

# Greenwich Inclusive Economy Strategy

2024-2034



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## Foreword

We are delighted to introduce the Royal Borough of Greenwich's first strategy to grow a more inclusive and sustainable local economy. This has been developed with and for our residents, businesses and community groups.

The strategy builds on the brilliant work already happening in the borough. Greenwich has a long history of cooperative development rooted in cooperative values that are at the heart of this strategy. The Council plays a key role in this work, whether by intervening in the housing market to deliver social and affordable homes, enabling community-led housing through Greenwich Citizen Housing, investing in, and growing, small and medium sized local businesses that bring social benefits to the borough, and championing fair employment practices, such as promoting the London Living Wage.

We are proud of our many assets; our colleges, schools, universities, and hospitals, culture and heritage and our hardworking businesses. They are the backbone of our economy, employing local people, investing in our communities, attracting more people and investment to our borough. Their work is critical to the success and economic growth of the borough.

Every resident should benefit from the local economy they contribute to. But, too often, benefits are unevenly distributed leading to more inequality - in employment, in local businesses struggling to overcome barriers to growth and between different geographic areas. While much of

this is driven by wider market forces, this strategy will help us do what we can to achieve a more balanced economy and to prioritise economic activity that transmits growth and success across our communities.

This long-term economic vision for the Royal Borough of Greenwich balances our need to grow with ensuring economic prosperity for all. The strategy will help us to redouble our efforts to ensure that all our residents, local businesses, social enterprises, co-operative and community organisations can contribute and benefit from the opportunities that come from a successful economy.

In achieving the vision, our economy will be defined by its diversity and resilience and for offering opportunities for the whole community. It will be a place where all businesses and residents alike can thrive, grow, invest, and prosper. The strong partnership we have with our anchor organisations will be strengthened further, as we work collaboratively with businesses, partners and residents to deliver positive change and foster economic equity.

Together, we can achieve so much for Greenwich. Through this strategy we set the tone for the next decade of growth and look forward to a fairer, more sustainable and inclusive future.



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



# 1. Introduction and purpose

Our Inclusive Economy Strategy comes at an important time for the Royal Borough of Greenwich. It is a time of social and economic change. Greenwich, like the wider economy, has been impacted by several external factors including Covid-19, the exit from the EU, the war in Ukraine and the energy crises, all of which have had an impact on rising inflation and led to a fall in real household incomes.

There is a growing recognition, not just in Greenwich but globally, that existing models of economic development which focus solely on economic growth have not worked and have allowed inequality to increase.

Our new strategy signals a new approach to economic development, focused not just on growth for growth's sake, but on how the benefits of growth are distributed to the benefit of people and places.

An inclusive economy strategy addresses these issues by looking at the shape and distribution of economic growth, ensuring that it benefits everyone in our communities.

Our strategy aims to provide a framework to address challenges facing the borough, including helping us to tackle inequality and to meet our environmental commitments. It also acknowledges that the Council cannot affect these changes alone. It identifies the ways the Council can use its levers and resources and work closely with partners to address these challenges and support a more inclusive economy. Responding to this challenge forms a key part of the Royal Borough of Greenwich's Our Greenwich corporate strategy.

The borough is home to nearly 10,000 businesses and supports around 90,000 jobs. As well as its vibrant, historic town centres and riverside location, it is known for its strong and resilient business and industry networks, entrepreneurial talent and innovative micro and small businesses, from fashion to specialist engineering.

Its economy contributed £5.2bn billion in Gross Value Added (GVA) in 2021 but this is 8.5% below 2019 levels. Furthermore, employment has remained static since 2019, although this is an improvement on 2020 – which saw the local economy contract by –21%. More recent data around the recovery of Tourism and Visitor economy, show further encouraging signs that the economy continues to recover and build resilience.

The area faces a number of challenges, not least a smaller than average representation from private sector businesses, poor connectivity across parts of the borough and high levels of deprivation. Nevertheless, the Royal Borough of Greenwich is ready to capitalise on its assets – a strong pool of talented working age residents, a large business base, with increasing employment, key regeneration sites with significant potential for development – and secure economic growth.

Inclusive growth is defined as economic growth that is distributed fairly across society and which creates opportunities for all<sup>1</sup>.

It is recognised that economic growth is important as it creates jobs and wealth. At the same time, economic growth needs to benefit the whole community, protect the borough's natural capital and generate a positive social impact.

Harnessing the borough's assets, the Inclusive Economy Strategy aims to address the disparities which exist across the borough and ensure that they are significantly reduced. There are vast differences across the borough in terms of

employment, income levels, qualification levels and access to housing and services. This needs to be tackled to deliver a fairer economy, which is stronger and where the community has the capacity to thrive and grow.

This strategy has been informed by and aligns with other Council documents, most notably the corporate plan Our Greenwich and the Community Wealth Building Strategy. It is also informed by key policy documents at a national and regional level.

## Economic to Economy

### Local

1. Our Greenwich Corporate Plan
2. RBG Core Strategy
3. RBG Site Allocations Preferred Approach
4. Greenwich Community Wealth Building Strategy
5. Greenwich Town Centre Night-Time Strategy
6. Greenwich UKSPF Programme
7. Anchored in Greenwich
8. RBG Transport Strategy 2022-2032
9. Digital Strategy 2020-2024
10. Greenwich 2030 London's Next Success Story
11. Visit Greenwich Destination Management Plan 2023

### Regional

1. Mayor's Economic Development Strategy for London
2. UKSPF London Investment Plan
3. London Tourism Vision 2030
4. Local London Draft LSIP
5. Economic Framework for London
6. Economic Recovery Implementation Plan 2021
7. The London Plan 2021
8. Skills for Londoners Strategy 2018
9. Local London Plan Towards 2026

### National

1. Levelling Up White Paper
2. Build Back Better Our Plan for Growth
3. National Planning Policy Framework
4. Net Zero Strategy: Build Back Greener
5. Skills White Paper
6. National Infrastructure Strategy

The Inclusive Economy Strategy provides an opportunity to transform Greenwich and ensure that economic growth supports an enhanced quality of life and prosperity for local people and businesses.


<sup>1</sup> This is based on the OECD definition (2017) Inclusive Growth - Economic growth that is distributed fairly across society (oecd.org)



## How we produced the strategy

This Inclusive Economy Strategy has been informed by a detailed analysis of socio-economic data to understand the needs and opportunities for the area. It has also been informed by a comprehensive review of policy and background information at a local, regional and national level. We have consulted with residents, businesses, the community, elected members and officers through a series of one to one conversations, round table discussions and online consultation

This strategy is intended to provide a high level framework for the borough up to 2033, and is supplemented by a detailed action plan. It will guide our decisions on projects and programmes, and will be underpinned by a regular review of performance against impacts and outcomes to understand the extent to which progress is being made towards our vision and priorities.



The Tide, London's first-ever elevated riverside linear park

# 2. Royal Borough of Greenwich in context

## The story of place

Located in southeast London, Greenwich is a vibrant and diverse borough with a population of over 290,000 residents, 45% of whom are from non-white ethnic backgrounds. It is an inner London borough, bordered by Lewisham to the west, Bexley to the east and Tower Hamlets across the river Thames to the north.

Located 10 minutes from central London, the Royal Borough of Greenwich is renowned for its rich royal and naval history, including the Maritime Greenwich UNESCO World Heritage Site, as well as its green spaces and as one of the London's emerging creative industry hubs. Around 20 million visitors visit the borough each year, as part of a tourism industry that supports 17,000 jobs and generates £1.5 billion for the local economy<sup>2</sup>.

<sup>2</sup> [opportunity.london/boroughs/greenwich](https://opportunity.london/boroughs/greenwich)

It is located next to Canary Wharf and London City Airport with direct connections to the City, the West End and Heathrow Airport by the Elizabeth line, Docklands Light Railway (DLR) and mainline stations.

It has the longest continuous waterfront of any London borough; eight miles along the Thames taking in a World Heritage Site and the Prime Meridian line in Greenwich, the O2 Arena at Greenwich Peninsula, the Thames Barrier, Woolwich Royal Arsenal, and Thamesmead in the east.

Its location on the river Thames, which is a strength of the borough contributing to its natural variety, also presents unique challenges in terms of connectivity with the rest of London.



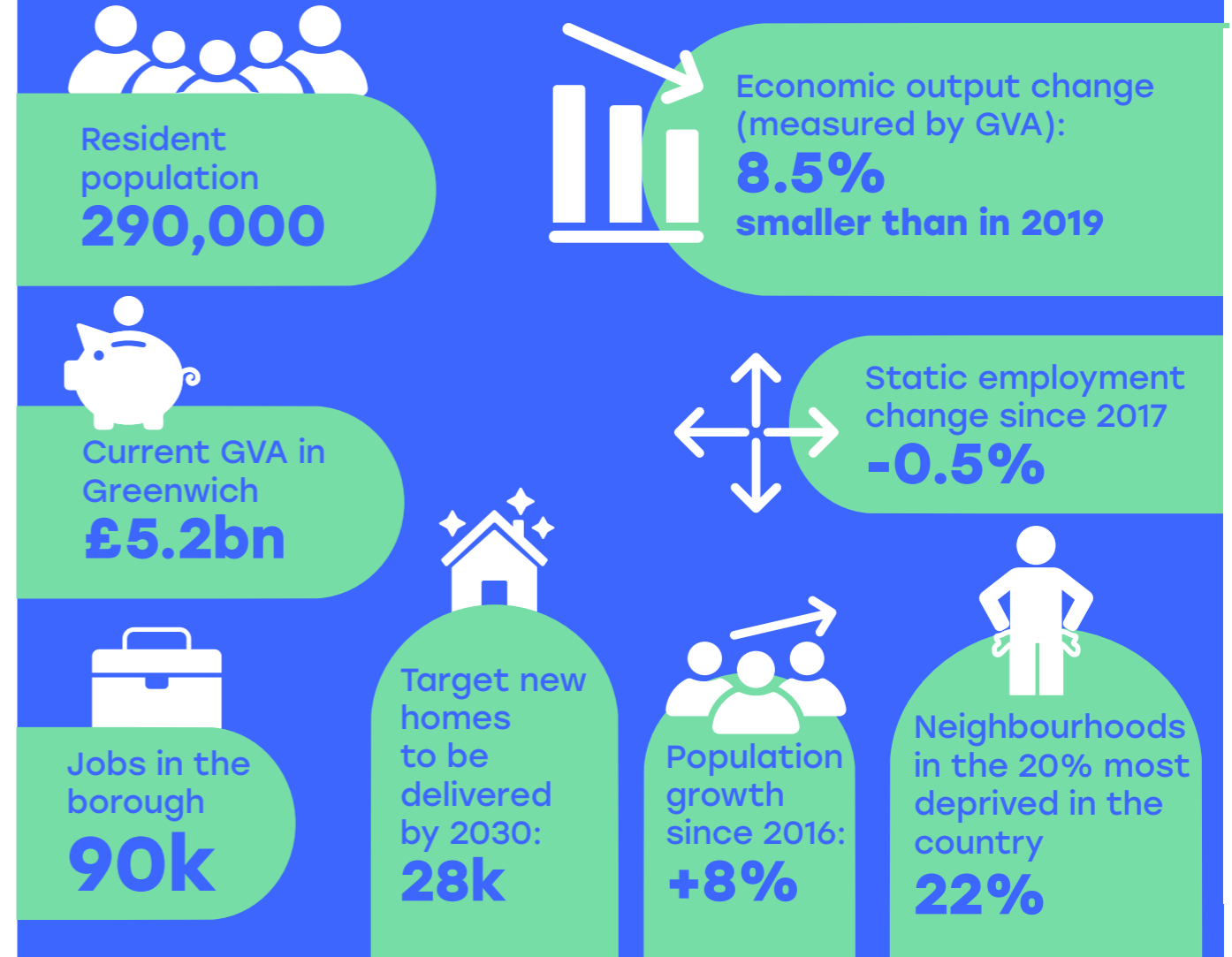
Figure 2.1: Greenwich in context



While the economy has a number of socio-economic strengths such as a large and growing population, there are also several economic challenges. These are compounded by external factors such as Covid-19, leaving the EU and the cost of living crisis. The borough is a significant

provider of good jobs, but employment within the borough, as with many other areas, has remained static since 2017. Furthermore, Gross Value Added (GVA), a key measure of economic output, is much smaller than it was prior to the pandemic.

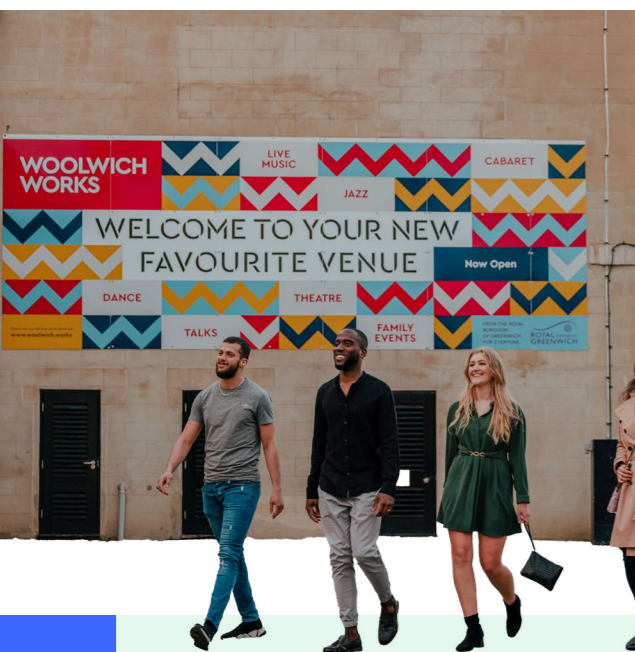
## Greenwich in figures



Source: Mid-year population estimates, 2016-2021, ONS; GVA by Small Area, 2019-2021, ONS; Business register and employment survey, 2017-2022, ONS; Index of Multiple Deprivation, 2019, DLUHC; The London Plan The Spatial Development Framework for Greater London, Greater London Authority, 2021

There are severe pockets of deprivation in a number of neighbourhoods including Greenwich Peninsula, parts of Thamesmead and Abbey Wood, and Woolwich Riverside. We need to ensure that

these communities benefit from existing and new opportunities as they arise, in order to address the high levels of inequality and deprivation.



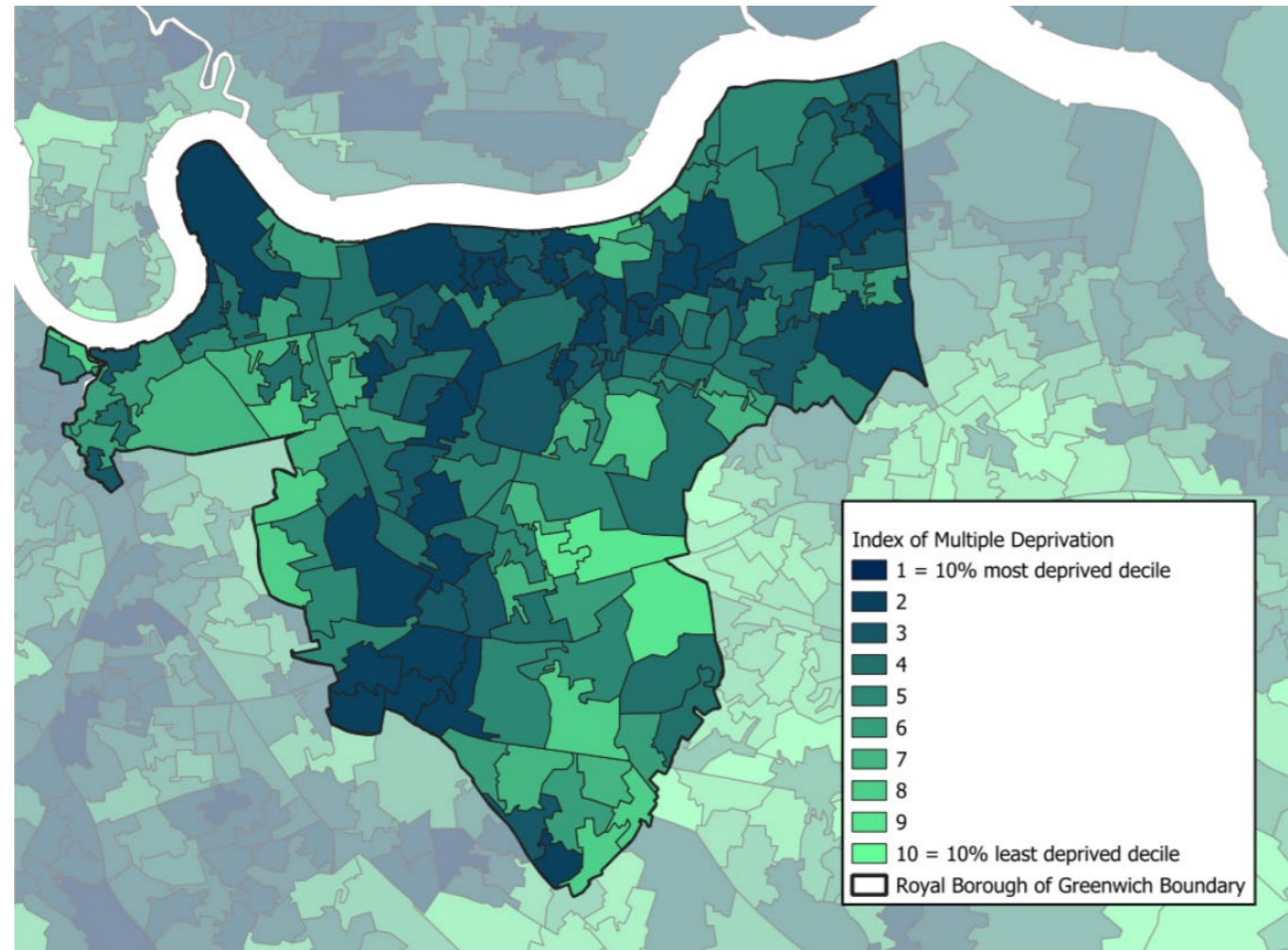
Woolwich Works has transformed a number of at risk listed buildings on the Royal Arsenal into a new creative destination for London, with theatres, concert venues, dance and recording studios, and flexible workspace.



Greenwich Peninsula is home to the O2, one of the leading sports and entertainment venues in the world, providing **4,500 jobs**; contributing **£300 million GVA** to the Greenwich economy.



Figure 2.2: Index of Multiple Deprivation 2019



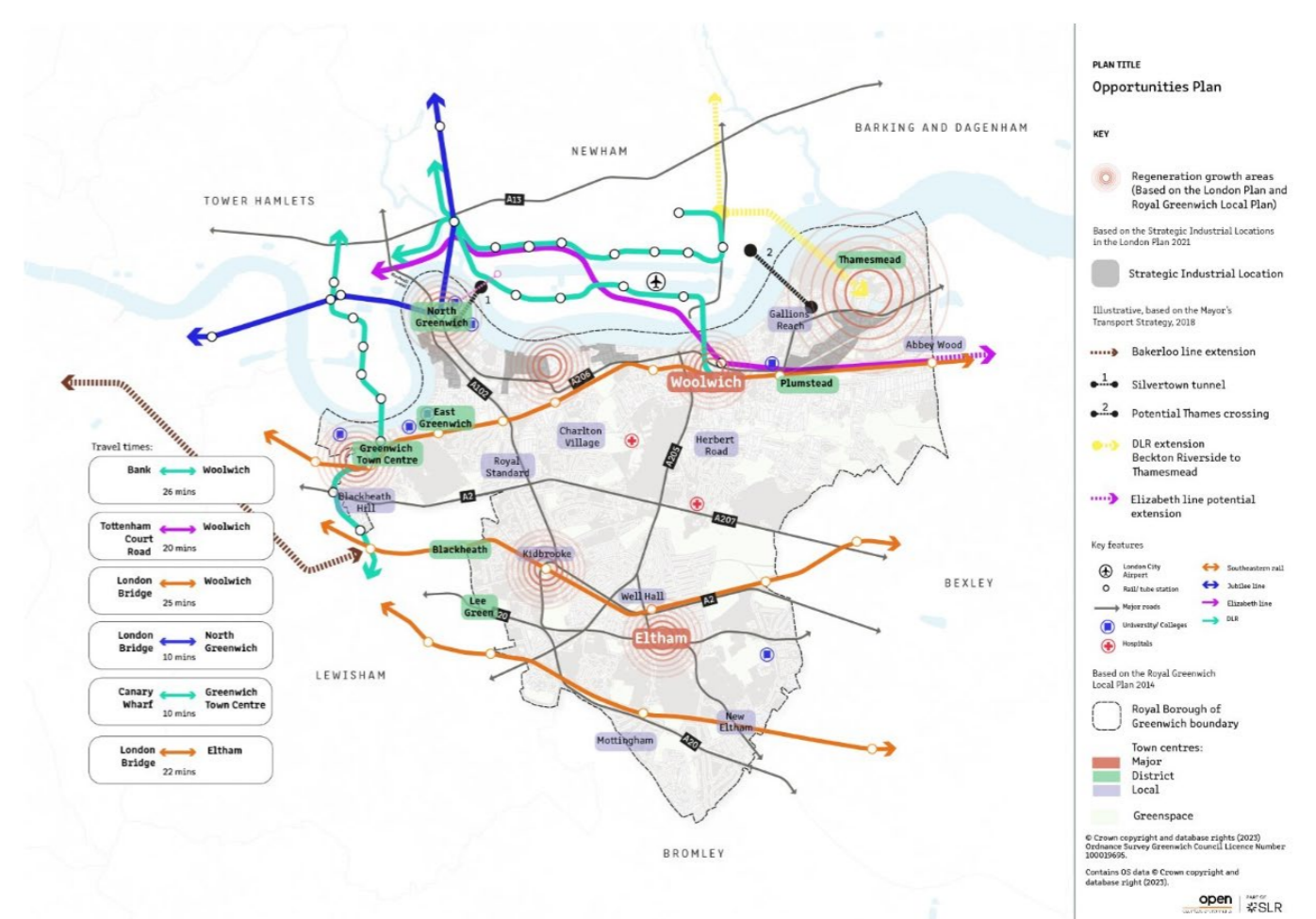
Source: Index of Multiple Deprivation, 2019, DLUHC

Greenwich is undergoing rapid transformation as a result of some of the largest regeneration schemes in the capital. It has seen over £1.3 billion investment in the last 10 years and a further £1.8 billion investment is planned over the next decade.

There are seven regeneration growth areas as set out within the London Plan and the Council's Local Plan (as illustrated in Figure 2.3). The regeneration of locations such as Thamesmead, which provides over 40 hectares development land, offers an exciting and ambitious opportunity to deliver

significant new homes and jobs for the borough. Similarly, North Greenwich has major potential for growth and is already home to recognisable assets such as the O2, Ravensbourne University and the Design District. The borough has already achieved major regeneration milestones, but there is still a way to go to realise the true potential of these assets and ensure that their development can deliver long-lasting benefits for the people of Greenwich.

Figure 2.3: Opportunities in the Royal Borough of Greenwich



Within the borough's opportunity areas alone, the London Plan identifies an indicative capacity of 25,000 new jobs. The Council is seeking to secure appropriate development within town centres, support the ongoing growth of the Design District in north Greenwich, and intensify existing employment land.

Future development has the potential to address some of the economic weaknesses which exist. There are significant levels of employment in the public sector relative to the London average. Whilst the benefits of the public sector are recognised, particularly given its potential to procure and employ locally, there is a recognition that more private sector employment is important to create a strong diverse and secure local economy.

Levels of productivity in Greenwich are low relative to the London average and it is recognised that there is a need to attract employment in higher value sectors. It is clear that highly skilled residents in Greenwich are commuting out of the area to access higher paid jobs and there is an opportunity to provide new jobs which better match the skills of the borough's residents.

Through securing economic growth which benefits local residents, there is an opportunity to address some of the issues which are impacting the local population such as high levels of deprivation, unacceptably high levels of child poverty, increasing levels of economic inactivity and low pay.





## Our Strengths

- There is a strong pool of talented working age residents providing a driver for economic growth, with **69%** of adults of a working age (16-64 years) compared to **63%** for England.
- Greenwich is ethnically diverse, with **44%** of individuals from non-white ethnic backgrounds, a far higher proportion than national levels. This contributes to the vibrancy of the area.
- There are four higher education institutions (HEIs) which provide access to skills and talent. The University of Greenwich is ranked within the **top 7%** of higher education institutions globally. Ravensbourne University focuses on digital media and design, while Trinity Laban is a renowned location for music and contemporary dance.
- There is a significant pool of highly skilled talent emerging from the borough's HEIs and good progress has been made in closing the qualification gap in the past decade with **59%** of adults holding level 4 qualifications, which is significantly higher than the national average.
- There is a large business base, which is home to some **10,000 businesses**.
- The foundational economy sector is large in size employing **31,000 people** in Greenwich and this has the potential to support a good quality of life.
- The public sector includes a number of anchor institutions, including local authorities, health and educational institutions. These have significant potential to benefit the local area particularly through their combined purchasing power and recruitment opportunities.
- Greenwich has a rich and growing Generative Economy, a sector which focuses on business ownership models, which supports the economy's eco system and links to community, environmental and social needs. The generative economy business base in Greenwich is double that of London (**3%** compared to **1.5%**).
- The visitor economy and retail sectors have **grown significantly** over time and are particular strengths for the borough.
- Well-known heritage assets including the Maritime Greenwich UNESCO World Heritage Site, contribute towards the borough's profile as a **major visitor destination**.
- The construction sector employs a sizeable number of people (**4,500**) and has the potential to provide high value jobs and contribute to the regeneration of the borough.
- The northern part of the borough is well connected to public transport, including the recent opening of **two new stations** on the Elizabeth line (Woolwich and Abbey Wood).
- The north of the borough is adjacent to both Canary Wharf and London City Airport and is **directly connected to the City**, Shoreditch and Heathrow Airport as well as the West End.
- Significant progress has been made in the regeneration of the borough with the **redevelopment** of the **Greenwich Peninsula**, the redevelopment of the **Royal Arsenal** at Woolwich and **new homes** at **Kidbrooke**.
- Greenwich has one of the **lowest CO2 emissions** per capita in London, with **2.7 tonnes CO2** per capita which compares to **4.6 tonnes CO2** per capita for London.

Growth boost for Greenwich: visitor spend is up **25%** and visitor numbers up **11%** at **19m** year-on-year in 2023

## Our Weaknesses

- The Greenwich economy has performed less well in recent years in terms of economic output, with the economy **8.5%** smaller than it was in **2019**. This is indicative of a slow recovery from shocks such as COVID-19 and exposure to macro-economic trends.
- A significantly high proportion of employees in Greenwich (**19%**) earn below the living wage. This is well above levels for both London and England.
- Gross Value Added (GVA) is concentrated in sectors such as retail and hospitality which impacts on the prosperity of the area. This is evidenced by a low GVA per hour worked of **£37**, which is below that for London at **£513**.
- There are **42,000** economically inactive residents, which has been increasing since **2017**. Whilst this in part reflects a high number of students in Greenwich, a sizeable proportion includes the long-term sick (**23%**) who can be supported, where appropriate, back to work via the WorkWell scheme.
- Around a **fifth of children** live in poverty (or 19%) which is above levels for London.
- There is a relatively **low job density rate** (of **58 jobs** per working age adults), significantly below London levels.
- There is a significant difference between resident annual earnings and workplace earnings (**£4,200**), which reflects an outflow workers to higher paid jobs.
- Greenwich is highly reliant on the public sector, which accounts for **26%** of employment compared to a London average of only **16%**. The public sector can provide a level of protection against macro-economic shocks, however it can be threatened by the impact of policy change and austerity measures.
- There are significant pockets of deprivation in Greenwich. The local authority is the **60th most deprived** in the country (**out of 317**) and **22%** of neighbourhoods are in the worst **20%** in England. There are particular pockets of deprivation around Greenwich Peninsula, Plumstead and Abbey Wood.
- There are parts of Greenwich, mainly around the south, which are **poorly connected to public transport**.
- **74%** of new homes planned during the period **2019-2022** were completed, which creates pressure on the supply and affordability of housing for our residents.
- A high proportion of businesses in Greenwich do not have access to decent broadband (**10%**), well above England levels. Similarly, **15%** of commercial premises are unable to access superfast broadband.
- Self-reported levels of **happiness** appear to be **declining** in Greenwich. Prior to COVID-19 reported levels of happiness were the same as national levels. However, since then levels of happiness have declined relative to London and England levels.
- Lower levels of business survival with only **37%** of businesses in Greenwich surviving beyond five years, compared to a **39%** for the London as a whole and a **41%**.



## Our Opportunities

- Significant employment growth is forecast by **2051 (+32%)**. The provision of additional local jobs and spend will help to support a healthy workforce in the future that will be able to contribute to the prosperity of the borough.
- Strong historic **employment growth** in sectors such as arts, entertainment and construction provide a platform for further development. The creative, technology and digital economy is identified as a growth sector nationally. The construction sector provides scope to establish high quality housing and infrastructure in the borough.
- Greenwich is projected to see a strong rate of population growth into the **2040s** with a growth rate higher than national and London benchmarks, well above other comparator boroughs. An additional **35,000 people** is forecast by **2043**, a population increase of over **11%**.
- A trend towards more homeworking can act as a **driver for entrepreneurship** and help facilitate a **good work-life balance**. Homeworking helps to remove start-up barriers around commercial space for new enterprises.
- Graduate talent can be harnessed to drive innovation and skills development. With **30,000 graduates** from our universities, there is huge potential to retain a skilled workforce in Greenwich.
- Transport improvements such as the proposed extension of **DLR to Thamesmead** will provide better links to London and increase opportunities for our residents.
- There are a number of opportunity areas identified in the London Plan, and Greenwich has the **third highest housing target** out of all London boroughs. This growth could benefit new and existing communities and stimulate growth in sectors such as construction.
- Woolwich has been identified in the London Plan as having the **potential to become a Metropolitan Centre**, which could support more economic growth and contribute to a better quality of life for the wider area.
- Discussions have highlighted more interest and opportunities for a broader range of accommodation to be delivered in the borough such as student accommodation and shared living. A **diverse range of property** will ensure all markets are satisfied and help to meet the differing needs of our existing residents and people who may choose to move to Greenwich.
- Growth can be achieved through utilising large development sites that are a rarity in inner London boroughs. A lack of space is often a key barrier to growth for many businesses, however **Greenwich has space** that can be **capitalised on for growth**.
- The combined purchasing power of Greenwich's anchor institutions is estimated at **£1bn**, with **7,000 employees** working for these institutions, creating significant scope for community wealth building.
- The Carbon Neutral Plan (CNP) makes a commitment for **RBG to be carbon neutral by 2030**. This presents opportunities for key sectors notably in the construction sector which will also contribute to retrofit and reduction in energy use in domestic housing.

## Our Threats

- **11%** of employment is in low paying sectors such as retail. This is likely to be impacted by drivers of change such as automation, external shocks and rising energy prices.
- In the immediate-term the **cost of living crisis** is **impacting** on **affordability** and **consumer spending**. This will have local impacts on businesses likely to see a downturn in consumer spending.
- The borough has a large presence of public sector employment - **26%** compared to **16%** nationally - which is more exposed to austerity measures.
- There are reported to be growing skills gaps in sectors such as construction where SMEs will find it challenging to engage with the wider skills ecosystem, with rising levels of automation and need for green skills, the **demand for high level skills** will continue **to rise**.
- Poverty remains a significant challenge for many borough residents with a higher child poverty rate (**19%**) than that seen in London (**14%**) and in England (**13%**). This is likely to lead to ongoing issues of poverty and dependency throughout generations if this is not addressed.
- There are competing pressures on employment land which risk adequacy of affordable supply of commercial space and ability to meet future employment growth predictions. This may result in an **under-supply of housing** or **commercial space** creating either challenges for businesses or residents.
- The **population** in Greenwich is **ageing** which is putting increased pressure on services. With an older population more dependent on health and social care, this will impact on service delivery and costs.
- Strong population growth is putting **pressure** on **housing supply** and **affordability** for local people and key workers. This will create significant workforce gaps in sectors such as health and social care and other enabling sectors in the borough's foundational economy.
- High levels of deprivation in parts of the borough represent a barrier to social mobility and improved life chances. Without reasonable distribution of prosperity, neighbourhoods will be "left behind" and not able to access the growth potential of the future.
- A **lack of major transport improvements** could constrain development at key locations such as Thamesmead via Beckton Riverside.
- The **high housing target could place a strain** on transport, services and facilities if this is not improved to support the new population.
- Town centres continue to be threatened by external factors such as online retail, the cost of living crises and wider macro-economic performance. This could lead to a **worsening of town centre performance** if this is not addressed.
- There are **challenges in delivering significant levels of new homes** in close proximity to industrial areas, particularly when some are Strategic Industrial Locations (SIL).
- Discussions with private sector developers have suggested that **viability considerations** represent a **major barrier to the delivery of key sites**. These viability challenges are accentuated by wider macro-economic challenges and current high interest rates.





# 3. Strategic Framework

## Our Vision

This strategy sets out a clear vision for the Royal Borough of Greenwich economy for the period up to 2033:

By 2033, the Royal Borough of Greenwich will be an exemplar for sustainable and inclusive economic growth reflecting the Council's co-operative values.

- The economy will be defined by its diversity and resilience, and economic growth will create opportunities for the whole community.
- It will be a place where businesses and residents alike can thrive, grow, invest, and prosper.
- Working collaboratively with businesses, partners and residents we will deliver positive change, which will secure opportunities for all, fostering economic equity.



## Strategic Framework

Themes	People	Place	Prosperity
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Children and young people can reach their full potential</li> <li>• Everyone has the opportunity to secure a good job</li> <li>• Retaining and realising the potential of local talent to drive productive and inclusive growth</li> <li>• Improving life chances and quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Delivering inclusive sustainable neighbourhoods, with affordable homes in safe areas with access to quality social &amp; community infrastructure</li> <li>• Connecting communities and businesses through enabling transport and digital infrastructure</li> <li>• Creating attractive, sustainable and diverse employment spaces where businesses can thrive and grow</li> <li>• Enhancing quality of life with thriving to wn centres and a vibrant visitor and culture offer</li> </ul>	<ul style="list-style-type: none"> <li>• Creating quality secure and productive jobs through a supportive business environment</li> <li>• Attracting new high value businesses to diversify the economy and nurture existing sector strengths</li> <li>• Strengthening the everyday and generative economy to meet population need</li> <li>• Developing an entrepreneurial, innovative ecosystem to start up, scale up and grow the borough business base</li> </ul>
<b>Cross-cutting</b>	<p><b>Tackling inequality:</b> Establishing a more inclusive economy which builds community wealth, encourages diversity and benefits local residents and businesses</p> <p><b>Green economy:</b> Economic growth that respects natural capital, reduces carbon emissions, increases bio-diversity and builds climate resilience, supporting the Council's ambition to reach net zero carbon emissions by 2030</p>		





# Our Priorities

The strategy focuses on the themes of people, place and prosperity which form critical pillars of economic growth. A set of priorities respond to the needs and opportunities which have been identified within the evidence base underpinning this strategy.

## People (PE)

**PE1:** Children and young people can reach their full potential, with a focus on young people who are not in employment, education and training (NEET), in the care of the local authority, care leavers and those with specific needs e.g. those with an Education, Health and Care Plan.

**PE2:** Everyone has the opportunity to secure a good job through identifying and removing barriers to work faced by priority groups to support progression into good work through improved advisory support and integrated employment, health and skills provision

**PE3:** Retaining and realising the potential of local talent to drive productive and inclusive growth by working with education providers to develop a post-16 skill strategy and developing clear employment and skills progression pathways to retain the local talent coming out of local further education (FE) and higher education (HE)

**PE4:** Improving life chances and quality of life by better understanding the causes of in-work poverty and developing actions to reduce the prevalence of in-work poverty to ensure our interventions reduce welfare dependency and improve the living standards of those most in need.

## Place (PL)

**PL1:** Delivering inclusive sustainable neighbourhoods, with affordable homes in safe areas with access to quality social & community infrastructure by building on good practice approaches such as Greenwich Builds and Meridian Home Start.

**PL2:** Connecting communities and businesses through enabling transport and digital infrastructure by improving and rolling out improved digital connectivity in key business locations and implementing the borough transport strategy.

**PL3:** Creating attractive, sustainable and diverse employment spaces where businesses can thrive and grow by undertaking an employment land review and using other planning policy levers.

**PL4:** Enhancing quality of life with thriving town centres and a vibrant visitor, creative, cultural and heritage offer

## Prosperity (PR)

**PR1:** Creating quality, secure and productive jobs through a supportive business environment by helping local businesses to become exemplary employers, offering the best work conditions.

**PR2:** Attracting new high value businesses to diversify the economy and nurture existing sector strengths by developing plans to secure more private sector inward investment in key opportunity areas.

**PR3:** Strengthening the everyday and generative economy to meet population need by building on the strength of anchor partners and commitment to harness collective power to boost the local economy and deliver economic prosperity for all.

**PR4:** Developing an entrepreneurial, innovative ecosystem to start up, scale up and grow the borough business base by ensuring future plans take into account the need to ensure available and affordable business space across a range of sectors.

## Cross-cutting themes (CCT)

Two cross-cutting themes – inclusive economy and green growth – have been identified as being an important thread which runs throughout this strategy.

**CCT1:** Tackling inequality: establishing a more inclusive economy which builds community wealth, encourages diversity and benefits local residents and businesses.

**CCT2:** Green growth: economic growth that respects natural capital, reduces carbon emissions, increases bio-diversity and builds climate resilience, supporting the Council’s ambition to reach net zero carbon emissions by 2030.

# Delivering Action

To inform delivery, this strategy sets out a series of clear actions under each of the priorities. For each of these we have identified where the Council can either:



lead

Lead (where statutory responsibility and funding allows)



influence

Influence (work with partners to deliver)





# 4. Our People



Resident population of **290,000** of which **69%** (200,100) are of working age



Ethnic diversity, with **44%** of residents from non-white ethnic backgrounds



**8%** population growth since 2016



High levels of in-migration by young working age people aged 20-29 - **87%** (7,300)



**340,000** residents predicted by **2043**, a growth rate of **15%**



**112,000** people forecast to be employed in Greenwich by **2051**, a growth rate of **32%**



Source: Mid-year population estimates, 2016-2021, ONS; Census, 2021; Internal migration: detailed estimates by origin and destination local authorities, age and sex, ONS, 2021; Population Projections, 2018, ONS, London Long Term Labour Market Projections, Greater London Authority, 2017 & 2022

The people of Greenwich, both residents and workers, provide a valuable pool of talented labour which can be harnessed to increase productivity, tackle inequality and facilitate social mobility. There are a number of multi-faceted barriers which hinder the effectiveness of the labour market and the ability to realise inclusive economic growth.

Greenwich is anticipated to experience significant employment growth, facilitated by the presence of strategic employment sites and major projects. To capture the benefits of this growth locally we need to ensure we have an effective skills system to facilitate a responsive approach to meeting current and future skill needs. We also need to equip our residents and workers with the competencies, skills and supportive environment they need to access good jobs and to progress in work. This will, in turn, increase productivity, prosperity and improve life chances. This requires a collaborative approach with stakeholders to develop learning and employment pathways, connect people to opportunities, and support greater inclusion and productivity in the labour market.



## Priorities and actions



**Priority PE1:** Children and young people can reach their full potential with a focus on young people who are not in employment, education and training (NEET), in the care of the local authority, care leavers and those with specific needs such as those with an Education, Health and Care Plan (EHCP).

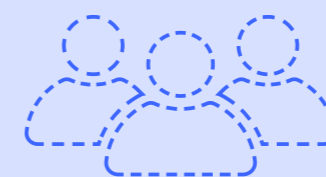


Proportion of young people aged 16-17 not in education, employment or training (NEET):

**3.3%**  
(3.4% London, 5.2% England)

**12,800**

16-24-year-olds are economically inactive (20% of all inactive and 45% of this age cohort)



Employer skills needs identify a lack of practical **digital skills and employability skills** amongst school leavers



Proportion of KS4 students progressing to sustained education, employment or apprenticeships:

**93%**  
(London 95%)

Source: NEET and Participation: local authority figures, Department for Education, 2023; Annual Population Survey, 2022, ONS, 2016-2021, Key Stage 4 performance, Department for Education, 2023; Employer Skills Survey, Department for Education, 2022







Greenwich has a young demographic profile, with 20% of the population aged 15 years and below. The borough has experienced strong population growth and this is forecast to continue. This provides a large talent pipeline which needs to be supported through collaborative action by key stakeholders to reach its full potential.

### The evidence tells us that:

- Key stage 4 students in Greenwich are less likely to progress to sustained education, employment or apprenticeship destinations than the London average, which suggests they are not reaching their true potential.
- There is a cohort of 16-17 year olds (3.3%) who are not in education, employment or training (NEET) which is on par with the London average (3.4%) and below the national benchmark (5.2%). The determinants of becoming NEET arise from an interplay between individuals, families and context (school, labour market, neighbourhoods). These young people require support to re-engage and reduce the risk of long-term negative effects on their life chances, impacting on their future wellbeing.
- Employers point to a lack of practical skills such as digital and employability amongst school leavers which is impeding their progression into the world of work.
- There is a need to bridge the gap between need and opportunity, to ensure that Greenwich's young people are equipped to access quality jobs and improve their pay and prospects. Facilitating closer links between employers and education and skill providers will facilitate improved interaction between the demand for skills and the supply of skills, and help to nurture future talent.



A number of actions which can address these points have been identified as follows.

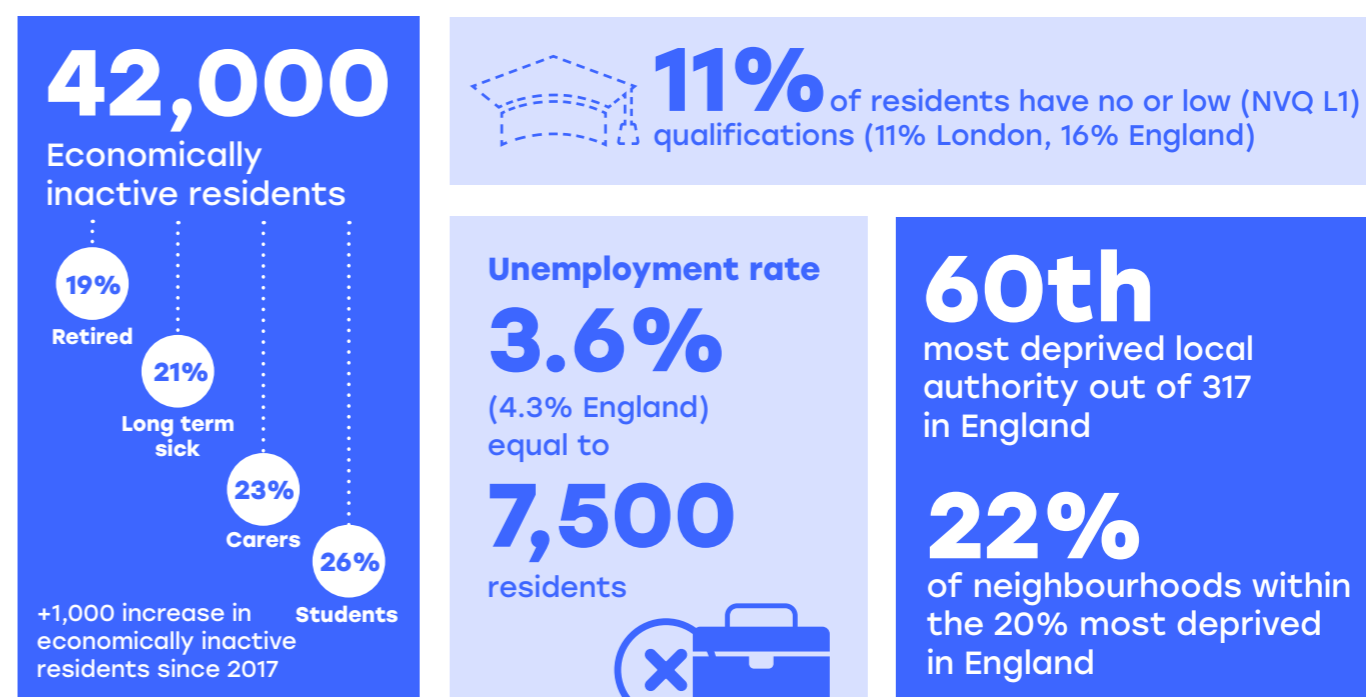
RBG role	Action plan
 lead	<b>Enhance Careers Education Information Advice and Guidance (CEIAG) for young people.</b> The Council will enhance and support improved delivery of Careers Education Information Advice and Guidance (CEIAG) via an online, digital platform to ensure priority groups of young people including care leavers, carers, NEET and with SEND are aware of all education, employment and training pathways and are able to make informed and good decisions about future careers.
 lead	<b>Embedding digital, green and employability skills into the post 16 curriculum.</b> The Council will align employability skills, green skills and digital skills to the Local Skills Investment Plan (LSIP) and the Council's Adult Community Learning provision to ensure school leavers are equipped with practical skills as they enter the world of work to respond to employer needs and future drivers of growth.
 influence	<b>Secure capital investment in skills infrastructure.</b> The Council will work in partnership with Further Education and High Education partners to support the continued investment in skills capital infrastructure (estate and equipment) to ensure young people have the best learning environments, are equipped with the right skills, and develop seamless progression pathways in key sectors of growth and emerging opportunity sectors in Greenwich and beyond.
 lead	<b>Facilitate education and industry days in schools.</b> The Council will explore external funding opportunities to help deliver an enhanced programme of support to schools through an Educational and Business Partnership Model. This will strengthen links between education and industry to facilitate more industry days, work experience / visits and career talks to KS4 students (those aged 14-16). This will support progression into sustained education, employment or an apprenticeship destinations.
 influence	<b>Support the roll-out of technical education.</b> The Council will work in partnership with others to ensure disadvantaged young people and those with additional educational support needs are able to transition into work, by continuing to work in partnership with further education providers to support the roll-out of technical education, functional skills, and develop pre-apprenticeship and Level 2 provision.
 lead	<b>Equip young people with the skills and routes into creative employment.</b> The creative industries sector is significant in London and growing. Access to culture and creativity also helps young people to develop a range of transferable skills. The Council will work with our cultural partners, the Local Cultural Education Partnerships (LCEPs), and with FE and HE providers to develop paid internships and work placements as well as new models of apprenticeships, training and mentoring. This will support greater levels of employment in the creative industries sector.

### Areas of focus

- Children aged 0-15
- Young people aged 16-24
- Children in care and care leavers
- Children and young people with Special Educational Needs and Disabilities (SEND) including those with an Education, Health and Care Plan (EHCP)
- Children and young people not in education, training and employment (NEET)



**Priority PE2:** Everyone has the opportunity to secure a good job through identifying and removing barriers to work faced by priority groups to support progression into good work through improved advisory support and integrated employment, health and skills provision



Source: Annual Population Survey, 2021-2022, ONS; Index of Multiple Deprivation, 2019, DLUHC

Greenwich has tremendous opportunity ahead as illustrated by the sheer scale of investment planned, however there is a need to marry need and opportunity to ensure that all residents have the opportunity to secure a good job, can secure good pay and prospects, and experience job satisfaction.

This requires the identification and removal of the barriers to work faced by priority groups to support progression into good work. This will be achieved through improved advisory support and integrated employment, skills and health provision.







## The evidence tells us that:

- Greenwich has a significant number of economically inactive working-age residents, which currently stands at 42,000 residents (or 21% of 16-64 year-olds who are not currently engaged in work and are not actively seeking employment). This figure has increased in absolute terms by 1,000 residents (since 2017) but decreased in relative terms (from 22% to 21%). Encouraging retirees to participate in the labour market for longer, support the long term sick back into work and providing opportunities for carers to participate in the labour market can strengthen our supply of labour and reduce benefit dependency.
- Greenwich was the 60th most deprived local authority in the country (out of 317) and 22% of neighbourhoods are within the 20% most deprived in England (compared to 16% in London as a whole). There are particular pockets of deprivation around

Greenwich Peninsula, parts of Thamesmead and Abbey Wood and Woolwich Riverside. Deprivation and poverty impacts on social mobility and life chances, and employability or training support is often required as a result.

- Unemployment stands at 3.6% in the borough, with some 7,500 currently out of work. There is a need to tackle barriers to employment to support labour market participation and get those who can back into work.
- Apprenticeship participation rates have fallen by 8% in Greenwich since 2016/17 compared to a fall of 5% in London. There is therefore a need to understand the reasons for this and identify how to boost apprenticeship opportunities.

A number of actions which can address these points have been identified as follows.

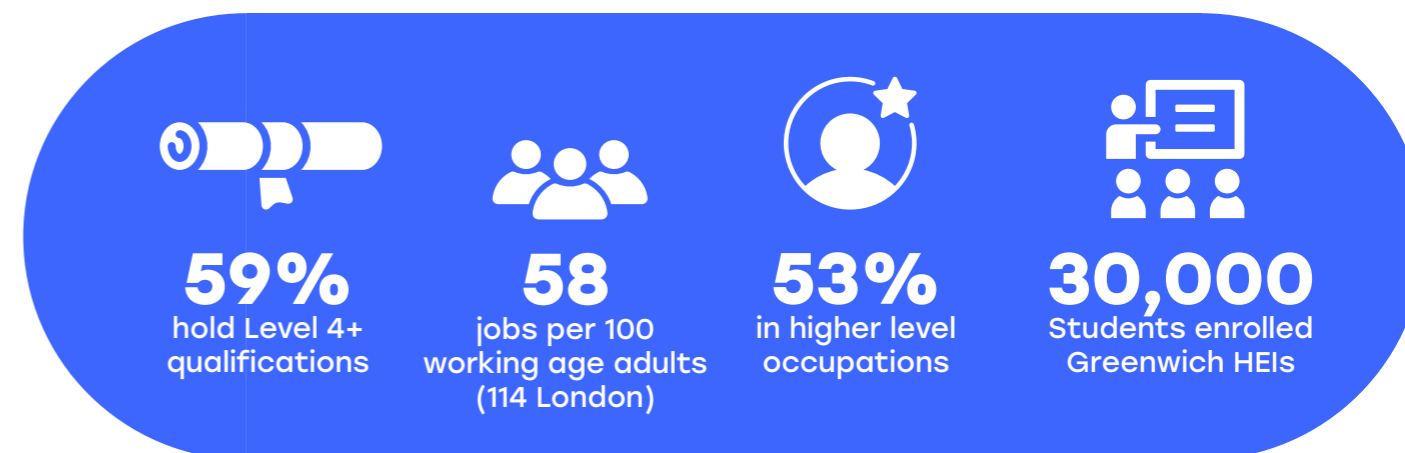
RBG role	Action plan
 lead	<b>Removing barriers to work.</b> The Council will map and review employability provision to determine gaps and ensure provision is targeted to those most in need and facing multiple barriers to work including those who are NEET, economically inactive with a health condition or disability, and those marginalised BAME groups to work to move closer to the labour market and into good jobs. This will need to ensure provision is simplified, streamlined through a single gateway e.g. 'No wrong Door' model and have the required wrap around support e.g. childcare.
 lead	<b>Work with the Anchored in Greenwich Partnership to explore the benefit of creating an integrated opportunities portal.</b> The Council will explore the benefits and approach to creating an online resource for the AiG Partnership where jobs, work placement, apprenticeships, internships and volunteering opportunities are advertised to facilitate participation in the labour market and broker access to jobs in areas of demand.
 influence	<b>Deliver externally funded targeted employment programmes.</b> The Council will work in partnership to deliver people and skills interventions in line with intended plans to reduce disparity, increase equity and close the gap. This includes a focus on economic inactivity through activities targeting vulnerable residents, enhanced support of the Work & Health Programme and succession programme through Local London.
 lead	<b>Update the Adult Community Learning Commissioning Strategy.</b> The Council will update its strategy to ensure provision remains flexible and responsive to provide a pathway to employment and upskilling in response to drivers of change such as digitalisation and net zero, to align with skills requirements now and in the future.

## Areas of focus

- Economically inactive
- Young people aged 16-24
- Older people aged 50+
- Residents from a non-white ethnic background
- Workless residents
- Residents on low incomes
- Residents with SEND



**Priority PE3: Retaining and realising the potential of local talent to drive productive and inclusive growth by working with education providers to develop a post-16 skill strategy and developing clear employment and skills progression pathways to retain the local talent coming out of local FE and HE institutions**



Source: Annual Population Survey, 2021-2022, ONS; Job Density, ONS, 2021; Student Enrolment, HESA, 2021/22




Greenwich has a large and growing talent pool of young and working age residents providing the skills, knowledge and capability to drive significant economic growth. Residents in Greenwich exhibit high skill levels and the universities within the borough provide a significant pipeline of highly skilled talent to meet current and future skill requirements.

## The evidence tells us that:

- Greenwich is home to a large talent pool with 59% of our residents aged 16+ holding higher level L4+ qualifications, which is on par with the London average and significantly higher than the national average of 43%. Furthermore, 53% of our residents aged 16+ are working in higher level occupations such as managerial, professional and technical occupations (50% in London).
- There are currently 30,000 students enrolled in universities in the borough of Greenwich studying subjects. One quarter of students attending university in Greenwich study business and management degrees, with a further 15% studying subjects allied to medicine. Design, creative and performing arts accounts for 15%, computing (10%), and engineering and technology (7%). These subjects are aligned to higher value sectors which Greenwich wishes to attract.
- Job density in the borough is low, with only 58 jobs per 1,000 working age adults compared to 114 in London and high levels of out-commuting. Job density is defined as the number of jobs in an area divided by its resident population aged between 16 and 64. This means that the presence of highly skilled talent and a large potential labour force is not fuelling growth in the Greenwich economy and people are mainly travelling out of the borough to work.
- There is a need to retain local talent to fuel growth by linking them to local employers, strengthening education-business links, and providing an entrepreneurial environment to facilitate spin-outs and start-ups. In tandem, there is a need to grow employment opportunities and the business base to ensure that local and highly skilled talent can be retained to grow value within the Greenwich economy.



A number of actions which can address these points have been identified as follows.

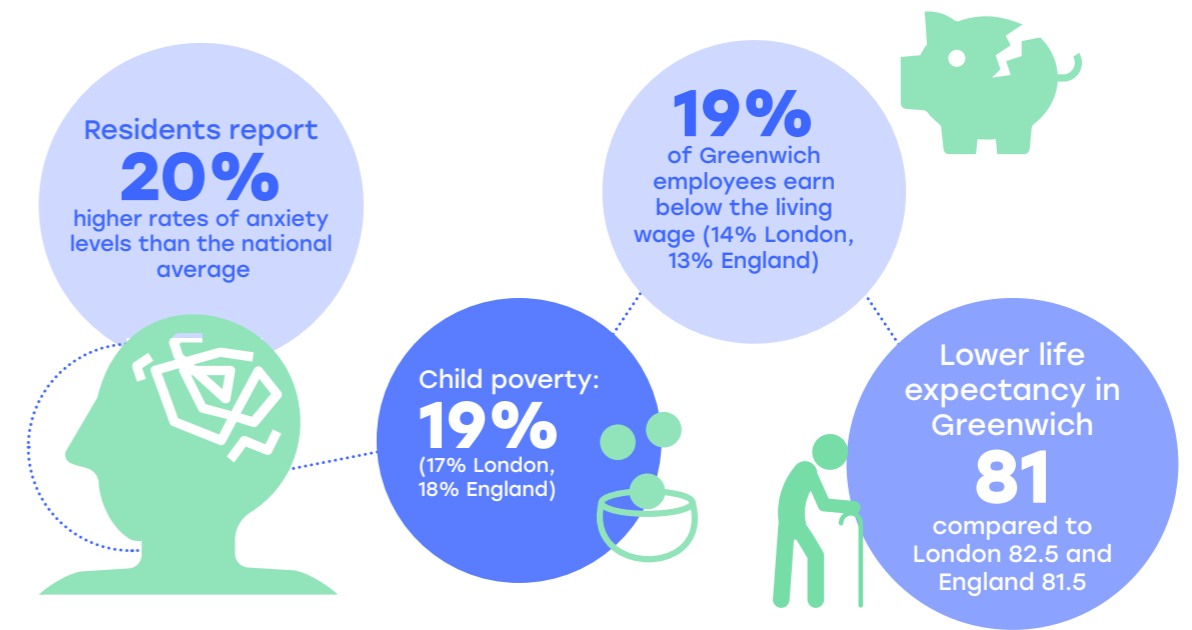
RBG role	Action plan
 <p>lead</p>	<p><b>Develop a Post 16 skills strategy.</b> The Council will develop a post 16 skills strategy to promote the full post 16 offer including apprenticeship and T Levels, supporting upskilling and reskilling through adulthood and making it easier for people to get the skills they need to secure well-paid jobs in Greenwich's industries with skills gaps, such as health and social care, digital and clean energy. It will facilitate local employment opportunities by requiring employers and colleges to work together to identify the skills needed within communities. This will align with the Local Skills Improvement Fund (LSIF) and priority sectors such as the creative and cultural industries sectors.</p>
 <p>influence</p>	<p><b>Develop programmes of support.</b> The Council will work in partnership to develop programmes of support. This will support learners, employers and providers to navigate available training provision in the borough, showcase opportunity sector strengths, key assets and capabilities to secure investment and drive productivity.</p>
 <p>influence</p>	<p><b>Enhance graduate, internship and work experience.</b> The Council will work in partnership to enhance graduate, internship and work experience placement provision and strengthen education and business links. This action will leverage the borough's highly skilled talent, drive innovation through knowledge transfer, boost productivity and grow value in the local economy.</p>

### Areas of focus

- Children in education
- Post-16 learners
- University graduates
- Employers
- Learning providers



**Priority PE4: Improving Life Chances and Quality of Life by better understanding the causes of in-work poverty and developing actions to reduce the prevalence of in-work poverty to ensure our interventions reduce welfare dependency and improve the living standards of those most in need**



Source: Children in Low Income Households, ONS, 2022; Number and proportion of employee jobs with hourly pay below the living wage, ONS, 2022; Life Expectancy by Local Authority, ONS, 2020; Personal wellbeing estimates, 2023

The cost of living crisis is accentuating poverty and hardships faced by many residents in the borough. The interlinked factors of health, poverty, skills and education all play a part in influencing people's ability to secure employment and stay in work. Good work, which provides job satisfaction and pays appropriately, can have a positive impact on health, financial security and resilience to change.

Major investments and predicted jobs growth presents the potential to connect residents to local opportunities. A supportive environment will ensure that those residents in Greenwich who are furthest from the labour market can reconnect, progress in work and improve their life chances.





### The evidence tells us that:

- High levels of deprivation in parts of the borough (including Greenwich Peninsula, Plumstead and Abbey Wood) represents a barrier to social mobility and improved life chances. The issues around deprivation are complex and require a multi-faceted approach to fully address.

- Nearly a fifth of all employees in Greenwich earn below the Living Wage, compared to 15% in London. This impacts on quality of life, and with current issues around inflation and the cost of living, this will only worsen the real impact on Greenwich's residents.
- Child poverty is a feature, with 19% of all children living in relative poverty, 2 percentage points above the London average. This poses a barrier to the realisation of their potential, with poor health and poor outcomes which often persist into adulthood.
- There is a high proportion of residents who are long term sick and economically inactive, creating barriers to work and facing reduced quality of life. Addressing issues around health will therefore be important to access employment and improve life chances.
- Residents in Greenwich report higher rates of anxiety, and lower levels of happiness, than the national average, impacting on life satisfaction. This can also impact on mental health which is a barrier to work.



A number of actions which can address these points have been identified as follows.

RBG role	Action plan
 <p>influence</p>	<p><b>Improve access to work, social mobility and raise living standards.</b> The Council will work in partnership to tackle the fragmentation of skills and employment provision locally and improve collaboration with adult education providers. They will also work with Job Centre Plus (JCP) and other employment support practitioners to improve access to work opportunities for individuals living in deprived neighbourhoods and households in greatest need such as those where no one is in work or where children are living in poverty.</p>
 <p>influence</p>	<p><b>Review and enhance Greenwich Supports provision and explore service co-location arrangements.</b> The Council will work in partnership to review and enhance provision to support greater integration of employment, health, welfare and other support services designed to reduce poverty, tackle the cost of living crisis and improve social mobility and raise the living standards of our residents.</p>
 <p>lead</p>	<p><b>Develop Community Employability and Wellbeing Hubs.</b> The Council will provide physical spaces which deliver labour market brokerage where local young people can develop skills and access services which reflect barriers to work. This requires a multi-agency partnership approach to meeting a broad range of needs in targeted locations.</p>
 <p>lead</p>	<p><b>Develop an In-work Poverty Action Plan.</b> The Council will map and develop an understanding of the causes of in-work poverty within Greenwich and the disproportionate impact this has on particular groups. This will identify levers and actions the Council and employers can take to tackle in-work poverty such as the rising cost of childcare which is rising faster than incomes. The council will also roll- out initiatives and programmes which support businesses becoming real living wage employers or adopting the Good Work Standard to help to increase economic equity.</p>

### Areas of focus

- Children living in relative poverty
- Economically inactive due to ill health
- Young people not in education, employment or training (NEET)
- Residents with no or low skills
- Residents and workers on low incomes
- Unemployed

# 5. Our Place



## Opportunity areas

### Greenwich Peninsula:

17,000 homes and 15,000 jobs

### Charlton Riverside:

8,000 homes and 1,000 jobs

### Woolwich:

5,000 homes and 2,500 jobs

### Thamesmead and Abbey Wood

8,000 homes and 4,000 jobs

### area for intensification:

### Kidbrooke

4,800 homes

### Strategic development areas:

Greenwich & Blackheath,  
Eltham and south of borough,  
Plumstead & Abbey Wood



Target of **28,000** homes by **2030**



House prices **13.3** times annual earnings



**74%** of new homes planned during the period 2019-2022 were completed



**22%** of neighbourhoods in Greenwich were in 20% most deprived in England



**15%** of commercial premises do not have access to superfast broadband

### Three Strategic Industrial Locations (SIL):

1. Charlton Riverside
2. Greenwich Peninsula West
3. West Thamesmead and Plumstead

Source: Index of Multiple Deprivation, 2019, DLUHC; The London Plan The Spatial Development Framework for Greater London, Greater London Authority, 2021; Connected Nations, OFCOM, 2023; House Price to workplace-based earnings ratio, ONS, 2023



Inclusive economic growth requires safe, affordable and attractive places for people to live, and sites which can attract new investment and support the growth of the economy. Successful places need to be well-connected and support vibrant town centres, making the area a destination where people want to visit and stay.

The borough has significant potential for economic growth, with considerable amounts of land available to support development and attract investment. It has potential for significant housing and employment growth and can capitalise on the opportunities which exist from its proximity to inner London, Canary Wharf and London City Airport as well as the Elizabeth line and major road networks.

At the same time, there are challenges which need to be addressed. These challenges differ depending on where you live within the borough. The area has not been delivering enough homes and key employment sites are not being brought forward in response to demand. Improvements to infrastructure will be

important since there are parts of the borough, mainly to the south which are poorly connected to public transport. Pockets of deprivation to the north of Greenwich and particularly around Thamesmead also need to be addressed.

There is a need for the area to change and adapt to capitalise on future opportunities which exist. The Council, working in partnership with others, can support this change.



## Priorities and actions



**Priority PL1: Deliver inclusive sustainable neighbourhoods, with affordable homes in safe areas with access to quality social & community infrastructure by building on good practice approaches such as Greenwich Builds and Meridian Home Start.**



House prices are **13.3** times annual earning and increased by **6%** in the last 5 years



**28,000** homes planned for the borough by 2030, 3rd highest out of all London boroughs



**8,500** residential completions since 2004/05 against 41,000 target (21%)



**56%** of LSOAs are in the top **20%** most deprived for the housing and services barrier domain (51% London)

Source: Index of Multiple Deprivation, 2019, DLUHC; The London Plan The Spatial Development Framework for Greater London, Greater London Authority, 2021; House Price to workplace-based earnings ratio, ONS, 2023



This priority is focused on delivering inclusive and sustainable neighbourhoods, with sufficient homes which people can afford in areas which are safe and which have access to good quality social and community infrastructure.

The provision of good quality housing which people can afford is essential in supporting economic development. It is necessary to support local employment and recruitment (particularly for key workers) and to reduce the need to travel to work. The construction sector is also an important sector for the Greenwich economy with potential to support higher value activities. Poor quality housing can impact negatively on the local economy, affecting people's ability to work and levels of health and happiness.

Good access to social infrastructure and amenities such as schools and health services affects people's life chances. There is a correlation between performance at schools and access to good quality jobs. Similarly, people with health issues are more likely to be out of work. There are plans for a significant number of new homes in Greenwich and it is important that new and existing homes have good access to quality facilities.

### The evidence tells us that:

- **Significant plans for housing growth:** Greenwich has the third highest housing target out of all London boroughs according to the London Plan, with 28,000 homes planned for the borough by 2030. Whilst this presents a significant opportunity for growth, it also places pressure on services such as transport, education, health and social care.
- **Housing affordability issues:** whilst housing in Greenwich is more affordable than the London average, house prices are still 13.3 times annual earnings and increased by 6% in the last five

years. The Royal Borough of Greenwich has set a target for developments of 10 or more homes or residential sites of 0.5 hectare or more, to provide at least 35% affordable housing. This will be reviewed in the new Local Plan.




- **Above average levels of deprivation for the housing and services domain:** 56% of lower super output areas (LSOAs) in Greenwich are in the 20% most deprived in the country for category, which measures the physical and financial accessibility of housing and local services.
- **An important construction sector:** the construction sector employs 4,500 people in Greenwich and the sector has a location quotient of 1.0. Employment in the sector has contracted by 10% in the last five years though the business base has grown by 10%, potentially indicating a growth of sole-traders. There are significant opportunities within the sector for higher value added activities (measured by increased GVA) and for new methods of construction. It is also a sector which can provide significant opportunities for local recruitment to build and maintain homes.

The Council is underway with a number of programmes to address housing issues in the borough. The Greenwich Builds programme, which uses money from the Council together with funding from the GLA, will deliver 1,750 new homes at affordable rents for local residents who are on waiting lists. The Royal Borough is using Council-owned sites to deliver housing for local people. It's also working with providers to deliver keyworker housing to ensure that key workers can live in the borough.





A number of actions which can address these points have been identified as follows.

RBG role	Action plan
	<p><b>Develop a clear plan to guide the creation of new neighbourhoods and secure housing growth.</b> The Local Plan update is an opportunity to set out a clear framework for key sites, helping to provide certainty in terms of planning. The Greenwich Housing and Homelessness Strategy (2021 -2026) is also important and closer working with developers will create a better understanding of the barriers to housing delivery which will also help to make sure that the needs of the community are considered and addressed. This will ensure that there is enough housing of the right type (including affordable) to meet the needs of new and existing communities. Where beneficial, the Royal Borough of Greenwich will work with neighbouring boroughs and other partners to bring forward major housing sites.</p>
	<p><b>Ensure that new and existing communities have access to good quality social and community infrastructure.</b> The Council will continue to ensure that there is an up-to-date assessment of the requirements for additional social and community infrastructure (such as schools, health, social facilities and good public realm) and work in partnership to deliver this. This will be important to meet the needs of new and existing communities and to attract businesses and allow them to flourish. Good social and community infrastructure is also important to allow town centres to thrive and grow. This needs to build on the Council's integrated estates programme, which brings together health and community space. It also needs to consider the potential for urban greening to support health and create attractive places to continue to attract investment to the area. Culture and creativity can be used to ensure that new and existing communities have access to good quality social and community infrastructure through a co-design or co-location pilot</p>
	<p><b>Support interventions which can make the area an attractive place to live.</b> The Council will encourage and deliver new interventions which enhance the attractiveness of the borough such as investment in public realm and crime reduction initiatives. This will build on existing interventions such as the Business Crime Partnership, the Women's Safety Charter and the safety of night workers. It will also include the Council's emerging Town Centre Strategy and town centre management initiatives. This will ensure that the area remains attractive to investors and people who live and work in the area.</p>



### Areas of focus

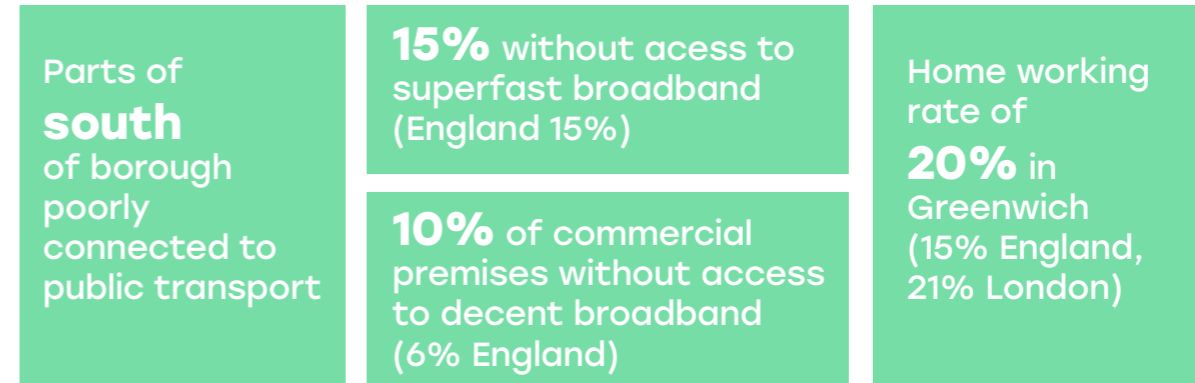
The key locations for intervention to support housing growth (where plans are required) include the following:

- Woolwich, which is undergoing significant transformation and which has the potential to be based around a new Metropolitan centre.
- Greenwich Peninsula, where there is a need for continued engagement with partners to realise aspirations for the area.
- Thamesmead and Abbey Wood, which is a key regeneration area with strong potential for growth, but which is dependent on investment in new infrastructure.

- Charlton Riverside, where there is a need to ensure that existing employment uses do not conflict with new and existing housing.
- Kidbrooke is identified in the existing Local Plan. Significant development has already taken place but more is yet to come and further investment in transport is required to improve connectivity.

It is also important to ensure that the Local Plan can articulate what the opportunities are for strategic development locations such as Abbey Wood and Plumstead.

**Priority PL2: Connect communities and businesses through enabling transport and digital infrastructure by improving and rolling out improved digital connectivity in key business locations and implementing the borough' transport strategy**



Source: Index of Multiple Deprivation, 2019, DLUHC; The London Plan The Spatial Development Framework for Greater London, Greater London Authority, 2021; Connected Nations, OFCOM, 2023; Transport for London, WebCAT, Public transport accessibility levels

Well-connected communities are essential to ensure that people have access to jobs and for businesses to thrive. Good connectivity is important to ensure that the Royal Borough of Greenwich can compete for investment, jobs and growth at a London level, providing a catalyst for investment in major development sites. Improvements can benefit deprived areas, re-balancing the geography of Greenwich and addressing issues around poverty.






**The evidence tells us that:**

- **Poor public transport access in parts of the borough:** TfL's public transport accessibility levels (PTALs) measure the connectivity of an area to public transport. Whilst the northern part of the borough is well connected by public transport (particularly around Woolwich Arsenal), the rest of the borough has relatively poor PTAL levels, with the exception of parts of Eltham. Some of the most deprived parts of the borough, such as Thamesmead and Abbey Wood have the lowest levels of accessibility. This is likely to impact on residents' ability to access jobs and services.
- **Areas of deprivation:** 22% of neighbourhoods in Greenwich were in the 20% most deprived in England, compared to 16% in London as a whole. Deprived neighbourhoods are found across the borough but particularly around the north of Greenwich and around Thamesmead. It is particularly important that these areas have good levels of transport connectivity, connecting these communities to jobs and services.
- **Access to broadband and mobile connectivity:** in 2022, only 10% of commercial properties without access to decent broadband which is below the England level of 6%. 15% of commercial premises did not have access to superfast broadband (that

is with download speeds of at least 30Mbit/s). Whilst this is the same level as for England as a whole, this needs to be addressed to attract investment and support existing businesses. Furthermore, it is widely recognised that to meet current and future needs, much faster levels of connectivity are required. Currently just over half the borough premises can access fibre to the premises (FTTP), enabling connectivity speeds in excess 1000Mbits/s. Mobile connectivity (4G & 5G) is also in need of improvement.

- **Home working:** Over one in five residents in Greenwich work from home, according to the 2021 Census. This is in line with the rate in London but higher than the national average of 15%. Though these figures may be impacted by restrictions of the COVID-19 pandemic which took place concurrently with the 2021 Census, it nevertheless shows an economy that is flexible to homeworking.
- **Access to utilities:** we know that some developers struggle to bring forward sites in Greenwich due to their connectivity to sufficient gas, electricity or water and this needs to be addressed, working in partnership with relevant organisations.

A number of actions which can address these points have been identified as follows.

RBG role	Action plan
	<p><b>Improve public transport links, particularly in areas with poor connectivity and close to key employment sites.</b> This will build on the Greenwich Transport Strategy and the Council will continue to work with partners to improve public transport links, particularly in areas with poor connectivity and close to key employment sites. This could include major projects such as the DLR to Thamesmead via Beckton Riverside or encouraging active travel and low traffic neighbourhoods. Investing in transport which can help bring forward key employment sites, such as SIL will also be important.</p>
	<p><b>Deliver world-class digital technology, including improved fixed and mobile activity and new approaches to drive urban innovation.</b> This will build on the work of the Council's joint venture with DG Cities to deliver improved fixed and mobile activity and support new approaches to digital technology which drive urban innovation. Ensure that DG Cities supports businesses across the borough extending into SIL as well as other key sites. This is essential to drive business growth and to promote the competitiveness of the area and will support new ways of working.</p>
	<p><b>Improve planning for utilities to ensure that this does not become a barrier to growth and to support a positive transition to green growth.</b> The Council will work with UK Power Networks together with other partners, including the private sector to ensure that the supply of utilities (e.g. electricity, gas, water) does not become a barrier to growth and supports a positive transition to green growth.</p>



DG Cities is an innovation company set up and owned by Greenwich Council and is driving forward new approaches to support urban innovation. They have been instrumental in developing the Council's smart city and digital connectivity strategies for the borough. They are a joint venture partner with ITS Technology Group in a new company, Digital Greenwich Connect. This is building, maintaining, and commercialising full-fibre, gigabit-capable network infrastructure across the borough, having completed the first phase comprising a 21km fibre network in Woolwich. This aims to make Greenwich one of the most digitally connected areas in the country, boosting the local economy and creating new opportunities.





**Priority PL3:** Create attractive, sustainable and diverse employment spaces where businesses can thrive and grow by undertaking an employment land review and using other planning policy levers



Significant public sector employment, with **26%** public sector employment compared to 16% nationally



An economy still **8.5%** (£0.5bn) smaller than pre-COVID-19



Job density: **58 jobs** per 100 working age adults (114 London)



Proportion of areas in the top **20%** most deprived areas for employment: 16% (11% London)



Three Strategic Industrial Locations (SIL) identified that support a range of activities along the value chain, from manufacturing to creative industries.



Source: Business Register and Employment Survey, 2022, ONS; GVA, 2021, ONS; Job Density, 2021, ONS; BICS, 2023, SIL

As outlined elsewhere in this strategy, the Greenwich economy has been negatively impacted by COVID-19, with economic output in 2021 8.5% smaller than prior to the pandemic in 2019. The economy is also overly dependent on the public sector and is dominated by lower value employment activities. As a result, there is a need to attract private sector investment into the area, including higher value employment opportunities (as outlined under the prosperity theme).

In order to attract this investment, there is a need for a good mix of employment sites and workspaces where businesses can thrive and grow. Higher value employment opportunities require great spaces, including high specification buildings tailored to specific business or sector needs. They also need to be located in attractive places in areas where people want to work, which are well-designed and with access to facilities and services.

This priority is closely aligned to aspirations set out within the 'Prosperity' section of this strategy, which will support the needs of new and existing sectors. The requirement for additional provision of workspace to support key sectors should be identified in sector action plans as outlined in the 'Place' section of this strategy.



### The evidence tells us that:

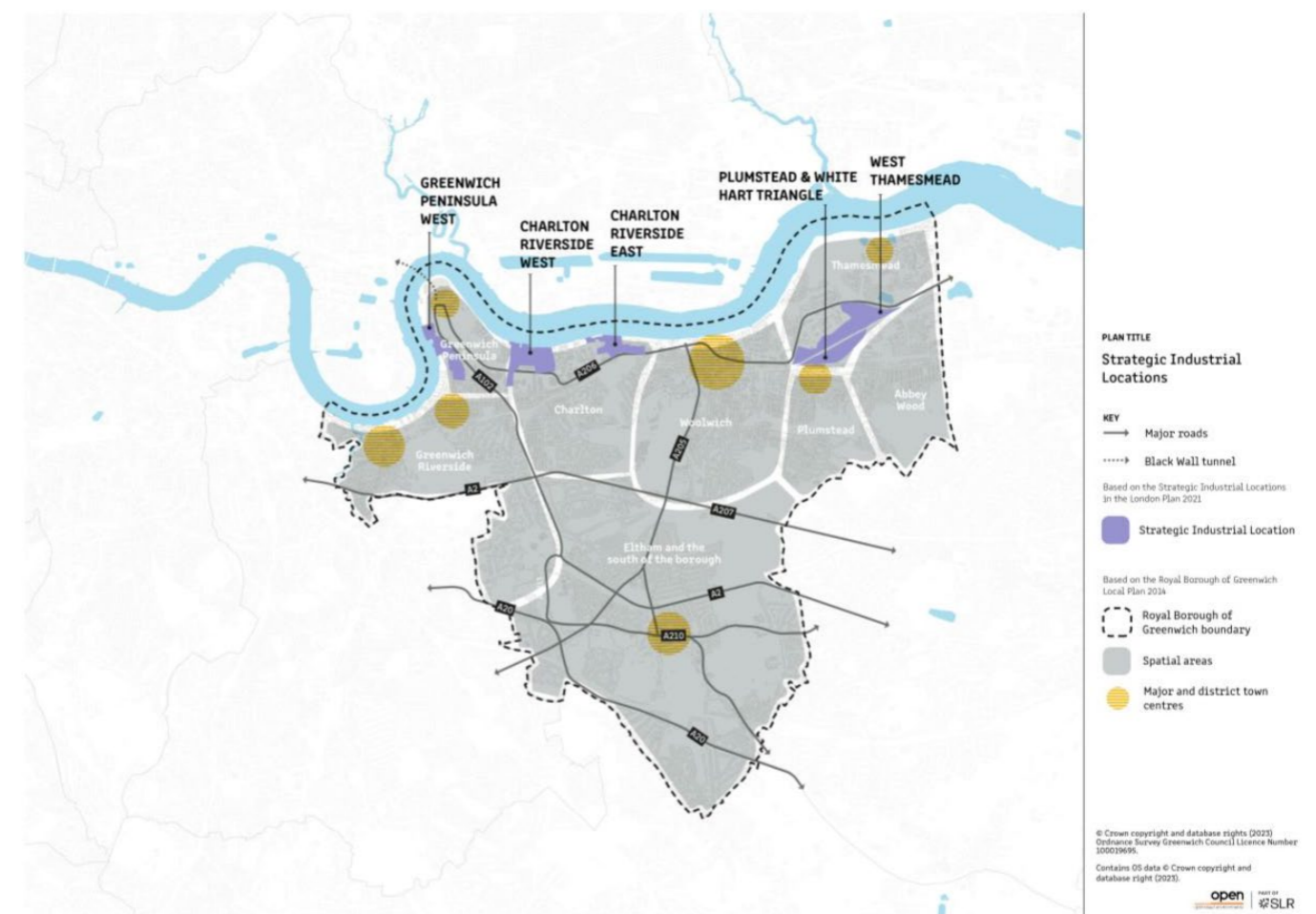
- A large number of employment sites capable of attracting investment: Most inner London boroughs do not contain large sites capable of development. Greenwich is in a prime location, with close proximity to London and a large number of employment sites capable of attracting investment. There are several opportunity areas with significant potential for employment growth, including Woolwich, Greenwich Peninsula, Charlton Riverside, and Thamesmead and Abbey Wood.
- Strategic Industrial Locations (SIL) which need to be protected: with three in total, including Charlton Riverside, Greenwich Peninsula West and West Thamesmead and Plumstead. These are a focus for industrial logistics and related capacity and support a range of activities along the value chain, from manufacturing to creative

industries. They are important providers of jobs and provide much needed space for businesses to operate in the area, generating economic output for the local economy.

There is a need to diversify the business base in Greenwich and continue to attract higher value uses whilst supporting the existing business base to grow and thrive. It is therefore important that employment land across the borough provides the right space for businesses and supports economic growth.




The Royal Borough of Greenwich is located in the Thames Estuary which is a government priority for growth. The creative industries sector has been identified as a key priority within the area by the London Mayor, and this strategy needs to ensure that we capitalise on this opportunity.

Figure 3.1: Strategic Industrial Land (SIL)





A number of actions which can address these points have been identified as follows.

RBG role	Action plan
	<p><b>Use the employment land review to ensure that there are clear plans to guide development at employment locations and provide certainty in planning.</b> The Council will work with partners to provide certainty and speed of decision making to support the delivery of a diverse range of employment spaces. An Employment Land Review will inform the Local Plan update and will include consultation with a diverse range of partners, including those from the private sector. The review will include insights into recent trends in employment land take-up as well as future trends and their likely impact on Greenwich. This will determine how well-placed Greenwich is to take advantage of potential future changes to capitalise on its assets, infrastructure and designated employment land as well as town centres.</p>
	<p><b>Establish an Affordable Workspace Strategy to develop a stronger understanding of the need for affordable workspace within Greenwich and particularly affordable workspace.</b> The Council will work with partners to ensure that the right space is delivered in the right locations to support the needs of a range of businesses and priority sectors. Exact requirements for new space will be informed through the Local Plan and Employment Land Study. This can also be informed by sector action plans as per aspirations under the prosperity theme. Recognising the importance of the creative industries to the London and the Greenwich economy, the Council will identify and map key creative industry workspace and identify those which may be under threat. They will also work with the Creative Industries Land Trust and others to secure affordable workspace for the long-term. Workspace will link to business support where this is beneficial to help grow and strengthen certain sectors (e.g. for SMEs). It will also be of a sufficient quality to attract new investment.</p>
	<p><b>Recognise the important role of Strategic Industrial Land (SIL) in RBG.</b> A key component of the Local Plan and employment land review will be to ensure that plans and policies for SIL areas protect their employment uses in recognition of their economic value to the area. This needs to consider the needs of smaller manufacturing firms to ensure that they have suitable premises and are not pushed out of the area by newer development. Plans need to articulate how industrial uses can contribute to the local economy whilst sitting alongside other uses such as residential which is also proposed nearby. They also need to set out where investment in new infrastructure will be required. This will in part be addressed through the local plan review and up to date masterplans or Supplementary Planning Documents (SPDs).</p>

## Areas of focus

### Strategic Industrial Land

- Greenwich Peninsula West
- Charlton Riverside West and East
- Plumstead and White Hart Triangle
- West Thamesmead

### Opportunity Areas

- Woolwich
- Greenwich Peninsula
- Charlton Riverside
- Thamesmead / Abbey Wood

### Other locations

- Thames Estuary which is a focus for growing the creative industries sector



**Priority PL4: Enhance quality of life with thriving town centres and a vibrant visitor, creative, cultural and heritage offer**

We will produce a Night Time Strategy and **promote the borough's economy after 6pm** including the Woolwich NTEZ

### Threats to town centres:

- online retail
- cost of living
- wider macro-economic performance

Some town centres in Greenwich have **high levels of deprivation** in crime, living and environment measures (IMD).

Source: Index of Multiple Deprivation, 2019, DLUHC





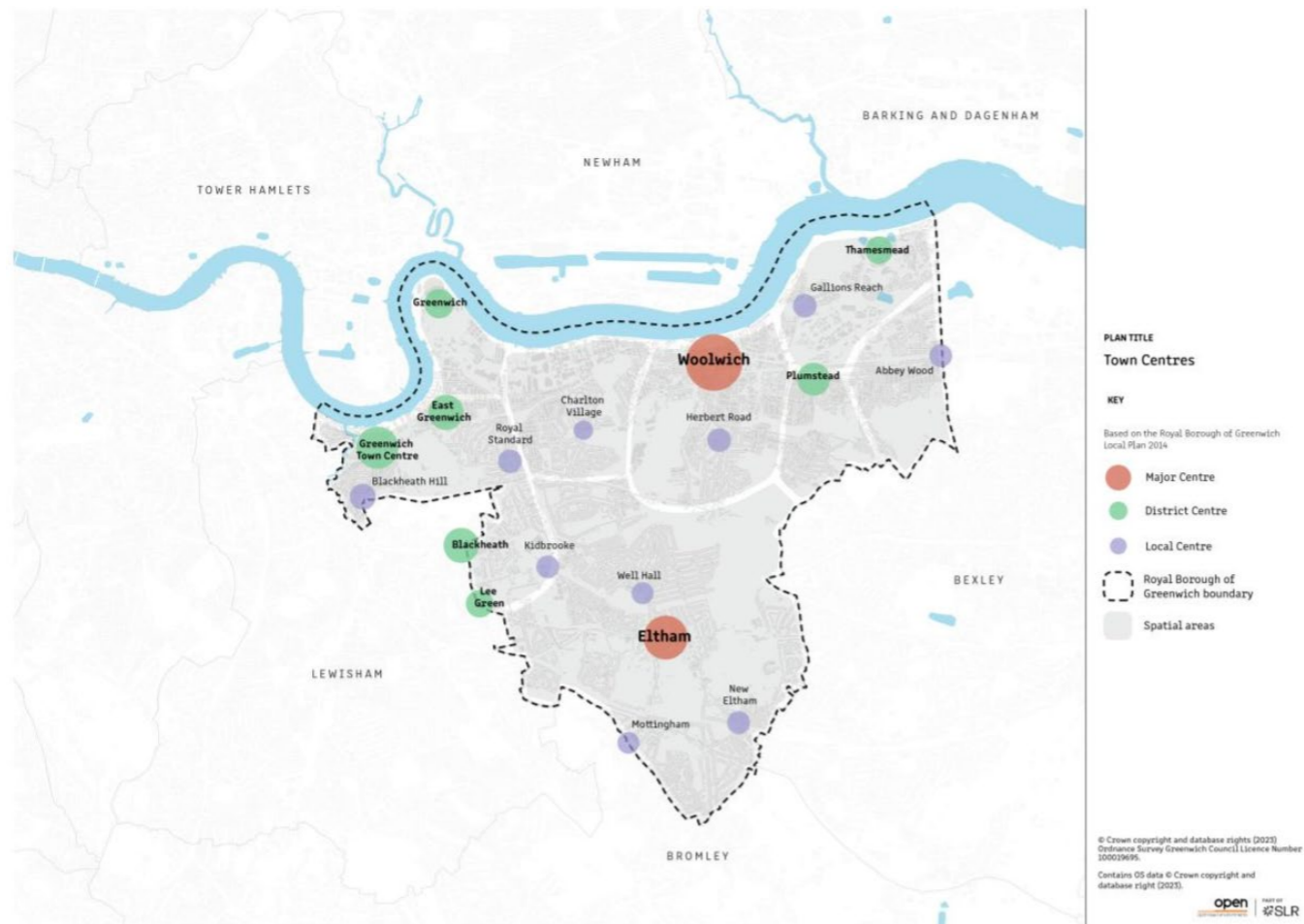
This priority focuses on Greenwich's town centres, which are important places for people to visit, live and work and are essential in developing a sense of place. They also support key sectors of the economy, particularly retail<sup>4</sup>. Town Centres continue to be threatened by external factors such as online retail, the cost of living and wider macro-economic performance. Therefore support is required to ensure that they are attractive and thriving places.

Woolwich has been identified in the London Plan as having potential to become a Metropolitan Centre and is undergoing significant change with a growing arts and cultural offer which includes Woolwich Works, Tramshed and Punchdrunk. There are also a number of district centres, including Thamesmead

which is a key priority for regeneration. Charlton Riverside and Greenwich Peninsula also have a large retail offer.

Town centres are often a focal point for developing the night-time economy, which is identified as being important to the London economy. There is a recognition that increasing footfall and consumer demand is key to the success of London's high streets. However, many high streets close early. Investing in night-time activities can contribute to more buoyant and successful town centres and create a sense of place whilst tackling other issues such as crime. Woolwich town centre has been designated a night-time enterprise zone (NTEZ) and should be a priority for investment in activities which support the night-time economy.

Figure 3.2: Town Centres



<sup>4</sup> Retail supports 10,000 jobs

A number of actions which can address these points have been identified as follows.

RBG role	Action plan
	<p><b>Provide support for the borough's town centres to ensure they are attractive and thriving places.</b> The Council will work with partners to establish a Town Centre Strategy to ensure that the Royal Borough of Greenwich's town centres are attractive and thriving places. Regular town centre health checks will be important to check levels of vibrancy and health. Priorities for investment should be identified through the Local Plan review process and where beneficial town centre plans developed. These should ensure that a range of activities are delivered beyond retail, including workspace, arts and cultural, recreational and community space as well as night-time or visitor activities. These should also support the growth of independents (across all uses including retail and restaurants) within town centres to support greater levels of vibrancy and a mix of uses. Implementing projects set out in the Woolwich town centre masterplan vision to ensure its transition to a Metropolitan centre will be important, as well as projects which support the regeneration of Thamesmead. The Local Plan process will also consider the role of town centres and those which are less well connected to public transport, including Eltham and New Eltham. The Town Centre Strategy will recognise the value of arts, culture and the creative industries in revitalising town centres. The work will need to build on Night-time Enterprise Zones (NTEZ), High Streets for All (HSFA) and Heritage Action Zone (HAZ) projects to develop and strengthen partnerships and secure further funding.</p>
	<p><b>Develop an Inward Investment Strategy for Town Centres.</b> The Council will develop a strategy to encourage inward investment to support and maintain our high streets, town centres and key employment locations.</p>

### Areas of focus

#### Major centres

- Woolwich
- Eltham

#### Other centres

- Thamesmead
- Charlton Riverside
- Greenwich Peninsula





# 6. Our Prosperous Economy

## Prosperity insights



**Economic output**  
**£5.9bn** Contribution to UK's economy  
**8%** smaller than in 2019



**Employment**  
**90,000** jobs  
**-0.5%** employment change since 2017



**Business Base**  
**10,000** businesses in Greenwich  
**Static business change 2018-2023**  
**-80** Net business births This number takes into account business starts and business deaths

**0.58.1** jobs density  
**32%** Projected Employment increase by 2051

Source: Regional Gross Value Added, ONS, 2021; UK Business Count, ONS, 2018-2023; ONS Business Demography, ONS, 2021; Business Register and Employment Survey, ONS, 2017-2022; Job Density, ONS, 2021; London Long Term Labour Market Projections, Greater London Authority, 2017 & 2022

The Greenwich economy contributed £5.9 billion to the UK economy in 2021, having suffered a considerable contraction since 2019. As a result, the economy is 8% smaller than it was prior to the pandemic in 2019.

Greenwich has a diverse economy, providing a breadth of employment and business opportunities, however the prevalence of sectors which were most exposed to the impact of the pandemic due to extended lockdown periods such as the visitor economy, construction and parts of the foundational economy (which refers to the economy that creates and distributes goods and service that we rely on for everyday life such as health and social care, education) contributed to this loss of economic output. Furthermore, the

presence of lower skilled activity creates exposure to drivers of change such as automation, rising energy prices, and the cost of living crisis impacting on consumer spending.

Public sector employment in Greenwich is significant, accounting for 26% of employment in the borough compared to a London average of 16%. It is recognised that the public sector delivers significant local benefit, including through local procurement and employment and can protect the economy against macro-economic shocks. Nevertheless, the sector is frequently threatened by the impact of policy change and austerity measures and its economic contribution per employee (measured by Gross Value Added) is often lower than for the private sector.

Greenwich has a number of current sector strengths.

<b>Construction</b> Business count: <b>1,500</b> Business growth: <b>+15%</b> Employment count: <b>4,500</b> Employment growth: <b>-25%</b>  <b>Key drivers:</b> Major capital projects and regeneration in the borough alongside need to retrofit and develop "green construction skills"	<b>Manufacturing</b> Business count: <b>300</b> Business growth: <b>+10%</b> Employment count: <b>2,400</b> Employment growth: <b>-10%</b>  <b>Key drivers:</b> Embrace advanced manufacturing and Industry 4.0/5.0 opportunities through HEI collaboration.	<b>Culture and Leisure</b> Business count: <b>755</b> Business growth: <b>+20%</b> Employment count: <b>6,000</b> Employment growth: <b>0%</b>  <b>Key drivers:</b> Increased demand from population growth, changing consumer behaviour, community cohesion, health and wellbeing.
<b>Visitor economy</b> Business count: <b>600</b> Business growth: <b>+20%</b> Employment count: <b>7,800</b> Employment growth: <b>+13%</b>  <b>Key drivers:</b> Consider the scale of assets in the borough, including UNESCO status, proximity to central London and unique Greenwich offer.	<b>Retail</b> Business count: <b>1,400</b> Business growth: <b>+20%</b> Employment count: <b>12,200</b> Employment growth: <b>+15%</b>  <b>Key drivers:</b> In face of rising e-commerce, use the retail sector to reinvent town centres as hubs of culture, leisure and retail.	<b>Foundational economy</b> Business count: <b>700</b> Business growth: <b>-32%</b> Employment count: <b>16,400</b> Employment growth: <b>+7%</b>  <b>Key drivers:</b> Growing need to serve an ageing and growing population in population driven services such as health and education.


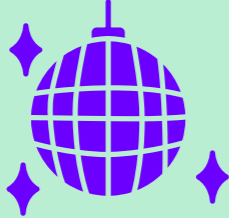


Source: UK Business Count, ONS, 2018-2023; Business Register and Employment Survey, ONS, 2017-2022

There are major regeneration areas within Greenwich as summarised under 'Our Place' which provides considerable scope for future job creation. Collectively, these opportunity areas could deliver

some 30,000 jobs. There is a need to horizon scan for future growth sectors, and capitalise on emerging sector strengths identified in Greenwich.



## Emerging sector strengths

Green economy	Night-time economy	Generative economy	Technology & digital (inc. film)
<p><b>Key drivers and Assets:</b></p> <p>Potential to capitalise on the opportunities presented by the significant investment being made in transport and housing in Greenwich. Scope to build strong R&amp;D links between commerce and academia. Strong alignment with the borough's Carbon neutral plan as well as regional and national priorities.</p> 	<p><b>Key drivers and Assets:</b></p> <p>A key policy initiative being driven by the GLA to strengthen town centres. It also has potential to create a sense of place and address related issues such as crime. Woolwich has recently been designated a Night-time Enterprise Zone and there is potential for other town centres in Greenwich to strengthen this sector.</p> 	<p><b>Key drivers and Assets:</b></p> <p>A sector which focuses on business ownership models, which supports the economy's eco-system and links to community, environmental and social needs. Through locally-owned co-operatives and social enterprises, there is potential to respond to specific needs in Greenwich.</p> 	<p><b>Key drivers and Assets:</b></p> <p>There is an opportunity to build on a range of projects underway to strengthen this sector. This includes the Council's work on city innovation, the Smart Mobility Lab's work on autonomous vehicles, proposals for a virtual production film studio in Plumstead, and the London South East Colleges Future Green Project amongst others.</p> 

Source: ekosgen

Alcatel Submarine Networks (ASN) has its manufacturing plant in Greenwich. It is fitting that an area with an historically important link to 'time', should also be home to the world leader in the manufacture and installation of submarine cables which enable transmissions across the world in record times.



## Priorities and actions

**Priority PR1:** Creating quality, secure and productive jobs through a supportive business environment by helping local businesses to become exemplary employers, offering the best work conditions.

Employees earning below the living wage:  
**19%**  
(London 14%, England 13%)



Static employment growth  
**-0.5%** since 2017



**£4,200** £  
difference between resident annual earnings and workplace annual earnings (12.5% gap; London 2.7%, England 4.2%)

Source: Number and proportion of employee jobs with hourly pay below the living wage, ONS, 2022; Business Register and Employment Survey, 2017-2022, ONS; Annual Survey of Hours and Earnings, ONS, 2022

We want to create quality secure and productive jobs for everyone, by stimulating sector growth and encouraging employers and their networks to pay the London Living Wage to support responsible and fair work practices.

### The evidence tells us that:

- Nearly a fifth of all employees in Greenwich earn below the Living Wage, 5 percentage points above the London average. Low paid workers experience greater job insecurity and lower job satisfaction. Encouraging employers to pay a fair wage demonstrates responsibility and commitment to paying their staff according to the cost of living.
  - There is a significant gap between resident and workplace earnings illustrative of a high number of residents commuting out of the borough to access employment opportunities elsewhere, and highlighting a concentration of lower paid employment opportunities within the borough.
  - Productivity growth is positively correlated with wage growth. Supporting employers in the borough to increase their productivity can lead to higher wages for workers
  - There are approximately 90,000 jobs in Greenwich and employment levels have remained static over time. Increasing the stock of local jobs will support sustainable economic growth in line with population growth, concentrate talent and jobs and improve productivity (through greater knowledge exchange, networking and innovation).
- A number of actions which can address these points have been identified as follows.



RBG role	Action plan
 lead	<b>Facilitate flexible and inclusive work environments.</b> The Council will work with anchor institutions to develop a good practice guide to developing flexible and inclusive work practices to meet the needs of workers with specific needs such as health, disability, caring responsibilities to remain in the workforce.
 lead	<b>Promote the London Living Wage and the Mayor's Good Work Standard.</b> The Council will promote, build awareness and increase take up of the London Living Wage campaign in Greenwich and the Mayor's Good Work Standard.
 lead	<b>Explore the creation of SME / community wealth building hubs.</b> The Council should apply a community wealth building lens through the strategic asset review to ensure that the borough retains the space it needs to grow the social economy in line with its cooperative values and ambitions to support those sectors that can help address some complex challenges e.g. rising cost of health. This aligns with the action under PE4 to develop Community Employability and Wellbeing Hubs.

### Areas of focus

- Anchor institutions
- All employers
- Social enterprises
- Investors
- Occupiers

Mo-Sys  
Engineering, an  
accredited Living  
Wage Employer  
in Greenwich.



**Priority PR2: Attracting new, high value businesses to diversify the economy and nurture existing sector strengths by developing plans to secure more private sector inward investment in key opportunity areas**



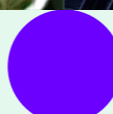
Source: Sub-regional productivity, ONS, 2021; UK Business Count, ONS, 2018-2023; Business Register and Employment Survey, ONS, 2022

Attracting new businesses and supporting existing businesses will encourage a diverse, resilient and more productive economy.

### The evidence tells us that:

- Job density is low, with only 58 jobs per 100 working age residents compared to 114 in London. Increasing local jobs will benefit residents and support vitality, growth and productivity in the economy.
- The private sector is under-represented in the borough by 9 percentage points compared to the national average. Attracting responsible private sector employers can boost economic growth and support improved pay and progression prospects.
- Nationally, the public sector has been exposed to inflation and austerity, with restrictions on pay leading to the private sector out-earning their public sector counterparts. The strength of the public sector in Greenwich supports resilience during times of economic downturn, provides essential services and addresses societal needs.
- Greenwich is home to nearly 10,000 businesses, however the business base has remained static over time in contrast to growth in London and England. Growth in the business base will create jobs, provide local people with opportunities, increase the tax base, and support supply chain development.
- There is a significant labour productivity gap (£14 per hour worked) in Greenwich compared to London as a whole. Well documented contributors to productivity include labour quality, including education and skills, firm issues such as gaps in innovation, firm size, ownership, management, sectors, and economic shocks. Increasing productivity is a key enabler for improving living standards in the long term.




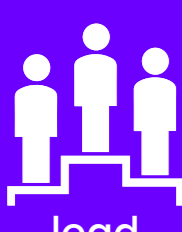
There are a number of potential opportunity sectors for Greenwich. An initial assessment suggests that this could include the green economy, night-time economy, the generative economy as well as technology, digital, and film.



Greenwich has key assets to leverage to secure further investment and encourage growth in the business base, including the ability to trade on London's global investment profile, strategic transport and digital connections, and the presence of anchor institutions including four HEIs which

make a substantial economic contribution through spin-offs and startups, fostering innovation and productivity enhancements.

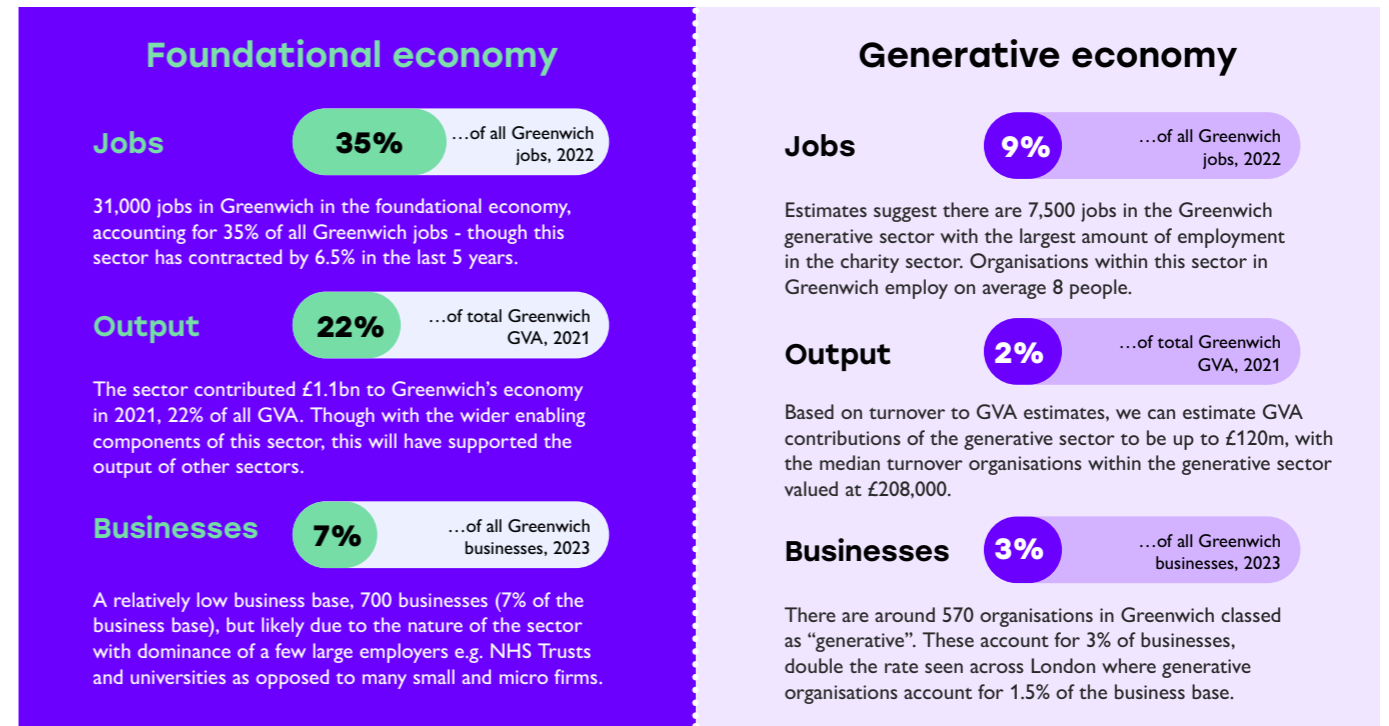
A number of actions which can address these points have been identified as follows.

RBG role	Action plan
 <p>lead</p>	<p><b>Develop the Greenwich investment proposition.</b> The Council will work with London and Partners and others on the development of the Greenwich investment proposition which will narrate the strengths, assets and competencies in the borough to a clearly defined audience aimed at promoting the borough to secure inward investment. This includes consideration of opportunity sites and key competencies and capabilities. This action includes consideration of the Council's place narrative, brand and identity to support promotion of the borough to a wider audience.</p>
 <p>lead</p>	<p><b>Develop a selection of sector action plans.</b> The Council will develop a selection of sector action plans to support diversification, just transition and productivity growth in the economy with a focus on emerging opportunity sectors and enhancing the competitiveness of existing sector strengths.</p>
 <p>lead</p>	<p><b>Develop a borough-wide business relocation and business retention and growth strategy.</b> The Council will develop robust plans to support improvement in business density, and safeguard business space in order to support the growth and retention of businesses. This includes those businesses at risk of being displaced through local regeneration and housing development.</p>
 <p>lead</p>	<p><b>Strategic account management.</b> The Council will identify the top 20 businesses in Greenwich and establish close working relationships with them to support their ongoing growth and development, and to be aware of their future plans. The Council will regularly engage with (major) employers in the borough through forums and surveys to support an understanding of business needs and opportunities to ensure that the environment for businesses to start up, prosper and grow remains supportive.</p>

### Areas of focus

- Investors, including domestic and foreign direct investors
- Major employers
- Important sectors in terms of employment and specialisation such as construction, manufacturing, culture and leisure, visitor economy, retail, and foundational economy
- Emerging sectors such as the green economy, night time economy, generative economy and technology and digital

## Priority PR3: Strengthening the everyday and generative economy to meet population need by building on the strength of anchor partners and commitment to harness collective power to boost the local economy and deliver economic prosperity for all



Source: Regional Gross Value Added, 2021, ONS; UK Business Count, ONS, 2018-2023; Business Register and Employment Survey, ONS, 2022; glass.ai, 2023

There are two important dimensions to the Greenwich economy which support quality of life and community wealth building. The borough has existing strengths in the size and scale of the foundational economy, and emerging sector strengths in the generative economy.



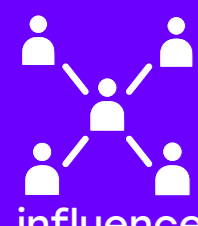
### The evidence tells us that:

The foundational economy is a large sector accounting for 35% of all jobs and 22% of economic output. It has a specific role to play in meeting current and future population demands in Greenwich, such as local authority, health and social care, early education and childcare, retail and personal services, and hospitality and leisure and plays a crucial role in supporting quality of life for local residents.

The generative economy is a growing sector where Greenwich has increasing specialisation, accounting for 9% of all jobs. The generative economy has business ownership models such as co-operatives, community interest companies and social enterprises which are more responsive to the needs of the local economy and can support the generation and preservation of wealth that is shared by Greenwich communities.



A number of actions which can address these points have been identified as follows.

RBG role	Action plan
 <p>lead</p>	<p><b>Implementation of the UKSPF supporting local business programme</b> The Council will support the establishment and growth of voluntary, community and socially motivated 'generative' businesses in Greenwich and facilitate local business support programmes to support start-up, scale up and growth accelerators.</p>
 <p>lead</p>	<p><b>Realise the potential of the co-operative commission.</b> The Council will look at innovative ways to deliver services locally, with consideration of three strands of activity: community energy, health and social care and business support.</p>
 <p>influence</p>	<p><b>Develop a sector plan for the foundational economy.</b> The Council will work in partnership with others to explore what businesses in the Foundational Economy need, what their barriers to growth and productivity are, and what levers the Council and partners have to provide support.</p>

### Areas of focus

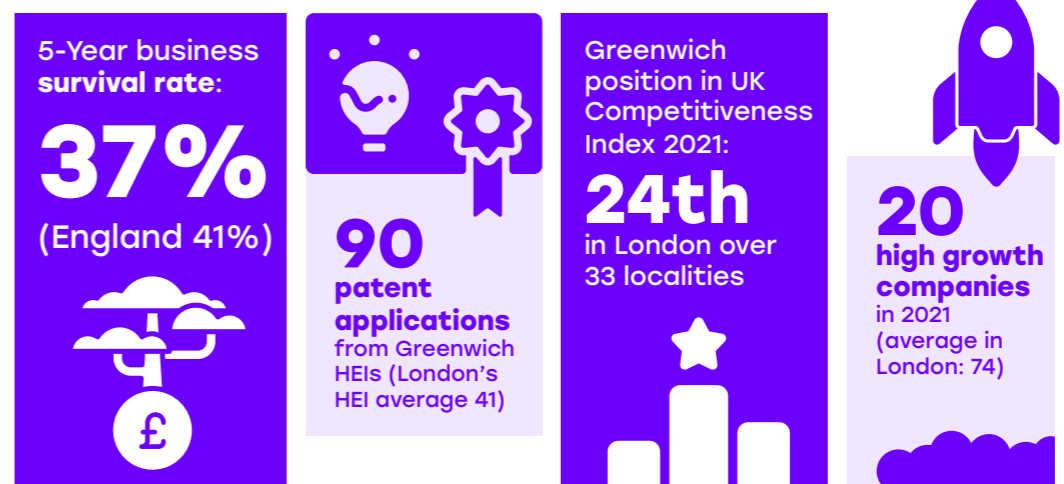
- Generative organisations such as co-operatives, community interest companies and social enterprises
- Anchor institutions operating in the foundational economy
- Employers in the foundational economy

The Design District in Greenwich Peninsula, which features 16 buildings by eight pioneering architects, has established Greenwich as a new hub of innovation in London.

DESIGN DISTRICT

Greenwich is home to a thriving arts and cultural sector, which is a driver of inclusive and sustainable growth.

**Priority PR4:** Developing an entrepreneurial, innovative eco-system to start-up, scale-up and grow the borough business base by ensuring future plans take into account the need to ensure available and affordable business space across a range of sectors



Source: Business Demography, 2021, ONS; Intellectual Property, 2021/22, HESA; UK Competitiveness Index, 2021

A supportive business environment that facilitates enterprise and innovation to encourage start up, scale up and growth will help to grow the Greenwich business base, harness sector opportunities for growth, and support productivity gains.

### The evidence tells us that:

The borough has a negative net birth rate for new business formation of -80, and the five-year survival rate in Greenwich of 37% is 4 percentage points lower than the national average.

Greenwich is home to a number of Higher Education Institutions including University of Greenwich, Ravensbourne University, University of Coventry and Trinity Laban. These HEI assets play a role in encouraging and enabling enterprising skills, spin-offs and start-up businesses. Since 2014, universities in Greenwich have supported 120 HE-led spin offs and start-ups, creating over 500 jobs and 90 patent applications. This provides a driver for innovation, improved productivity, attract investment, and raising the profile of Greenwich as a hub for innovation.

The UK Competitiveness Index measures the potential of localities to generate employment and well paid employment. Greenwich ranked 91 out of 362 local authorities in 2021, and has

improved its rank of 104 since 2018. However, in a London context, Greenwich is positioned 24th out of 33 localities, illustrating scope for enhancing competitiveness

There are a number of high growth companies located in Greenwich, however in relative terms Greenwich is under-represented on this metric, with 20 high growth companies in 2021 compared to an average of 74 across London. High growth businesses drive economic growth through securing investment, attracting talent, supporting innovation, expanding into new markets.

There are a number of existing and emerging sector strengths which have been identified. The cultural economy has been identified as an existing strength and the Royal Borough of Greenwich has an emerging strength in the creative industries sector. A vibrant creative and cultural economy is a vital attractor to high growth and high value businesses to consider locating or growing in the Borough.






A number of actions which can address these points have been identified as follows.

RBG role	Action plan
 influence	<b>Explore workspace linked to HEIs as part of the Council's workspace strategy.</b> The Council will explore the potential for incubator hubs and move on space in discussion with Greenwich's HEIs. They will work in partnership with others to continue to secure spin-outs and patents from the borough's HEIs to provide bespoke support to start-ups whilst raising awareness of enterprise as a career option to education leavers.
 lead	<b>Review existing and planned business support.</b> The Council will lead a review of existing and planned business support in partnership with others to ensure there is clarity around existing provision to eradicate duplication and enable accurate signposting. Support should be targeted to encourage the creation, growth and survival of businesses, including information, advice and guidance, networking, peer mentoring, workspace, access to finance and so on. The Council will work closely with HE and FE partners to strengthen the business support offer and ensure that it is aligned to key existing and emerging sectors, including creative and cultural industries amongst others.
 influence	<b>Greenwich innovation programme.</b> The Council will work with its partners to leverage the borough's innovation assets to support productivity growth. This will build on the profile of Greenwich as an innovative borough and a test bed for new solutions that meet urban challenges such as the use of smart city technology through DG Cities.
 lead	<b>Facilitate Digital Adoption and digital skills acquisition.</b> The Council will support DG Cities to enable businesses to respond to digitalisation and automation drivers of change. This could include a digital needs diagnostic undertaken with businesses and collaboration between businesses and digital providers to forge solutions to barriers to growth.
 lead	<b>Business survival analysis.</b> The Council will undertake a deep dive analysis to understand business survival rates in the borough across key sectors of the economy, and in key locations in order to provide the evidence base for future decisions to support the need for intervention.

### Areas of focus

- College and university leavers
- Entrepreneurs
- SMEs
- HEIs and research centres

# 7. Cross-cutting theme: Tackling Inequality

- 
**44%** of residents are from ethnic minority groups, compared to **19%** nationally
- 
**19%** of employees earning below the living wage (London 14%, England 13%)
- 
A high proportion of outflow commuting, **32%** work outside of the borough (30% for London)
- 
**19%** of children living in child poverty (17% London, 18% England)
- 
Combined purchasing power of Greenwich's anchor institutions estimated at **£1bn**, with **7,000** employees

Source: Census, 2021; Number and proportion of employee jobs with hourly pay below the living wage, ONS, 2022; Children in Low Income Households, ONS, 2022; CWB





Below, we set out specific actions under the people, place and prosperity themes. There is a strong alignment with the actions set out within these thematic sections within the strategy but this cross-cutting theme provides a specific spotlight to ensure economic growth benefits the local community.

## Actions

### CCT1: People

Inclusive economy actions under the people theme focuses on community wealth-building and supporting diversity. The actions below can support the inclusive economy agenda through leveraging key assets and opportunities:






Anchor institutions have the potential to deliver significant local benefits. According to 'Anchored in Greenwich'<sup>5</sup> the borough has a large workforce of some 7,000 people working for anchor institutions such as the Council itself, Greenwich University, Ravensbourne and the Lewisham and Greenwich NHS Trust amongst others. These large organisations are vital to local communities as they are large local employers and spenders. Amongst other things, they support local recruitment and workforce development through direct employment, procurement, and working in partnership with education and training institutions. They can recruit in ways that provide equality of opportunity and maximise scope for local people to secure good jobs; provide good pay

and conditions; support training, development and progression; and support healthy workplaces.

There is a pool of highly skilled talent which can deliver local benefits by supporting volunteering and philanthropy to directly benefit communities and improve quality of life for others. A high proportion of residents in Greenwich are highly qualified with 59% of adults holding Level 4+ qualifications. This is consistent with the rate in London but significantly higher than the England average (43%).

Greenwich is ethnically diverse, with 45% of residents from non-white groups. This is significantly higher than national levels (19%) but similar to London. Overlaying deprivation with ethnic backgrounds reveals a high correlation between deprivation and the presence of non-white residents. Encouraging equitable access (across all protected characteristics) to learning and employment opportunities will support diversity and inclusion and enhance the future prospects of Greenwich's population.

Key actions are set out below:

RBG role	Action plan
 lead	<b>Leverage anchor institutions to support community wealth building and inclusive growth.</b> Through the Anchored in Greenwich partnership, the Council will seek to support community wealth building to drive the creation of good jobs including apprenticeship provision. This will be facilitated through the establishment of an employment and skills sub group to explore how we can pool and use unspent apprenticeship levy to foster new and innovative approaches to support those cohorts who fared less well under new government apprenticeship policy.
 influence	<b>Capitalise on local talent coming through our universities.</b> The Council will work in partnership with others to capitalise on local talent to support the development of the cooperatives and other social businesses using the latest research on the local generative economy and the Greenwich Cooperative Commission to raise the profile of ethical and equitable employment which can drive the creation of high value jobs in the borough that pay the real living wage.
 influence	<b>Support sub-regional priorities towards a fairer city.</b> The Council will work with Investing in Ethnicity and other quality kitemark organisations that can support work to tackle structural inequalities in the economy and address / redress the disproportionate employment and health impacts that COVID-19 pandemic had on certain diverse groups.
 lead	<b>Continue to monitor and evaluate the economic outcomes of our key disadvantaged groups.</b> This will include monitoring for people with a disability, pay and gender gaps, unemployment, under-employment and social mobility issues. The Council will ensure equality impact assessments (EIAs) are undertaken for all services to ensure they consider the impact of the Council's decisions on those with protected characteristics.
 lead	<b>Work with our Equality and Equity charter signatories to explore ways in which we can foster a fairer more equitable local economy particularly for those individuals with protected characteristics.</b> The Council will lead this action in partnership with anchor institutions and other local organisations who have signed up to the our Equality and Equity charter. They will use this to recognise and celebrate diversity in the borough; explore ways in which we can foster a fairer more equitable local economy particularly for those individuals with protected characteristics and through developing local and more diverse supply chains.

<sup>5</sup> Anchored in Greenwich, A Community Wealth Building Strategy in Greenwich





**CCT1: Place**

Inclusive economy actions under the place theme focuses on ensuring that new development responds to local needs and priorities. The actions below are important since:

Securing local employment and procurement has the potential to reduce travel outside of the borough which will result in sustainability benefits. It would also help to create a stronger, more diverse and healthy economy. According to the 2021 Census, 32% of residents in employment in Greenwich worked outside of the borough (with 54% working from home and 14% working in the borough). This is similar to London levels but it should be noted due to the timing of the 2021 Census within the context of the COVID-19

pandemic the reported work from home rate is likely to be higher than usual.

Initiatives such as neighbourhood forums will help to support an inclusive economy by helping to address the many issues which exist in the borough. They can be successful at tackling high levels of deprivation particularly around Greenwich Peninsula, parts of Thamesmead and Abbey Wood and Woolwich Riverside, which are the most deprived neighbourhoods. Other issues are likely to be identified at a neighbourhood level for individual areas but can include housing affordability with house prices which are 13.3 times annual earnings, having increased by 6% in the last 5 years. The supply of housing is also a priority with 5,300 completions between 2019 and 2022 or 74% of the target. Key actions are set out below:

RBG role	Action plan
 <p>lead</p>	<p><b>Secure local employment and procurement.</b> The Council will identify ways to secure local employment and procurement. Developments over a certain threshold could be required to prepare an Employment and Skills Plan to demonstrate how they will secure local employment. A procurement plan could also be required to specify how the private sector will procure locally. This will help to secure benefits for local residents and businesses. As part of this, the Council will also ensure that the local workforce reflects the community of Greenwich. This is important across all sectors including the creative industries and the green sector. The focus is on ensuring that the jobs being created as part of planning approvals reflects the skills and capabilities of the local workforce.</p>
 <p>influence</p>	<p><b>Develop neighbourhood forums.</b> The Council will establish neighbourhood forums to involve local residents, businesses and other local organisations to help shape and influence local areas, including having a say on new developments and preparing neighbourhood plans. Where neighbourhood forums already exist, the Council will continue to take a pro-active role in supporting these.</p>

**CCT1: Prosperity**

Inclusive economy actions under the prosperity theme focuses on how the strength of the public, private and third sector can be harnessed to benefit the local community, and result in environmental, social and economic benefits. The evidence base points towards the following:




As referenced above, anchor institutions are organisations or entities that play a central role in a community or an area’s economic and social development. They can support economic growth as a procurer of goods and services, encouraging local supply chains and maximising social value for communities, employees and the environment.

- The generative economy focuses on business ownership models which leads to beneficial outcomes for the community and the environment, including co-operatives and social enterprises. The generative economy can help to address society’s most critical challenges. Within the Royal Borough of Greenwich, there are

around 580 organisations classed as “generative” supporting around 7,500 employees. The sector accounts for 3% of the business base compared to 1.5% in London. The sector is estimated to contribute between £24 million and £140 million to the RBG economy. Discretionary rates relief schemes can support not for profit or voluntary organisations to prosper and grow if they can demonstrate they benefit the community at large

- Corporate Social Responsibility (CSR) provides a mechanism for facilitating inclusive growth by encouraging employers in the borough to create positive impacts on society including economic, social and environmental benefits. CSR can benefit employees through providing them with new skills or building their confidence. It can also benefit the wider community through supporting environmental, social and economic objectives. There is a sizeable business base in the Royal Borough of Greenwich, with 9,600 businesses, employing around 88,000 people. In total, around 20 businesses in the borough employ over 249 people.

Key actions are set out below:

RBG role	Action plan
 <p>lead</p>	<p><b>Leveraging anchor institutions to support prosperity.</b> The Council will leverage the potential of the Anchored in Greenwich partnership to harness the collective power of anchor institutions. We will support business growth and explore ways in which we can, using our purchasing power retain and direct wealth locally We will also consider how we use our land and assets to benefit the local business community and boost the local economy.</p>
 <p>lead</p>	<p><b>Explore business rates flexibility to support growth in the generative economy.</b> The Council will consider how business rate flexibility can support community wealth building, regeneration and economic growth ambitions. This could include working with London Councils and Local London to prepare future ‘asks’ from government such as pooling of business rates increases to address specific needs to businesses in local or sub-regional economy.</p>
 <p>lead</p>	<p><b>Encouraging employers to pursue CSR agendas and facilitate investment in the current and future workforce.</b> The Council will encourage employers to pursue CSR agendas working through the Anchored in Greenwich partnership, signing up to cooperative and community wealth building values to help facilitate investment in the current and future workforce. This could include supporting local people to access opportunities through the provision of career inspiration, volunteering, work experience placements and skills development; supporting local businesses in the supply chain through mentoring. This action aligns with the strategic account management of key employers to build understanding of their CSR agenda and raise awareness of CSR opportunities which can deliver inclusive growth.</p>











# 8. Cross-cutting theme: Green Growth

Green economy is a cross-cutting theme which runs throughout this strategy. It seeks to secure economic growth that respects natural capital, reduces carbon emissions, increases bio-diversity and builds climate resilience, supporting the Council's ambition to reach net zero carbon emissions by 2030.

There are a number of issues relevant to this cross-cutting theme as summarised below

-  **Carbon Neutral Plan (CNP) commitment for RBG to be carbon neutral by 2030**
-  **London's LSIP outlines anticipated demand for green skills in the construction sector or the capital**
-  **49%** of residents that don't work mainly at or from home use public transport to travel to work (London: 42%)
-  **Transport CO2 emissions accounts for 35%** of Greenwich emissions (UK: 31%, London: 29%)
-  **Decline in transport emissions 2018-2020: -15%** (London: -17%, England: -19%)
-  **Low CO2 emissions per capita with 2.7 tonnes** per capita (London 4.6, England 5.9)

Source: Carbon Neutral Plan, Royal Borough of Greenwich; London LSIP; Census, 2021; UK Local Authority and Regional Greenhouse Gas Emissions, ONS, 2022

Below, we set out specific actions under the people, place and prosperity themes. There is a strong alignment with the actions set out within these thematic sections within the strategy but this cross-cutting theme provides an opportunity to recommend specific actions which can ensure that economic growth supports the Council's ambitions to support net zero.

## Actions

### CCT2: People




Green growth actions under the people theme focuses on capitalising on the shift towards a more sustainable economy to benefit local people, particularly maximising green skills and supporting a "just transition", a concept used in relation to reducing greenhouse gas emissions in a fair way.

The Royal Borough of Greenwich declared a climate emergency in 2019 and has set an ambitious target to reach net zero carbon emissions by 2030. A Carbon Neutral Plan (CNP) was developed by the Council and provides a strategic plan to achieve this goal. Greenwich has one of the lowest CO2 emissions per capita in London, with 2.7 tonnes of CO2 per capita. Levels of emissions have reduced by 14% between 2018 and 2020, which is in line with the national trend (-15%). Supporting people

to acquire green skills and green jobs represents an approach of just transition."

Green job creation is being driven by policies associated with energy security, net zero and a 'green industrial revolution'. The UK's Net Zero Strategy is committed to reforming the skills system to incentivise educational institutions, employers and students to invest in green skills and job creation. For example, London's LSIP outlines anticipated demand for green skills in the construction sector of the capital. The construction sector employs 4,500 people in Greenwich and with major sites offering development potential, this is expected to grow. Supporting young people into green work will encourage a pipeline between education and employment.

Key actions are set out below:

RBG role	Action plan
 lead	<b>Facilitate a responsive post 16 curriculum and skills offer to meet green skills demand.</b> The Council will work in partnership with others to expand the post-16 green skills offer by ensuring provision responds to employer needs. This approach will support a just transition for those groups under-represented in the green sectors and enable the workforce to respond to changing skill requirements, building on activity like the Green Skills Hub in Local London and emerging Green Skills Learning Lab at our post 19 / adult skills centre.
 influence	<b>Support delivery of the RBG Carbon Neutral Plan.</b> The Council will maximise opportunities to lever social value from regeneration and major capital programmes to support the delivery of actions set out in the Council Carbon Neutral Plan.
 influence	<b>Deliver the Anchored in Greenwich pledge.</b> The Council will work in partnership to decarbonise the local economy of Greenwich and mitigate against and adapt to climate change. Through collaborative working, the Council will explore the financial levers to support these activities and objectives and establish a task and finish group to provide oversight.



## CCT2: Place

Green growth actions under the place theme focuses on securing energy efficiency and supporting sustainable methods of transport. The actions below are important since:

In London, only 8% of businesses have insulated their buildings to reduce carbon emissions, which is below the UK level (10%). Improving energy efficiency will help to reduce CO2 emissions, a key objective set out in the borough's Carbon Neutral Plan. Investment in retrofit can also help to improve knowledge and skills around sustainable methods of construction.





There are relatively low levels of recycling in RBG with 31% of waste from households recycled. This is significantly lower compared to the England average (43%) and marginally below levels for London (33%). The circular economy, which focuses on reusing, recycling and refurbishing materials is important since it helps to reduce waste and carbon emissions.

As identified above, Greenwich has one of the lowest CO2 emissions per capita in London, and levels of emissions accounted for a significant proportion (35%) of Greenwich emissions in 2020. This is above the percentage for London (29%) and the UK (31%). Whilst these emissions are in decline (-15% between 2018 and 2020) this reduction is marginally below London (-17%) and England (-19%).

Active travel, which refers to walking and cycling, can have positive health benefits and can again reduce carbon emissions. A lower proportion of residents in RBG (11%) that do not work from home, cycle or walk to travel to work compared to London (16%). Similarly, 49% of residents who aren't working from home use public transport to travel to work, lower than London levels. This supports the case for the promotion of active travel.

Ultra-low emission vehicles (ULEVs) are defined as vehicles which omit less than 75 grams of CO2 per kilometre and as such have positive environmental benefits. Only 17% of businesses in London have electrified their vehicle fleet which is below the UK level (20%). However, a higher proportion (22%) have introduced a cycle to work scheme relative to UK levels (20%).

Increasingly local authorities are investing in renewable forms of energy generation to help reduce carbon emissions. Levels of energy generation across the borough are increasing. In 2022, 6,800 MWh of renewable energy was generated, a 300% increase since 2014. This is however far lower than London levels with 64KWh renewable energy generation per household (and 106KWh for London).

RBG role	Action plan
	<b>Improve the energy efficiency of buildings</b> The Council will lead the way in improving the energy efficiency of its own buildings, including through retrofit. We will ensure that businesses and residents are aware of the economic benefits and opportunities associated with improving the energy efficiency of buildings and minimising carbon emissions through house building. This includes sharing knowledge on retrofit housing and new methods of construction and where necessary ensuring that this is considered in planning requirements.
	<b>Encourage growth of the circular economy and work with local business leaders in green innovation</b> The Council will consider the economic benefits associated with supporting the circular economy, encouraging residents and businesses to re-use, recycle and repair. This will build on partnership programmes such as Greener Greenwich Summit to support businesses to decarbonise by accessing specialist business support programmes including funding. The Council will explore ways to work with HEI organisations to develop green knowledge transfer programmes and approaches to promote the circular economy.
	<b>Actively encourage active travel and ultra-low emission vehicles.</b> The Council will continue to use its Transport Strategy to promote active travel and ULEVs internally within the Council. It will also encourage businesses and residents to adopt these principles through the planning system.
	<b>Explore the development of sustainable green energy schemes.</b> The Council will use the findings of the Co-operative Commission's call for evidence on community energy and learning from the Co-operative Council's Innovation Network (CCIN) to establish a policy lab and programme to explore the development of sustainable green energy schemes. This would link to the Council's Carbon Neutral Plan.

## CCT3: Prosperity

Green growth actions under the prosperity theme focuses on supporting businesses to respond to the net zero agenda, including ways which support innovation. The evidence base points towards the following:

CO2 emissions from commercial sources accounted for 11% of Greenwich's overall emissions, which is lower than London levels (16%). Levels in Greenwich fell by 23% since 2018, which is below the reduction witnessed at the London (28%) and England (26%) levels. Continuing to support industrial decarbonisation is key to achieving net zero targets.

Greenwich benefits from the presence of a number of Higher education Institutions (HEIs), which supports innovation and R&D. In 2019/2020 the University of Greenwich contributed c.£492,000 to publicly funded collaborative research with non-academic organisations. This is 56% higher than the previous year (well above the London average of 7% growth). There were 90 patent applications from university in Greenwich in 2019/2022. This was well above the London HEI average of 41. The presence of this innovation ecosystem in Greenwich can be harnessed to strengthen industry and R&D links to facilitate the realisation of green opportunities.



London South East Colleges' new campus in Greenwich is an outstanding example of sustainability



Key actions are set out below

RBG role	Action plan
	<p><b>Green business in Greenwich.</b> The Council will work with the Anchored in Greenwich partnership to support the ongoing development of business support programmes to help businesses to respond to the net zero agenda. This could include raising awareness of the environmental impact of business operations and the benefits of becoming greener, providing relevant resources, business support and networking opportunities. It could also include the rolling out of green opportunities diagnostic tools to identify market opportunities, build supply chains and support innovation.</p>
	<p><b>Encourage green innovation.</b> Encourage innovation in the green economy by strengthening links between R&amp;D assets and employers and building on good practice. We are looking to launch a scheme which offers green finance bonds and sustainability linked bonds, such as those recently issued by Clarion Housing (£300m) and arranged by NatWest Markets, HSBC, and Santander. This would open up opportunities for low-interest rates and long term capital to fund retrofit programmes.</p>

## Delivering our vision

This document sets out a number of high-level actions under each priority and theme. It is important to consider how these will be delivered and monitored to achieve our overall vision for 2033.

## Principles for delivery

The following six principles will underpin the delivery of this strategy:

**Commitment:** a shared commitment amongst partners to address the challenges outlined within this strategy

**Collaboration:** building on existing partnerships, brokering new relationships, and working across new areas to enable dynamic responses. Greenwich is committed to working collaboratively with neighbouring boroughs including Lewisham, Bexley and Bromley.

**Capacity building:** ensuring the valuable resources and commitment across the third sector is maximised

**Empowering individuals:** building on the high-level engagement of residents and businesses to encourage debate, participation and responsibility for helping to deliver the Inclusive Economy Strategy.

**Innovation:** in the context of funding and resource constraints, innovation has an important role to play in the delivery of this strategy, both in terms of funding mechanisms and delivery processes

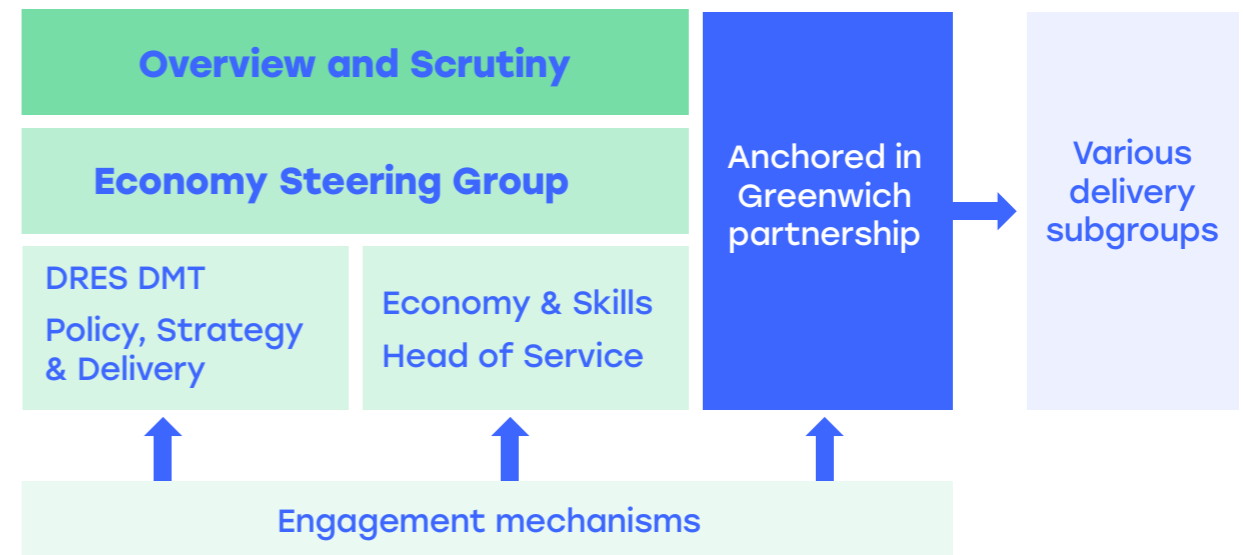
**Agility:** a commitment to continually review delivery mechanisms and ways of working to ensure that Greenwich remains agile and dynamic in responding to changing needs. This is particularly important to be able to respond to changing

## Delivery structure

### Governance arrangements

As lead sponsor of the strategy, the Council will oversee delivery, reporting annually to its Overview and Scrutiny and Scrutiny Committee, providing accountability for delivery and alignment with other Council schemes, priorities and resources.

Overall management of the Strategy will be the responsibility of the Directorate of Regeneration, Enterprise & Skills (RES), feeding into the DRES Policy, Strategy and Delivery group, and the Council's Economy Steering Group.



### Delivery arrangements

Delivery of the strategy will be via the Anchored in Greenwich partnership, a group featuring stakeholders from the public, private and VCSE sectors.

Themed subgroups will be established as necessary to progress specific workstreams, for example London Living Place, Social Value & Procurement, and Green Skills.

## Monitoring progress

It is important that we monitor our progress towards achieving our vision and evaluate the effectiveness of the actions identified within this strategy. The Council are committed to preparing an annual implementation plan to review progress.

In order to support this process and track change in the local economy, a range of indicators have been selected to assess performance across all of the priorities

Whilst these indicators will give a sense of the performance of the strategy and the actions of the Council, they should not be taken in isolation and wider qualitative factors should also be considered.

A full list of indicators is set out here, including the indicator, source, the benchmark required and reporting timescales.

Theme	Indicator	Measure	Source	Frequency	Release Date
People	Economically Inactive – Long Term Sick (16-64)	No. of economic inactivity due to long term sickness	Annual Population Survey (APS)	Annual	December/January
People	Claimant Count	No. claimant count	Claimant Count	Monthly	Monthly
People	Qualification levels (eg. % residents with NVQ+ aged 16-64)	% change in residents with NVQ+	Annual Population Survey (APS)	Monthly	December/January
People	Proportion of 16-17 year olds NEET	% change in 16-17 year olds NEET	Department for Education	Annual	July
People	Number of apprentices employed by the Council	Change in position annually	Royal Borough of Greenwich	Annual	Ongoing
Place	Average journey time to key services by public transport	Change in average time	Department for Transport	Annual	December
People	Deprivation Decile	% change in LSOA decile rankings in 20% most deprived	Department for Levelling Up Housing and Communities	Four yearly	Every four years
People	House price to earnings ratio	Change in house price earnings ratio	House price to residence-based earnings ratio, ONS	Annual	March
People	Residential completions against London Plan target	Number of residential completions	Royal Borough of Greenwich	Annual	Ongoing
People	Commercial premises with access to decent broadband	Coverage of gigabit broadband connectivity	OFCOM Connected Nations	Annual	April
People	Completion of employment space	Change in floorspace completed (ha)	Royal Borough of Greenwich	Annual	Anytime

Theme	Indicator	Measure	Source	Frequency	Release Date
People	Footfall at Major Town Centres (Woolwich and Eltham)	Change in footfall at major town centres	RBG Town Centre Health Checks	Annual	Anytime
People	Vacancy levels at Major Town Centres (Woolwich and Eltham)	Change in vacancy levels at major town centres	RBG Town Centre Health Checks	Annual	Anytime
People	Total number of jobs	% jobs growth	Business Register and Employment Survey	Annual	November
Prosperity	Total enterprises	Change in vacancy levels at major town centres	RBG Town Centre Health Checks	Annual	Anytime
Prosperity	Total enterprises	% business growth	UK Business Counts	Annual	August
Prosperity	Jobs density	Jobs relative to working age residents	Job Density ONS	Annual	January
Prosperity	Private/Public sector employment split	% Jobs in private sector	Business Register and Employment Survey	Annual	November
Prosperity	GVA per filled job	% GVA per Filled job growth	Subregional productivity: Labour Productivity	Annual	February
Prosperity	Jobs in priority sectors (sectors TBC)	% jobs growth	Business Register and Employment Survey	Annual	November
Prosperity	Jobs in priority sectors (sectors TBC)	% jobs growth	Business Register and Employment Survey	Annual	November
Prosperity	Business in priority sectors (sectors TBC)	% business growth	UK Business Counts	Annual	August
Prosperity	Enterprise start up rate	% change in business starts	Business demography	Annual	November



Theme	Indicator	Measure	Source	Frequency	Release Date
Prosperity	Enterprise survival rate	% change in 2 year business survival	<i>Business demography</i>	Annual	November
Prosperity	Growth in % of companies classed as “high growth” companies	% of business deemed high growth business	<i>Business demography</i>	Annual	November
Prosperity	Greenwich position in UK Competitiveness Index	Ranking of locality	<i>UK Competitiveness Index, 2023</i>	Annual	August
Inclusive Economy	Life expectancy	Life expectancy from birth	<i>Life Expectancy by Local Authority, ONS</i>	Annual	November
Inclusive Economy	Employees earning below the Living wage	% of employees earning below the Living wage	<i>Number and proportion of employee jobs with hourly pay below the living wage, ONS</i>	Annual	October
Inclusive Economy	Child poverty rates	% of children living in relative poverty	<i>Department of Work &amp; Pensions</i>	Annual	March
Inclusive Economy	Levels of happiness	Reported scores of Happiness	<i>Annual personal well-being estimates</i>	Annual	November
Inclusive Economy	Levels of Life Satisfaction	Reported scores of Life Satisfaction	<i>Annual personal well-being estimates</i>	Annual	November
Inclusive Economy	Levels of Life Worthwhileness	Reported scores of Life Worthwhileness	<i>Annual personal well-being estimates</i>	Annual	November
Inclusive Economy	Levels of Anxiety	Reported scores of Life Anxiety	<i>Annual personal well-being estimates</i>	Annual	November

Theme	Indicator	Measure	Source	Frequency	Release Date
Green Economy	Transport CO2 emissions	CO2 tonnes produced from transport	<i>UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, ONS</i>	Annual	November
Green Economy	CO2 emissions per capita	CO2 per capita	<i>UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, ONS</i>	Annual	June
Green Economy	Levels of energy generation in Greenwich	Green energy generation by MWh	<i>Department of Energy Security and Net Zero</i>	Annual	September
Green Economy	Electric charging points	Total count of electrical vehicle charging devices	<i>Department for Transport</i>	-	-
Green Economy	Levels of recycling	% of household waste sent for recycling, composting or reuse	<i>Department for Environment, Food &amp; Rural Affairs</i>	Annual	March
Green Economy	CO2 emissions from commercial sources	CO2 tonnes produced from commercial sources	<i>UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, ONS</i>	Annual	June







# DESIGN DISTRICT

