

<b>GENERAL PURPOSES COMMITTEE</b>	<b>DATE</b> 22 April 2025	<b>ITEM NO</b> 5
<b>TITLE</b> Workforce Strategy	<b>WARD (S)</b> ALL	
<b>CHIEF OFFICER</b> Director of Resources	<b>CABINET MEMBER</b> Finance, Resources and Social Value	
<b>DECISION CLASSIFICATION</b> <i>Non Key</i> <i>Subject to Call in</i> <i>Non-exempt report</i> <i>Non-exempt Appendices</i>	<b>IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING?</b> 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><b>Legal</b> 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>	
<p><b>Finance and other resources</b></p>	<p>This report makes the following recommendations to the decision maker:</p> <ul style="list-style-type: none"> <li>- To agree to the publication and implementation of the appended <i>Our Greenwich: Workforce Strategy 2025 – 2029</i>.</li> </ul> <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 &amp; Business Change 14<sup>th</sup> January 2025</p>
<p><b>Equalities</b></p>	<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>	
<b>Climate change</b>	<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>
<b>Risk management</b>	<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"> <li>- a failure to recruit, retain and develop a fit for purpose workforce creating a shortage of skilled and qualified staff</li> </ul>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	<ul style="list-style-type: none"> <li>- aging workforce and lack of succession planning</li> <li>- 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</li> </ul> <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><b>Community Engagement</b></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>	
<b>Staffing establishment</b>	<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>
<b>Health and Safety/</b>	<p>The decisions recommended through this paper have no direct Health &amp; 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&amp;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&amp;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&amp;S obligations, not least</p>	<p>Kelly Roedel Senior HR Manager 9/1/2025</p>

	objective four: Promoting wellbeing for everyone.	
<b>Health and wellbeing</b>	<p>The decisions recommended through this paper have no direct Health &amp; 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&amp;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&amp;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&amp;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

Report Author: Kelly Roedel – Senior HR Manager  
Tel No. 020 8921 5926  
Email. [kelly.roedel@royalgreenwich.gov.uk](mailto:kelly.roedel@royalgreenwich.gov.uk)

Reporting to: Stephanie Mills - Head of Human Resources  
Tel No. 020 8921 8895  
Email. [Stephanie.mills@royalgreenwich.gov.uk](mailto:Stephanie.mills@royalgreenwich.gov.uk)

Chief Officer: Damon Cook – Director of Resources  
Tel No. 020 8921 3508  
Email. [Damon.cook@royalgreenwich.gov.uk](mailto:Damon.cook@royalgreenwich.gov.uk)