

# 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:

 <p>Cost of living and uncertain financial climate</p>	 <p>Pay and reward challenges</p>	 <p>Digital transformation (digital strategy)</p>
 <p>Future of work</p>	 <p>Partnership working</p>	 <p>Increasing demand on our services</p>
 <p>Challenging candidate-driven labour market</p>	 <p>Legislation</p>	 <p>Medium Term Financial Strategy</p>

## 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

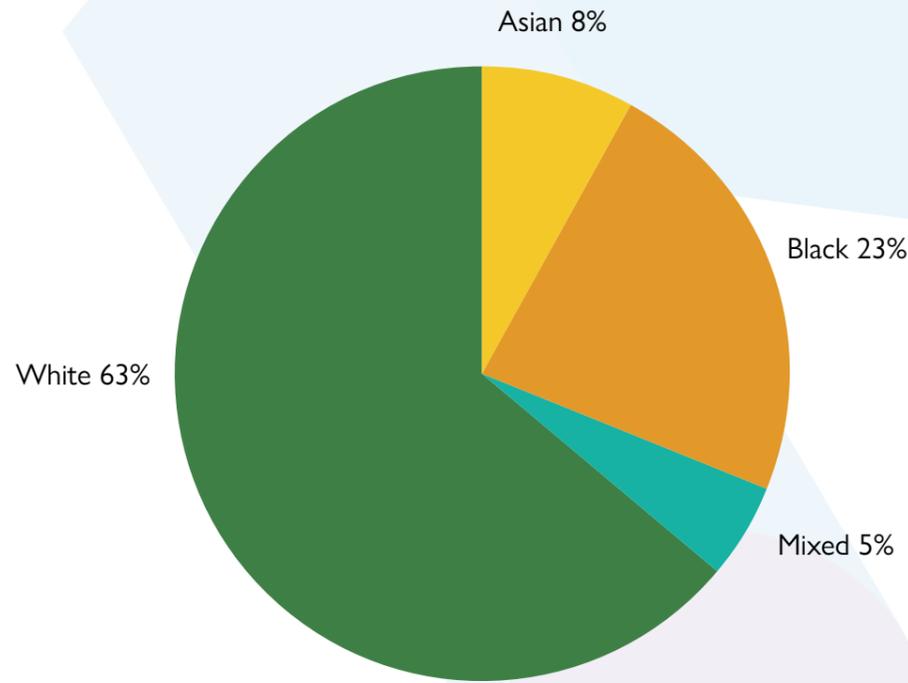
The council has one of the **lowest voluntary turnover rates** in London at 7%, compared to London Council's average of 9%, with the highest voluntary turnover rate (12%) amongst those aged 25 to 39 and under 25 year-olds.

**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.

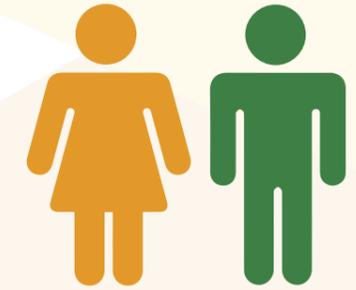
We must ensure that we pro-actively support people with menopausal symptoms; including **trans and non-binary people**.

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

