual to a non-executive outside body for the municipal year.

4. **Introduction and Background**

4.1 In line with the Constitution, the General Purposes Committee can appoint individuals to non-executive outside bodies.

4.3 The Chief Whip's nomination is as follows:

Outside Body	Previous Appointment	Chief Whip's Nomination
Trinity Laban	Councillor Majella Anning	Councillor Calum O'Byrne Mulligan

5. **Available Options**

To either -

- 5.1 agree the nominations of the Chief Whip of the majority group; or
- 5.2 partially agree or not agree any of the nominations, and to nominate different individuals.

6. **Preferred Option**

- 6.1 None.

7. **Reasons for Recommendations**

- 7.1 To ensure that the Council makes nominations to Outside Bodies.

8. **Consultation Results**

- 8.1 Not applicable.

9. **Communication and Implementation of the Decision**

- 9.1 The agreed nomination will be published on the Council’s website.
- 9.2 The Outside Body will be informed of the Council’s appointee.

10. **Cross-Cutting Issues and Implications**

Issue	Implications	Sign-off
Legal including Human Rights Act	Under Part 3 (Responsibility for Functions) of the Council’s Constitution, General Purposes Committee is authorised to appoint individuals to non-executive outside bodies. Therefore, the Committee is able to agree the recommendations in paragraph 1.	Azuka Onuorah Interim Director of Legal and Democratic Services 1 April 2025
Finance and other resources	There are no financial implications arising from this report.	Damon Cook, Director of Resources 1 April 2025

Equalities	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users. This report makes no direct contribution to the Council's Equality and Equity Charter and the Council's Equality Objectives 2020-2024.	Nassir Ali, Corporate Governance Manager 31 March 2025
Climate change	This report makes no direct impact to the Greenwich Carbon Neutral Plan agreed by Cabinet on 18 October 2020.	Nassir Ali, Corporate Governance Manager 31 March 2025
Risk Management	This is an administrative item therefore there are no key risks associated with the proposals in this report.	Nassir Ali, Corporate Governance Manager 31 March 2025
Community Engagement	This is an administrative item therefore no community engagement activities have taken place as not required.	Nassir Ali, Corporate Governance Manager 31 March 2025

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