FINAL INTEGRATED RESEARCH AND STRATEGY REPORT

Royal Greenwich Business, Markets and Town Centres

Evidence Review and Growth Strategy 2026–2030

Purpose

Role application, interview preparation and operational delivery

Scope

Borough-wide analysis with centre-specific strategies

Evidence cut-off

28 October 2026

Independent evidence-led report. Fourteen integrated visuals, twenty-three analytical tables and embedded research citations. Recommendations are not Council policy or published BID feasibility findings.

© 2026 Lee Vallender. All rights reserved.

Contents

A single integrated report: evidence, place diagnosis, growth strategy, BID assessment and implementation.

Executive Summary 3

1. Mandate, Scope and Evidence Method 5

2. Demographic and Community Baseline 6

3. Who Uses the Town Centres? 7

4. Business Base, Labour Market and Inward Investment 9

5. Town-Centre Network Performance 11

6. Place-by-Place Diagnosis 14

- 6.1 Woolwich: convert momentum into occupancy and resilient everyday value 14
- 6.2 Greenwich: turn exceptional visitor volume into local and resident value 14
- 6.3 Eltham: renew the proposition and increase visit frequency 15
- 6.4 North Greenwich and the Peninsula: connect the event economy to a complete place 15
- 6.5 Thamesmead and Charlton: prepare for growth without neglecting present needs 16
- 6.6 District centres and neighbourhood parades: protect the everyday economy 16

7. Markets and Street Trading 17

8. Visitor Economy, Culture and Night-Time Activity 17

9. Future Development and Infrastructure 19

10. SWOT and PESTLE 20

11. Strategy Construction: One Service, Three Growth Systems 22

12. Business Growth Programme 2026–2030 24

13. Town-Centre and Parade Growth Programme 25

14. Markets and Enterprise Growth Programme 26

15. BID Suitability, Options and Implementation Pathway 27

16. Financial, Legal and Policy Delivery Conditions 29

17. Implementation Roadmap and Governance 31

18. Performance Framework and KPI Dictionary 32

19. Risk Register and Mitigation 33

20. Application and Interview Translation 34

21. Priority Evidence Gaps and Overall Conclusion 35

© 2026 Lee Vallender. All rights reserved.

Executive Summary

Royal Greenwich should not pursue a single, homogeneous “town-centre regeneration” model. It should manage a **polycentric network of distinctive places**, supported by one disciplined business-intelligence and account-management system. Woolwich’s immediate task is to convert positive footfall and regeneration momentum into occupancy, business continuity and a stronger everyday offer; Greenwich’s is to turn visitor volume into local spending, longer stays and resident relevance; Eltham’s is to renew its offer and reverse declining footfall while protecting its convenience and comparison role. North Greenwich requires event-audience conversion and a stronger local identity, Thamesmead requires growth-readiness and transport-aligned place planning, and Charlton requires a deliberate relationship between major comparison retail, employment land and existing centres. The November 2025 retail evidence does not support indiscriminate new comparison floorspace, so the strategy prioritises **reuse, diversification, services, leisure, culture, workspace and homes** (Retail and Leisure Study).

The borough’s economic problem is not simply resident employability. It is the shortage of sufficient, well-paid local employment and the challenge of helping a predominantly microbusiness base survive, scale and access opportunities. Greenwich had **120,000 total jobs and a jobs density of 0.57 in 2024**, compared with 1.06 across London; median workplace-based full-time weekly pay was £785.8 in 2025, against £902.8 for residents and £958.2 across London workplaces. Its 2026 enterprise base comprised 10,410 enterprises, of which 9,700—or 93.2%—were microenterprises (Nomis). The recommended response is a segmented business service with strategic accounts, retention and relocation triggers, microenterprise scale-up support, workspace solutions, procurement access and clear outcome measures. This turns the Council’s September 2024 proposals into an operating model rather than assuming that those proposals have already been implemented (High Value Businesses).

A Business Improvement District is **potentially suitable, but only conditionally and centre by centre**. Greenwich offers the clearest near-term proposition to test around visitor conversion, marketing and place management; Woolwich should sequence any BID around regeneration, vacancy and a changing ratepayer base; Eltham should first prove business cohesion, affordability and a shared programme; and the Peninsula should be assessed separately, including property-owner models. On 21 October 2026 the Council stated that no formal boundaries or decisions to proceed had been agreed and that any ballots were indicatively expected in mid-to-late 2027, subject to feasibility and engagement. No BID income should therefore appear in the Council’s base budget before a successful ballot and operating agreement (Full Council). The recommended first 100 days establish clean records, user research, market economics, property intelligence and KPI definitions before scaling interventions.

© 2026 Lee Vallender. All rights reserved.



Figure 1. Executive strategy at a glance

Table 1. Strategic questions and management responses

Strategic question	Evidence-led answer	Priority management response
What is the borough's core economic constraint?	Too few local jobs relative to working-age residents, a workplace-pay deficit and a business base dominated by microenterprises (Nomis).	Segment businesses; account-manage economic anchors; support retention, scale-up, workspace and procurement access.
Who uses the town centres?	Residents, workers, students, day and overnight visitors, event audiences, traders and delivery users use centres differently by place and time; no representative public survey provides reliable user-share percentages.	Commission intercept, origin/destination and conversion research; manage dayparts and missions rather than relying on footfall alone.
Should Greenwich expand retail floorspace?	The retail study finds no identified broad ten-year comparison-goods capacity to 2035 and only about 263 sqm net sales capacity by 2037, with permitted schemes absorbing most longer-term need (Retail and Leisure Study).	Prioritise occupied, adaptable and mixed-use centres; apply centre-first policy and the study's recommended local impact-test threshold.
Are the main centres performing uniformly?	No. In January–June 2026 Woolwich and Greenwich footfall rose 7% while Eltham fell 5%; Woolwich spend index rose 18%, Greenwich fell 2% and Eltham rose 6% (Town Centres).	Use centre-specific diagnoses: occupancy in Woolwich, conversion in Greenwich and offer renewal/footfall generation in Eltham.

© 2026 Lee Vallender. All rights reserved.

What should drive market growth?	Trader viability, customer conversion and enterprise progression—not tariff-led income alone. Beresford Square had 49 pitches, 46 occupied by 27 traders and about 90% annual trader retention in the November 2025 review (Markets Review).	Establish full market economics; programme by customer mission; digitise booking; pilot pricing transparently; create progression routes.
Is a BID the answer?	It is one possible funding and governance mechanism, not a substitute for a viable place proposition or business consent (Full Council).	Apply explicit feasibility gates and retain town-team, voluntary-partnership and property-owner alternatives.
What is the first-year delivery test?	Whether the service can produce trustworthy baselines, visible business and trader benefits, centre-specific action plans and measurable outcomes within constrained public finances.	Establish control in 100 days; prove pilots in year one; scale only interventions demonstrating additional local benefit.

1. Mandate, Scope and Evidence Method

This report treats the Head of Business, Markets and Town Centres role as an integrated economic-development, place-management and regulated-operations leadership assignment. The supplied job description spans business growth, inward investment, town centres, neighbourhood parades, markets, street trading, procurement, social value, budgets, customer records, partnerships and committee reporting, with up to five direct and 35 indirect reports. The supplied person specification emphasises account-managed business services, external programmes and BIDs, broad economic-development knowledge, service strategy, partnerships and delivery under pressure. The analysis therefore goes beyond a conventional retail health check: it connects business demand, property, user behaviour, market operations, regeneration and public financial constraints. Its purpose is both to support a credible application and to provide a practical 2026–2030 delivery framework that could be adapted after access to internal budgets, staffing, CRM and contract information.

The evidence hierarchy privileges official statistics, Council decisions and scrutiny papers, commissioned planning studies, transport and landowner announcements, attraction bodies and operator data. Publication date and reference period are kept distinct: a report published in 2026 may contain 2024 jobs or 2025 earnings, while a future Cabinet listing is not evidence of a decision. Observed figures, forecasts, proposals and recommendations are explicitly separated. No representative public intercept survey was found that quantifies resident, worker, student and visitor shares for each centre; the user analysis is therefore a **segment and mission framework**, not an invented set of percentages. Where sources conflict, the comparable table is used and the discrepancy disclosed. HSDS footfall is estimated from mobile-location data and its spend measure is an index rather than actual pound expenditure; neither should be conflated with unique people, attraction admissions, transport movements or sales (Town Centres).

Table 2. Measurement definitions and interpretation risks

Measure	Correct interpretation	Principal misuse to avoid
Population	Usual residents in the relevant estimate or Census year (ONS Census, Nomis).	Treating borough residents as the whole town-centre market.
Total jobs / employee jobs	Total jobs include broader employment categories; employee jobs are a BRES-based subset and exclude some self-employment (Nomis).	Comparing totals and subsets as if they were the same series.
Jobs density	Total jobs divided by working-age residents.	Reading a low ratio as an unemployment rate.
Enterprise / local unit	An enterprise may operate multiple local units; 2026 counts were 10,410 enterprises and 11,880 local units (Nomis).	Treating every physical site as a separate enterprise.

© 2026 Lee Vallender. All rights reserved.

Footfall	Estimated visits or movements, not necessarily unique people or customers.	Equating more footfall automatically with more sales.
Spend index	Direction and scale of change in covered card-spending activity.	Reporting index change as pounds spent or total business turnover.
Attraction visits / event tickets	Different counting systems serving different venues and activities (ALVA, AEG).	Adding them together to claim a unique-visitor total.
Vacancy	Empty units and empty floorspace measure different property conditions.	Assuming a low floorspace rate means few small units are empty.
Development pipeline	Announced, permitted, allocated and delivered schemes have different certainty.	Treating an MoU, allocation or aspiration as planning permission or funded delivery.

2. Demographic and Community Baseline

Royal Greenwich's estimated population was **301,225 in 2025**, with 212,562 residents aged 16–64, equivalent to 70.6% (Nomis). Census 2021 recorded approximately 289,100 residents, 13.6% growth since 2011 and a median age of 35. Its ethnic composition was 55.7% White, 21.0% Black, 13.2% Asian, 6.0% Mixed and 4.2% Other; housing tenure comprised 41.1% owner occupation, 31.0% social renting, 25.5% private renting and 2.2% shared ownership (ONS Census). These figures describe a relatively young, diverse and mobile borough with substantial rental exposure. For centres and markets, the implication is not a generic appeal to "young consumers", but a need for affordability, accessible services, food and cultural variety, convenient public transport, inclusive communication and reasons to visit outside conventional shopping hours.

Deprivation and lived experience vary sharply across the borough, so a borough average cannot determine an individual centre's proposition. IMD 2025 ward averages ranged from decile 3 to 7, 13 of 23 wards were below the national average decile and eight fell within deciles 1–3, with generally higher deprivation in northern and eastern areas and important exceptions elsewhere (English Indices of Deprivation). Census 2021 also recorded 15.0% lone-parent households, reinforcing the importance of childcare-compatible opening hours, safe routes, seating, toilets and affordable family activity (ONS Census). The strategy should consequently measure **who benefits and who is excluded**, not only aggregate footfall: accessible design, affordability and neighbourhood relevance are economic-performance issues as well as social objectives.

© 2026 Lee Vallender. All rights reserved.

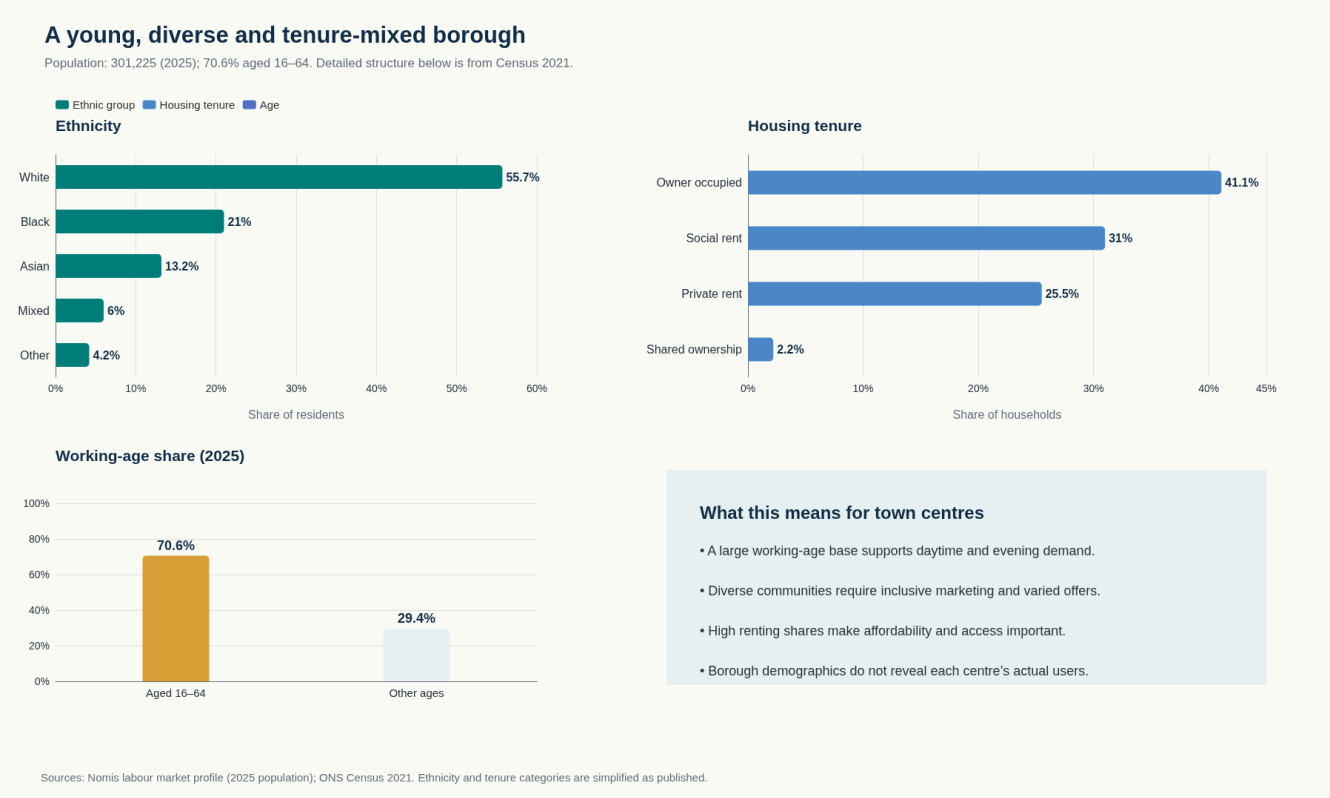


Figure 2. Demographic and housing dashboard

Table 3. Demographic baseline and strategic implications

Demographic feature	Verified baseline	Strategy implication
Scale and working-age base	301,225 residents in 2025; 70.6% aged 16–64 (Nomis).	A substantial potential daytime, commuter and evening market, but actual catchment use must be researched locally.
Diversity	Black, Asian, Mixed and Other groups together represent approximately 44% of Census 2021 residents (ONS Census).	Curate inclusive food, retail, cultural and market offers; use representative engagement rather than a single business voice.
Housing	56.5% of households rented socially or privately; shared ownership accounted for a further 2.2% (ONS Census).	Affordability, security of tenure and new-resident onboarding matter to centre loyalty and trader viability.
Household structure	Lone-parent households represented 15.0% in Census 2021 (ONS Census).	Design for family access, safe early-evening activity, affordable food and convenient everyday services.
Spatial inequality	Ward-level deprivation varies substantially across the borough (English Indices of Deprivation).	Avoid redistributing activity away from less affluent parades in pursuit of headline visitor growth.

3. Who Uses the Town Centres?

The most defensible answer is a **portfolio of user segments and missions**, not a single demographic profile. Residents use centres for convenience shopping, health, personal services, education, community activity, food and leisure; workers

© 2026 Lee Vallender. All rights reserved.

and students generate weekday and transport-linked demand; day visitors come for heritage, markets, culture and events; overnight visitors create breakfast, evening and itinerary opportunities; event audiences produce concentrated peaks; and traders, suppliers and delivery drivers require operational access. Their importance varies by centre and daypart. Maritime Greenwich is strongly influenced by heritage and visitor itineraries, Woolwich by its residential, transport, market and civic functions, Eltham by a more local comparison and convenience role, and North Greenwich by large event peaks. These are evidence-informed hypotheses to test through research, not measured user shares.

A robust user-research programme should combine weekday and weekend intercepts, origin and destination, party composition, spend bands, visit duration, transport mode, accessibility requirements and “what else did you do?” conversion questions. It should oversample evenings, event and non-event days, markets and parades, and include non-users so that the Council learns why residents choose other destinations. HSDS can establish trends and catchment patterns, while business and trader records can provide transaction and operational context; neither replaces direct customer evidence (Town Centres). The output should be a centre-by-daypart journey map identifying barriers between arrival, dwell, purchase, return and recommendation. That is the practical unit for designing events, signage, opening-hour coordination, markets, visitor packages and public-realm improvements.



Figure 3. Town-centre user segments

Table 4. Centre user segments and research priorities

Place	Likely priority segments to validate	Missions and conversion opportunities	Research question that should change management
Woolwich	Local residents, new housing populations, market customers, workers, students, transport users and visitors to culture/heritage.	Everyday shopping, market visits, civic and cultural trips, evening food and events.	Do new residents and transport users enter the traditional centre, market and cultural offer, or pass through without spending?
Greenwich	Day and overnight visitors, residents, workers, students, market browsers and heritage audiences.	Heritage, market, food, riverside, culture, gifts and evening itineraries.	Which visitor groups browse but do not buy, and which resident needs are poorly served?

© 2026 Lee Vallender. All rights reserved.

Eltham	Local and wider catchment residents, comparison shoppers, families, older users, students and Palace visitors.	Routine retail, services, food, leisure and heritage-linked trips.	Why is footfall falling while spend rises, and which missing missions would generate more frequent visits?
North Greenwich/ Peninsula	Event audiences, residents, workers, hotel guests, comparison shoppers and leisure users.	Events, dining, retail, entertainment, hotel stays and waterfront activity.	How many event attendees arrive early, stay late or use local businesses beyond the immediate venue estate?
Thamesmead	Existing residents, new communities, local workers and future transport users.	Everyday needs, community services, local enterprise and access to wider opportunities.	What interim centre and market functions are required before long-term transport and housing delivery?
District centres/parades	Predominantly local residents, walkers, school-related users, workers and convenience customers.	Top-up shopping, food, personal services, health, community and takeaway missions.	Which parades are resilient local hubs and which need property, environmental or tenant-mix intervention?

4. Business Base, Labour Market and Inward Investment

The labour-market evidence points to a structural local-opportunity deficit. In 2024 Greenwich had 120,000 total jobs, including 92,000 employee jobs; 64.1% of employee jobs were full-time and 35.9% part-time. Health and social work accounted for 18,000 employee jobs, retail and wholesale and education each 12,000, and accommodation/food and administration/support each 8,000. Information/communication and professional/scientific/technical accounted for 3,000 and 4,000 respectively and were underrepresented relative to London (Nomis). Between July 2025 and June 2026 the employment rate was 77.0% and economic activity 80.3%; the direct APS unemployment estimate was 4.5%, while the preferred model-based estimate was 6.0%. The claimant count in September 2026 was 12,195, or 5.8% (Nomis).

Resident skills are comparatively strong: 64.6% of working-age residents held RQF4+ qualifications in 2025. Yet median gross weekly full-time pay was £902.8 on a residence basis and £785.8 on a workplace basis, a £117 difference; Greenwich workplace pay was £172.4 below the London workplace median (Nomis). This means a strategy focused solely on resident employability would miss the need to attract, retain and grow better local jobs. The enterprise base reinforces that requirement: of 10,410 enterprises in 2026, 9,700 were micro, 585 small, 95 medium and 25 large, operating across 11,880 local units (Nomis). Account management must therefore combine tailored support for economic anchors with scalable, low-friction services for very small firms.

© 2026 Lee Vallender. All rights reserved.

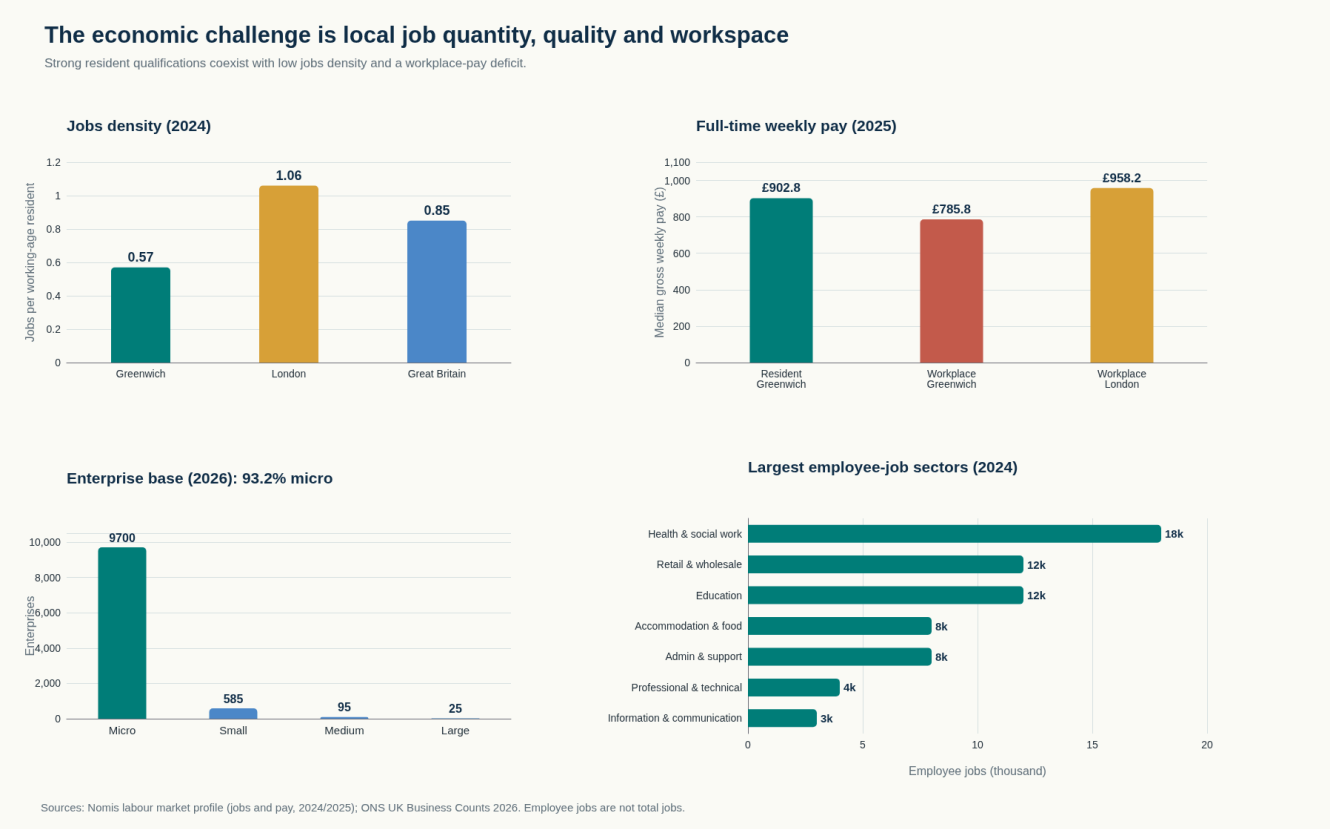


Figure 4. Economic and business baseline

The September 2024 scrutiny report provided a historical warning and a credible direction of travel. It described business-base growth of only 0.2% since 2018, compared with 2.3% nationally; business density of 383 per 10,000 residents in 2023, ranking 31st of 32 London boroughs; and approximately 6,206 businesses in rateable premises. Professional/scientific/technical, construction, ICT, business administration/support and retail together represented about two-thirds of businesses at that time. The report said there was no account or sector-lead structure and proposed an investment proposition, sector action plans, relocation and retention support, strategic account management and better monitoring (High Value Businesses). These are not proof of 2026 implementation. The first management task is to establish what now exists, then build a single pipeline from initial enquiry to intervention, outcome and follow-up.

Table 5. Business segmentation and service responses

Business segment	Need/risk	Service response	Outcome measure
Strategic employers and institutions	Retention, expansion, workforce, property and supply-chain coordination.	Named senior account manager; quarterly plan; rapid cross-Council escalation.	Jobs and investment retained/created; expansion decisions; local procurement.
Growth-oriented SMEs	Space, finance, talent, digital capability and market access.	Growth diagnostic, referrals, workspace brokerage and anchor procurement.	Survival, employment, turnover bands where disclosed, new contracts.
Microbusinesses and sole traders	Time scarcity, cash flow, compliance and fragmented advice.	Simple triage, scheduled clinics, digital guides and peer networks.	Resolution rate, survival, customer satisfaction and progression.
Town-centre independents	Occupancy costs, property condition, footfall and changing demand.	Place-based support, landlord engagement, shopfront/reuse assistance and collective marketing.	Occupancy, opening survival, sales direction and confidence.

© 2026 Lee Vallender. All rights reserved.

Market traders and early-stage enterprises	Affordability, customer acquisition, equipment and route to permanent space.	Transparent licences, trading support, digital discovery and incubation pathway.	Retention, viable occupancy, arrears, graduation and customer conversion.
Inward investors and relocating firms	Site selection, permissions, workforce and credible delivery coordination.	One investment proposition, verified property pipeline and single accountable lead.	Enquiries converted, time to decision, jobs and floorspace occupied.

Anchored in Greenwich provides a partnership platform for community wealth building through procurement and local supply chains, land and assets, decarbonisation and Living Wage objectives; it was formalised in 2022 (Anchored in Greenwich). The growth strategy should use this platform to create demand-side opportunities for local firms rather than treating business support as advice alone. The Inclusive Economy Strategy supplies the wider policy frame, while London & Partners, Opportunity London, universities and major regeneration partners can extend investment reach (Inclusive Economy Strategy, High Value Businesses). The differentiator should be execution: named accounts, reliable property information, response-time standards and evidence that interventions changed a business decision.

5. Town-Centre Network Performance

The three principal centres show why one intervention cannot fit all. In January–June 2026 compared with the same period in 2025, Woolwich recorded footfall growth of 7%, spend-index growth of 18% and international-visitor growth of 42%; Greenwich recorded 7%, minus 2% and 47% respectively; Eltham recorded minus 5%, plus 6% and plus 66% (Town Centres). International-visitor growth should not be interpreted as volume because the underlying bases are not published. The management diagnosis is more nuanced than “resilient centres”: Woolwich needs occupancy and property intervention, Greenwich needs visitor-to-spend conversion, and Eltham needs frequency, relevance and footfall generation while protecting the spending it still captures.

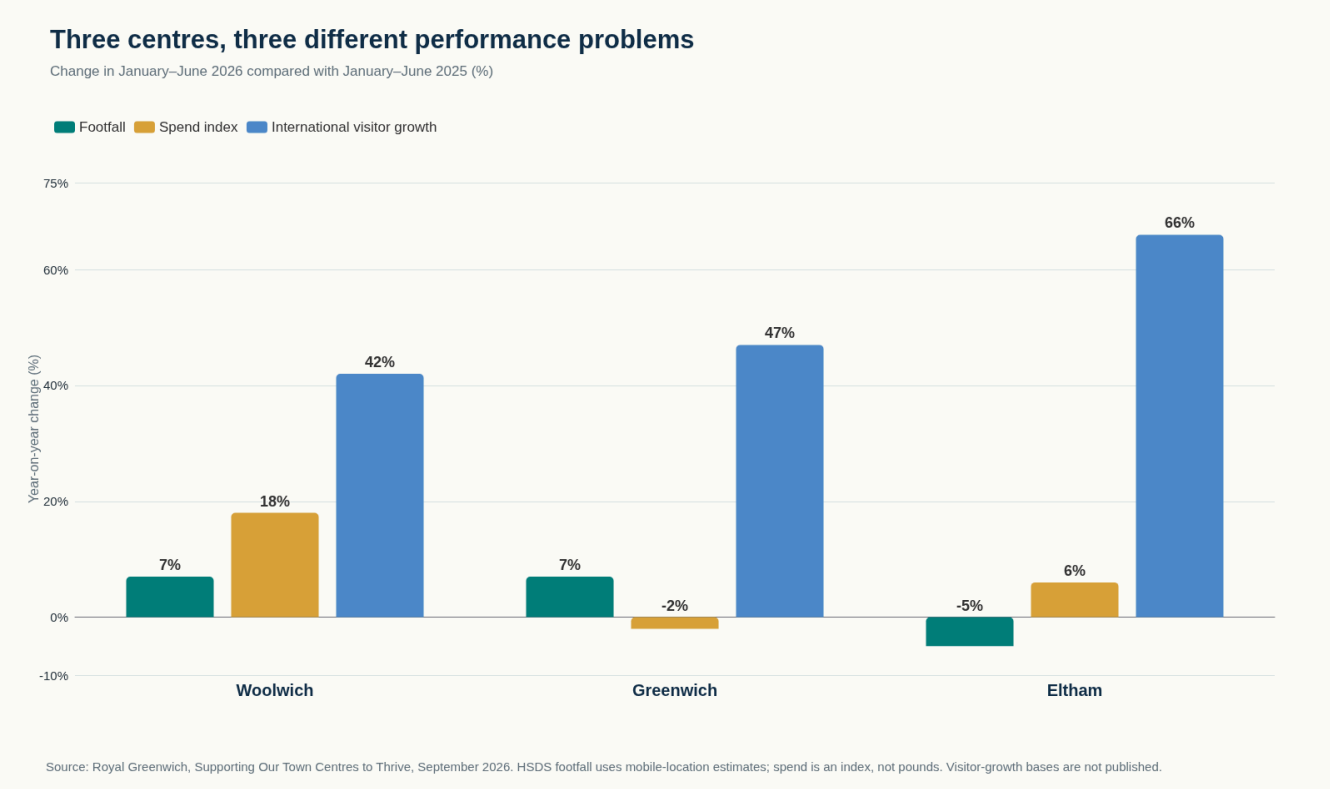


Figure 5. Town-centre footfall, spend-index and visitor growth

© 2026 Lee Vallender. All rights reserved.

Vacancy reinforces the need for different tools. The comparable September 2026 dashboard recorded Woolwich vacancy at 13.0% of units but 4.6% of floorspace, Greenwich at 3.4% and 3.7%, and Eltham at 7.3% and 4.1% (Town Centres). Woolwich's gap suggests a larger problem among smaller units rather than a proportional amount of empty floorspace. The report's later narrative gives different Greenwich and Eltham values, so this report uses the dashboard for like-for-like comparison and recommends reconciliation before target setting. A useful vacancy service must go further than percentages: ownership, lease status, condition, asking rent, suitability, duration and barriers to occupation determine whether the answer is brokerage, refurbishment, conversion, meanwhile use or formal action.

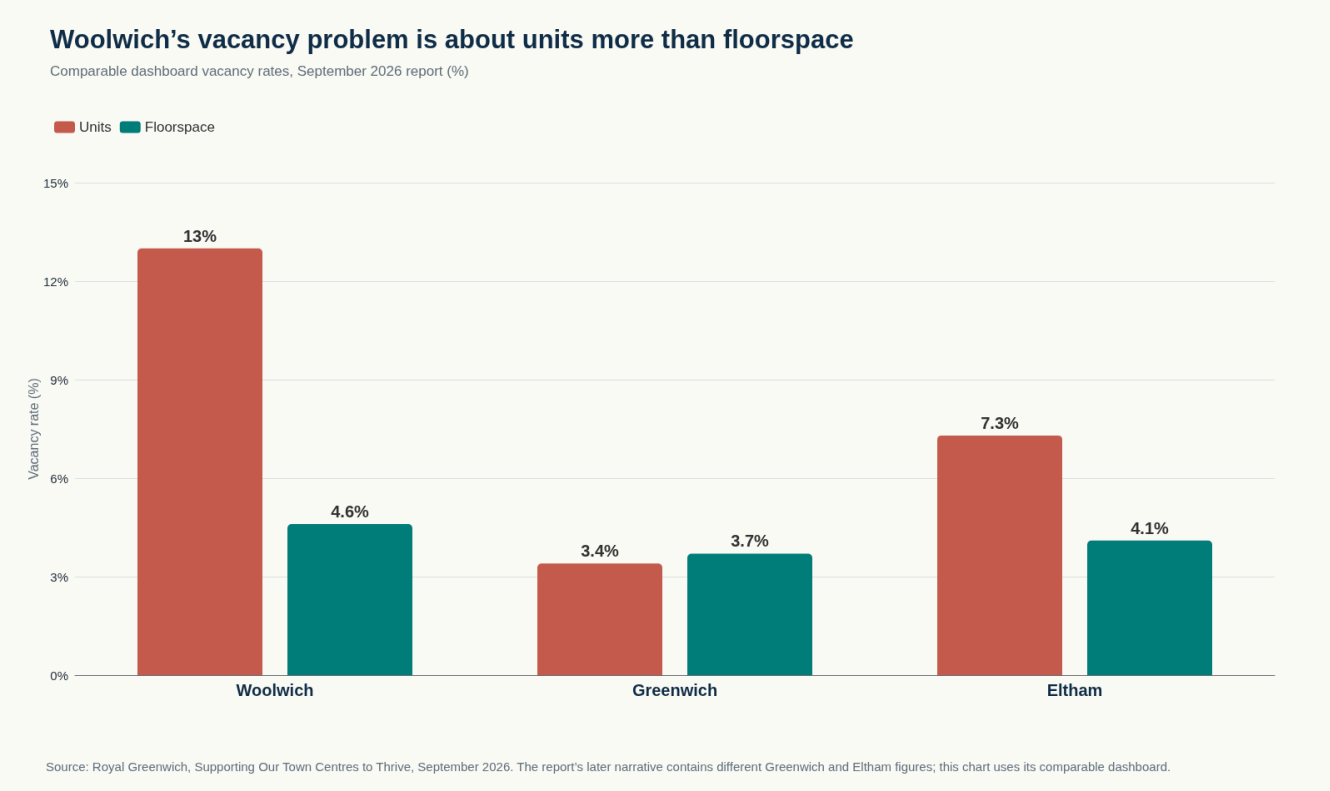


Figure 6. Comparable vacancy rates

The November 2025 Retail and Leisure Study fundamentally constrains the growth model. It identifies no borough-wide comparison-goods capacity over the broad ten-year period to 2035, approximately 263 sqm net sales capacity by 2037, and permitted floorspace absorbing most longer-term need. It recommends a 350 sqm gross local impact-test threshold for edge- and out-of-centre retail and leisure proposals (Retail and Leisure Study). Woolwich contained approximately 73,500 sqm of active retail, leisure and service floorspace, or 78,950 sqm including vacant space. Total study-market shares were 6% convenience, 5% comparison and 2% food/beverage for Woolwich; 6%, 10% and 3% for Eltham; and 12%, 32% and 3% for Greenwich Peninsula/Greenwich Shopping Park (Retail and Leisure Study). Charlton Riverside's strength must therefore shape differentiation and centre-first policy.

© 2026 Lee Vallender. All rights reserved.

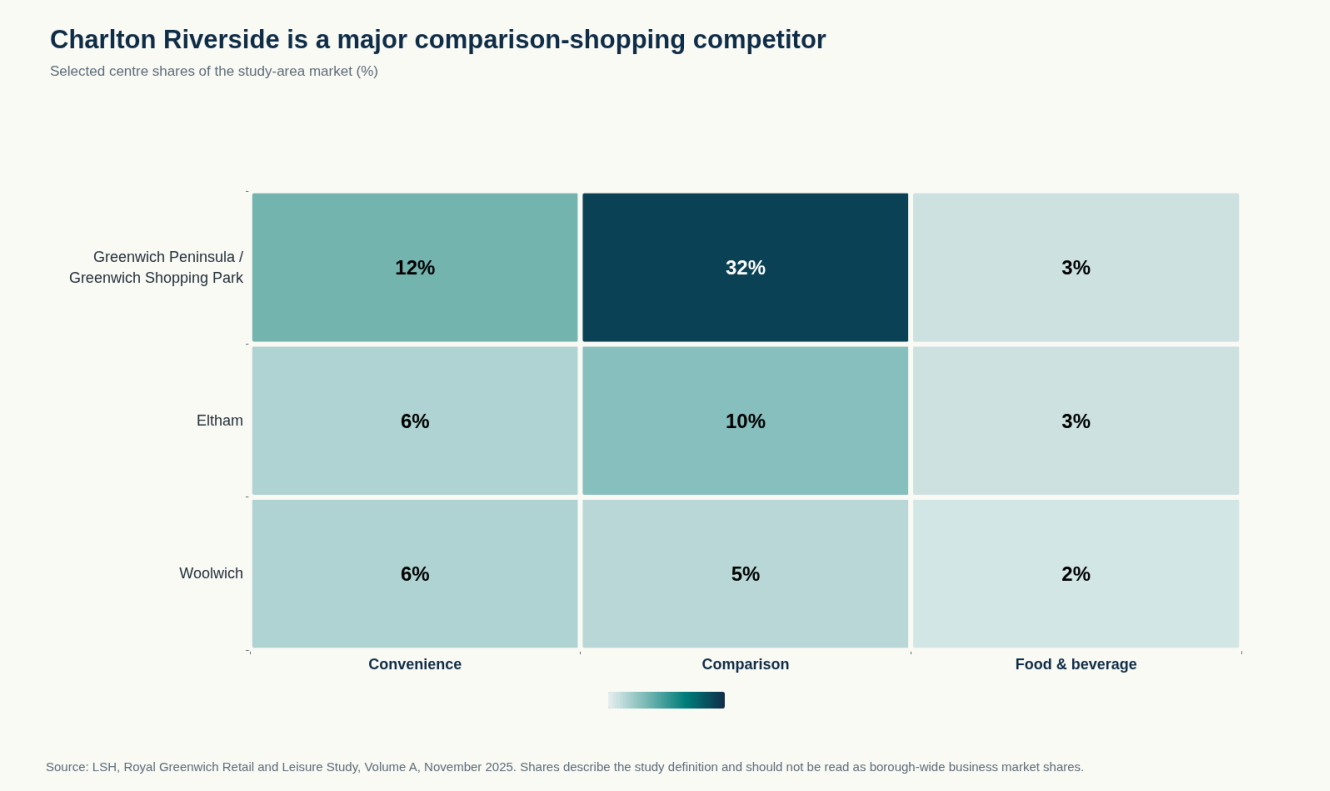


Figure 7. Selected study-market shares

Table 6. Centre-network diagnosis and growth logic

Centre/network element	Diagnosis	Primary growth logic
Woolwich	Strong recent momentum, significant small-unit vacancy and major transition.	Reuse and occupancy, everyday relevance, culture/evening growth and construction continuity.
Greenwich	Footfall growth without corresponding spend-index growth; exceptional heritage and market assets.	Convert visits into purchases, dwell and return; protect resident relevance.
Eltham	Falling footfall but rising spend index; established retail anchors and local role.	Renew the offer, increase visit frequency and build a coordinated business voice.
North Greenwich/Peninsula	Strong entertainment, leisure and comparison anchors; distinct estate and event dynamics.	Convert event peaks, connect the Peninsula and strengthen community identity.
Charlton	Major out-of-centre comparison draw alongside long-term mixed-use and employment ambitions.	Manage competition, connections, employment retention and phased change.
Thamesmead	Existing local needs plus major long-term housing and transport potential.	Interim everyday provision, enterprise readiness and transport-aligned growth.
District centres/parades	Important everyday functions but uneven monitoring, property and environmental conditions.	Protect convenience and services; target micro-improvements and local business support.

© 2026 Lee Vallender. All rights reserved.

6. Place-by-Place Diagnosis

6.1 Woolwich: convert momentum into occupancy and resilient everyday value

Woolwich enters the strategy period with genuine assets: Elizabeth line connectivity, a large and growing residential catchment, an established market, civic and cultural institutions, national retailers and substantial regeneration investment. Its 7% footfall growth and 18% spend-index growth in the first half of 2026 indicate positive momentum, while 13% unit vacancy demonstrates that aggregate growth has not resolved property and occupancy problems (Town Centres). The centre's approximately 78,950 sqm of active and vacant retail, leisure and service floorspace means the task is not simply to add more space; it is to make existing space useful, attractive and connected (Retail and Leisure Study). Woolwich should be managed as a **metropolitan centre in transition**, with Beresford Square, the traditional shopping streets, Royal Arsenal, transport arrivals and cultural destinations treated as one customer system.

The management priority is an occupancy and transition programme. Every long-term vacant unit should have a status record, owner or agent contact, physical-condition assessment and agreed next step; meanwhile uses should be curated where they improve the centre rather than merely conceal inactivity. The Woolwich Town Centre Partnership launched on 13 August 2026 provides a mechanism for business and stakeholder coordination, while £70,000 from the Mayor's Summer Streets Fund supported Woolwich Summer Lates (Town Centres). These activities should be evaluated through new-customer conversion, participating-business outcomes and repeat visitation rather than attendance alone. Woolwich Exchange and wider construction require business-continuity plans, relocation brokerage and clear communications so that long-term regeneration does not unnecessarily weaken the current centre.

Table 7. Woolwich workstreams and decision tests

Woolwich workstream	2026–2028 action	Decision test
Vacancy and property	Live unit register; landlord/agent plans; refurbishment and conversion pipeline; selective meanwhile uses.	Does the intervention produce sustainable occupation or a credible route to it?
Market and everyday offer	Protect Beresford's value role, improve discovery and connect market, cultural and retail itineraries.	Are trader viability and customer frequency improving together?
New-resident conversion	Welcome and neighbourhood-discovery programme for new housing communities.	Are new residents using the traditional centre rather than only internal estate or external destinations?
Evening and culture	Coordinated late-opening, food, culture and events with transport and safety planning.	Do participating businesses gain trade beyond event attendance?
Regeneration continuity	Phased communications, relocation support, hoarding activation and accessible routes.	Are disruption and involuntary business loss minimised?
Partnership/BID readiness	Build representative governance and a measurable baseline before proposing a levy.	Is there a shared, additional and affordable business programme?

6.2 Greenwich: turn exceptional visitor volume into local and resident value

Greenwich's challenge is not a shortage of reasons to visit. Its strengths include maritime heritage, Greenwich Market, cultural institutions, the riverside, food and beverage, leisure and an established evening offer; the retail study nevertheless identifies comparison-retail and conversion issues (Retail and Leisure Study). The 7% footfall increase

© 2026 Lee Vallender. All rights reserved.

alongside a 2% spend-index decline in the first half of 2026 is the key performance signal (Town Centres). It does not prove that every business lost sales, but it justifies a conversion strategy based on itineraries, independent-business discovery, market browsing-to-purchase, evening dwell, family and group needs, and better links between attractions and surrounding streets. Low vacancy also means growth must come primarily from productivity, offer quality and capture rather than filling large amounts of empty space.

Resident relevance should sit alongside visitor conversion. A centre designed only around peak tourist flows can weaken everyday loyalty and expose businesses to seasonality; a centre designed only for local convenience would underuse internationally significant assets. Greenwich Market is privately owned by Greenwich Hospital and externally managed, so the Council's influence depends on partnership rather than direct operational control (Markets Directory). The recommended approach is a joint visitor-and-resident compact among businesses, market management, attractions, Visit Greenwich and the town-centre team: shared campaign calendars, bookable itineraries, consistent wayfinding, late-opening trials and measurement of cross-visitation. Greenwich is the strongest near-term BID proposition to test because the potential programme is clear, but that does not remove the need to prove levy-base viability and business consent.

6.3 Eltham: renew the proposition and increase visit frequency

Eltham's first-half 2026 pattern—footfall down 5% but spend index up 6%—requires careful interpretation. It could reflect fewer but more valuable trips, changes among user groups, resilience among anchor retailers or other market behaviour; the published data do not establish the cause (Town Centres). Eltham retains national anchors including Marks & Spencer, TK Maxx, Sports Direct and Sainsbury's, and the retail study gives it a 10% comparison share, stronger than Woolwich's 5% but well below Greenwich Peninsula/Greenwich Shopping Park's 32% (Town Centres, Retail and Leisure Study). The strategy should therefore defend its everyday and comparison role while adding reasons for more frequent, longer and more social visits.

Eltham's 66% international-visitor growth is noteworthy but cannot substitute for absolute visitor volumes or local-user evidence (Town Centres). Eltham Palace and Gardens provides a genuine heritage connection, receiving 106,135 visits in 2025, but the scale is different from Maritime Greenwich's attractions (ALVA). Priorities should include independent-business and food/leisure curation, family and early-evening activity, improved links between Palace and centre itineraries, public-realm comfort and a business-led calendar. A BID should proceed only if engagement shows a cohesive ratepayer base willing to fund a shared programme; a strengthened town team may achieve more at lower risk if business priorities remain fragmented.

6.4 North Greenwich and the Peninsula: connect the event economy to a complete place

North Greenwich combines The O2, major leisure and comparison retail, hotels, new homes and a growing residential and worker population. The retail study identifies very low vacant floorspace, strong leisure and multiple representation, and The O2 as a major footfall anchor, while noting weaknesses in community feel, greenery and dependence on the entertainment format (Retail and Leisure Study). The O2 sold more than 2.9 million tickets across 239 performances in 2025, demonstrating extraordinary audience scale but not the number of unique visitors or the spending captured outside the venue (AEG). The opportunity is to convert predictable event peaks into early arrival, late stay, local discovery, return visits and benefits for businesses beyond the immediate estate.

The Peninsula should not be forced into a conventional high-street template. Its ownership, estate management, residential development and venue operations create the possibility of property-owner agreements, coordinated destination management and event-specific partnerships alongside or instead of a BID. Management should compare

© 2026 Lee Vallender. All rights reserved.

event and non-event days, measure pedestrian flows between transport, venue, retail and residential areas, and identify where wayfinding, opening hours, transport messages or offer design interrupt conversion. Community-building is equally important: as homes and schools arrive, everyday services, play, green space, local enterprise and accessible community facilities must prevent the Peninsula from functioning only as a destination estate. Any governance model should give residents and smaller businesses a voice alongside major landowners and operators.

6.5 Thamesmead and Charlton: prepare for growth without neglecting present needs

Thamesmead's strategy must operate over two horizons. Existing communities need accessible everyday retail, services, enterprise opportunities and safe, attractive local places now, while long-term housing and transport proposals require future centre capacity, flexible premises and phased delivery. The July 2026 Infrastructure Delivery Plan describes potential "New Town" status supporting up to 15,000 homes, including around 5,750 within the plan period, with growth also driven by regeneration, the proposed DLR extension, bus transit and Elizabeth line connectivity (Infrastructure Delivery Plan). These figures are not a single funded construction programme. The service should establish a pipeline of meanwhile and permanent business space, local procurement and skills pathways, and clear triggers for when new centre facilities are required as occupation grows.

Charlton presents a different challenge: the existing strength of Greenwich Shopping Park and related comparison retail coexists with a long-term vision for a mixed riverside neighbourhood and continued industrial and creative employment. The August 2026 announcement describes approximately 8,000 homes and 1,000 jobs over 20 years and a Memorandum of Understanding, not planning permission (Charlton Riverside). The strategy must protect viable employment functions, manage land-use transition and improve pedestrian and transport relationships between new development, retail destinations and existing centres. Success is not simply attracting more comparison spending to Charlton; it is securing a balanced place that complements rather than hollows out Woolwich, Greenwich, Eltham and local parades.

6.6 District centres and neighbourhood parades: protect the everyday economy

The historic network comprised nine local centres and 34 neighbourhood parades. The July 2026 review found that most continued to perform important local functions and recommended redesignating Gallions Reach, removing Hillreach and Swingate Lane designations and adding Victoria Parade, Delacourt Road and Greenwich High Road West; Swingate Lane remained designated in the Regulation 19 draft because the change could not be incorporated before publication. The resulting draft network was described as nine local centres and 37 neighbourhood centres (Parades Review). Plumstead's resilient day-to-day role and low vacancy, East Greenwich's independents alongside higher vacancy and traffic issues, and Lee Green's redevelopment-affected vacancy illustrate the variation hidden by network totals (Retail and Leisure Study). Blackheath and Lee Green also require cross-borough coordination with Lewisham.

Monitoring and small-scale delivery are the immediate requirements. HSDS coverage was unavailable for two local centres and 23 neighbourhood parades, while a September 2026 Council response cited almost 500 businesses across the then 34 parades (Parades Review). The October 2026 Council motion requested a parade improvement strategy, shopfront grants and a Shop Local Support Package, but requests should not be represented as fully funded or delivered programmes (Council Motion). A practical parade programme should prioritise clean and safe environments, accessible pavements, shopfront and signage guidance, vacancy brokerage, local business records and targeted events. Investment should be allocated through transparent need-and-impact criteria rather than divided equally regardless of condition.

© 2026 Lee Vallender. All rights reserved.

7. Markets and Street Trading

Beresford Square is the Council-operated market at the heart of Woolwich's everyday economy. The November 2025 review recorded 49 pitches, 46 occupied by 27 traders, approximately 94% occupancy and around 90% annual trader retention. It also reported pressures including approximately 10% fee increases on return, reduced stall space, food inflation and security/marshalling costs of about £3,000 per month. Additional temporary licences were projected to raise income by 20%, but that was a forecast rather than an achieved outcome (Markets Review). High occupancy and retention are strengths, but they do not prove adequate trader profitability or customer growth. Market management should therefore track sales direction where traders are willing to disclose it, arrears, operating costs, pitch productivity, customer conversion and the reasons for departures.

The published trader-demographic breakdown requires data-quality attention. It lists four White, two African, one West Indian and 19 Asian traders, summing to 26 against a stated total of 27; percentages should not be calculated until the underlying record is reconciled (Markets Review). This matters because inclusive enterprise support depends on accurate representation and because the market's diversity is part of its customer and community value. Greenwich Market has a different ownership and operating model, so a borough markets strategy should establish common outcomes and learning while respecting operational control. Promotional-space income expected for 2026/27 was £84,500 in Greenwich, £13,330 in Woolwich and £3,428 in Eltham, totalling £101,258 and up 23%; these figures relate to promotional space, not total market income (Town Centres).

Table 8. Market objectives and performance evidence

Market objective	Management action	Performance evidence
Financial sustainability	Full operating statement covering fees, cleansing, security, maintenance, enforcement, promotions and capital liabilities.	Net operating contribution, unit costs, arrears and transparent cost recovery.
Trader viability	Structured trader forum, cost/price review, business clinics and departure interviews.	Retention, arrears, trader confidence and viable pitch occupancy.
Customer growth	Commodity and mission analysis, targeted programming, digital discovery and linked centre itineraries.	Footfall-to-purchase conversion, customer frequency and participating-trader outcomes.
Operational excellence	Digital applications/booking, consistent allocation, transparent enforcement and planned maintenance.	Processing time, compliance, downtime, complaints and pitch utilisation.
Enterprise progression	Incubation pitches, pop-up routes and brokerage into suitable vacant premises.	New-trader survival, graduations and sustainable unit occupation.
Place contribution	Joint events with nearby businesses and measurement beyond the market boundary.	Cross-visitation, wider spend-index direction and resident/visitor satisfaction.

8. Visitor Economy, Culture and Night-Time Activity

Royal Museums Greenwich received **2,364,348 visits in 2025**, ranking 11th among ALVA-reporting UK attractions and growing 5%; the Old Royal Naval College received 864,602 visits, ranking 41st and growing 8%; Eltham Palace and Gardens received 106,135, ranking 250th and declining 2% (ALVA). The O2's more than 2.9 million tickets across 239 performances provide a separate, event-based demand indicator (AEG). These assets support a visitor strategy based on

© 2026 Lee Vallender. All rights reserved.

dispersal and conversion: spread activity between Maritime Greenwich, the Peninsula, Woolwich and the wider borough; extend stays; connect day and evening programmes; and make independent businesses and markets visible within visitor journeys. Visit Greenwich's Destination Management Plan provides the partnership framework for those objectives (Destination Management Plan).

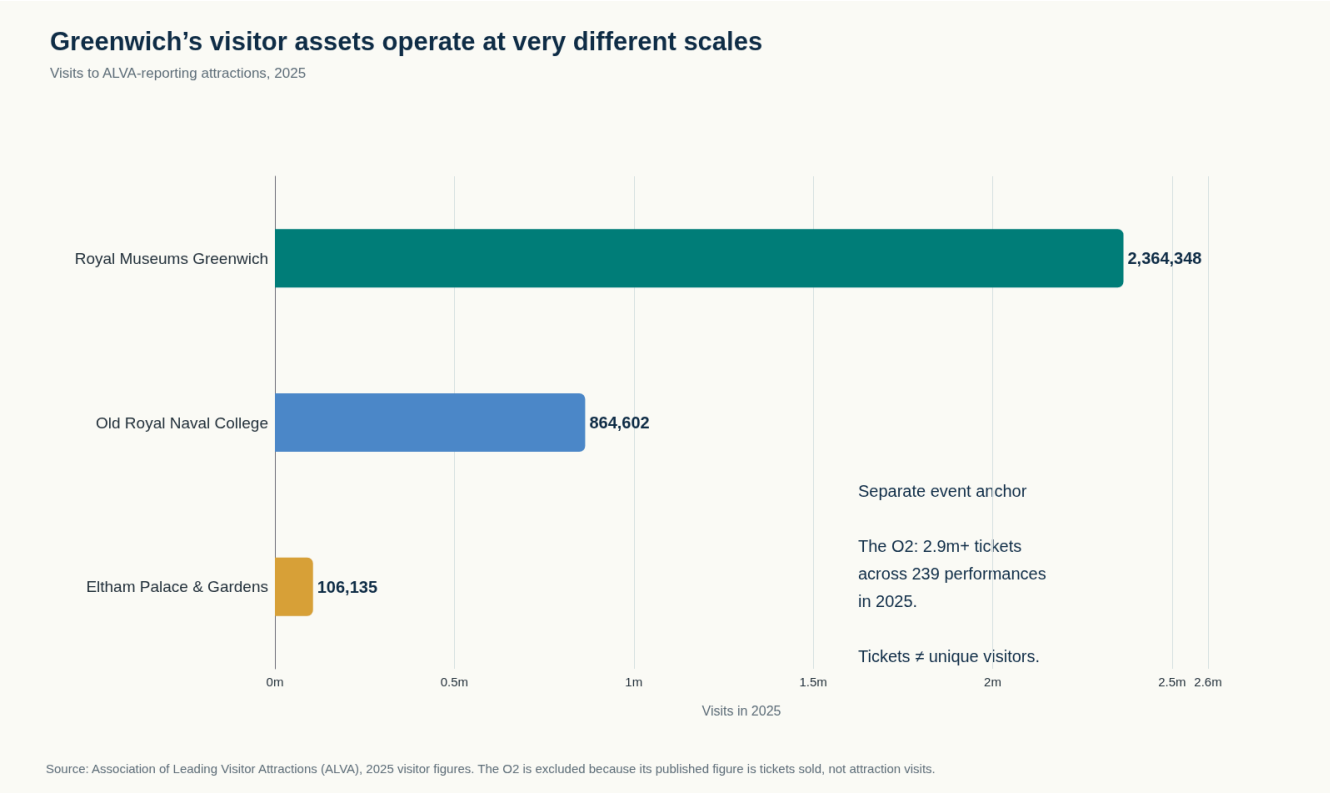


Figure 8. Visitor attraction scale

Accommodation evidence suggests change in Woolwich but must be treated cautiously. A February 2026 applicant-sponsored assessment identified two main budget hotels with 240 rooms and a 265-room Holiday Inn Express permitted in October 2025, which would take supply to 505 rooms if implemented; it also proposed an 18-room aparthotel at the Lord Raglan. The document is useful planning evidence for that proposal, not a neutral borough-wide accommodation needs study (Accommodation Assessment). Government announced percentage-based overnight visitor levy powers for mayors and Foundation Strategic Authorities on 10 September 2026, but legislation remained required, spending plans were expected by early 2028 and no Greenwich revenue should be assumed (GOV.UK). The night-time strategy should meanwhile focus on coordinated opening, safe transport, inclusive activity and measured business conversion rather than waiting for a possible future levy.

Table 9. Visitor journeys and conversion measures

Audience journey	Intervention	Conversion measure
Heritage day visit	Combined attraction, market, food and independent-shopping itineraries.	Attractions reporting cross-referral; participating-business sales direction; dwell.
Overnight stay	Hotel concierge packages, breakfast/evening discovery and next-day borough itineraries.	Package uptake, evening participation and length-of-stay indicators.
O2 event	Early-arrival and post-show offers, coordinated transport and clear local discovery.	Offer redemption, arrival/stay timing and non-event return visits.

© 2026 Lee Vallender. All rights reserved.

Woolwich culture/evening	Joint programming among cultural venues, market, food businesses and centre management.	Participating-business trade, repeat visits and evening footfall.
Eltham heritage/local	Palace-linked centre itineraries and family/early-evening activity.	Centre-bound referrals, frequency and local business participation.

9. Future Development and Infrastructure

The development pipeline creates demand and employment opportunities, but its greatest management risk is the transition between current places and future end states. Woolwich Exchange is described in the latest announcement as around 1,000 homes with commercial space and reuse of the Covered Market; no occupier is required to vacate before 31 March 2028 and at least six months' notice is required (Woolwich Exchange). Wider Woolwich material describes more than 9,500 homes in the wider pipeline, almost 3,000 in the immediate pipeline and approximately £245 million of public-sector investment, while the Council's Future High Streets programme identifies £17.15 million of government funding (Town Centres, Woolwich Regeneration). These figures have different scopes and should not be added together as one project budget or housing total.

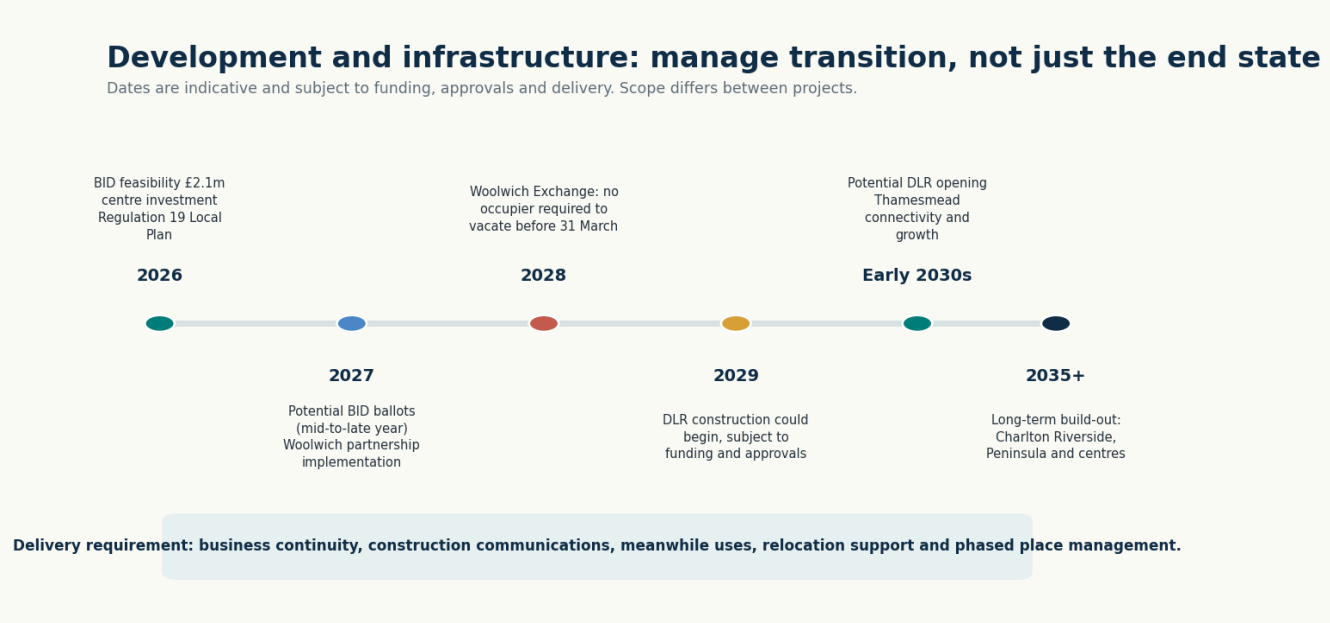


Figure 9. Development and infrastructure timeline

The proposed DLR extension could begin construction in 2029 and open in the early 2030s, subject to funding and approvals; the wider route could support 25,000–30,000 homes and up to 10,000 jobs (TfL). Greenwich Peninsula masterplan descriptions indicate nearly 17,500 homes plus substantial retail, office, hotel and education space, while Charlton Riverside's long-term vision covers about 8,000 homes and 1,000 jobs (Greenwich Peninsula, Charlton Riverside). The service should translate each pipeline stage into business actions: relocation and continuity during construction, supplier readiness before procurement, workforce pathways before recruitment, centre management before new residents arrive and transport/event planning before opening. Housing numbers alone are not a town-centre strategy.

Table 10. Growth projects, actions and uncertainties

Growth area/project	Status and scale	Business/place action	Principal uncertainty

© 2026 Lee Vallender. All rights reserved.

Woolwich Exchange	Latest announcement: around 1,000 homes, commercial space and Covered Market reuse (Woolwich Exchange).	Occupier engagement, relocation brokerage, meanwhile activation and future tenant-mix planning.	Detailed phasing, delivery and final occupier outcomes.
Wider Woolwich	Large housing and public-investment pipeline with multiple scopes (Woolwich Regeneration).	New-resident conversion, centre occupancy, cultural/evening coordination and construction management.	Timing and interdependence of individual schemes.
DLR extension	Potential 2029 construction and early-2030s opening, subject to funding and approvals (TfL).	Thamesmead readiness, enterprise/workspace pipeline and phased centre planning.	Funding, approvals, programme and ultimate service pattern.
Thamesmead growth	IDP describes up to 15,000 homes associated with potential New Town status, including around 5,750 in the plan period (Infrastructure Delivery Plan).	Everyday provision now, growth triggers and local supply-chain participation.	Status, phasing and infrastructure alignment.
Charlton Riverside	Approximately 8,000 homes and 1,000 jobs over 20 years; August 2026 MoU (Charlton Riverside).	Employment retention, creative/industrial space and centre-first connections.	Planning, land assembly, viability and delivery over two decades.
Greenwich Peninsula	Major ongoing mixed-use development and event destination (Greenwich Peninsula).	Community infrastructure, event conversion and coordinated estate/place governance.	Build-out, market conditions and integration across ownerships.

10. SWOT and PESTLE

The SWOT shows a borough with exceptional assets but uneven conversion capacity. Strengths in heritage, connectivity, diversity, markets and regeneration are offset by low jobs density, workplace earnings, fragmented property and variable intelligence. Opportunities in reuse, culture, transport and partnerships coexist with public financial constraint, competition, construction and climate risks. Its strategic implication is **selective intensification**: invest where distinctive demand, local need and deliverable property or business action coincide. The SWOT should not become a generic list used to justify every project; each proposed intervention should identify the weakness or threat it reduces, the strength or opportunity it uses and the measurable beneficiary. Centre-level SWOTs then become action filters, with Woolwich focused on vacancy and transition, Greenwich on conversion, Eltham on frequency and North Greenwich on place integration.

© 2026 Lee Vallender. All rights reserved.

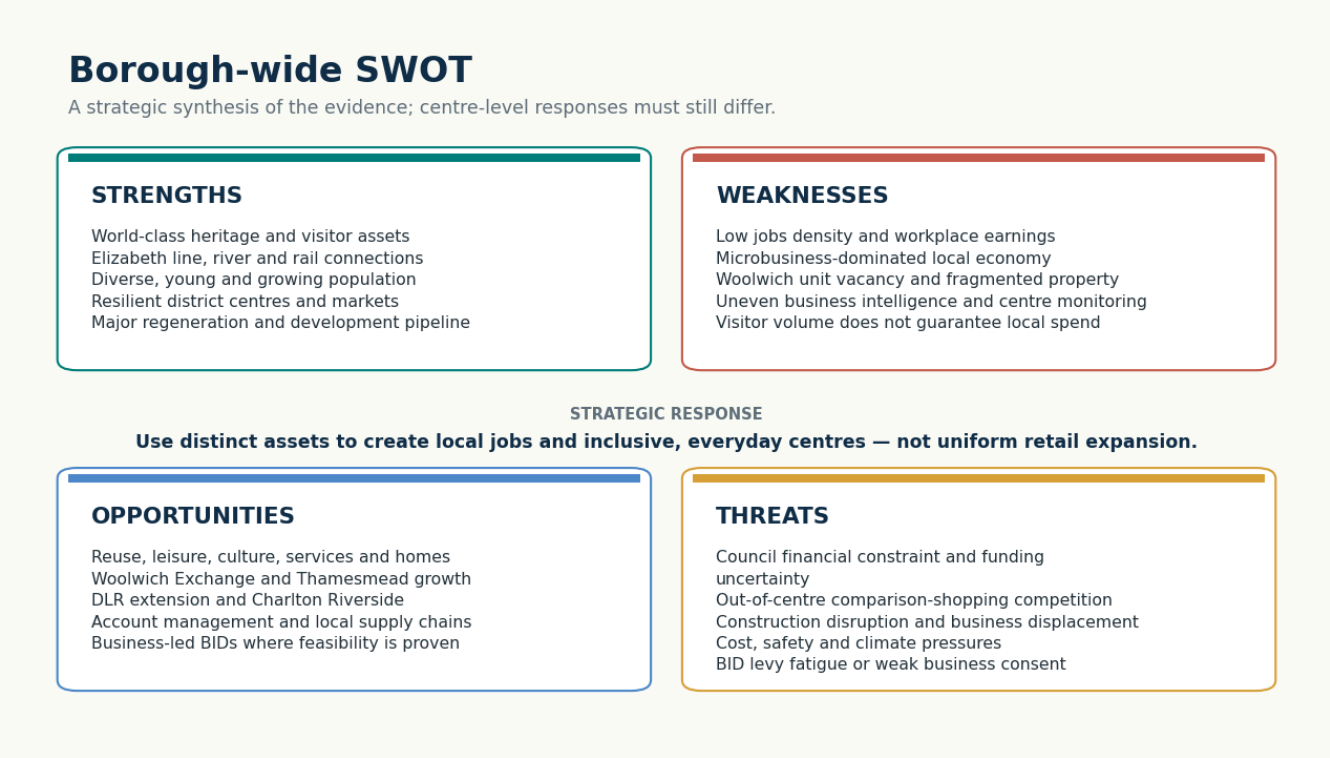


Figure 10. Borough-wide SWOT

PESTLE adds the external delivery conditions. Politically, devolution and business-led governance affect what can be funded and who controls it. Economically, microbusiness needs and Council constraints demand prioritisation. Socially, diversity, tenure and deprivation require inclusive design. Technologically, CRM, mobile/spend data and digital market systems create better management possibilities but require governance and skills. Legally, BID ballots, street-trading cost recovery, procurement and High Street Rental Auction processes constrain implementation. Environmentally, heat, flooding, pollution, retrofit, active travel and servicing must be built into place projects. Together, SWOT and PESTLE favour a **portfolio and stage-gate approach**: small testable interventions, explicit legal and financial checks, and scaling only where evidence shows additional benefit.

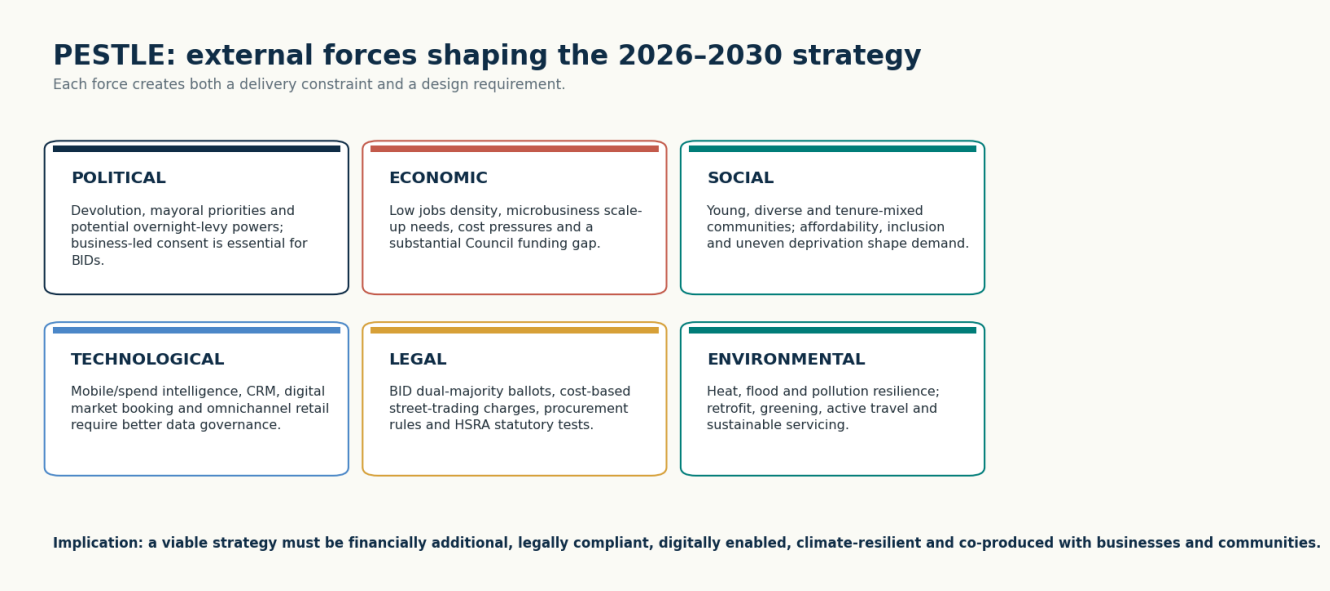


Figure 11. PESTLE analysis

© 2026 Lee Vallender. All rights reserved.

Table 11. Centre-level SWOT synthesis

Centre	Strength to use	Weakness/threat to address	Priority opportunity
Woolwich	Connectivity, market, culture, housing growth and recent momentum.	Small-unit vacancy, fragmented journeys and regeneration disruption.	Occupancy, new-resident conversion and culture/evening integration.
Greenwich	Heritage, market, food, leisure and international recognition.	Spend conversion, seasonality and resident relevance.	Cross-attraction itineraries, independent discovery and evening dwell.
Eltham	Anchors, comparison role and established local catchment.	Falling footfall and potential offer fatigue.	Leisure/service renewal, family activity and Palace-centre linkage.
North Greenwich	The O2, leisure, hotels and comparison retail.	Event dependence and weak community feel.	Event conversion plus complete-neighbourhood development.
Thamesmead	Regeneration scale and potential transport transformation.	Current access, provision gaps and long delivery horizon.	Interim enterprise/centre support and phased growth readiness.
Parades	Everyday accessibility and local loyalty.	Property/environmental issues and weak monitoring.	Low-cost improvements, vacancy brokerage and local service protection.

11. Strategy Construction: One Service, Three Growth Systems

The recommended vision is: **“A network of distinctive, inclusive and well-managed places that converts Greenwich’s resident, business and visitor assets into viable enterprises, better local jobs and everyday community value.”** This vision deliberately avoids equating success with retail floorspace or footfall alone. It has three mutually reinforcing systems. Business growth increases the number, resilience and quality of enterprises and jobs. Place growth makes each centre legible, occupied, accessible and relevant to its users. Market growth creates viable trading environments and enterprise pathways while contributing to wider place performance. Shared intelligence, governance and evaluation connect them, so that a market event is assessed for trader and nearby-business outcomes, a housing development triggers resident-conversion work, and an inward-investment enquiry receives coordinated property and place support.

© 2026 Lee Vallender. All rights reserved.



Figure 12. Integrated service operating model

Six design principles govern the portfolio. Places should be managed according to their role rather than a common template. Existing floorspace and assets should be made productive before new supply is assumed. Business voice should shape interventions from design through evaluation. Public money should fund additionality and outcomes rather than substitute indefinitely for private or partner responsibility. Delivery should be phased around regeneration and business continuity. Measurement should combine outputs, outcomes and data-quality statements. The operating cycle is **insight → segmentation → intervention → measurement**, repeated quarterly for accounts and places and annually for resource allocation. Weak activities should stop, promising pilots should be refined and successful programmes should scale only with a named owner and sustainable funding.

Table 12. Strategic outcomes and 2030 ambitions

Strategic outcome	2030 ambition	Contribution expected from the Head of Service
More and better local employment	Improved retention, growth and quality of jobs within the local business base.	Strategic accounts, investor coordination, procurement and workspace pathways.
Viable and diverse enterprise	Higher survival and scale-up among microbusinesses, independents and traders.	Segmented support, referrals, market development and measurable follow-up.
Occupied and adaptable centres	Lower persistent vacancy and stronger reuse of existing premises.	Property intelligence, landlord engagement, brokerage and selective enforcement options.
Distinctive place performance	Centre-specific improvement in frequency, dwell, conversion and confidence.	Place partnerships, programming, public-realm coordination and user research.
Sustainable markets	Strong trader viability, customer relevance and transparent operating economics.	Operational control, digital systems, pricing discipline and enterprise progression.
Business-led investment	Additional partnerships or BIDs where evidence and consent support them.	Feasibility, governance, levy modelling, additionality and ballot readiness.

© 2026 Lee Vallender. All rights reserved.

Inclusive and resilient growth	Benefits accessible across communities, with climate and disruption resilience built in.	Targeted engagement, accessible design, continuity plans and partner coordination.

12. Business Growth Programme 2026–2030

The business service should be redesigned around **segments, triggers and outcomes**, not a single inbox or generic advice offer. Strategic accounts should cover employers whose retention, expansion or relocation would materially affect local jobs, supply chains or places; selection should consider employment, footprint, growth potential and strategic role rather than rateable value alone. A growth-SME cohort should receive diagnostics and referrals, while microbusinesses need accessible clinics and dependable signposting that does not consume disproportionate officer time. The CRM record should show ownership, sector, sites, needs, interactions, risks, agreed actions, referrals and outcomes. Retention triggers include lease expiry, redevelopment, access disruption, workforce problems and ownership change; expansion triggers include recruitment, new premises searches and major contract opportunities. The 2024 scrutiny proposals provide the starting architecture, but current delivery must be audited before new commitments are made (High Value Businesses).

Inward investment should be a **retention-led and evidence-led service**, not a brochure exercise. Greenwich's proposition should differentiate its assets: Woolwich's connectivity and regeneration, the Peninsula's event and mixed-use scale, Charlton's industrial/creative and retail functions, Maritime Greenwich's visitor economy, and universities and anchor institutions. A verified property pipeline should distinguish available, soon-available, permitted and speculative space and should include size, cost, fit-out, timing and planning constraints. Sector plans should be selective and based on existing strengths and realistic opportunities, rather than trying to replicate London's highest-value office economy everywhere. Anchored in Greenwich can connect these activities to local procurement, assets, decarbonisation and fair work, creating a route from anchor demand to local enterprise growth (Anchored in Greenwich).

Table 13. Business growth programme and outcomes

Programme	Year-one deliverable	Years two to five	KPI/outcome
Strategic account management	Define criteria; select initial cohort; assign named leads; complete retention/expansion plans.	Annual account reviews and cross-Council escalation; independent outcome assessment.	Decisions influenced, jobs/investment retained or created, issues resolved.
Business retention and relocation	Trigger protocol, premises register and redevelopment-disruption response.	Permanent relocation brokerage linked to regeneration phasing.	Avoidable closures/moves prevented and time to suitable alternative.
Microbusiness scale-up	Triage, regular clinics, peer sessions and referral map.	Growth cohorts focused on evidenced needs and supplier readiness.	Survival, capability, contract wins and progression to growth support.
Workspace and incubation	Audit demand, available assets and displacement risks; test brokerage.	Targeted incubation or meanwhile space where viable; trader graduation routes.	Sustainable occupation, affordability, survival and graduation.
Procurement and local supply chains	Supplier-readiness support and early engagement around relevant opportunities.	Anchor buyer/supplier matching and contract-performance learning.	Local supplier participation and contracts, measured without double counting.
Inward investment	One verified proposition, enquiry protocol and property evidence.	Targeted campaigns with London and institutional partners.	Qualified enquiries, conversions, occupied space and job quality.

© 2026 Lee Vallender. All rights reserved.

Business intelligence	Clean CRM, common definitions and service dashboard.	Predictive triggers, cohort analysis and regular business pulse research.	Record completeness, response standards and outcomes by segment.

A credible account-management pilot should begin with a manageable cohort and explicit service standards. Businesses should know who owns the relationship, what the Council can and cannot do, when they will receive a response and how sensitive information will be handled. Officers should record only information needed for delivery and evaluation, with permissions appropriate to commercial confidentiality. Quarterly reviews should distinguish activity ("meeting held") from outcome ("expansion retained", "property barrier resolved" or "contract won"). Attribution should be honest: the service may contribute to a decision alongside market conditions and other partners. The objective is not to claim every positive business result, but to demonstrate where coordinated public intervention removed a specific barrier and produced additional local value.

13. Town-Centre and Parade Growth Programme

Each principal centre should have a three-year action plan with a shared baseline but different priorities. Woolwich's plan should lead with vacant-unit resolution, market and cultural integration, new-resident conversion and construction continuity. Greenwich's should lead with visitor-to-spend conversion, resident services, independent-business discovery and coordinated evening activity. Eltham's should lead with visit frequency, offer renewal, family/leisure activity and Palace-centre linkage. North Greenwich should have an event-conversion and complete-neighbourhood plan, while Thamesmead and Charlton require phasing and growth-readiness plans. District centres and parades should receive lighter-touch health checks and targeted interventions. This structure allows corporate reporting without forcing every place to pursue identical footfall, retail or BID targets.

Property work should follow a clear escalation ladder. The first step is intelligence and engagement: identify the owner, understand intentions and connect suitable occupiers. The second is practical assistance with refurbishment, planning, meanwhile use or conversion where viable. The third is targeted enforcement or formal powers where legal tests and local benefit are demonstrated. High Street Rental Auctions should sit near the end of that ladder, not at its beginning. Events and marketing should follow the same discipline: define the user mission, participating businesses and conversion mechanism before committing funds. The Council's £2.1 million investment programme for Eltham, Greenwich and Woolwich and appointment of two Town Centre Managers create implementation capacity, but their impact should be assessed through place and business outcomes rather than works completed alone (Corporate Plan Pack).

Table 14. Place flagship programmes and supporting actions

Place	Flagship programme	Supporting actions	Avoid
Woolwich	**Occupancy and Transition Deal** with owners, agents, businesses and regeneration partners.	Unit plans, market/culture itineraries, resident welcome, evening trials and relocation support.	Counting future homes as current spending or allowing construction to erase existing value.
Greenwich	**Visitor and Resident Conversion Compact**.	Cross-attraction itineraries, market partnership, late opening, wayfinding and local-service review.	Measuring success only through attraction visits or peak footfall.
Eltham	**Every Visit Counts** frequency and offer-renewal programme.	Anchor/independent collaboration, leisure and family activity, Palace linkage and public-realm comfort.	Assuming international growth percentages prove a large visitor market.

© 2026 Lee Vallender. All rights reserved.

North Greenwich	**Event-to-Neighbourhood** conversion and community programme.	Early/late offers, estate coordination, resident services and event/non-event measurement.	Treating ticket sales as local economic impact.
Thamesmead	**Ready Now, Ready Next** enterprise and centre programme.	Interim provision, workspace pipeline, supplier readiness and growth triggers.	Waiting for DLR delivery before addressing current needs.
Charlton	**Connected Riverside** employment and place-integration programme.	Protect employment, improve links, plan mixed-use transition and manage retail competition.	Treating an MoU as permission or comparing unlike housing figures.
District centres/parades	**Everyday Centres Fund and Health Check**.	Clean/safe/access works, shopfront guidance, vacancy brokerage and local business records.	Equal allocations without need, deliverability or outcome assessment.

Evaluation should be built into every place project before launch. A Summer Lates-type event, for example, needs a baseline and comparison periods, participating-business definitions, footfall and spend-index trends, customer origin, trader feedback and a full cost statement. A vacancy programme needs duration-weighted outcomes so that a short-term activation is not presented as permanent occupation. Public-realm schemes need accessibility, route and user-satisfaction measures as well as construction milestones. This does not require an expensive evaluation industry; it requires a standard one-page measurement plan, consistent definitions and disciplined follow-up. Over time, the portfolio should shift resources toward interventions that demonstrate repeat visitation, sustainable occupancy, business confidence and local spending capture.

14. Markets and Enterprise Growth Programme

The markets programme should be governed by a **double bottom line**: sustainable public operations and viable enterprise. Beresford Square's income, costs and service standards should be visible in one operating statement, including reasonable administrative, refuse, cleansing and enforcement costs. Fees should be reviewed transparently with traders, taking one year with another where the legal cost-recovery framework applies, and should not be treated as the only growth lever. Occupancy can be increased through temporary licences or promotions, but only where pitch capacity, customer demand, commodity mix and existing-trader interests support it. The projected 20% income increase from additional temporary licences should therefore be tested against actual occupancy, arrears, customer response and incremental operating cost before becoming a recurrent assumption (Markets Review).

Customer growth requires active merchandising and programming. Market management should understand why customers visit, what they buy, which missions are underprovided and how the market connects with surrounding shops, culture and transport. Digital discovery and booking can reduce friction for traders and promotional-space users, while card and online channels can improve customer access where operationally appropriate. Programming should be co-designed with traders and nearby businesses, with earlier promotion and clearer locations than unsuccessful past pilots. A progression pathway should link start-up pitches, incubation space and suitable vacant units, but graduation should be voluntary and viable rather than used to push traders into unsuitable overheads. Greenwich Market's separate ownership requires a partnership and benchmarking approach rather than direct application of Council operating rules.

Table 15. Markets programme and scaling conditions

Market workstream	100-day action	Year-one pilot	Scaling condition
Operating economics	Reconcile income, costs, arrears, occupancy and security/cleansing inputs.	Transparent quarterly operating and trader-viability dashboard.	Sustainable cost recovery without undermining trader viability.

© 2026 Lee Vallender. All rights reserved.

Trader relations	Reconcile trader records; structured forum; departures and concerns log.	Business clinics and co-designed commodity/pricing pilots.	Improved confidence, retention and customer response.
Customer conversion	Baseline customer counts, intercepts and mission/mix analysis.	Two programmed campaigns linked to nearby businesses.	Measurable purchase/cross-visitation and repeatable economics.
Digital operations	Map application, allocation, booking and payment journeys.	Single digital booking and records workflow.	Faster processing, fewer errors and better utilisation.
Enterprise pathway	Audit early-stage trader needs and potential premises.	Incubation/pop-up and voluntary graduation brokerage.	Survival after transition and sustainable property occupation.
Borough learning	Define common measures across different ownership models.	Operator benchmarking and shared promotion where beneficial.	Better outcomes without erasing each market's identity.

Market success should not be reduced to occupancy. A full market with weak sales, rising arrears or declining customer relevance is not necessarily healthy; a market with slightly lower occupancy but stronger trader productivity and a better mix may be more resilient. The dashboard should therefore balance pitch occupancy, retention, arrears, cost recovery, customer conversion, trader confidence and wider place contribution. Qualitative evidence matters, especially for very small businesses unwilling or unable to disclose detailed turnover. The Head of Service should be able to explain trade-offs openly to Members and traders: why a fee changed, what cost it covers, how a promotion performed, which commodity decisions were made and what support is available. That transparency is fundamental to trust and to lawful, defensible financial management.

15. BID Suitability, Options and Implementation Pathway

A BID is suitable only where a defined business community has a shared problem, a credible additional-service programme, an affordable levy and the governance to deliver it. The mechanism is business-led and requires a successful ballot with both a majority of businesses voting and a majority of the aggregate rateable value represented by those voting (Full Council). British BIDs was commissioned for feasibility and engagement across Greenwich, Woolwich and Eltham in August 2026, with findings initially expected in mid-September; the Council's forward plan listed Cabinet consideration for 2 December 2026 (Town Centres, Forward Plan). On 21 October no formal boundaries or proceed decisions had been agreed, and mid-to-late 2027 was the indicative ballot period. This report's centre assessments are recommendations to test, not the unpublished consultants' conclusions.

© 2026 Lee Vallender. All rights reserved.

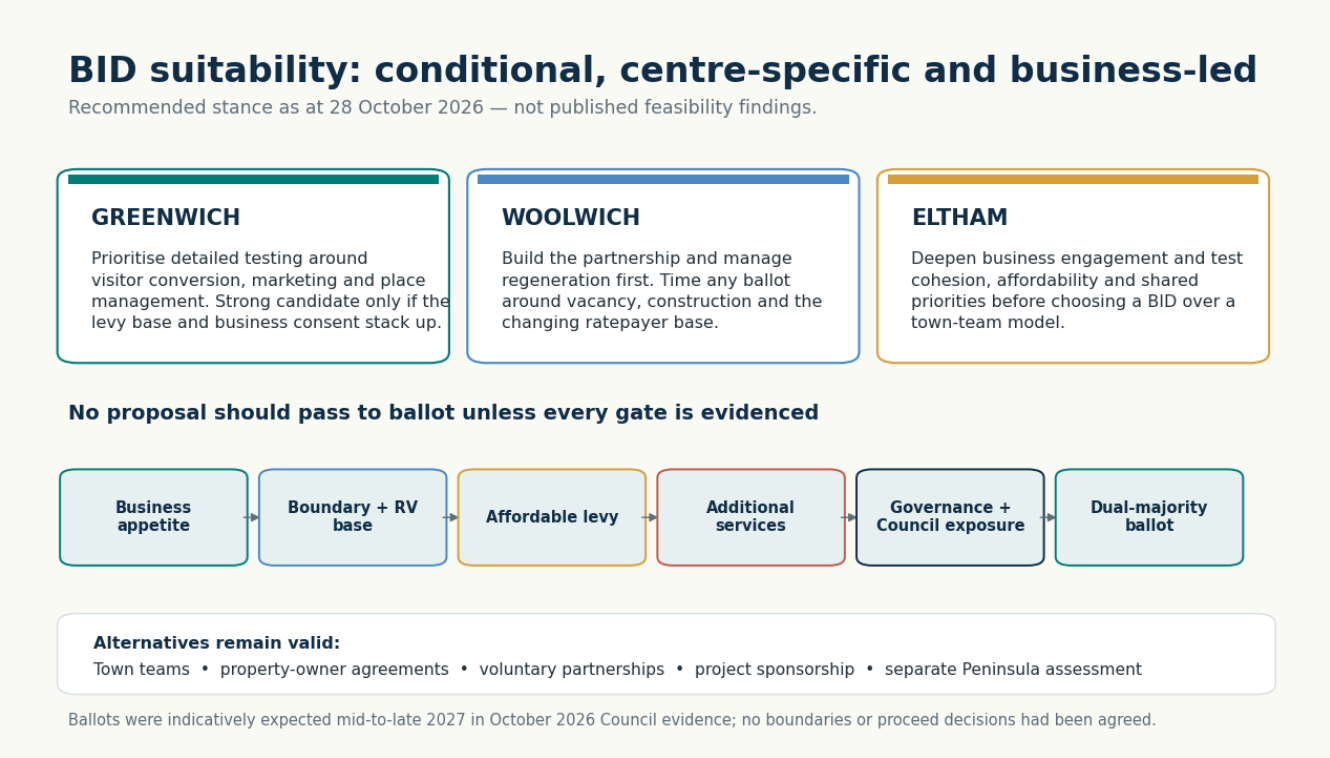


Figure 13. BID centre stance and decision gates

Table 16. BID suitability and alternatives by place

Option	Suitability assessment	Programme that could justify a levy	Conditions before proceeding	Alternative if conditions fail
Greenwich BID	**Strongest near-term candidate to test**, given clear visitor-conversion and place-management issues and low vacancy.	Destination marketing, independent-business discovery, evening coordination, street ambience, business intelligence and joint visitor services.	Representative business support; robust rateable-value base; clear additionality to attractions, market and Council services; affordable levy.	Enhanced voluntary destination partnership with agreed partner contributions.
Woolwich BID	**Potential but timing-sensitive**, because vacancy, construction and regeneration will alter the business base.	Occupancy support, clean/safe and welcoming measures, business continuity, evening activation and collective marketing.	Partnership maturity; boundary and phasing logic; vacant/hereditament treatment; regeneration alignment; realistic levy income.	Continue Town Centre Partnership and project-specific regeneration/place agreements.
Eltham BID	**Possible but unproven**, requiring stronger evidence of cohesion and shared priorities.	Footfall generation, events, offer renewal, business representation and targeted environmental improvements.	Business engagement beyond anchors; affordable levy; shared programme; sufficient administrative and delivery capacity.	Strengthened town team with a small, measurable annual programme.
Peninsula model	**Assess separately** from conventional high-street BIDs.	Event conversion, estate/destination coordination, community place management and shared intelligence.	Ownership and governance fit; resident/small-business voice; additionality to estate management.	Property-owner/operator agreement or destination-management contract.

© 2026 Lee Vallender. All rights reserved.

Borough-wide BID	**Not recommended**.	No sufficiently coherent single programme across unlike places.	Would require evidence of common interest that current place diversity does not suggest.	Centre-specific partnerships with a shared Council intelligence function.

The feasibility work should produce a financial model rather than relying on business enthusiasm alone. For each boundary option, the model should list hereditaments, rateable values, occupancy, exemptions or reliefs, Council-owned liabilities and likely collection assumptions. The core formula is **indicative gross levy = eligible rateable value × levy rate**, followed by explicit adjustments for caps, thresholds, relief, collection and contingency. No illustrative revenue figure is included here because the necessary boundary and rateable-value schedule was not publicly available in the evidence reviewed. Affordability should be tested by business size and sector, with particular attention to microbusinesses, market operators and marginal occupiers. A boundary that maximises revenue but fragments the natural business community may be weaker than a smaller, coherent proposition.

Table 17. BID feasibility gates and failure responses

Feasibility gate	Required evidence	Failure response
Business appetite	Representative engagement by size, sector, ownership and location; documented support and objections.	Redesign the programme or retain a voluntary partnership.
Boundary and natural geography	Logical trading area, included/excluded hereditaments and rationale.	Test alternative boundaries rather than forcing consensus.
Rateable-value and levy viability	Hereditament schedule, gross/net scenarios, caps/thresholds and collection costs.	Reduce scope, change model or stop.
Additionality	Baseline Council and partner services, measurable enhancements and no improper substitution.	Rewrite the business plan and baseline agreement.
Deliverability and governance	Business-led board, accountable body, procurement, staffing, reporting and conflicts management.	Build capacity before ballot or use an existing partnership vehicle.
Council exposure	Council levy liabilities, ballot costs, collection arrangements and exit risk.	Explicit financial decision; no hidden recurrent commitment.
Ballot readiness	Eligible-voter database, engagement plan and dual-majority assessment.	Delay; an unsuccessful ballot is not a neutral research exercise.

Implementation should proceed through staged decisions: publish and interpret feasibility; select a centre and model; co-produce the business plan; agree baseline services and operating arrangements; validate the voter and levy database; conduct formal governance and legal checks; then decide whether to ballot. Delivery after a successful ballot should include annual business reporting, open finances, KPI definitions and a renewal/exit plan. The Council should not use anticipated BID receipts to balance its own budget, and BID services should be visibly additional to baseline provision. If a proposal fails any gate, a town team, voluntary destination partnership, property-owner agreement or project-specific sponsorship can still deliver value without a compulsory levy.

16. Financial, Legal and Policy Delivery Conditions

The strategy must be deliverable under severe financial constraint. The October 2026 Medium Term Financial Strategy reported a **£30.9 million structural General Fund gap in 2027/28**, rising to £118.9 million by 2030/31; £18.0 million of

© 2026 Lee Vallender. All rights reserved.

one-off resources reduced the 2027/28 in-year gap to £12.9 million, and approximately £12 million of savings proposals were subject to detailed review (MTFS). This rules out an unfunded promise of permanent new teams or universal grants. The portfolio should separate statutory and core services, one-off transformation, invest-to-save activity, capital projects and partner-funded programmes. Every initiative needs a full-cost statement, a delivery owner and an exit or continuation decision. External funding should be pursued where it fits the strategy, rather than allowing grant criteria to create disconnected projects.

Legal mechanisms should be used selectively and accurately. High Street Rental Auctions can apply to qualifying premises vacant for at least 366 days within a 24-month period, subject to area designation, local-benefit and vacancy conditions, landlord engagement and statutory notices. Guidance describes a 10–12-week notice process followed by a 12-week auction period, with tenancies of one to five years; the power is not a universal solution to poor property condition or weak demand (HSRA Guidance). Street-trading charges must remain linked to reasonable recoverable costs, taking one year with another. Procurement Act 2023 flexibilities can support SME and VCSE access through proportionate requirements, early engagement and appropriate reservation approaches, while social-value requirements should remain relevant and proportionate (Procurement Act, Markets Review).

Table 18. Funding sources and delivery constraints

Funding/delivery source	Appropriate use	Constraint or rule
Core Council budget	Statutory functions, essential management and defined baseline services.	Must be affordable within MTFS decisions; no assumed growth.
One-off transformation funding	CRM cleanup, research, pilots and service redesign with measurable benefits.	Require exit/scale decision and avoid creating unfunded recurrent liabilities.
Capital programmes	Public realm, property and infrastructure with clear whole-life costs.	Revenue maintenance and operating responsibilities must be funded.
External grants	Time-limited activity aligned with the strategy and funder criteria.	Match, outputs, audit and continuation risk.
Developer contributions	Eligible mitigation or infrastructure linked to development.	Statutory and planning restrictions; not a general business-support fund.
Earned income/fees	Promotional space, market and street-trading services where lawful.	Cost recovery, transparency, affordability and demand risk.
Partner/property-owner contributions	Additional destination, estate or place programmes.	Written additionality, governance and delivery commitments.
BID levy	Business-led additional services after successful ballot and agreements.	Never include as secured Council income before ballot; account for Council liabilities.
Potential overnight visitor levy	Possible future mayoral/strategic-authority investment.	Legislation and allocation unresolved; no Greenwich revenue assumed (GOV.UK).

Business-rate changes can alter occupier costs but should not be mistaken for a regeneration programme. From April 2026, retail, hospitality and leisure multipliers were 38.2p for qualifying small properties below £51,000 rateable value and 43.0p for qualifying standard properties from £51,000 to £499,999; small and standard non-RHL multipliers were 43.2p and 48.0p, with a 50.8p high-value multiplier at £500,000 and above. Unoccupied properties do not qualify for the RHL multipliers (Business Rates Guidance). The service should help businesses understand official guidance without offering individual tax advice, and vacancy strategy should still address property condition, lease structures, demand and owner behaviour. Financial appraisal should compare the cost of an intervention with its likely additional benefit, not simply gross business-rate or visitor-spend claims.

© 2026 Lee Vallender. All rights reserved.

17. Implementation Roadmap and Governance

The first 100 days should establish control and credibility. The Head of Service should confirm the establishment, budget lines, contracts, delegations and delivery commitments; clean business and trader records; reconcile market economics; establish a vacant-unit register; review current action-plan status; commission user research; and agree KPI definitions. Quick wins should be visible but modest: response standards for business enquiries, a resolved trader issue, a coordinated centre calendar and clear ownership of persistent problems. The BID feasibility evidence should be obtained and assessed rather than pre-empted. By day 100, Members and partners should receive a concise baseline, risk register and year-one portfolio with resources attached. This is preferable to launching a broad new strategy before internal facts are known.

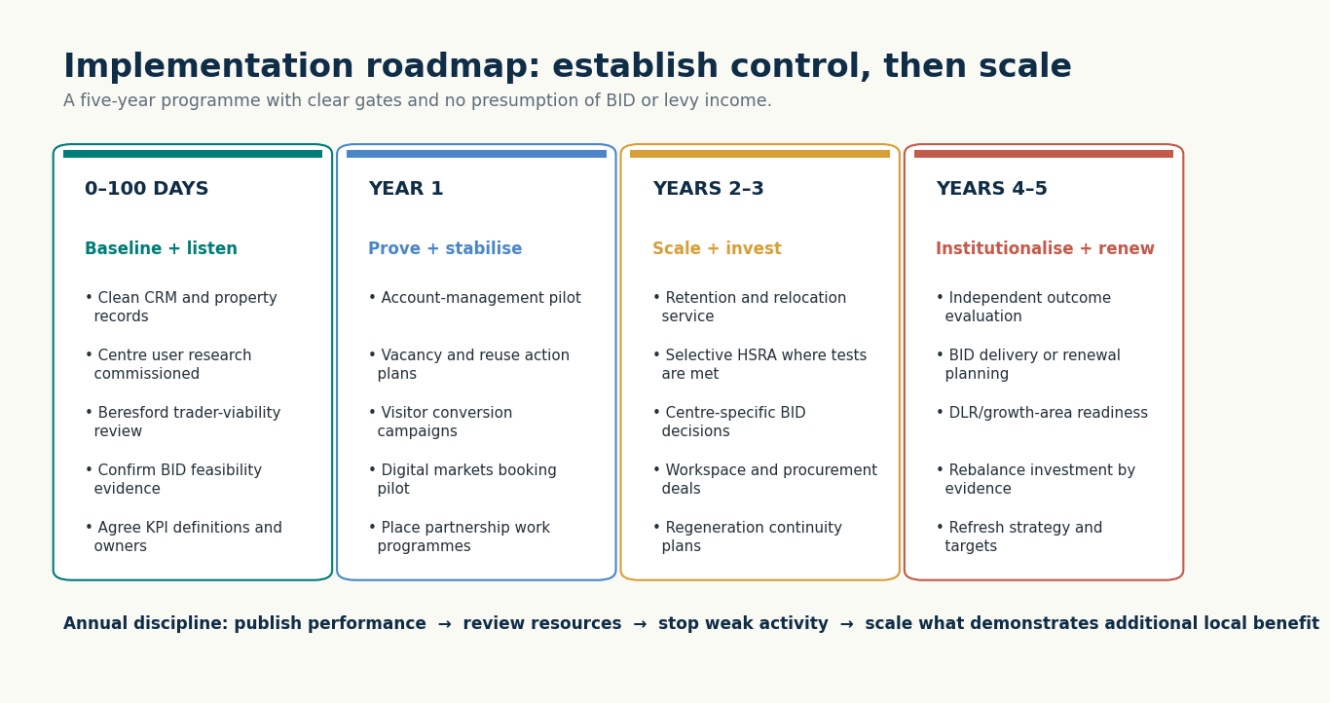


Figure 14. Five-year implementation roadmap

Governance should reflect the role's dependence on other services and external interests. A senior economy and place board should resolve cross-Council barriers, while centre partnerships own local programmes and business voice. Market governance should combine operational management, trader engagement and financial oversight. BID development requires a separate business-led process, with the Council clear about its roles as enabler, potential levy payer, billing authority and baseline-service provider. A quarterly portfolio review should stop weak projects, address risk and reallocate resources. Annual public reporting should include finances, outcomes and evidence limitations, not just good-news case studies. Scrutiny should be used as a route to improve delivery and resolve trade-offs.

Table 19. Governance responsibilities and reporting cadence

Governance level	Core responsibility	Cadence and output
Head of Business, Markets and Town Centres	Integrated portfolio, budgets, service standards, risk and performance.	Monthly service review; quarterly portfolio decisions.
Executive/Member economy and place board	Cross-Council unblock, regeneration alignment and resource decisions.	Quarterly exception report and escalations.

© 2026 Lee Vallender. All rights reserved.

Strategic account leads	Business retention, growth and referral outcomes.	Monthly pipeline; quarterly account plans.
Centre partnerships	Local action plans, business engagement and project delivery.	Monthly/bi-monthly delivery and annual business report.
Markets operational board/trader forum	Viability, compliance, maintenance, programming and customer development.	Monthly operations; quarterly finance and trader review.
BID shadow business group, where established	Business plan, boundary, levy and ballot proposition.	Stage-gate decisions; business-led governance.
Data and evaluation group	Definitions, quality, GDPR/commercial confidentiality and outcome reporting.	Quarterly dashboard and annual methodology note.

Year one should prove a small number of scalable models: strategic accounts, a Woolwich occupancy programme, a Greenwich conversion campaign, an Eltham frequency pilot and a Beresford customer/trader programme. Years two and three should scale successful interventions, make centre-specific BID decisions, embed retention/relocation support and align growth-area delivery. Years four and five should include independent evaluation, BID renewal planning where relevant, DLR/growth readiness and a refreshed strategy. The roadmap is deliberately gated: if a pilot shows no additional benefit, resources should move; if regeneration timing changes, business-continuity plans should adjust; if business consent is weak, a BID should not be forced. Delivery discipline is more important than the number of initiatives launched.

18. Performance Framework and KPI Dictionary

The performance framework should combine service control, business outcomes, place outcomes, market health and inclusive delivery. Baselines must be reconciled before numerical targets are set, particularly where source reports conflict or monitoring coverage is incomplete. HSDS trends should be reported with their methodology and reference period, vacancy should be split between units and floorspace, and business outcomes should be recorded by intervention cohort. Targets should be approved only after the first baseline pack; this avoids manufacturing precise ambitions from incomplete data. The dashboard should show direction, comparator, coverage and confidence, and should distinguish outputs within the Council's control from outcomes influenced by wider economic conditions.

Table 20. Performance framework and target-setting approach

Domain	Core KPI	Baseline/status	Target-setting approach
Business service	Enquiries resolved within standard; CRM completeness; repeat follow-up.	Internal baseline required.	Set service standards after workflow and capacity audit.
Strategic accounts	Retention/expansion decisions influenced; jobs and investment recorded with attribution notes.	2024 structure absent; 2026 implementation to confirm (High Value Businesses).	Baseline initial cohort, then annual account-plan outcomes.
Enterprise	Survival, growth and procurement outcomes by support segment.	10,410 enterprises in 2026; 93.2% micro (Nomis).	Track supported cohorts and relevant borough trends separately.
Local employment	Jobs density, workplace pay and job quality.	0.57 jobs density in 2024; £785.8 workplace weekly pay in 2025 (Nomis).	Long-term direction with London comparator; no simplistic annual attribution.

© 2026 Lee Vallender. All rights reserved.

Centre performance	Footfall, spend index, dwell, frequency, conversion and user satisfaction.	H1 2026 trends available for three centres (Town Centres).	Centre-specific targets after user research and seasonal baseline.
Vacancy	Persistent vacancy by unit/floorspace; duration; reoccupancy sustainability.	Woolwich 13.0% units/4.6% floorspace in comparable dashboard.	Reconcile source, establish unit register and target persistent cases.
Markets	Occupancy, retention, arrears, net operating contribution, trader confidence and customer conversion.	Beresford 46/49 pitches occupied and around 90% retention in 2025 review.	Balanced scorecard; no growth target based on fees alone.
Visitor/night-time	Cross-visitation, offer redemption, early/late dwell and participating-business outcomes.	Attraction and ticket figures use different measures.	Campaign baselines with comparison periods; no unique-visitor aggregation.
Parades	Monitoring coverage, business records, vacancy and environmental improvements.	HSDS unavailable for two local centres and 23 parades in review.	Close data gaps and prioritise by need/impact.
BID/partnership	Engagement representativeness, additionality, business plan delivery and financial transparency.	Feasibility stage as at 28 October 2026.	Stage-gate milestones; ballot only after readiness.
Inclusion/resilience	Accessibility, beneficiary distribution, continuity and climate measures.	Baseline required by project.	Proportionate project-level targets and equality monitoring.

A small set of headline measures should sit above the operational dashboard: supported-business outcomes, persistent vacancy, centre-specific conversion/frequency, market viability and resident/business confidence. More detailed indicators should help managers diagnose performance rather than overwhelm Members. Evaluation should include counterfactual thinking proportionate to the investment: comparison periods, similar non-participating businesses, event/non-event days or phased implementation. Financial results should be reported gross and net where relevant, with one-off funding separated from recurrent income. Where businesses provide commercially sensitive information, aggregated reporting and clear consent are essential. The result should be a learning system that changes decisions, not a dashboard produced solely for assurance.

19. Risk Register and Mitigation

The largest strategic risk is trying to do everything equally across a diverse borough with constrained resources. A second is relying on future mechanisms—BID receipts, visitor-levy income, unapproved development or formal property powers—before they are legally and financially available. A third is optimising a single metric, such as footfall, occupancy or market income, at the expense of business viability and local benefit. Regeneration adds transition risk: businesses may leave before future benefits arrive, and new residents may not automatically use existing centres. Data gaps can hide these problems until too late. Risk management should therefore be built into portfolio selection, project gates and quarterly reporting rather than treated as a static appendix.

Table 21. Strategic risk register and mitigation

Risk	Likelihood/impact	Early warning	Mitigation and owner
Public funding constraint	High/high	Unfunded commitments, recurrent costs attached to one-off grants.	Full-cost portfolio review; stop/scale gates; Finance and Head of Service.
BID fails or loses trust	Medium/high	Low engagement, boundary disputes, levy affordability concerns.	Transparent feasibility, business-led design and credible alternatives; BID shadow group.

© 2026 Lee Vallender. All rights reserved.

Regeneration displacement/disruption	High/high	Lease exits, falling trade, route closures and uncertainty.	Continuity plans, notice monitoring, relocation brokerage and communications; regeneration lead.
Visitor growth does not convert	Medium/high	Footfall rises while spend/participating-business outcomes weaken.	User research, itinerary design and campaign evaluation; centre partnership.
Market income damages viability	Medium/high	Arrears, departures, reduced mix or trader confidence.	Transparent cost review, balanced scorecard and trader co-design; Markets Manager.
Property intervention is ineffective	Medium/medium	Long-term vacancy despite marketing or formal action.	Property-specific diagnosis, owner engagement and demand testing; place/property leads.
Out-of-centre competition intensifies	Medium/high	Comparison leakage and weakened anchors in existing centres.	Centre-first policy, differentiation and improved connections; Planning and place leads.
Poor data produces false assurance	High/medium	Conflicting figures, missing parades and undefined visitor totals.	KPI dictionary, reconciliation and methodology notes; data group.
Partnership accountability fragments	High/high	Actions without owners, repeated escalation and delayed decisions.	Named senior sponsor, RACI and exception reporting; executive board.
Safety, climate or access harms use	Medium/high	Complaints, incidents, heat/flood disruption and accessibility barriers.	Inclusive design, resilience planning and multi-agency response; place operations.
Business voice is unrepresentative	Medium/medium	Engagement dominated by a small number of large firms.	Segment outreach, independent/trader representation and transparent governance.
Benefits are overclaimed	Medium/high	Gross outputs presented as net local impact or attribution without evidence.	Evaluation protocol, cautious language and independent review for major programmes.

Risk acceptance should be explicit. Some innovative pilots will fail to produce the intended outcome, and that is acceptable if costs are capped, learning is captured and no recurrent liability is created. By contrast, unclear legal authority, unmanaged commercial confidentiality or unfunded permanent commitments should not be accepted as innovation. The Head of Service should maintain a small strategic risk register linked to the corporate process and require every major business case to identify delivery, financial, legal, reputational and equality risks. Mitigation owners need authority to act, and escalation thresholds should be agreed in advance. This creates a culture in which difficult trade-offs are surfaced early rather than hidden until a public failure occurs.

20. Application and Interview Translation

The supplied role documents call for a leader who can combine business growth, markets, regulated operations, place partnerships, budgets and performance. The supplied CV offers relevant evidence through Head of Markets leadership in Manchester, senior traded-service responsibility in Camden, approximately £11.5 million of budget responsibility described across prior roles, two BIDs taken to ballot and multi-year funding, incubation hubs, CRM implementation, procurement and external funding. The strongest positioning is not simply “markets experience” or “economic-development strategy”; it is the ability to connect **operational control, commercial judgement, business relationships and place transformation**. Examples should be precise about personal leadership, partner contributions, baseline, decision, money controlled and measurable outcome. Greenwich’s scale and cost base should not be assumed to match previous authorities.

The interview proposition can be summarised as a disciplined first-year reset: establish the financial and performance baseline, give businesses one accountable route into the Council, focus on a small number of place and trading pilots, and

© 2026 Lee Vallender. All rights reserved.

scale only what demonstrates local outcomes. The candidate should show comfort with both strategic and day-to-day issues—why Greenwich needs conversion rather than footfall alone, how a market fee decision interacts with cleansing and security costs, why Woolwich vacancy requires property-level work, and how a BID ballot could fail without business-led design. The answer on BIDs should be balanced: relevant prior ballot experience is valuable, but it must not sound like a predetermined commitment to repeat that model regardless of local evidence.

Table 22. Interview themes and candidate evidence

Likely interview theme	Strong evidence to draw from CV	Greenwich-specific application
Leading markets and street trading	Manchester market leadership and regulated operational services.	Balanced Beresford scorecard, transparent costs, trader engagement and customer conversion.
Budget and commercial control	Camden traded-service and wider approximately £11.5 million budget evidence.	Full-cost portfolio, lawful cost recovery and no assumed BID/visitor-levy income.
BIDs and partnerships	Two Camden BIDs through ballot and multi-year funding.	Centre-specific feasibility, additionality, Council exposure and dual-majority readiness.
Workspace and enterprise	Incubation hubs in underused assets.	Woolwich vacancy reuse and voluntary market-to-premises progression.
Service improvement and data	CRM, digital access, dashboards and service redesign.	One business/trader record, response standards and outcome tracking.
Funding and programme delivery	External funding and consultancy/programme experience.	Gated pilots, funder compliance and continuation plans within the MTFS.
Political and stakeholder leadership	Committee, licensing, scrutiny, police and member work.	Transparent trade-offs and cross-Council governance with clear accountability.

High-value questions to ask at interview include: What are the current establishment, delegations and net budgets by service line? What has happened since the 2024 proposals for strategic accounts, sector plans and retention/relocation support? What did Beresford Square actually cost and recover in 2025/26, and what does the 2026/27 forecast include? Which CRM, property, health-check and trader records are reliable? What decisions are expected from the December 2026 BID report, and how would BIDs relate to town-centre partnerships? How will the £2.1 million centre programme and two Town Centre Managers be evaluated? Which outcomes does the new Corporate Plan expect this post to report? These questions demonstrate operational seriousness without implying that unpublished information is already known.

21. Priority Evidence Gaps and Overall Conclusion

The public evidence is sufficient to determine strategic direction, but not to finalise detailed budgets, BID levies or numerical 2030 targets. The most important gap is representative user evidence by centre and daypart. Others include current business-account implementation, complete property ownership and vacancy-duration records, actual market operating economics, current CRM outcomes, visitor conversion and hotel/accommodation demand, and BID rateable-value schedules. Parade monitoring is materially incomplete, and source discrepancies in vacancy and trader-demographic figures require reconciliation. The first month should therefore prioritise internal service records and narrowly commissioned research over another broad, generic strategy. Every gap below has a direct management decision attached to it.

Table 23. Priority evidence gaps and closure actions

© 2026 Lee Vallender. All rights reserved.

Evidence gap	Why it matters	How to close it
Centre user shares, origins, missions and conversion	Determines proposition, programming and who benefits.	Representative intercepts, origin/destination and non-user research by daypart.
BID boundaries, hereditaments, rateable value and appetite	Determines financial viability, fairness and ballot readiness.	Publish/analyse feasibility schedules and segment business engagement.
Current account-management and sector-plan delivery	Prevents duplicating or falsely claiming existing work.	Internal audit of CRM, staffing, accounts and outcomes since 2024.
Unit ownership, condition, lease and vacancy duration	Determines whether brokerage, refurbishment, conversion or formal action is appropriate.	Live property register and owner/agent engagement.
Market profit/loss, unit costs, arrears and trader viability	Determines defensible fees and sustainable growth.	Reconciled operating statement and trader dashboard.
Visitor-to-business conversion	Attraction and event scale does not prove local benefit.	Cross-visitation, offer redemption and participating-business measurement.
Parade performance and coverage	Uneven evidence can misallocate scarce investment.	Light-touch health checks and priority monitoring where HSDS is absent.
Service budgets, contracts and grants	Determines what is deliverable and what creates future liabilities.	Full-cost portfolio and commitments register.

Overall, Greenwich’s opportunity is to convert exceptional resident, heritage, event and regeneration assets into **more productive local places and enterprises**. That requires a shift from broad promotion to managed conversion: from business enquiries to accountable relationships, from footfall to user missions and spending, from vacant-space totals to property-specific solutions, from market occupancy alone to trader and customer viability, and from future announcements to phased delivery. BIDs can support this where businesses choose and can afford them, but they are not the strategy itself. The recommended 2026–2030 programme is intentionally practical: establish trustworthy baselines, prove a small number of centre and business models, govern them transparently and scale only where additional local benefit is demonstrated.

General information disclaimer: This report is for general information, research and interview-preparation purposes only. It is independent and does not represent Royal Borough of Greenwich policy, unpublished feasibility findings or a commitment of funding. Legal, financial, procurement, business-rates, street-trading and BID implementation decisions should be checked against current legislation, formal advice, Council governance and source documents before action.

© 2026 Lee Vallender. All rights reserved.

COPYRIGHT AND PERMITTED USE

© 2026 Lee Vallender

All rights reserved.

Ownership

Copyright in this report and its companion interactive microsite belongs to Lee Vallender. That includes the text, analysis, recommendations, tables, figures, design and layout, but not the third-party material described below.

Moral rights

Lee Vallender has asserted his right under the Copyright, Designs and Patents Act 1988 to be identified as the author of this work.

Permitted use

You may read, download and print this report, and share unaltered copies, for the purpose of considering the author's application or for your own reference. Any other copying, adaptation or publication of the text, tables or figures, including reuse in another report, strategy, bid or plan, needs the author's written permission first. Nothing in this notice restricts any act permitted by law, such as fair dealing for the purposes of criticism, review or quotation.

Text and data mining

The author expressly reserves the use of this work for text and data mining, including the training of artificial intelligence systems. This reservation is made for the purposes of Article 4(3) of Directive (EU) 2019/790 and any equivalent law elsewhere, and is also published in machine-readable form.

Third-party material

Statistics from the Office for National Statistics, including data obtained through Nomis, are Crown copyright and are reproduced under the Open Government Licence v3.0. Other sources cited remain the property of their owners. The Royal Borough of Greenwich is named only to identify the subject of this work, which is not a Council publication.

Permissions

To request permission for any other use, email info@devol-legal.com. This notice is governed by the law of England and Wales.