

**DIRECTOR – REGENERATION, ENTERPRISE AND SKILLS**

**APPLICANT INFORMATION PACK**

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Dear Candidate

**Appointment of Director of Regeneration, Enterprise and Skills**

I would first like to thank you for your interest in applying for this position, Director of Regeneration, Enterprise and Skills for the Royal Borough of Greenwich.

As the Director of Regeneration, Enterprise and Skills, you will work with me, as a member of my Senior Management Team, and be responsible for leading on the physical, economic and social regeneration of the Borough. Furthermore, you will be helping to deliver the ambitious agenda that has been set by the elected members to realise the potential of the Borough and maximise opportunities for its residents.

Royal Greenwich already attracts millions of visitors each year, due to its rich heritage, riverfront and appealing open spaces. These tourism and cultural industries are making an important contribution to the local economy. We are also continuing to attract businesses to the borough, with a new digital business district being established at Greenwich Peninsula alongside The O2 – the world’s most successful entertainment arena.

With a programme of major development being taken forward including delivery of a substantial number of new homes, two new Crossrail stations and the progressions of London’s only Cruise liner Terminal, there are plenty of initiatives helping to drive the pace of regeneration. This will provide you with a real opportunity to continue Royal Greenwich’s strong track record in successfully delivering high profile projects in support of the transformation and regeneration of the borough.

This is a great opportunity for a strategic, enthusiastic, talented leader to make a major contribution to the delivery of what must be one of, if not the, most challenging, high profile and interesting agendas in the Capital.

I would like to thank you once again for your interest.

Yours sincerely

**John Comber**

**Chief Executive**

**Royal Borough of Greenwich**

## Background Information

- Greenwich became the first borough in 80 years to gain Royal Borough status in 2012, whilst acting as a host borough for the Olympic and Paralympic Games.

Our twin priorities are:

1. To promote growth in the local economy:
  - Showcasing Greenwich as a place in which to invest
  - Opening up job markets through transport infrastructure improvements
  - Securing housing growth, industrial development
  - Developing the visitor economy and cultural sector
2. To reduce poverty:
  - Working with partners to ensure the skills of our local workforce meet the needs of a changing economy and getting local people into local jobs
  - Securing high levels of achievement in our schools
  - Supporting families in poverty to gain employment
  - Tackling fuel poverty

This to be provided in context of:

- Robust financial management, financial resilience to invest and protect front line services
- Providing high quality services for residents, reducing crime, tackling health inequalities, providing good quality parks, open spaces and public realm, and providing for the most vulnerable of our residents.

## About Regeneration, Enterprise & Skills

The work of Regeneration, Enterprise and Skills has an impact on many elements of the Vision for Royal Greenwich. The Directorate takes the lead within the Royal Borough for Regeneration including the Growth Strategy, inward investment, business support, employer engagement, adult education and skills, development planning, property services and transportation and on the Greener Greenwich agenda.

The Directorate also plays a direct role in relation to the delivery of the Housing and Anti-Poverty strategies.

The Borough has seen the beginnings of recovery with significant inward investment for regeneration and the progression of major physical, social and economic restructuring. Significant new and proposed transport interchanges have improved access to and from the City and central London creating greater employment opportunities for residents. The reclamation for development of large areas of previously disused land in the borough has increased opportunities for housing and employment.

However significant areas of deprivation still exist within the borough and inequalities between areas in terms of health, wealth, achievement and quality of life. In an attempt to address this, the Directorate aims to:

- Accelerate the momentum and sustainability of regeneration and economic development
- Create job opportunities and provide opportunities for the local community to enhance skills
- Utilise the unique offer and opportunities that Greenwich has to offer by:
  - Leading on the development of strategic regeneration sites including those at Greenwich Peninsula, Woolwich, Kidbrooke, Eltham and Charlton Riverside, maximising the opportunities for economic growth.
  - Supporting the spread of economic prosperity, by working with those most at risk of poverty as a result of worklessness and offering targeted services to help the long term unemployed, young unemployed people, families and lone parents move into work.
- Better linking communities and citizens to centres of employment, services and public facilities and improving accessibility to encourage inward investment and relocation of businesses into the Borough.

### **Provision of Good Quality Housing to meet the needs of all Royal Greenwich Citizens**

The Directorate leads on the development of strategic regeneration sites including those at Greenwich Peninsula, Woolwich, Eltham, Kidbrooke and Charlton Riverside supporting the delivery of good quality, affordable housing. Along with opportunities to redevelop Abbeywood due to Crossrail.

The Council has granted planning permission for over 15,000 new dwellings in the past 5 years. Approximately 35% of these have been affordable homes. Planning permission has been granted for a further 18,000 homes to be built within the next 10 years and capacity exists for further housing proposals to be developed at strategic locations in the borough. The Directorate will continue to work to secure additional good quality, affordable housing.

### **Improving the life chances for children and young people**

The Directorate works closely with Children and Young Peoples' Services to support work to equip children and young people with a good understanding of the changing economy and needs of employers. The Directorate leads on business engagement including; developing closer links between businesses and schools and in supporting the Royal Borough's Programme for 14-19 year olds.

The Directorate is responsible for managing the Royal Borough's property portfolio; including school buildings. It provides support to Schools; to ensure that property is fit-for-

purpose and is able to achieve the Royal Borough's objectives for children and young people. Major projects are being delivered, including new schools and children's centres.

Employment and skills levels are being supported through working with partner organisations to increase literacy and numeracy qualifications and to address skills gaps in the workforce.

### **Promoting environmental sustainability**

The Directorate is leading the Royal Borough on both climate change mitigation and adaptation. It is responsible for ensuring the carbon dioxide emission from all operations are minimised as well as working with partners to reduce emissions in the borough as a whole. The Directorate is also responsible for co-ordinating the improvement of local biodiversity.

The Directorate provides an effective energy procurement and management service. The promotion of energy efficiency in buildings is designed to reduce costs and consumption for the Royal Borough and community users. This and the purchase of energy at bulk rates through Royal Borough managed contracts, including green electricity, helps reduce costs and the emission of greenhouse gases.

### **Efficient, high quality and responsive customer services**

The Directorate re-organisation of 2012, rationalising administrative and technical support services, implementation of new business systems and reduction in paper systems on the move of the Directorate to the Woolwich Centre has helped towards modernising service delivery. Work is ongoing to modernise work practices further and streamline business processes within the Directorate.

Performance management arrangements are continually being reviewed and strengthened within the Directorate and this will be assisted by use of the corporate performance database and continued implementation of the Performance Review and Development Scheme.

Workforce planning is being further developed as we move into 2014/15. Service delivery and systems will be reviewed to drive efficiency and ensure that key front line services such as GLLaB (Greenwich Local Labour & Business) provide a high quality and responsive service to customers and funders.

### **Key Milestones Achieved within RBG**

- We've opened up new job markets by repositioning Greenwich Peninsula as a rapidly growing community of digital businesses. Closely collaborating with neighbours Ravensbourne. The initiative enables digital businesses to access high-spec office space, to share ideas, to grow and develop and access first-class digital facilities following investment from market leaders such as Cisco.
- We have maintained a good level of new housing completions despite the recession. Key sites under development will deliver over 4100 new homes in the next 3-5 years (1090 affordable). A development partner has been secured for the Woolwich Estates

renewal programme, with a commitment to provide a further 1500 homes.

- We have developed our Growth Strategy, determined Master Plans in areas of opportunity, and identified the scope for Council intervention and investment in order to proactively build our local economy.
- We have opened 4 skills centres and a UTC in Construction to ensure our residents have the skills to access jobs and continue to invest in GLLAB – our job brokerage service – to deliver this for local people.
- Improvement in outcomes for vulnerable older people, achieved through the setting up of integrated health and social care teams; we are a ‘pioneer’ Council and national leaders in this field.
- As a Pioneer, we are seeking to create a fully holistic and integrated health and social care system across the borough, co-ordinated closely with our implementation plans for the Care Act 2014.
- As a result of this advanced partnership approach, we are one of just five Exemplar communities for the Better Care Fund, and our submission was agreed on the ‘fast track’ process well ahead of the national timetable.
- These developments have won several awards over the last three years, including Health Service Journal, a contribution to Greenwich being Council of the Year 2013, NHS Innovation Award, Improvement and Efficiency Social Enterprise, Association for Public Service Excellence, and are currently shortlisted for a further HSJ Award.
- The borough successfully hosted a diverse range of Olympic and Paralympic Games events.
- We built on this experience and legacy with the hosting of the international Tall Ships event in September 2014 and continue to develop our visitor economy through the establishment of Tourism Company.
- We have secured transformational changes in the performance of our schools and protected our early help and preventive services, including our 24 children’s centres.
- We have supported 250 residents and their families impacted by the Welfare Reforms into work.
- There have been sustained reductions in overall crime, including marked decreases in serious youth violence, gun and knife crime largely due to our innovative investment in a Violent and Organised Crime Unit.

## **Financial Management**

The Council has long recognised it would be wrong to ask residents to contribute more towards local services when many people are finding it hard to meet increasing living costs. In the last year Council Tax levels were frozen for the seventh year in a row. Savings

targets have been achieved whilst protecting front-line services. Over the past 4 years we have reduced our expenditure by £100m in real term without the need to close libraries, leisure centres or children's centres. We have front loaded our reductions in order to provide and fund for investment in innovative approaches. The Council's four year Medium Term Financial Strategy, which extends to the end of the Government Spending Review period, in 2014/15, focussed on identifying savings from efficiencies, including through shared back office services, management de-layering and a review of contract arrangements. These cost saving measures have been supported by innovative commissioning arrangements in respect of libraries, leisure and sports provision, tourism and youth services. The Royal Borough of Greenwich's financial accounts were given a clean bill of health by the Audit Commission again this year, in a report which praised our "robust financial management".

The Council has achieved significant efficiency savings through prudent financial management and through its property consolidation strategy – disposing of 55 buildings which paid for three new service centres.

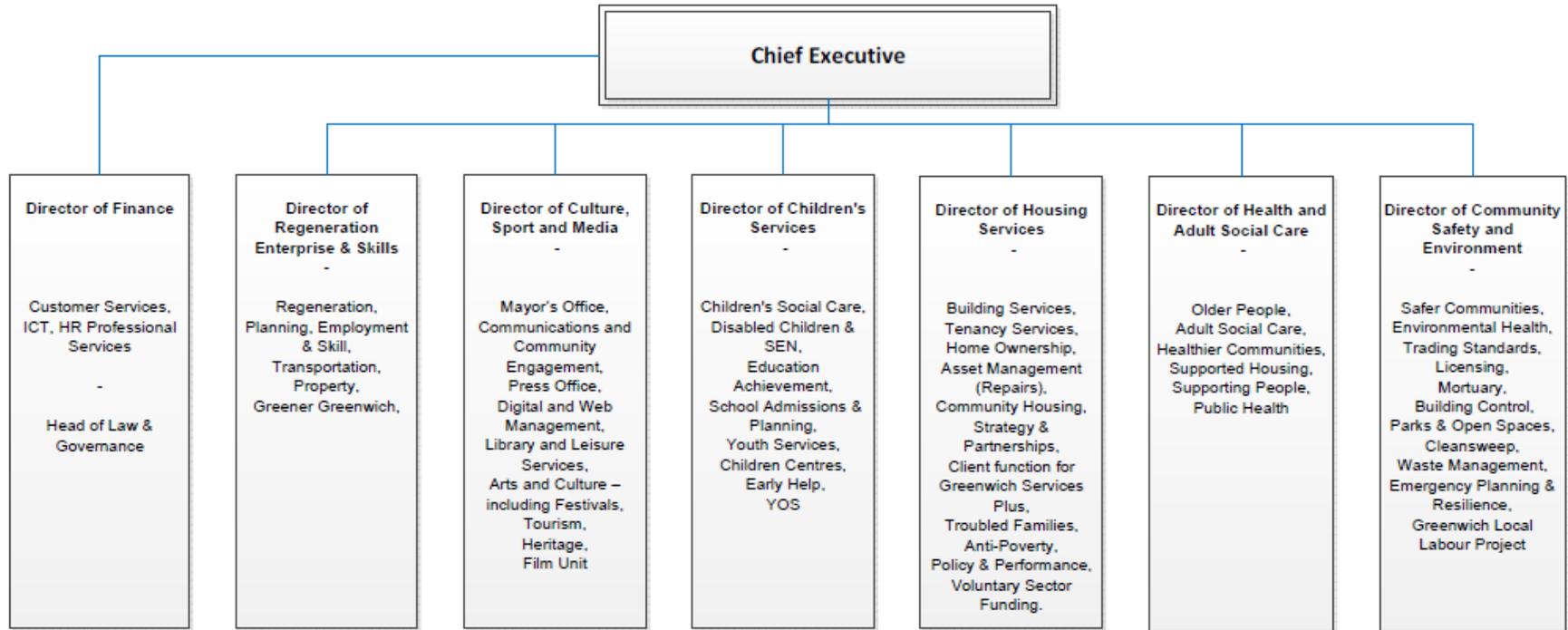
### **Continuing the Transformation**

The Royal Borough of Greenwich is not resting on its laurels. Our plans for promoting growth and securing the future prosperity of our communities are set out in our growth strategy and we've identified a number of key priorities that underpin the delivery of our ambitions:

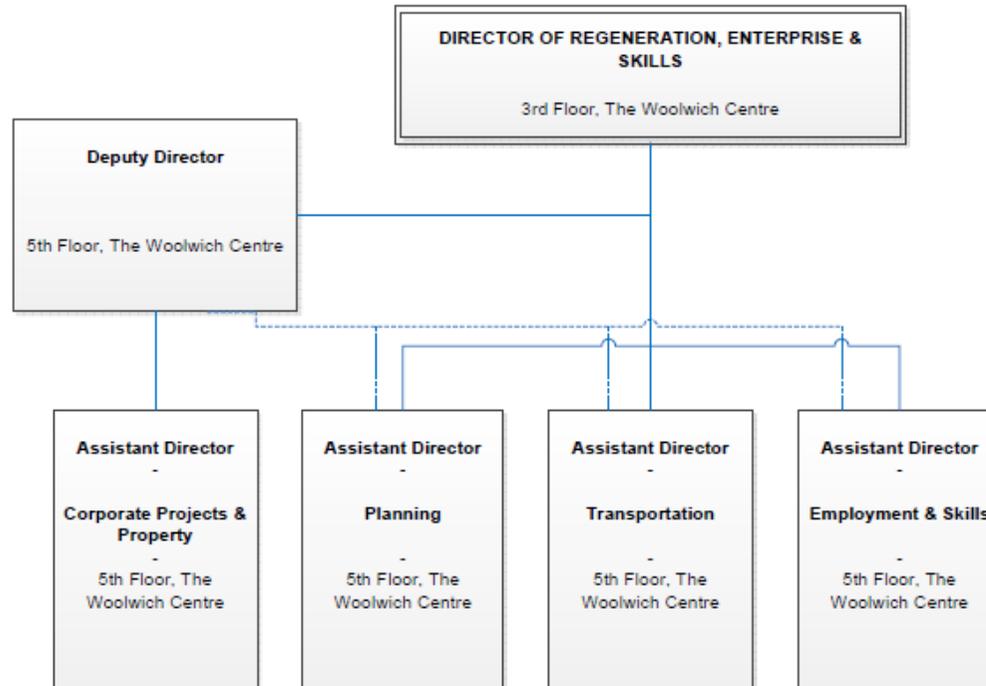
- Further improvement to the transport infrastructure;
- Taking advantage of the further growth potential in key areas of the borough as set out in our Masterplans;
- A sustained focus on raising attainment and improving skills, including through the development of new opportunities for apprenticeships, work experience and job opportunities through new developments;
- Delivering new affordable housing in partnership with other landlords in the social and private rented sectors;
- Further inward investment in business and in the transformation of our town centres (particularly Woolwich);
- We look to the future with hope and pride and will continue to build for the future prosperity of our community.

In July 2014, the Cabinet agreed its priorities for the period to April 2015 and a copy is attached as Appendix 2

## GREENWICH MANAGEMENT TEAM



## REGENERATION, ENTERPRISE & SKILLS



## **Director of Regeneration, Enterprise and Skills**

### **Royal Borough of Greenwich**

**£145,000**

Royal Greenwich is looking for a dynamic individual to lead the physical, economic and social regeneration and renewal of the Borough. Reporting to the Chief Executive, you will deliver the ambitious agenda that has been set by the elected members to realise the potential of the Borough and maximise the opportunities for its residents.

Leading the Royal Greenwich's regeneration agenda through the delivery of the Borough's opportunity areas and continued implementation of its growth and anti-poverty strategies, which were key to being awarded LGC Council of the Year in 2013, you will be committed to improving the quality of life for all residents of the Borough.

A programme of major development is being taken forward, including the delivery of a substantial number of new homes, two new Crossrail stations and the progression of London's first Cruise liner Terminal. These are just some of the initiatives helping to drive the pace of regeneration across the borough.

To achieve our ambition we need an exceptional individual. With responsibility for regeneration, employment and skills, transport, planning and property, this role is vital to the continued transformation of the Royal Borough. To be successful, you will need to be experienced in developing and delivering strategies, capable of negotiating complex agreements, juggling competing priorities and be a talented leader, politically astute and able to inspire staff to deliver the agreed agenda.

If you are interested in this exciting opportunity and working for the Royal Borough of Greenwich, please apply online by visiting [www.royalgreenwich.gov.uk](http://www.royalgreenwich.gov.uk)

**Closing Date:** 2 March 2015

*Royal Borough of Greenwich values the diversity of its community and aims to have a workforce that reflects this. We therefore encourage applications from all sections of the community.*

## **JOB DESCRIPTION**

**JOB TITLE:** Director of Regeneration, Enterprise & Skills

**DIRECTORATE:** Regeneration, Enterprise & Skills

**GRADE:** Chief Officer Band A1

**REPORTING TO:** Chief Executive

### **Job Purpose**

- To lead the physical, economic and social regeneration and renewal of the Borough by pursuing growth, attracting inward investment, supporting businesses, increasing the skills and employment opportunities for local people and working to reduce the inequality of opportunity and poverty.
- This to include a focus on maximising the use of the available land, creating a more sustainable environment, increasing the supply of affordable housing, and the associated social infrastructure, and improving transport to, from and within the Borough.
- To be responsible for the Regeneration, Development Planning, Transportation (including Parking), Capital Projects & Property, Economy & Skills, Sustainability and Renewal services and the associated support service arrangements for the Directorate.
- To develop a coherent strategy for the delivery and continuous improvement of the services of the Directorate.
- Working with elected Members to ensure the Council's agreed Aims & Objectives are delivered.

### **Job Outcomes**

- Lead the Directorate's Senior Management Team and contributes to effective corporate leadership, management, and decision making.
- Contribute to the formulation of corporate policies and initiatives and the development of collaborative, cross departmental and organisational working processes.
- Provide advice and support to Members that recognises the policy and operational tensions and constraints of service delivery.

- Develop and implement strategic priorities and performance targets for the Directorate, which include the relevant performance indicators and are reflected in the relevant strategies and policies.
- Develop and support customer engagement and consultation in the areas managed, which can be demonstrated in the way the services are valued by the customers.
- Work in partnership and collaborate with key stakeholders affected by and involved in the delivery of the services of the Directorate.
- Develop and maintain effective business planning and performance management, within the Council's standards and procedures, for the services of the Directorate.
- Lead and effectively deploy the staff of the Directorate and encouraging all staff to meet their full potential to maximise their contribution to the Council's strategic and operational objectives and effective service delivery.
- Effectively deliver a range of programmes and projects to support the vision, aims and objectives of the Directorate and the Council.
- Act as an ambassador for the borough, promoting and developing the Council's image, forming robust strategic alliances and developing effective working relations with partners, other related organisations, government departments, user groups, business, voluntary sector groups, including championing the interests of the community, stakeholders and partners.
- Lead on the use of geographic information and spatial information, maximising the use of such data to provide and maintain accurate census and demographic information for the Council, which can be used to assess the future needs of the Borough.
- Identify timely responses to overcome performance issues and take appropriate action where required.
- Ensure the timely and effective communication and implementation of all agreed Council policies and processes within the directorate.
- Manage the directorate's budget in accordance with the Council's standing orders and financial regulations, obtaining value for money and maximisation of income where applicable.
- Participate in the Council's emergency planning and responses to emergency situations.
- Participate in the conduct of elections as required to.
- Undertake such corporate responsibilities as may be allocated to the post from time to time by the Chief Executive.

## PERSON SPECIFICATION

- Experience of creating a clear vision and inspiring staff to work towards it.
- Ability to showcase the Borough to create growth and attract investment.
- Successful experience of and ability to lead and manage a large and complex workload, including the management of programmes and projects.
- Experience of managing diverse services and multi-disciplinary teams.
- Experience of changing the culture of an organisation, and motivating staff to a high level of performance.
- Experience of identifying and maximising the synergies between services.
- Experience of managing competing priorities.
- Experience of working with diverse, multi-racial communities, as an 'ambassador' for the Council and ensuring that all services contribute to the Council's aims for achieving equality and social inclusion.
- Evidence of political awareness and ability to communicate effectively within a politically sensitive environment.
- Experience of strategic policy development, evidence of ability to understand and analyse emerging issues, place them in an appropriate context and be innovative in developing solutions.
- Thorough understanding of the Government's agenda for the services managed and its potential local impact, and experience of managing large complex budgets.

## Timetable

<b>Advert Closing Date</b>	2 March 2015
<b>Technical Interviews</b>	23 March 2015
<b>Assessment Centre</b>	20 April 2015
<b>Final Interviews</b>	29 April 2015

## **Appendix I: A Growth Strategy for the Royal Borough of Greenwich**

March 2012

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### **1. Introduction**

- 1.1 This document aims to provide a clear vision and strategic leadership to drive sustainable and balanced growth creating an environment which benefits the Royal Borough of Greenwich as a whole. It is part of the coordinated process by which the Council will manage and influence investment plans, direct public sector investment and promote opportunities for Greenwich to address the underlying economic challenges.
- 1.2 This strategy brings together the vision for regeneration, planning, property, tourism and transport and is structured as follows:
- historical context and rationale for developing a growth strategy
  - outline of the Council's vision for growth
  - an outline of the priority themes which will ensure growth is achieved in Greenwich including:
    - transport infrastructure
    - growth areas
    - new homes
    - jobs and skills
    - creating the right conditions for investment and growth
    - developing and promoting our cultural and tourism offer
- 1.3 There is an urgent need for the Council to adopt a robust growth strategy in order to seize opportunities and secure the continued regeneration of the Borough as well as to mitigate the effects of the economic crisis. In addition the Government's proposals to change the funding regime for Local Government, to one reliant on business rate growth, make it vital that the Council promotes a vibrant and sustainable local economy.

### **2. Vision**

- 2.1 To support growth in the economy of the borough in order to maximise the opportunities for local people in employment, education and skills and access to housing which they can afford and to promote strategic transport links to promote inward investment, business competitiveness and growth and access to key areas of employment opportunity.

### **3. Historical context and rationale**

- 3.1 Greenwich is one of the largest of the 33 London Boroughs with an area of 5,044 hectares, has 13 kilometres of Thames frontage and is one of 12 boroughs that make up the London Thames Gateway, the UK's largest regeneration area. The borough has a rich heritage set in its maritime and military past, largely associated with the river and

more recently as an industrial centre at the Royal Arsenal. Woolwich served as a royal dock for 350 years, and was one of the world's largest centres for arms manufacture. The dockyard and arms manufacture provided major employment for the local population. The borough's employment base dramatically declined following the Second World War and the subsequent collapse of manufacturing, culminating in record levels of unemployment during the 1980s and early 1990s.

- 3.2 The borough has seen the beginnings of recovery with major physical, social and economic restructuring underway; significant inward investment for physical regeneration; new strategic transport links reconnecting the borough with the City (Jubilee line / DLR); and the reclamation for development of large areas of previously disused and contaminated land (Greenwich Peninsula / Royal Arsenal, Woolwich). Yet inequalities persist between areas of the borough in health, wealth, achievement and quality of life in general.
- 3.3 There is significant capacity for new housing supply - the Council has granted planning permission for over 15,000 new homes in the past five years, with around 35% being affordable homes. Having delivered over 12,000 new homes since 2001, planning permissions are already in place for a further 18,000 new homes to be built in the next decade and capacity exists for further new housing proposals to come forward at strategic development locations such as Charlton Riverside.
- 3.4 Further recovery is stymied by the current circumstances which are challenging and the Council needs to make the most of the major opportunities ahead. Property values are falling, public expenditure is constrained, sites are not being developed or in some cases have stalled and the Council's ability to bring forward jobs and infrastructure has significantly reduced. Yet Greenwich continues to have significant growth potential and by 2027 the population of the borough will have grown by an additional 53,000 people since 2010. Employment in the Borough has been increased and is forecast to increase by 40,000 jobs by 2020. A ten year housing target of almost 26,000 new homes and the continued availability of brown field land at relatively low values can result in a more financially competitive opportunity for high quality mixed use housing and commercial developments alongside new transport and public infrastructure.
- 3.5 Given the Government's strategies there is now a clear imperative for Greenwich to develop its own Growth Strategy to ensure a coordinated approach and reaffirm our commitment to:
- maintain and where possible accelerate the momentum and sustainability of regeneration and economic development opportunities
  - provide opportunities for people to develop or enhance their skills, create job opportunities and support peoples aspirations
  - make the most of and utilise the unique offer and opportunities that Greenwich has – hosting of the Olympics, being recognised as a destination of choice, a borough with Royal status, Cross Rail, and a developing digital business economy, all of which offer continued potential during the downturn.
- 3.6 The Council must create the conditions for growth and remove unnecessary barriers that may constrain the momentum of regeneration. The Council will need to be

flexible, and use a range of measures, including the provision of leadership and coordination, as well as facilitating growth through the use of our assets, influencing investment decisions and supporting partners.

3.7 A number of areas of the Borough have significant opportunities for economic growth:

- **Woolwich** is a famous historic town and has tremendous potential to once again become a thriving centre. It has an exceptional setting on the Thames with a stunning historic legacy of high quality buildings and is benefiting from major new transport infrastructure
- **Charlton Riverside** is an Opportunity Area identified for intensification for mixed use development and with significant capacity for jobs and new homes. Charlton Riverside has potential to accommodate an exemplary new urban district, demonstrating the highest standards of design quality and sustainability and opening up a new section of the river bank as an attractive public space.
- **Greenwich Peninsula** remains largely undeveloped with a significant derelict area to the West of the Peninsula which has been held back by two century-old factors: the remnants of its industrial history and the southern approach to Blackwall tunnel. The huge potential of the site lies in its riverside location with spectacular views to the west over Canary Wharf and Greenwich, with its World Heritage site.
- **Eltham** needs to realise its potential to offer a thriving town centre location known for its retail and leisure offer combined with the rich history of Eltham Palace and its surrounds.

3.8 Capitalising on the opportunities arising from these growth areas combined with the boroughs existing strengths in tourism, creative and cultural and digital industries sectors will provide the opportunity for Greenwich to thrive.

## 4. Key themes

### 4.1 Transport Infrastructure

Greenwich faces significant challenges to secure better links between the Royal Borough and the rest of London which is vital for securing economic growth and prosperity. There have been some positive transport improvements connecting the Royal Borough of Greenwich to the rest of London with the arrival of the DLR and the Jubilee Line and which will be further enhanced with the arrival of Crossrail. In addition we need to improve north/south connectivity to transport hubs and tackle areas of congestion.

These should include commitments to:

- secure the funding for the station fit out of the Crossrail station at Woolwich together with further lobbying for additional river crossings at Silvertown and Gallions Reach.
- improve the connectivity within the borough, by promoting north/south links by an extension of the DLR and by delivering the Greenwich Waterfront Transit to link Greenwich Peninsula to Woolwich Town Centre, Thamesmead and Abbey Wood whilst providing east/west connectivity through Charlton Riverside.

## 4.2 Growth Areas – creating sustainable places

Greenwich has established a series of key Growth Areas: Greenwich town centre, the Peninsula, Woolwich, Eltham, Kidbrooke, Abbeywood & Thamesmead and Charlton. These are areas where Greenwich is already actively working to deliver regeneration and where the benefits will be maximised for all. Each of these Growth Areas has sites of significant opportunity which offer the opportunity to become vibrant places and ideal locations for sport, leisure, retail, business and housing growth.

In recognition of the need to work collaboratively to realise the potential for Greenwich, these key areas are overseen by a Partnership Board of stakeholders from both the public and private sectors. This partnership approach will increase our chances of success, help to develop mutually supportive priorities, address any coordination difficulties and will establish confidence for the private sector to invest in Royal Greenwich.

Greenwich needs to establish mechanisms to support the agreed growth objectives. Integral to this is an understanding of the new financial regime for local government, and the need to use the new planning system to address any barriers to growth as well as provide a clear framework for local development.

Small, focused area based teams have been established with the aim of removing any blockages and pursuing more flexible approaches to planning and regulation ensuring success. The development of master plans for the key growth areas of the borough will outline the potential to deliver economic growth and opportunities in a sustainable way for residents and prospective investors.

We will:

- develop master plans for key areas of the borough which have the potential to deliver economic growth and opportunities in a sustainable way
- explore the opportunities for various funding models to support growth

## 4.3 New homes

There continues to be a significant gap between housing supply and rising housing demand. We are committed to maximising the opportunities to develop the right size, type and supply of homes to ensure we create places of choice that attract and retain residents and businesses alike. We will work in partnership with Registered Providers and developers to ensure that the mix of homes includes family-sized units and provides homes which are affordable.

To create and sustain new economic opportunities, we know Greenwich needs to be able to attract and retain skilled workers, provide the right transport links and have the right service infrastructure in place. New development within the borough needs to be supported by appropriate physical, social, community and green infrastructure. In order to support growth in the borough the Council needs to establish a comprehensive understanding of infrastructure requirements and how and when these will be provided. Delivering infrastructure of the right type and at the right time will ensure the needs of both current and emerging populations are met and will ensure the

confidence of people seeking to move into the area as well as investors seeking to develop. In a climate where we are encouraging growth, we remain committed to growth that is environmentally sustainable.

In the current economic conditions it is vital that we continue to target our own investment to maximise the benefits for residents and the impact to the economy. Maintaining our public sector investment programme including our capital schools programme, and using the Council's own land and assets to support investment will have critical impact on growth. This can include the use of Council investment and the lever of private funding to develop asset backed vehicles or to consolidate land ownership to create the environment for development

We will:

- continue to maximise high quality housing development in areas of opportunity, including the Woolwich estates programme and the Kidbrooke regeneration programme
- ensure that development include accessible and affordable family housing as well as a variety of tenure offer to support social mobility
- to use the Council's own land and assets to support investment that will have a lasting impact whether to develop new Council housing, to kick start a development or to attract additional investment to the borough
- progress the Heart of East Greenwich Centre to provide support services and facilities for residents
- develop our property and services strategy to ensure the right balance of services and community facilities across the borough
- invest in our schools

#### **4.4 Inward investment / creating the right conditions for business growth**

Inward investment can offer significant opportunities for delivering growth. Greenwich is working to ensure that we have the best conditions for growth by establishing the right environment for our existing businesses to thrive and to attract new and enterprise to locate in the borough. Foreign investment presents us with an opportunity to expand our economic base and we are working with government and the business community to showcase Greenwich as a good value high quality and well-connected location. Our position at the heart of London's future growth is key to the Borough's future prosperity.

##### Digital Peninsula

Greenwich has established a new business district which at its heart aims to stimulate innovation and business growth, with a particular focus on the digital sector. State of the art offices, including Digital Enterprise Greenwich and the Cisco National Virtual Incubator, flexible work space, and the world class facilities and teaching at Ravensbourne will help ensure our success. The Peninsula has huge potential with a further 6 million square feet of commercial space (with 3 ½ million for office space) identified and the opportunity to enhance our offer with a super fast broadband and 4G WiFi connectivity.

We will:

- build partnerships to further develop and strengthen the offer of the Digital Peninsula to attract new businesses and support the growth of existing businesses
- promote the development of affordable business space for graduates and businesses leaving the Ravensbourne Eco-Incubator.
- Building linkages with businesses across the Borough and across London to ensure the potential of the Digital Peninsula benefits the whole Borough

#### Our Town Centres

We will continue to support our town centres and counter the trend of decline. Greenwich is ahead of the curve, having already established an area based focus involving key stakeholders to give the visionary management and enable the development of town centre solutions. We are working hard with businesses to build confidence and actively promote our town centres.

We will provide the environment for them to thrive and flourish and raise the profile of our town centres using community areas which will result in additional footfall and extended dwell time. We are already seeking to consolidate land ownership to ensure our town centres can diversify their use into multi-functional centres integrating them with the housing and commercial development opportunities which are so important to attracting and retaining residents, visitors and workers.

We will:

- Consolidate land ownership in town centres to help create the opportunity for development.
- continue to work with our partners to ensure that people feel safe with no fear of crime in town centres.
- use our regulatory and enforcement powers alongside our street cleansing and waste services to help promote a positive image of the Royal Borough of Greenwich.

## **4.5 New Jobs**

We are committed to support local people and to ensure they have the appropriate skills to access job opportunities. Investing in our schools and a University Technical College (UTC) will help ensure they have the right facilities to support our children to exceed their potential. The presence of the University of Greenwich, Ravensbourne College and Greenwich Community College, together with the establishment of our skills centres means we are well placed to continue increasing our skills base so that more of our residents have intermediate and higher level skills.

The economic downturn is resulting in an increasing number of people out of work. The position in Greenwich is stable with the gap between Greenwich and London reducing marginally and well below the levels experienced in the 1990's. Our employment programmes continue to go from strength to strength and we will continue to connect people to jobs through our business support and local labour schemes.

We will:

- establish a University Technical College and new skills centres in partnership with employers and leading agencies best placed to deliver the training
- review our employment support offer to maintain the best fit with employer needs and changes in Government policy.
- Support the development of green skills training and green jobs through initiatives such as the Green Deal

#### **4.6 Developing and promoting our offer**

The Royal Borough receives around 16 million visitors per year to its World Heritage site and to the O<sub>2</sub> arena and Entertainment District. The visitor economy in Greenwich is worth £774m per annum and provides 11,700 jobs.

##### Leisure and business tourism

Greenwich is an international tourist destination and we will use the opportunities of hosting the Olympic Games to promote our brand. We have already developed the Destination Greenwich brand and tourism offer, which has placed us on the international map and has resulted in the leading travel guide company Frommers identifying Greenwich as a top destination for 2012.

We need to further broaden our offer and unlock the potential of our world class visitor destinations by increasing the numbers of high quality hotel bed spaces, securing the opportunities arising from the cruise liner terminal at Enderby Wharf, developing our business tourism offer and the capacity for conferences, exhibitions and corporate hospitality. Further opportunities will also arise as a result of the improved connections via the Emirates Airline cable car from the Peninsula to the Excel centre as well as developing river based attractions to enhance our offer.

##### Cultural Offer

Greenwich is home to a number of important cultural institutions and established cultural events programmes. The Council has developed its festival offer over a number of years and 2012 will see the expansion of our festival programme with additional events during the Games, a festival on the Peninsula and the presence of Tall Ships. We need to continue to promote our cultural programme, the performing and visual arts as part of our post Olympic legacy. We need to improve our performance spaces and assist our cultural institutions to become more sustainable.

##### Using the river

The river Thames is a major resource for Greenwich, with its existing use as a transport corridor for tourism, commuter and commercial uses. It has further potential with the development of the cruise liner terminal and the scope to develop moorings and marinas. The river is also a source of natural beauty and attraction which offers opportunities for recreation and represent a perhaps under utilised source of economic growth for Greenwich.

We will:

- ensure delivery of a range of quality hotel spaces
- develop the business tourism offer
- establish a tourism company with other stakeholders to develop and promote the offer
- work with partners to maximise our use of the river for business and leisure
- further develop our cultural and creative industries offer ensuring a legacy post Olympics including the provision of quality performance space

## Appendix 2:

<b>CABINET</b>	<b>DATE</b> 23 July 2014	<b>ITEM NO</b> 6
<b>TITLE</b> Council Priorities	<b>WARD (S)</b> All	
<b>DECISION CLASSIFICATION</b> Key	<b>28 DAY NOTICE PUBLISHED</b> Yes	
<b>CHIEF OFFICER</b> Chief Executive	<b>CABINET MEMBER</b> Leader of the Council	

### 1. Decision Required

The Cabinet is requested to:-

- 1.1 Adopt the Manifesto commitments set out in Appendix A as the Council's Priorities for 2014-18 with the amendment set out in 2.1 below in relation to disposal of organic waste.
- 1.2 Agree the Council Priorities for the period July 2014 to April 2015.

### 2. Background

#### 2.1 Manifesto Commitments 2014-2018

The new Council administration was elected on 22 May 2014 and it is proposed that the Council adopts as Council policy the manifesto commitments of the majority party.

Overall there are no major revenue resource or capital investment issues to be addressed in making progress on manifesto commitments. Some initiatives are already in train and have a strategy for resourcing. Over the four year period it is inevitable that further resource issues may arise in further development of manifesto initiatives, however, it is possible to make progress across the board in the medium term.

There is only one item – construction of an Anaerobic Digestion facility – which is now not financially viable and should be deleted and replaced with a statement that procurement should be undertaken to identify an environmentally sustainable route for the disposal of organic waste.

All of the remaining items are already encapsulated in existing work streams or can be incorporated into new work programmes 2.2 Priorities to be Delivered July 2014 – April 2015

The Leader has allocated portfolios to each Cabinet Member and has identified the following priorities for the period July 2014 to April 2015.

#### Business, Employment & Skills

- Opening 4<sup>th</sup> Skills Centre in Construction and Horticultural Element of Shooters Hill Centre.
- Prepare for recommissioning of Adult Education & Skills and ensure action plan from OFSTED inspection is progressed.
- Ensure Small Business Support Programme is effective.
- Support Small Businesses/Traders
- On-going exploration of development of Digital Agenda.
- Building relationships across the business sector.

#### Housing & HR

- Take forward proposals for Service Charges
- Develop Programme to apply RTB receipts to increase supply of truly affordable housing including role of MHS.
- Improve effectiveness of Repairs Service and implement Building Services Pay and Reward scheme.
- Engage with TU consultative structures.

#### Regeneration and Transport

- Progress implementation of Master Plans including various Council interventions and make progress on Cinema site in Eltham and new leisure centre in Woolwich.
- Respond to MoL's consultation on river crossings.
- Pursue revised Master Plan from KD for Greenwich Peninsula.
- Ensure continued progress on provision of affordable housing.

#### Community Safety & Environment

- Produce revised Street Trading Policy.
- Improve standards in the Public Realm particularly on estates and residential streets.
- Procure contractor for disposal of organic waste.
- Support and monitor performance of VOCU and DV Intervention Unit.
- Continue Private Sector Housing Task Force.

### Community Wellbeing and Public Health

- Develop new Health & Wellbeing Strategy.
- Develop proposals for RBG to take responsibility for school nursing and Health Visitors service.
- Monitor / Evaluate effectiveness of GLLP and Welfare Reform Strategy.
- Take forward recommissioning of third sector funding.
- Broaden the Council's approach to Prevention and Early Intervention.

### Culture & Creative Industries

- Deliver a safe and successful Tall Ships 2014 Regatta and learn lessons for 2017 Transatlantic Event.
- Develop Cultural Performing Arts Quarter in the Royal Arsenal.
- Progress refurbishment of Borough Halls to provide Performing Arts Hub.
- Facilitate and support Visit Royal Greenwich and the Heritage Trust to develop their role.
- Develop Sports offer at Sutcliffe Park and Hervey Road.

### Children's Services

- Ensure delivery of additional school places agreed by Cabinet and identify future options.
- Support recommissioning of Youth Services and implementation of contracts with Children's Centres.
- On-going scrutiny and driving up of standards of performance of RBG schools.
- Ensure Children's Safeguarding and Looked After Children Services are performing well and are prepared for future Ofsted Inspections.
- Promote Corporate Parenting role.
- Pursue issues related to funding of 'Nil Recourse' in conjunction with Health and Adult Social Care Portfolio holder.

### Health & Adult Social Care

- Pursue issues related to funding of 'Nil Recourse' in conjunction with Children's Services Portfolio holder.
- Include the maximum number of people in the NHS through GP registration and work with partners to extend access to primary and urgent care.
- Continue the successful roll-out of integrated care personalised around the individual.

- Further strengthen collaboration with the NHS, promoting quality services, reputation and outcomes.
- Further develop the role of the Health and Wellbeing Board in supporting the above and, working with public health, a real focus on healthier lifestyles and prevention and early intervention.
- Focus on quality, personalisation and the LLW in exploring options for the procurement of homecare framework contracts.

#### Customer Services, Green Technology and IT

- Development of the role of the Web.
- Use of IT in service delivery / flexible working.
- Opening of new Service Centre in Greenwich.
- Service Centre and Contact Centre performance.

#### Leader

- Financial Strategy.
- Council Priorities and Delivering the Manifesto.
- Communication and Community Engagement.
- Future of the Council Newspaper.

### 3. Financial and Legal Implications

3.1 There are no specific financial and legal implications to be addressed in this decision.

#### Background Papers:

None

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