The Greenwich Strategy
2006 - 2015
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Foreword

The borough of Greenwich has a very distinct identity, with over 8 miles of riverfront set against the backdrop of historic buildings and majestic parks. Greenwich is in the midst of a significant renewal programme that will benefit all those who live, work, learn and visit here.

Whilst much has been achieved by the Greenwich Partnership since the first Greenwich Strategy, we are keen to ensure we continue to build on our successes and strive for improvements, better services and opportunities for local residents and businesses.

This is a review of our first Strategy, developed in 2001, in which targets were set out for both 2005 and 2010. It is a chance for us to celebrate what we have achieved and look towards how we can further improve our future. This Strategy sets out a challenging framework to take us forward to 2015, with particular focus on the borough’s central role in the 2012 Olympic and Paralympic Games and our commitment to environmental excellence.

Once again, we have consulted widely with our local communities and this Strategy is based on the hopes and needs that you told us about. The Greenwich Partnership will ensure that we continue to work and deliver against the vision that you have outlined.

Cllr Chris Roberts
Leader of Greenwich Council and Chair of the Greenwich Partnership
Our Vision
This Strategy sets out the long-term vision for improving the social, economic and environmental well-being for all those who live, work and learn in, and those who visit our Borough.

This second Greenwich Strategy builds on our original Strategy, which was developed in 2001. Since then we have made significant improvements to the borough that are highlighted throughout this document. In addition, the new Strategy sets out our future plans towards 2015.

By 2015 Greenwich will have a vibrant mix of communities supported by quality housing, accessible transport links, vibrant open spaces, strong cultural attractions and a prosperous local economy.
Our approach to achieving Our Vision is built upon three key principles:

**Inclusion and Cohesion:** We will continue to provide access to opportunities and services, allowing all our residents to take advantage of the benefits of living, working, learning in and visiting our borough.

**Sustainability:** Our actions will meet the needs of the present without compromising the ability of future generations to meet their own needs.

**Prosperity:** We will actively seek to make Greenwich competitive in economic terms, attracting investment and providing an environment that enables wealth to be created.

This Strategy sets out clear targets and visions for where we want Greenwich to be in 2015 in terms of the following themes:

- The Place to Live
- The Place to Work
- The Place to Learn
- The Place to Visit - A Place of Culture
- Greener Greenwich
- Olympic and Paralympic Host Borough

The four themes, Live, Work, Learn and Visit/Culture, are continued from the first Greenwich Strategy. The introduction of the two new themes, Greener Greenwich and Olympic and Paralympic Host Borough, represent the borough’s commitment to changing agendas since the first Greenwich Strategy.
Establishing a safer living environment is key to the future success of our borough, as this will allow us to achieve our social and economic ambitions. For this reason, issues relating to a ‘Safer Greenwich’ have been drawn out more fully in ‘The Place to Live’. Safety is a cross-cutting issue, and is also dealt with through the setting of targets in the other relevant themes. Similarly improving the health of Greenwich’s communities and reducing health inequalities are key factors in the wellbeing of Greenwich people and have therefore also been emphasised under ‘The Place to Live’ section.

The introduction of the two new themes, Greener Greenwich and Olympic and Paralympic Host Borough, represent the borough’s commitment to changing agendas since the first Greenwich Strategy. With increased global migration, we also recognise the importance of our work to promote community cohesion. This cuts across all of our themes.

We recognise the increasing importance of the environment and have therefore included a ‘Greener Greenwich’ section to our revised Strategy, with particular focus on embedding environmental sustainability within our work. Greenwich considers the cumulative impact of our economic, social and environmental objectives, to ensure that the action we take to achieve those objectives does not limit the choices of future generations.

Greenwich will play a key role in the 2012 Olympic and Paralympic Games. Eight of the 26 events will be held within the borough. We want to ensure that the borough benefits from the Games and secures a lasting legacy in terms of benefit and opportunities for local residents and businesses. In particular we will focus on working with schools to engage and develop a lasting legacy for future generations.
The Changing Identity of Greenwich
Greenwich today is a very different Borough to that of ten years ago and continues to experience significant change.

Since the first Greenwich Strategy, we have led a period of significant change with our partners, attracting substantial benefits for our local communities. This new Strategy has been drafted to reflect the significant changes that have occurred in the Borough in improving the quality of life for our residents and visitors, as well as building a firm basis for accelerated improvement up to 2015.

We continue to have a central position and role within London and the South East. We are a lead player in the development and regeneration of the Thames Gateway - the largest regeneration project in Europe, which is delivering quality homes, securing key transport links and related social infrastructure for our existing and future communities.

As part of a diverse and growing world city, we continue to experience significant change and strive to ensure local residents benefit from and are part of our changing identity.
We have continued to develop Woolwich town centre, and have attracted significant investment into our key areas and neighbourhoods. We have secured new transport links with the DLR coming to Woolwich, and the planned Crossrail station in the town centre.

Significant amounts of new housing continue to be developed with a range of tenure and mix.

Greenwich Local Labour and Business (GLLaB) have placed 7,200 local residents into work and we have reduced levels of unemployment.

Educational attainment in the borough is steadily improving and we will invest over £290 million in improving all our secondary schools.

Our local residents have identified green and open spaces as one of the best features of living within the Borough - green and open spaces constitute 15% of the total area, of which two thirds is the responsibility of the Council. We are committed to ensure all our parks and green spaces are safer, cleaner and more accessible to all sections of the community. We want them to become a more sustainable facility for people and for wildlife.

Greenwich is doing well under the guidance of the Greenwich Partnership, with the council, businesses, community and voluntary sectors working more closely together.

However, there is still much to do and this strategy sets out our key priorities.
The Greenwich Partnership
The Greenwich Partnership brings together the public, private, community and voluntary sectors at the local level. The Partnership aims to enhance the quality of life for local residents and improve local public services.

The Partnership is developing the borough’s Local Area Agreement (LAA). These Agreements are a new opportunity for Local Authorities and central Government to commit to improving local areas.
The LAA will be achieved by focusing upon the individual needs of localities, while incorporating mandatory national targets, such as those that focus upon reducing crime, providing better public health and raising educational standards for children and young people.

The Greenwich Partnership sets out its aims in this Greenwich Strategy, with a clear framework for improving and addressing local needs. The Strategy has been updated to ensure that key central Government targets also continue to be addressed. The LAA sets out targets for partnership organisations working together to achieve the priorities set out in the Greenwich Strategy.

The Local Area Agreement priorities for 2008/9 to 2010/11 are grouped around six headings:

- Spreading Economic Prosperity
- Children and Young People
- A Safer Borough
- Health and Well-being
- Inclusion and Cohesion
- Environmental Sustainability

LAA targets under these headings will be reviewed annually to ensure that the Agreement continues to reflect local and national priorities. Chart I illustrates the relationship between the Greenwich Partnership and other strategic partners delivering the LAA.
Partnerships in Greenwich

Strategic Partnerships

- Safer Greenwich Partnership Board
- Children’s Trust Board
- Health and Well-being Board
- Sustainable Communities Board

Sub-regional Partnerships / Forums e.g.

- SE London Transport Partnership
- SE London Housing Partnership
- Thames Gateway London Partnership

LAA Board

LAA Officer Group

Greenwich Partnership
Progress Since the First Greenwich Strategy
The first Greenwich Strategy set out Visions for Greenwich’s future including the things of most importance to Greenwich and its communities.
Visions of the Future

- We will reduce discrimination and improve opportunity
- Greenwich will make a major contribution to London’s economy
- Our residents will have sufficient skills to get jobs
- We will have improved educational achievement
- Local people will be able to get good quality housing
- We will live in a clean and well cared for environment
- We will make best use of natural resources in Greenwich
- We will reduce inequality between the Borough’s neighbourhoods
- Effective and co-ordinated public transport will serve all our communities
- Greenwich will be a world tourist destination
- Crime will be reduced and there will be a strong sense of community
- We will protect vulnerable and disadvantaged people and encourage independent living
- There will be high quality and accessible health and social care services for all our residents
- We will play a vital part in the diverse cultural life of London with visual, digital and performing arts, sports and recreation

What have we achieved?

Since the publication of the first Greenwich Strategy, the Greenwich Partnership has been working towards making these Visions of the Future a reality and annual monitoring of progress has informed this process. On average, 6 indicators were selected to monitor each topic. So far quite a lot has changed for the better in Greenwich. The majority of indicators monitoring environment, skills, housing, culture and the economy have shown improvements.
Some key achievements:

- Unemployment rates have fallen since the 1990’s to under 6% (Dec 2005), approximately one percentage point above London as a whole.
- Results at GCSE (taken at age 16) and Key Stage 2 (taken at age 11) have improved overall in Greenwich since 2000 and absence rates are falling.
- The number of school leavers not in education, employment or training has fallen.
- A massive housing investment programme is underway to bring every Council owned property up to decent standard by 2010.
- Greenwich has secured high levels of affordable housing in the new development sites and the cost of rental accommodation is cheaper than the London average.
- Household waste recycling has significantly improved since 2000, rising to over 20% of all household waste recycled / composted. The introduction of blue-top mixed recycle bins and the opening of the Materials Recycling Facility (MRF) in Thamesmead have contributed to this increase.
- A Low Emission Zone has been implemented as part of the Greenwich Peninsula developments, the first in the country.
- Work has started on the DLR station at Woolwich Arsenal and, following extensive lobbying, the Government has now approved the inclusion of a Crossrail Station at Woolwich, which will greatly reduce journey times westward through London.
- The securing of the 2012 Olympic and Paralympic Games, where eight of 26 events will be held in Greenwich Borough, will significantly increase visitor numbers, raise the profile of Greenwich, and provide a lasting legacy.
- Almost 9 in 10 residents feel safe outside during the day in Greenwich.
- Waiting times at Accident and Emergency have improved since 2002, with 95-98% of arrivals having to wait less than 4 hours for treatment.
- Oxleas NHS Foundation Trust continued to be rated as Excellent.
- 32 school travel plans are in place with more in development.
- The Greenwich Compact has been published. The Compact sets out working practices and expectations between the voluntary, community and faith sector, the Council and other local public sector agencies including the Primary Care Trust and the Police.

Moving forward:

Whilst there have been many improvements to the borough, directed by the Greenwich Strategy, it is also recognised that further improvements can be made, particularly in the areas of health, crime and vulnerable and disadvantaged people. Targets set out later in this Strategy will move us further toward meeting our identified goals, building upon what has already been achieved.
What People Told Us - Consulting Our Community
Throughout Autumn 2005, extensive consultation was undertaken in Greenwich, including a week long street consultation mid-September in town centres and shopping parades around the Borough.
Questionnaires were distributed through events and mail-outs, and supplied in public buildings such as libraries and leisure centres. Over 3,500 people responded to the questionnaire, which asked people who live, work, visit and learn in Greenwich what they like and what could be improved in the Borough.

Generally people commented that they were most satisfied with:
- recycling facilities;
- the amount and maintenance of public open spaces;
- their job;
- public transport provision.

They were least satisfied with:
- the affordability of housing;
- levels of traffic and parking;
- affordability of childcare;
- their safety from crime.

When asked what would most improve their quality of life, respondents considered the most important things to be:
- a safer, cleaner living environment;
- better health services;
- better housing.
In terms of improving quality of life, different groups raised different issues:

**Young People** - Respondents under the age of 16 would like to see improvements in housing, better education, better/cheaper leisure facilities, cleaner streets and better public transport.

**Older People** - People over 60 years of age had different priorities to the younger age groups when it came to improving their quality of life, ranging from improving local health facilities and providing more policing, to better public transport, better pay and more pension.

**Black and Minority Ethnic (BME) groups** - Respondents from Black and Minority Ethnic communities would like to see improvements in terms of more jobs/better job opportunities, better housing, better pay, better health facilities and improvements in safety.

The issues you raised have been taken on board when setting targets to 2012 and 2015 in the following sections:

**The Place to Live, The Place to Work, The Place to Learn, The Place to Visit - A Place of Culture, Greener Greenwich and Olympic and Paralympic Host Borough.**
The Place to Live
A Safer and Healthier Greenwich
We want Greenwich to be a place where everyone is able to afford a decent home of their choice, and where people feel proud, safe and able to contribute to the life of their local community.

In recent years Greenwich has received a considerable amount of investment for major improvements to the Borough: more than 8,000 new homes built; more than 100 acres of parkland created; 3 new DLR stations and 1 tube; two new schools and two new piers built.
There is greater access to cultural and sporting opportunities and to our heritage through the creation of the Heritage Centre and Firepower Museums; new hotels have opened for business; and we have seen a marked reduction in unemployment. Fifty per cent of all Council stock housing achieves the Decent Homes standard and we are on target to have all Council properties up to the Decent Homes standard by 2010.

The Council and its partners are continuing to drive regeneration forward through a series of programmes designed not only to transform the physical environment, but also to improve the lives of residents and neighbourhoods. It is important that investment schemes benefit the whole community by involving local groups, businesses and organisations in the development of their area. The successes are significant - one already underway is the scheme to further develop the White Hart Triangle, which will bring additional employment opportunities to the borough. The Council has also worked hard to secure the extension of the Docklands Light Railway to Woolwich, and has lobbied successfully to persuade the Government to include a Crossrail station at Woolwich. Improvements to public transport across the borough will make travel more practical and accessible, and in turn ease the pressure on our roads and parking.

The borough has a vibrant ethnic mix and is committed to continuing its historic tradition of welcoming new communities; supporting their integration; and developing a sense of common identity for all communities in Greenwich.
Our Successes
Since the first Greenwich Strategy we have:

- Improved the local environment through quicker removal of graffiti, litter and abandoned cars
- Made real progress towards the comprehensive redevelopment of Kidbrooke
- Improved bus and rail links in the borough
- Improved access to our cultural facilities and events
- Developed our libraries to include a range of Internet and digital services
- Secured £3.66 million funding to work on improving liveability (cleaner, safer, greener) in four neighbourhoods in the borough
- Been commended by the Improvement and Development Agency (IDEA) for our healthier communities programme in terms of its innovation and its recognition of the links between economic and social regeneration and people’s health

By 2012 we will have:

- A further 7 Children’s Centres
- Ensured that 100% of retained Council housing meets the Decent Homes Standard
- Enabled the building of 10,000 new homes, of which at least 35% will be affordable
- Installed the Waterfront Transit, a dedicated busway connecting Abbey Wood and North Greenwich
- Three new, state of the art, local Service Centres, to include new public libraries, cafés, meeting spaces, with additional leisure facilities at Eltham and Greenwich
- Developed a Docklands Light Railway station at Woolwich
- North Greenwich Jubilee Line passenger capacity increased by 50%
- Further developed proposals for Crossrail stations at Woolwich & Abbey Wood
- Increased the proportion of people across the borough who feel that their area is a place where people from different backgrounds get on well together

By 2015 we will have:

- Significantly reduced child poverty in the borough
- Guaranteed all Council owned properties are managed and maintained to the Decent Homes Standard
- Revitalised Woolwich town centre with the introduction of a major retail development to the area
- A total of 19,000 new homes built, of which 35% will be affordable

Did you know?
The three DLR stations at Cutty Sark, Greenwich and Deptford recorded just under 8 million passenger journeys in the last year.
Safer Greenwich

Crime and anti-social behaviour are a major concern for Greenwich residents and so we wanted to draw out the issues within ‘The Place to Live’. We understand the damage that crime, anti-social behaviour, enviro-crime, substance misuse and fear of crime does to local communities and we are determined to work with local people to improve community safety. A safe environment relates to all elements of this Strategy, therefore specific targets are also included in the relevant themes that follow.

As mentioned above, a safe environment is essential to making Greenwich a place where people want to live, work, study and visit. We therefore aim to tackle the community safety issues that are important to the community. Our Safer Neighbourhoods Teams work in partnership at a very local level to tackle local community safety problems that impact upon the lives of local people. We are determined to ensure that our town centres and public places are a safe and secure environment that can be enjoyed by visitors and residents alike.

We know that local people are particularly concerned about the involvement of young people in crime, both as victims and perpetrators. We have therefore made it a priority to work with young people to divert them away from crime and anti-social behaviour and to make them feel more valued within our community.
Our Successes

Since the first Greenwich Strategy we have:

■ Introduced Operation Grape to ensure that changes to licensing laws did not result in increased alcohol related crime and disorder. This was replicated for the World Cup and over the festive season
■ Carried out targeted patrols and raids to tackle counterfeit DVD operations resulting in the seizure of over 50,000 DVDs
■ Developed schemes to divert young people from becoming involved in crime and anti-social behaviour such as the youth engagement programmes run by Charlton Athletic Football Club
■ Developed the Greenwich Advocacy service to provide independent advice and support to victims of Domestic Violence

By 2012 we will have:

■ Reduced crime in line with Home Office targets
■ Increased the number of people who feel safe in their local neighbourhood and in our town centres
■ Developed effective means to tackle Hate Crime and Domestic Violence, increased detection rates and ensured that victims feel supported
■ Developed and implemented an effective strategy to tackle Prolific and Persistent Offenders
■ Reduced alcohol-related crime and disorder within our town centres
■ Reduced the number of accidental fires in residential buildings within the borough
■ Reduced the number of deliberate fires in the borough
■ Improved the effectiveness of the drug treatment system in the borough
■ Improved accessibility to drug treatment services across the borough

By 2015 we will have:

■ Created an environment where crime and anti-social behaviour on our transport network is significantly reduced, making it safer for the public to use
■ Significantly reduced the number of young people becoming victims of crime as well as those becoming involved in crime and anti-social behaviour
■ Reduced drug and alcohol related crime and improved the take up of training and employment opportunities for those completing drug treatment programmes
Healthier Greenwich

Greenwich residents face significant challenges in terms of poor health, and these are reflected in life expectancy estimates for both men and women, which are below England averages. However, health is a commodity that is not evenly distributed, and particular communities in the borough have worse outcomes than others.

Specific health issues relate to early deaths from heart disease, stroke and cancer, especially amongst men. We are committed to improving the health of the population by working with our partners on better services and by ensuring we maximise the potential to improve health through our efforts to deliver better housing, greater employment opportunities, higher educational attainment and healthy urban planning.

The Partnership recognises that it has a central role to play by ensuring a positive health impact from the delivery or support of these services.
HEALTHIER GREENWICH

By 2015 we will have:
■ Reduced the high numbers of early deaths experienced in some wards
■ Ensured that people stay healthier for longer, requiring less hospital and social care services
■ Ensured that older people have access to approximately 500 units of extra care housing
■ Increased the proportion of older people supported to live in their own home

By 2012 we will have:
■ Increased the number of people enjoying good health by reducing smoking, improving diet and encouraging greater participation in sports and physical activity
■ Significantly reduced the teenage pregnancy rate in the borough
■ Reduced the number of premature deaths from heart disease, stroke and cancer
■ Continued to build upon successful programmes designed to encourage people to take part in physical activity

Our Successes
Since the first Greenwich Strategy we have:
■ Implemented programmes that tackle the main causes of ill health, e.g. smoking and obesity
■ Improved facilities for the residential care of our elderly people
■Radically transformed the standards of school meals provision and influenced national policy on healthy eating through the groundbreaking partnership project with Jamie Oliver
The Place to Work
We will build a prosperous and vibrant business community in Greenwich that contributes to a strong, competitive and sustainable local economy and creates employment and business opportunities for all.

Regeneration and steady economic growth over the last decade is starting to bring significant job creation and economic prosperity to the borough of Greenwich and surrounding areas. It is of vital importance that we continue to maximise opportunities to raise the standard of living for all the borough’s residents.
We need to give our residents, particularly those who are workless and that live in our most disadvantaged communities, the best possible chance to find work in Greenwich and in the wider London labour market. We will do this by raising their skill levels and matching them to new growth sectors, raising their aspirations and employability and helping them access job opportunities. We also need to support business growth in order to retain and develop existing businesses, whilst attracting inward investment leading to further job creation.

High quality and accessible business support is available, offering start-up programmes along with access to affordable premises, finance and advice on regulatory services. These initiatives have enabled Greenwich to position itself as one of London’s most business friendly boroughs, which helps create further links to wider markets and generate employment opportunities for the borough’s residents. We will also remove barriers to work by increasing affordable childcare places, and by providing support to long term sick and disabled people, enabling them to return to work.

To ensure local residents have the opportunity to gain employment from local businesses, Greenwich Local Labour and Business (GLLaB) works closely with businesses to train and match local people to employers’ specific requirements. Winner of the 2003-2004 Beacon Status Award, GLLaB’s approach has been widely recognised as a model of good practice in removing barriers to work, with particular focus upon eradicating the barriers for those residents affected by worklessness – these include residents with long-term sickness and disability, lone carers or those with a lack of qualifications and basic skills. We realise that only by improving the skills and abilities of the borough’s workforce can local small and medium sized businesses maintain their competitiveness and contribute to the borough’s prosperous economy.
Our Successes
Since the first Greenwich Strategy we have:

- Encouraged the economic growth potential of creative and cultural industries
- Encouraged businesses to develop green transport plans
- Enabled the development of the White Hart Triangle in Plumstead
- Strengthened the partnerships between the council, local businesses, and education providers
- Provided training opportunities, job advice and guidance, available to everyone
- Significantly increased, through the 14-19 year old Pathways initiative, the number of young people on apprenticeships and work experience schemes
- Established the Lewisham and Greenwich Creative Hub as the first of its kind in London, providing skills training and jobs in the arts and creative industries

By 2012 we will have:

- Improved the employment rate of disadvantaged groups, particularly lone parents, disabled, minority ethnic groups, and those with low qualifications to the Borough average
- Improved the employment rate within disadvantaged areas to the Borough average
- Increased the ability of people living in deprived areas to access jobs in Greenwich and the wider area
- Increased the number of new businesses in the Borough by 5%
- Increased, to the London average, the number of adults in the population with an NVQ Level 2 or equivalent
- Increased the number of young people accessing apprenticeship schemes through local employers
- Increased access to affordable and high quality childcare for working parents and people moving into employment through a 30% increase in the number of places created in Children’s Centres
- Reduced the number of residents with no qualifications

Did you know?
Greenwich Local Labour and Business (GLLaB) has supported 7,200 people into work, 56% of whom were from the borough’s most disadvantaged areas.

By 2015 we will have:

- A prosperous local economy with a significant increase in the number of workless people assisted into sustained employment
- A resident employment rate on par with the UK average
- A highly skilled and motivated workforce willing to train and engage in lifelong learning
- Reduced the skills gap between Greenwich and London
- Significantly increased the number of businesses with workplace travel plans
- Increased by 10% employment opportunities in the sports, leisure and creative sectors
- Created 15,000 new jobs in the Borough
The Place to Learn
Greenwich - a place where learning and skills are accepted as vital to the well-being of individuals, families and communities and to our economic growth.

Education plays an essential part in the life of the borough – in developing the potential of individuals to raise their aspirations, achieve their full potential, gain employment and provide a skilled workforce for the local economy. It is high on the agenda for Greenwich to ensure that residents have the knowledge and skills to be able to meet the demands of the local labour market. Our local economy is growing and we need to increase the skill levels of all people and further assist the unemployed and those on low income. Raising the educational attainment of residents will enable advancement into further and higher education and a range of lifelong learning opportunities, including work based learning.
Results at GCSE (taken at age 16) and Key Stage 2 (taken at age 11) have steadily improved in Greenwich since 2000 and absence rates are falling. The number of school leavers not in education, employment or training has decreased, and work is ongoing to engage the rest. Many Greenwich residents are well educated – 1 in 4 have a higher qualification.

Recognising that the educational experience extends beyond the classroom, we have improved the quality of support services to schools. These include accessible transport provision and in particular school meals, where we have spearheaded the transformation of nutritional standards and helped shape national policy on healthy eating through the high profile partnership project with Jamie Oliver.

We are currently developing 16 new Children’s Centres, all to be built by 2016. These Centres will bring together a host of services including health and family support for children under 5 and their families. New childcare places will also be created, ensuring parents in the most disadvantaged areas entering employment have access to a childcare place, narrowing the childcare gap between disadvantaged areas and other areas within the borough.

Education has an important role to play in developing a sense of citizenship, respect and tolerance among young people. This significantly contributes to our work to promote community cohesion.
Our Successes
Since the first Greenwich Strategy we have:

■ Extended the range of nurseries and childcare provision across the borough
■ Shown improvement in the proportion of pupils reaching Level 4 at Key Stage 2 (primary school)
■ Shown improvement in the rate of pupils gaining 5 GCSEs or more at grades A*-C
■ Shown improvement in the rate of pupils gaining at least 1 GCSE at grades A*-G
■ Achieved 100% access to the Internet and e-mail for all pupils and teachers
■ Established a more inclusive pattern of education for pupils with Special Educational Needs
■ Participated in a national programme of creative learning with many of our schools
■ Developed our libraries to provide a range of free internet and digital services, increasing usage by a third
■ Successfully implemented the ‘Bookstart’ programme for under 5s through the library service with health and early years partners

By 2012 we will have:

■ Improved attainment at all Key Stage phases of education
■ 90% of 16 – 19 year olds in education, training or employment
■ Increased the percentage of 18 year olds entering higher education to 15%
■ Ensured that every child will have the opportunity to access a Children’s Centre
■ Built new secondary school buildings for The John Roan, Crown Woods, Thomas Tallis schools
■ Refurbished, remodelled and modernised buildings for Eltham Hill and Plumstead Manor secondary schools
■ All children of school going age participating in swimming lessons as an entitlement
■ Established bands, orchestras and workshops involving as many young people as possible in high quality music
■ Used the schools modernisation programme to enhance facilities for wider community use
■ Enabled all primary school children to have the opportunity to participate in the London Mini Games
■ Remodelled libraries to provide extended learning opportunities for people of all ages

By 2015 we will have:

■ All residents will have qualifications, skills and experiences to enable them to maximise their potential and life choices in adult and working life
■ Ensured that a significant majority of parents residing in Greenwich opt for Greenwich secondary schools for their children
■ Ensured that many of the borough’s primary schools are replaced, remodelled and substantially improved
■ Ensured that many of the borough’s secondary schools are refurbished, remodelled and brought up to 21st century standards
■ Established a vibrant and creative community arts and extended schools programme in all schools

What you told us:
“I don’t think people realise how much there is now for children of all age groups”
Local resident

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The Place to Visit - A Place of Culture
Greenwich will offer a vibrant mix of cultural, entertainment and arts events, positioning Greenwich as a prime visitor location.

Often described as the jewel of London’s waterfront, Greenwich boasts an impressive historical cultural heritage together with outstanding visitor attractions which ensure the borough continues to be the most visited area outside central London. Last year Greenwich attracted 6.8 million visitors, who spent £327 million, which can be attributed to the creation of over 6,000 jobs for the borough.

For the Council and partners it is essential the borough continues to maximise these unprecedented opportunities, such as the 2012 Olympic and Paralympic Games and O₂ arena and entertainment district, to safeguard opportunities for local employment and business and enhance the visitor experience.
The contrast from the hustle and bustle of inner London becomes apparent once inside the borough, where approximately one sixth of Greenwich is open space, beautiful parks and ancient woodland. Only a short distance from central London, Greenwich offers unique sites of historical importance that attract large numbers of visitors annually, such as the Maritime Greenwich World Heritage Site, with over six million visitors last year. This is only one of the many examples of historically unique sites on offer; besides the bustling street markets, spaces to roam and vibrant cultural mix, that confirm Greenwich’s international reputation as a first class tourist destination.

Being home to a diverse population, Greenwich is committed to providing and supporting first class, appropriate, quality and accessible cultural activities for all sections of the community, culminating in some of the most colourful and long established music and arts festivals in London. It is important that during the run up to the 2012 Olympic and Paralympic Games, Greenwich plays a leading role in promoting events that celebrate and embrace diversity, in addition to creating a friendly, carnival atmosphere that both visitors and residents enjoy. Opportunities from the 2012 Olympic and Paralympic Games are considered further in the Olympic and Paralympic Host Borough chapter.
Our Successes

Since the first Greenwich Strategy we have:

■ Supported the development of a major international arena complex on the Greenwich Peninsula, which opened to the public in 2007
■ Carried out extensive refurbishment of Charlton House
■ Established a major heritage quarter in the Royal Arsenal
■ Established the refurbished Well Hall Pleasaunce as a major heritage feature of the Borough, winner of the prestigious Green Flag Award for 4 successive years
■ Enabled the development of one new hotel and one new conference centre in Greenwich town centre
■ Attracted more shoppers to local markets
■ Achieved Beacon Status for Sustainable Tourism 2003/2004 and hosted the 2006 National Tourist Information Conference
■ Created a new ‘Peace Garden’ on the grounds of Charlton House in partnership with Amnesty International
■ Developed the ‘Sports Search’ programme in secondary schools as a means of raising levels of fitness and improving the health of young people
■ Developed and launched the ‘Sporting Club Greenwich’, the umbrella body for sport in the Borough

By 2012 we will have:

■ Successfully hosted the 2009 World Gymnastics Championship at the O2 Arena
■ Secured the development of at least three new hotels
■ Increased the number of tourists staying overnight
■ Vibrant town centres with a range of shops and services in Greenwich, Woolwich, Eltham and Thamesmead
■ Developed an entertainment district at the O2 arena site
■ Provided an excellent cultural offer to visitors and residents alike
■ Developed a Borough wide ‘Public Art’ and ‘Art in the Public Realm’ Strategy
■ An extensive network of cycle routes linking all parts of the Borough
■ Provided a new or refurbished Indoor Bowling facility and integrated activity centre for older people
■ Developed a Deep Water Training Facility and Scuba Diving Centre and refurbished the Charlton Lido
■ A quality living environment with three additional key parks awarded Green Flag status
■ The World’s biggest concert venue at the O2 Arena

By 2015 we will have:

■ More attractive, accessible and safe green spaces for all residents and visitors to enjoy
■ Expanded and strengthened the tourism sector across the Borough
■ A skilled local workforce able to access jobs in the tourism sector
■ Ensured the sustainable increase of visitors to the Borough
■ Improved the cultural offer to a standard that establishes Greenwich amongst the foremost centres of cultural excellence
■ Created a vibrant ‘Learning and Creative Quarter’ on the Greenwich Peninsula that is home to a range of cultural education institutions and creative organisations of national and international stature

What you told us:
“More leisure opportunities and social events to go to, which are affordable”
Local resident
Greener Greenwich
Greenwich will have a high quality local environment where resources are used efficiently and are from renewable sources wherever possible. Greenwich recognises its place in the world and seeks to improve the quality of life for everyone, including future generations.
The UK Sustainable Development Strategy states that the goal of sustainable development is: ‘To enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations’.

It is therefore essential that in delivering a Greener Greenwich we address key issues making sure that we do not harm the quality of life for people now, and in the generations who come after us.

Climate change is recognised as one of the most important issues affecting the world and it is important that everyone plays their part in alleviating pressure on the environment. The role of the Council and partner organisations is to give leadership to actions that tackle climate change. We have a wide range of medium and long term measures including:

- Reducing greenhouse gas emissions, in particular carbon dioxide;
- Encouraging the design of buildings and environments that minimise energy usage;
- Minimising waste and achieving higher recycling rates with the help of local residents and visitors;
- Developing clean energy sources, such as bio-fuels and hydrogen.

We are keen for residents and visitors alike to enjoy the greener aspects of the borough, ensuring places such as Greenwich Royal Park and Oxleas Woods are maintained and accessible for future generations. We recognise the importance of conserving the natural biodiversity within the area, and will continue to work to enhance our position as a widely admired green borough.
Our Successes

We have:

■ Developed the UK’s first Low Emission Zone on the Greenwich Peninsula
■ Purchased two thirds of the Council’s electricity from renewable sources
■ Installed 150 solar hot water systems in residential properties
■ Increased our recycling and composting rate to over 20% and developed a new Materials Recycling Facility
■ Secured, with partners, Fairtrade borough status for Greenwich
■ Ensured that several major developments have been built to the BREEAM Excellent Standard
■ Transformed Sutcliffe Park, with a range of partners, as a new wetland environment and exemplar flood alleviation scheme
■ Secured £3.66m funding to make the borough cleaner, safer and greener
■ Developed 13 ‘Friends of Parks’ groups to help with conservation management
■ Recycled 73% of our parks’ green waste against a target of 50%

By 2012 we will have:

■ Developed a Climate Change Strategy that includes a baseline and a target for greenhouse gas reduction
■ Improved the energy efficiency of the housing stock in Greenwich by 28% from a 1996 baseline
■ Achieved 40% household waste and compost recycling across the borough
■ Developed and implemented a Biodiversity Action Plan
■ Encouraged further major developments in the borough to be built to the best possible BREEAM standard including some zero or low carbon developments
■ Developed further options for community heating, renewable energy and energy services in the borough
■ Reviewed our vehicle fleet to maximise efficient usage and reduce greenhouse gas emission
■ Increased the use of climate change friendly planting in parks and public places, including drought tolerant plants and meadows
■ Improve the emissions performance of 75% of the Council’s fleet of vehicles to enable us to meet the Euro III standard as a minimum
■ Tackled enviro-crime and criminal damage in our town centres and neighbourhoods to help reduce fear of crime

By 2015 we will have:

■ Maximised energy from renewable sources in all major developments
■ Significantly reduced emissions of carbon dioxide and other greenhouse gases in adherence to the set baseline
■ A high proportion of our workforce that has the skills necessary to take advantage of the opportunities presented in the growing environmental technology sector
■ An increasing number of businesses in the environmental technology sector
■ Low carbon vehicles using clean, renewable energy fuels making up 25% of the Council’s fleet
■ Encouraged all new developments in the borough to be based on low or zero carbon principle
■ All new affordable housing developments in the borough based on low or zero carbon principles
■ All new vehicles purchased will achieve Euro4/5 emission standards
■ Noticeably improved the air quality in our ‘Low Emission Zone’
■ Created an environment where crime and anti-social behaviour in our parks & open spaces is significantly reduced, making these areas safe for residents and visitors alike
■ Achieved 45% household waste and compost recycling across the borough

What you told us:

“Greenwich is a great place to live, services, such as environmental, dustmen, recycling - excellent”

Local resident
Olympic and Paralympic Host Borough
The 2012 Olympic and Paralympic Games will bring immense opportunity to Greenwich, creating an environment where physical activity and well-being becomes an integral part of everyday life.

The 2012 Olympic and Paralympic Games will bring a unique experience to Greenwich. As one of the five host Olympic and Paralympic London boroughs eight events will take place within the borough including 3 gymnastic events, badminton, basketball, shooting, equestrian and the modern pentathlon. Our aim is to ensure that these Games bring lasting, long-term benefits for all our residents, in addition to providing a global sporting spectacular for our visitors. The Olympic and Paralympic will provide a unique opportunity to promote healthy lifestyles to Greenwich residents.
We wish to ensure that these 2012 Games represent an inclusive Olympic and Paralympic Games - one where residents from all backgrounds are able to partake in the hosting and delivery of what is a truly global occasion. It is, therefore, high on the agenda that these Games provide Greenwich with a footprint of achievement – a lasting legacy of significant benefits in employment, health and well-being, infrastructure, environmental sustainability and social inclusion for current and future generations.

Our unique approach has already enabled key partners to inform plans securing this important legacy. Greenwich can already pride itself that all its prestigious Olympic and Paralympic venues are ready and in place.

This magnificent global event will not only enhance the sporting offer for residents and visitors alike, but also give Greenwich a once-in-a-lifetime opportunity to showcase the borough’s heritage, arts, culture and creativity to a worldwide audience, linking strongly with The Place to Visit – A Place of Culture.

Our commitment to inspire all towards 2012 is highlighted in the exclusive set of targets below, that take into account the incomparable nature of this event. The Council and partners are determined to ensure that the 2012 Olympic and Paralympic Games inspire the whole community to make a positive contribution in raising the profile of the borough and making these Games the best Games ever.
Our Successes

We have:

■ Become one of the 5 host Olympic and Paralympic boroughs due to our significant contribution to the 2012 bid
■ Delivered a series of stakeholder conferences and engagement events that have initiated greater community engagement from all the borough’s diverse communities
■ Created an Olympic and Paralympic unit to co-ordinate activities across the borough
■ Created a framework across the Council and beyond that enables key stakeholders to engage in the Olympics and Paralympics and beyond
■ Developed programmes to increase children and young people’s participation in sport
■ Developed a high profile web based initiative to promote the 2012 Olympic and Paralympic Games
■ Attracted further world class sporting events to the borough i.e. Tour De France and the 2009 Gymnastic World Cup
■ Led on securing employment and business opportunities for local people, further to providing long-term business and skills training initiatives
■ Opened a new cycle route linking Greenwich’s three Olympic venues

By 2012 we will have:

■ Achieved a 1% annual increase in the number of people participating in regular physical activity
■ Secured effective transport infrastructure to facilitate the Games
■ Provided access to employment and training opportunities resulting from the Games
■ Ensured the sustainability of the environment and the public realm through our participation in the Games
■ Ensured that opportunities for improvement and upgrading of local amenities are maximised
■ Engaged our communities in the potential of the Games through encouraging volunteering
■ Engaged Schools to encourage participation in sports, cultural activities and healthier lifestyles
■ Increased our cultural offer to provide a range of quality opportunities during the Games
■ Secured a positive legacy for the borough from our participation in the Games
■ Achieved healthier lifestyles for our residents
■ Ensured that the cultural and sporting offer reflects and celebrates the diversity of the borough and strengthens community cohesion
■ Effectively handled the management of the cost of the Games in relation to Council Tax payers
■ Collaborated and formed beneficial partnerships with other local authorities hosting the Games
■ Ensured the Paralympics leads to an improved sporting and cultural facilities offer within the borough for those with disabilities
■ Developed strategies to ensure that visitors to the Olympic and Paralympics and local people are safe and secure during events

Did you know:

“Greenwich will host 8 of the 26 Olympic and Paralympic events in 2012”
Greenwich Council in conjunction with partner organisations will annually monitor the progress of the targets and outcomes set out in this Community Strategy. Performance reporting will take place as part of the LAA six-monthly performance reporting cycle, through existing arrangements or annual reporting on targets.