Woolwich Urban Regeneration Framework

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ROYAL borough of GREENWICH

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Figure 01. Powis Street

Foreword and executive summary

Woolwich is one of London's best-connected and fastest-changing town centres. Its high street, market, public services and independent businesses support daily life for communities across the borough, while its heritage, culture and riverfront give it a distinctive identity for locals and visitors. This Framework calls for coordinated action to connect these assets, guide growth and investment, and ensure that town centre changes benefit and improve everyday life across Woolwich.

Executive summary

Woolwich is a busy, important town centre. Its high street, market, civic services, shops, restaurants and community facilities support daily life. Strong transport links bring many people through the centre, while the Royal Arsenal, historic streets and waterfront give Woolwich its distinctive character.

Woolwich is changing. New homes, population growth and major sites will reshape the centre. This is an opportunity to connect its different places, improve streets and public spaces, and support more shops, services, workplaces and community uses.

The framework sets out how change can benefit Woolwich. It prioritises clearer connections, a stronger high street, better river access, greener public spaces and more opportunities for local businesses, young people and communities. It provides a shared direction for investment while protecting valued character and everyday uses.

The vision and priorities reflect spatial, economic and environmental evidence and engagement with residents, businesses, community organisations, institutions, landowners and public agencies.

The vision

By 2035, Woolwich will be a distinctive London town centre, defined by its working high street, markets, civic and military heritage, diverse communities, culture and relationship with the Thames. Its traditional centre, civic quarter, Royal Arsenal, stations, waterfront and growing neighbourhoods will work as one welcoming and well-connected place. Woolwich will remain a useful everyday centre, protecting affordable routes into shopping, work, enterprise and community life while offering more reasons to visit, live and stay. Independent shops and services will sit alongside affordable workspace, learning, culture, food and evening activity. New and existing homes will form connected neighbourhoods with access to services, green space and opportunity. Chapter 3 develops this vision through four themes: A town centre that works; A cultural and civic town centre; A greener, healthier and more welcoming Woolwich; and A connected and growing Woolwich. Together, these will guide investment and help people of all ages take part in the town's future.

Six strategic priorities

- **Connect the centre and the Thames**: Create direct, accessible routes between the stations, squares, high street, civic quarter, Royal Arsenal, surrounding neighbourhoods and the river, making the Thames more visible and easier to reach
- **Give people more reasons to stay**: Enhance the market, food, culture, leisure and early evening offer, including opportunities for outdoor eating and drinking, so more people choose to stay, return and support local businesses
- **Renew the working high street and support local enterprise**: Strengthen Powis Street and Hare Street as useful, people-first routes, with everyday services, active upper floors, affordable premises, better market infrastructure and routes from temporary trading into lasting premises
- **Create greener, more comfortable public spaces**: Provide shade, seating, shelter, play and safe crossings so people of every age and ability can move around and spend time comfortably
- **Secure affordable workspace and routes into work**: Use existing and new buildings for studios, production, learning and enterprise, with long-term affordability and clear links to skills and jobs
- **Create a town centre for all ages**: Design streets, spaces and services for different ages and abilities, while addressing the clear gap in visible youth provision, free places to meet and routes into learning, creativity and work

From priorities to place

The framework translates these priorities into a physical structure for Woolwich. It connects seven distinct clusters through stronger routes and public spaces, brings Beresford Square and General Gordon Square together as Woolwich's market and civic heart, renews the working high street, brings the Thames into everyday town-centre life and coordinates development and investment across the centre.

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Figure 02. Building on Beresford Square

Framework overview

The Framework connects seven distinct clusters. Beresford and General Gordon squares form its market and civic heart. Powis and Hare streets connect trade with the Thames. The civic quarter brings together public services, learning, culture and community life. Macbean and Exchange link growing communities with Royal Arsenal, the stations and traditional centre. Calderwood forms a greener western neighbourhood. The waterfront becomes an everyday riverside destination celebrating Woolwich's relationship with the Thames.

East-west routes connect Calderwood, the civic quarter, town centre core, Exchange, Macbean and Royal Arsenal. Mortgramit Square links the high street and waterfront. North-south routes connect the stations, squares and high street to St Mary's Gardens and the Thames. Strategic sites complete this network.

The seven clusters at a glance

- **Waterfront**: An everyday riverside destination bringing the Thames into town-centre life.
- **Powis Street and Hare Street**: The working high street and people-first route between the town centre and river.
- **Macbean**: A mixed living and visitor quarter connecting Royal Arsenal, the traditional centre and waterfront.
- **Calderwood**: A green mixed-use neighbourhood linking the civic quarter, Powis Street, St Mary's Gardens and nearby homes.
- **Civic quarter**: The centre for public services, learning, culture, enterprise and community life.
- **Town centre core**: The market and civic heart centred on Beresford Square and General Gordon Square.
- **Exchange**: Woolwich's main arrival and mixed-use cluster, organised around the Covered Market and connections between the stations and centre.

Together, the clusters build on the regeneration and investment already delivered at Royal Arsenal, extending the benefits across the wider town centre.

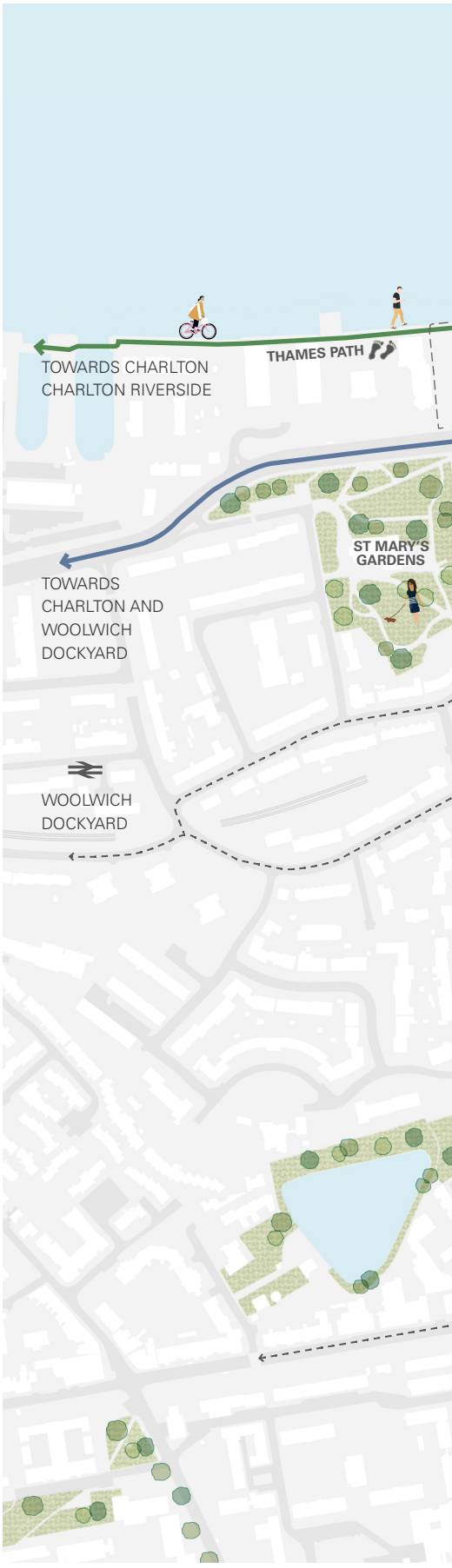


Figure 03. Key priorities and cluster areas

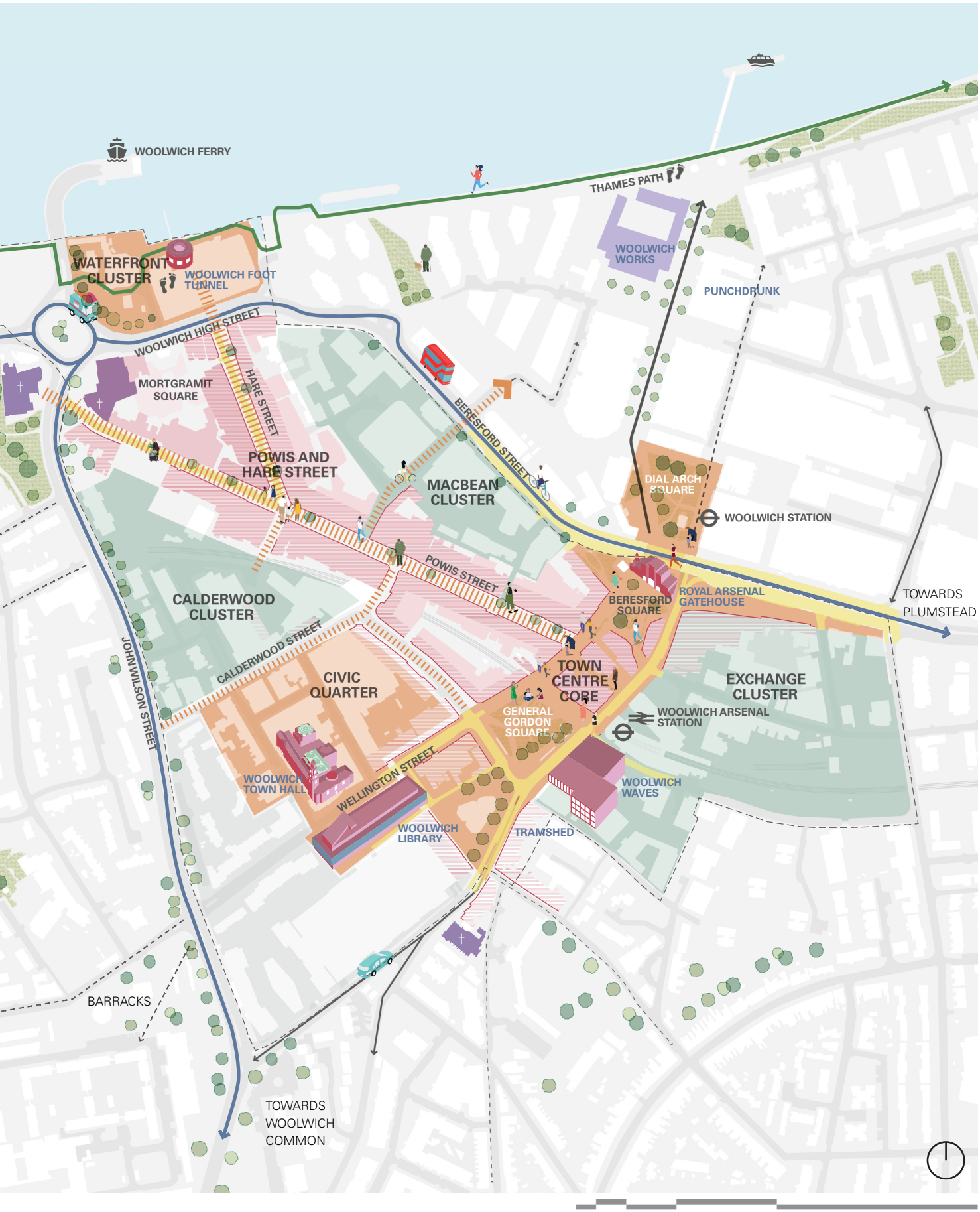

WOOLWICH FERRY
THAMES PATH
WATERFRONT CLUSTER
WOOLWICH FOOT TUNNEL
WOOLWICH WORKS
PUNCHDRUNK
WOOLWICH HIGH STREET
MORTGRAMIT SQUARE
HARE STREET
BERESFORD STREET
POWIS AND HARE STREET
MACBEAN CLUSTER
DIAL ARCH SQUARE
WOOLWICH STATION
POWIS STREET
CALDERWOOD CLUSTER
BERESFORD SQUARE
ROYAL ARSENAL GATEHOUSE
TOWARDS PLUMSTEAD
CALDERWOOD STREET
JOHN WILSON STREET
CIVIC QUARTER
TOWN CENTRE CORE
EXCHANGE CLUSTER
GENERAL GORDON SQUARE
WOOLWICH ARSENAL STATION
WOOLWICH TOWN HALL
WELLINGTON STREET
WOOLWICH WAVES
WOOLWICH LIBRARY
TRAMSHED
BARRACKS
TOWARDS WOOLWICH COMMON
0 20 50 100 200 400m



Figure 04. General Gordon Square

Introduction

The Woolwich Urban Regeneration Framework is a shared guide for revitalising Woolwich and coordinating its growth over the next 10 to 15 years. It brings spatial, economic, social, cultural and environmental priorities into one structure, helping the Council and its partners coordinate investment, development and public-realm change across the town centre.

1

1.1 Introduction

1.1.1 Purpose of the Urban Regeneration Framework

Woolwich is entering another period of significant change. Exceptional public transport, a growing population and major development opportunities give it the scale to play a stronger role in south-east London. At the same time, difficult local movement, uneven public realm, long-term vacancy in some premises and separately planned development sites limit the benefit reaching the traditional centre and surrounding communities.

The Framework establishes a clear long-term direction for this change. It identifies where coordinated action can strengthen the economy, public life, health and climate resilience of the town centre. It sets a spatial structure for routes, public spaces, clusters and strategic sites and links that structure to practical decisions about uses, partnerships, phasing and delivery.

The Framework has three main purposes: to guide Council decisions and investment; to provide a shared basis for work with communities, institutions, businesses, landowners, developers and public agencies; and to help separate projects contribute to one stronger town centre and joined-up neighbourhoods.

1.1.2 What the Framework is

- A place-based strategy: It sets a direction for Woolwich over the next 10 to 15 years, grounded in its economy, communities, heritage, landscape and patterns of daily use
- A spatial framework: It coordinates movement, public realm, economic and civic life, growth and development across linked clusters and strategic sites
- A practical delivery tool: It identifies priorities, dependencies and public benefits that can shape briefs, projects, partnerships, funding and phasing
- A basis for coordination: It gives the Council and its partners a shared reference point as sites, funding and delivery opportunities may change over time

1.1.3 What the Framework is not

- The Framework is not a statutory planning document and does not supersede the Local Plan.
- It does not set final development capacity, specific building heights, access arrangements or architectural form. These require further design, technical testing, engagement and planning for each site
- It is not a planning application and does not override planning permissions that have been granted.
- It does not depend on a single retail model, evening-economy model or delivery mechanism. Its role is to set the principles and relationships that more detailed work must resolve



Figure 05. Existing Woolwich town centre



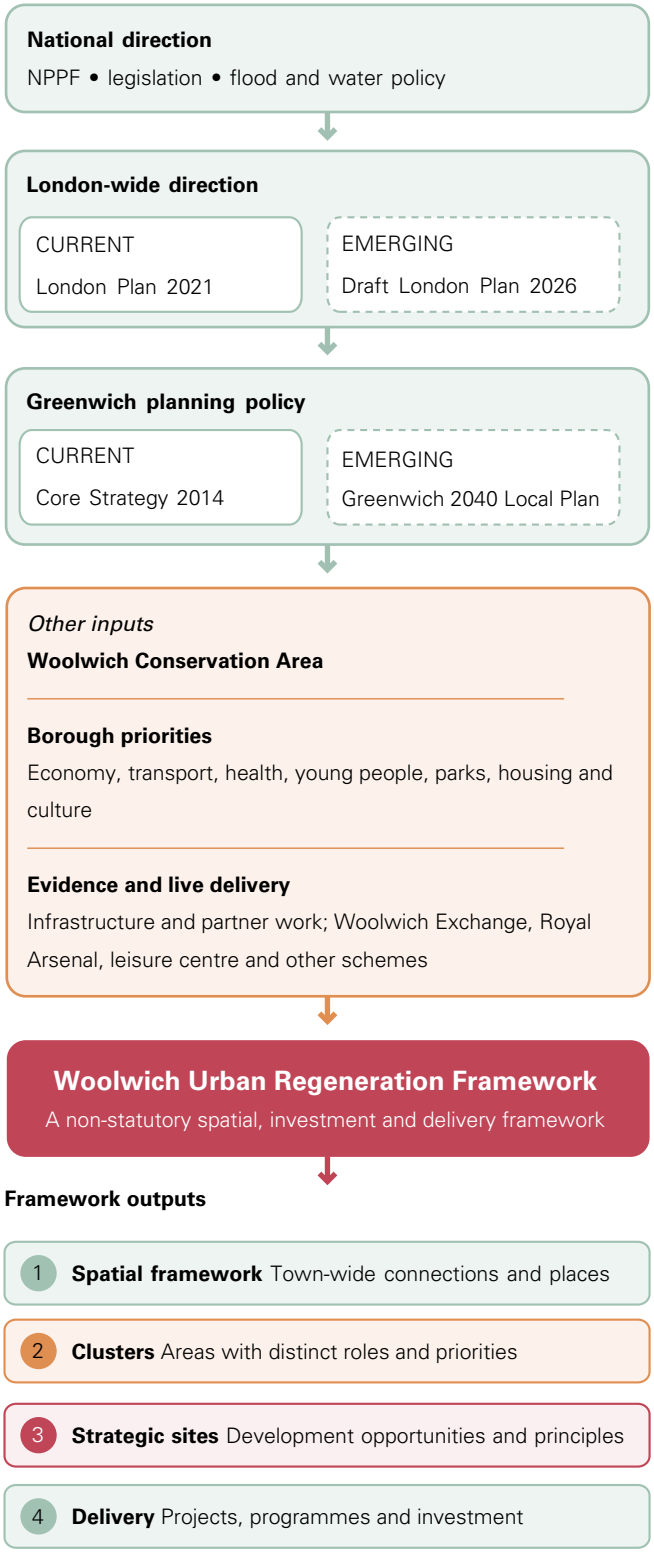
1.1.4 Relationship to the Local Plan and other strategies

The Framework is a non-statutory regeneration document. It supports the emerging Royal Greenwich Local Plan but does not supersede its policies or site allocations. Planning decisions will continue to be made through the statutory development plan and other material considerations.

The Framework complements the Council's wider strategies for inclusive economy, transport, health and wellbeing, culture, children and young people and carbon neutrality. It responds to Woolwich's status as an Opportunity Area, its role within the Thames Estuary Production Corridor and the wider growth planned along the Thames.

Where the Framework identifies options for movement, public realm or development, these should be treated as a direction for further studies. Feasibility, viability, heritage, equality, environmental and transport testing will determine how they are taken forward.

Figure 06. Policy context



1.1.5 Scope

The Framework focuses on Woolwich Town Centre, including the traditional high street, station areas, market and civic spaces, the western edge around Calderwood Street, the Royal Arsenal interface and the waterfront. It considers the streets and strategic sites that connect these places and the way they work across the day and week.

Woolwich functions beyond a single boundary. The Framework therefore considers connections west towards Woolwich Dockyard, Charlton and Charlton Riverside; east through Royal Arsenal towards Plumstead; south towards the Barracks and Woolwich Common; and east and west along the Thames Path. These links connect surrounding communities with jobs, services, culture, green space, the river and public transport.

Its subject matter is equally broad. Movement, public realm, economy, high street, workspace, culture, civic life, health, youth and community infrastructure, heritage, climate resilience, housing and development all shape how the town centre performs. The Framework brings these systems together at three scales: the town-wide structure, seven clusters and five strategic sites.

1.1.6 How the Framework was prepared

The Framework combines spatial analysis, economic and demographic data, movement and public-realm studies, property and delivery work, policy review, site testing and engagement. This has been used to understand how different parts of Woolwich perform, identify where problems are structural and test where coordinated intervention can deliver the greatest public benefit.

Engagement has included resident surveys, conversations with traders and businesses, community and resident workshops, public pop-ups and an exhibition, alongside discussions with landowners, institutions, cultural organisations, health partners, transport agencies and Council services. Round 1, held from January to March 2026, included 180 survey responses, 15 trader and business conversations and workshops with community organisations and residents. Round 2, held from mid-July to August 2026, tested the emerging Framework through two Beresford Square pop-ups, an exhibition at Woolwich Library, an online survey and direct conversations with six traders and businesses. It reached 147 people in total: 105 in person, 36 online and six traders and businesses.

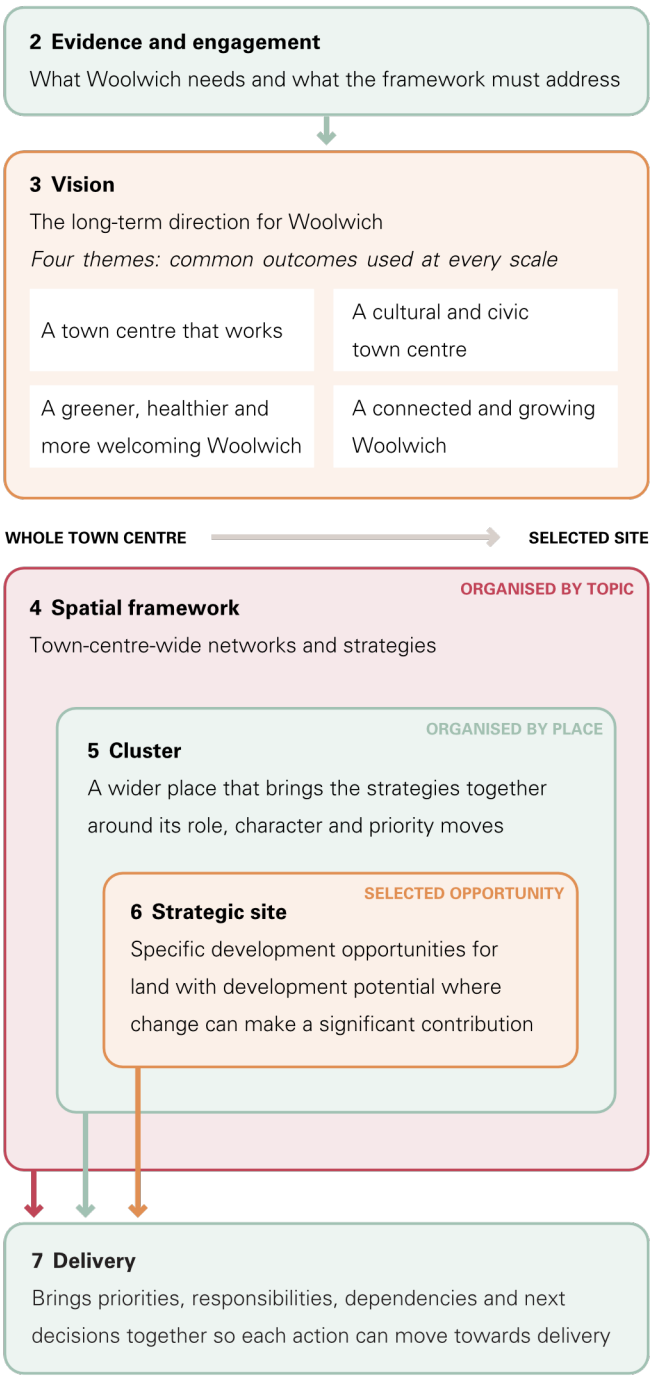
Across both rounds, people described Woolwich as a busy, diverse and practical centre and expressed pride in its markets, businesses, culture and heritage. They prioritised safer and greener streets, clearer routes, stronger support for independent businesses, welcoming public spaces and more reasons to stay into the early evening. These findings have directly shaped the vision, town-wide strategies, clusters and site guidance. Round 3 will take place in November 2026 and will invite comment on the full draft Framework before it is finalised.

The Framework provides strategic guidance at this stage. Detailed proposals will require further engagement and technical work, including transport and access studies, public-realm design, site capacity and viability testing, operator briefs and long-term management arrangements.

1.1.7 How the Framework will be used

- **Council investment**: Guide capital priorities, asset decisions and public-realm projects, with services and programmes coordinated to support growth
- **Planning and development**: Inform site briefs and planning discussions, and indicate potential opportunities for routes, ground floors, public space, community infrastructure and wider town-centre benefits
- **Partnerships**: Provide a shared basis for work with landowners, developers, Transport for London, the Greater London Authority, Platform4, Places for London, health partners, the University of Greenwich, cultural organisations, businesses and community groups
- **Funding**: Support funding bids and align developer contributions, Council resources and partner investment around coherent routes, spaces and services
- **Projects and pilots**: Shape public-realm trials, meanwhile uses, workspace pilots, market improvements, cultural programming and further delivery commissions
- **Monitoring**: Provide a basis for reviewing progress and understanding how change contributes to better connections, activity, business opportunity, public-space quality, social infrastructure and climate resilience across the centre

Figure 07. How to use the framework



1.1.8 Reading the framework

- **Chapter 2 - Understanding Woolwich today**: Sets out the evidence, engagement findings, challenges and opportunities that the Framework must address
- **Chapter 3 - Vision**: Defines the 2035 vision and four themes that establish the shared outcomes for Woolwich
- **Chapter 4 - Spatial framework**: Sets town-centre-wide networks and strategies for movement, public realm, economy, civic life and growth
- **Chapter 5 - Clusters**: Brings the town-centre-wide strategies together within seven connected areas, defining the role, character and priority moves for each place
- **Chapter 6 - Strategic sites**: Sets out potential development opportunities for five selected strategic sites within the clusters, where change could make a significant contribution to the wider town centres
- **Chapter 7 - Delivery**: Draws out actions and projects arising at every scale and sets out how they can progress through investment, partnership and further work

For the overall direction: read the Vision and Spatial framework

For a particular part of Woolwich: start with the relevant cluster, then follow references to the applicable strategies and sites

For investment and implementation: use the Delivery chapter alongside the relevant spatial, cluster and site guidance

The Framework applies the same ambitions at different scales. The vision and four themes establish the outcomes sought for Woolwich. The spatial framework translates these into town-centre-wide networks and strategies that cross boundaries and apply throughout Woolwich.

Clusters and strategic sites perform different roles. Clusters describe wider parts of Woolwich, bringing the strategies together around the role, character and priorities of each place. Strategic sites are selected development opportunities within those clusters, with more specific principles to guide change. Not every part of a cluster is a strategic site.

Strategic-site guidance should therefore not be read in isolation. Proposals should respond to the relevant site principles, contribute to the wider role of their cluster and support the town-centre-wide spatial framework. Ideas deliberately recur across the report because they become more specific as they move from ambition, to town-centre strategy, to place, to site and finally to delivery action.



Figure 08. Greens End

Understanding Woolwich today

This chapter establishes the evidence, opportunities and strategic challenges that the framework must address. It provides the basis for the vision and proposals that follow.

Woolwich's distinctiveness comes from its combination of exceptional public transport connections, a Thames frontage, nationally important military and industrial heritage, substantial housing growth and a diverse everyday economy. These strengths currently operate as separate parts of the place. Major roads, fragmented ownership and uneven public realm limit movement between the traditional centre, Royal Arsenal, civic quarter and the waterfront. The Framework provides a shared spatial and delivery structure to connect these assets, direct investment and ensure that growth benefits Woolwich's existing and future communities.

2

2.1 Woolwich today

Woolwich plays several roles at once. It is a local high street, a civic and service centre, a major transport interchange, a place of work and learning, and a destination for culture, markets and the river. Each role has a different rhythm across the day and week. Beresford Square and the market support meeting, trading and longer stays. Powis Street serves everyday needs. The stations and main roads move large numbers of people and support buses, freight and servicing. Royal Arsenal and parts of the waterfront attract visits driven by culture, leisure, food and the river.

This variety is a strength and gives Woolwich a broad role as an everyday town centre. Different streets need tailored responses. Some need more reasons to stay. Others need safer, clearer movement. Vacant or fragile frontages need productive new roles that reflect local demand. These patterns of use inform where the Framework proposes better connections, more welcoming public spaces and new roles for underused buildings.

Woolwich is also a place of sharp contrasts. Grand civic buildings, military and industrial heritage, active markets and a growing cultural offer sit close to long-term vacancy, traffic-dominated streets and underused routes. Major investment has transformed Royal Arsenal and strengthened regional connections. Stronger links can extend these benefits into the traditional town centre and surrounding neighbourhoods.

Woolwich sits at the centre of a wider arc of growth along and across the Thames. It is itself an Opportunity Area, surrounded by major growth locations at Greenwich Peninsula, Charlton Riverside, Royal Docks and Beckton Riverside, and Thamesmead and Abbey Wood. Tens of thousands of new homes and jobs across these areas will expand Woolwich's potential catchment. Its position and exceptional public transport connections give it the opportunity to act as the main established town centre for this growing part of London, providing shops, services, culture, learning and employment for existing and future communities.

2.1.1 Demographics and growth

Woolwich serves one of the fastest-changing catchments in the borough. The Royal Borough of Greenwich grew by around 13.6% between 2011 and 2021. Growth was especially pronounced in Woolwich Arsenal, where the population increased by around 67%, from about 7,244 to 12,100 over the same period. Almost 5,000 additional residents now live close to the high street, increasing demand for local shops, services, public spaces and evening activity. This new population sits alongside long-established communities in Woolwich Dockyard, Woolwich Common and the wider town.

The population is young and diverse. Around half of Woolwich Arsenal residents are aged 18 to 39, while children and young people account for roughly a quarter of the population in Woolwich Dockyard and Woolwich Common. Woolwich also has a high proportion of overseas-born residents and a strong mix of Black African, Black Caribbean, Asian, White and mixed communities. These characteristics shape the town centre's everyday economy and the kinds of spaces, services and opportunities it needs.

Older residents, visitors and people with disabilities also rely on Woolwich's shops, transport and public services. Comfortable seating, toilets, step-free routes, healthcare and places for intergenerational activity are therefore part of the town centre brief.

Woolwich's population and engagement outcomes set a clear brief for the town centre. Young adults need flexible workspace, affordable food and drink, social space, childcare and a lively early evening. Children, teenagers and families need safe outdoor space, sport, learning, creative programmes and free places to meet without having to buy something.

Affordability remains central. More than a third of Woolwich's population live in neighbourhoods within England's most deprived 20%. Lower discretionary spending sits alongside rapid housing growth and rising land values. The Framework must strengthen the town centre while protecting the businesses, services and social networks that make it useful. Affordable workspace, mixed-tenure homes, accessible services and visible social infrastructure are core parts of the regeneration proposition.

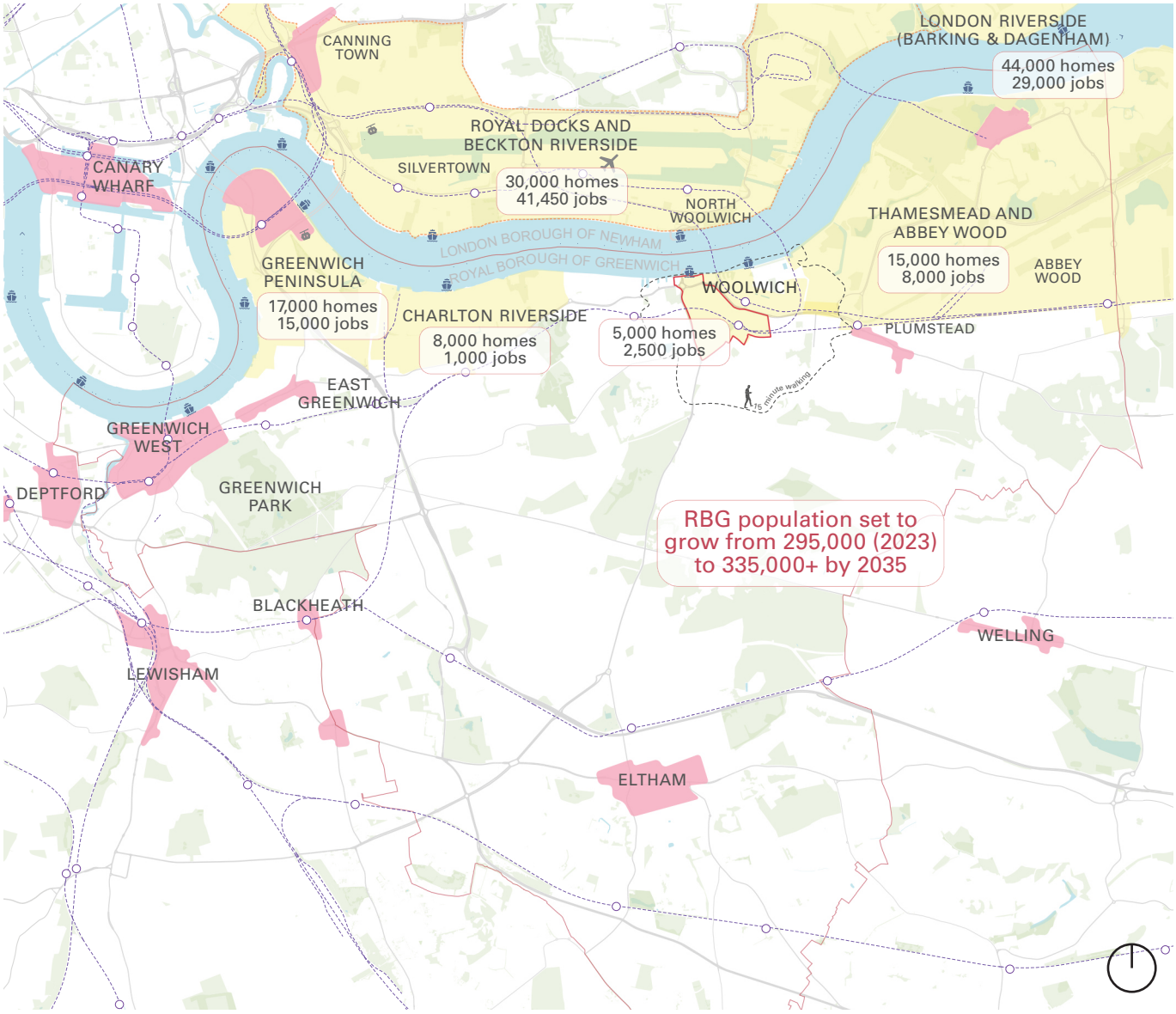


Figure 09. Woolwich in context of southeast London

- Town centre
- Woolwich Urban Regeneration Framework Area
- Opportunity Areas
- Train route
- Ferry route
- Target increase in homes and jobs by 2041 for opportunity areas (London Plan 2021)

2.1.2 Identity and character

Woolwich has a rich and layered identity. Its civic buildings, military history, industrial fabric, high street, markets, faith communities and culture reflect how the town has evolved and how its communities use it today. The Town Hall, General Gordon Square, Beresford Square, Powis Street, Royal Arsenal, Woolwich Works, Tramshed and the Thames each carry a strong identity of their own.

Woolwich has abundant character, expressed through heritage and community assets spread across the centre. However, major roads interrupt routes, inactive edges weaken important spaces, and public realm quality changes abruptly. Clearer routes, active edges and a more consistent public realm can connect these assets into a legible town centre structure.

Heritage should therefore act as an active framework for change. New routes can reveal historic alignments. Investment and reuse of existing buildings can celebrate Woolwich's heritage and support culture, workspace and community life. New development can respond to Woolwich's street grain, yards, civic spaces and tradition of making. This approach keeps identity active and gives future growth a recognisable Woolwich character.

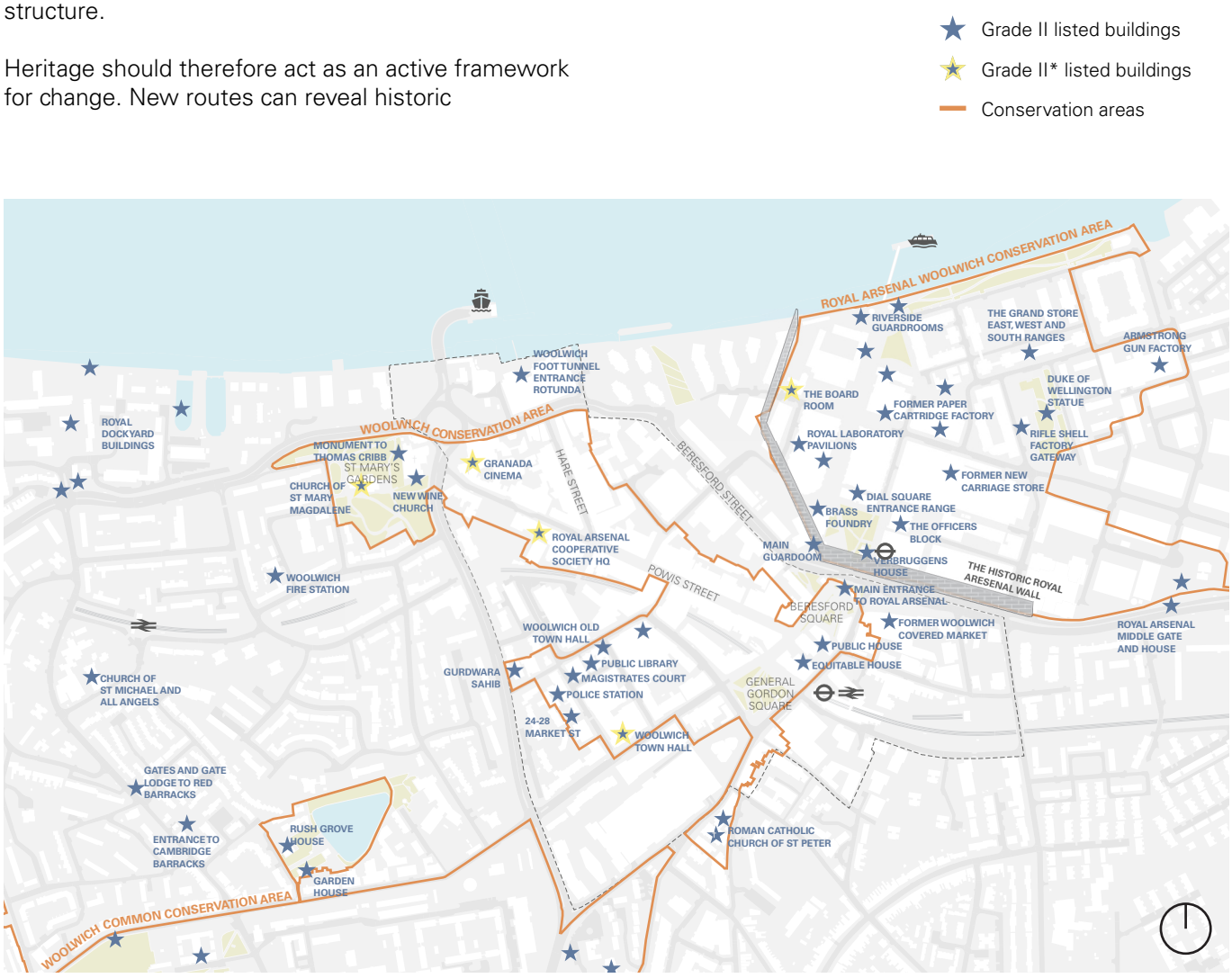


Figure 10. Woolwich heritage buildings



Figure 11. Woolwich foot tunnel entrance



Figure 12. Equitable House



Figure 13. Woolwich Town Hall clock tower



Figure 14. The Royal Brass Foundry



Figure 15. Covered market



Figure 16. Woolwich Old Public Library

2.1.3 Food culture and the market economy

Woolwich has the foundations of a distinctive food culture, rooted in its diverse communities and independent economy. Nepalese and Tibetan restaurants have gained recognition beyond the town centre, alongside African, South Asian and other international cuisines, while Beresford Square's seven-day market combines fresh produce with street food from around the world. This growing restaurant culture is a strength, but the wider offer remains weighted towards fast food and takeaways, with fewer sit-down venues that encourage longer visits or attract people to Woolwich as a food destination.

The opportunity is to build on existing strengths through more active curation of the market, support for independent traders and a wider range of affordable places to eat. Suitable premises, shared facilities and practical support for market and street trading could help local businesses develop, create routes into enterprise and extend activity into the early evening. Together, this can strengthen Woolwich's existing identity and make the centre a more attractive place to spend time.

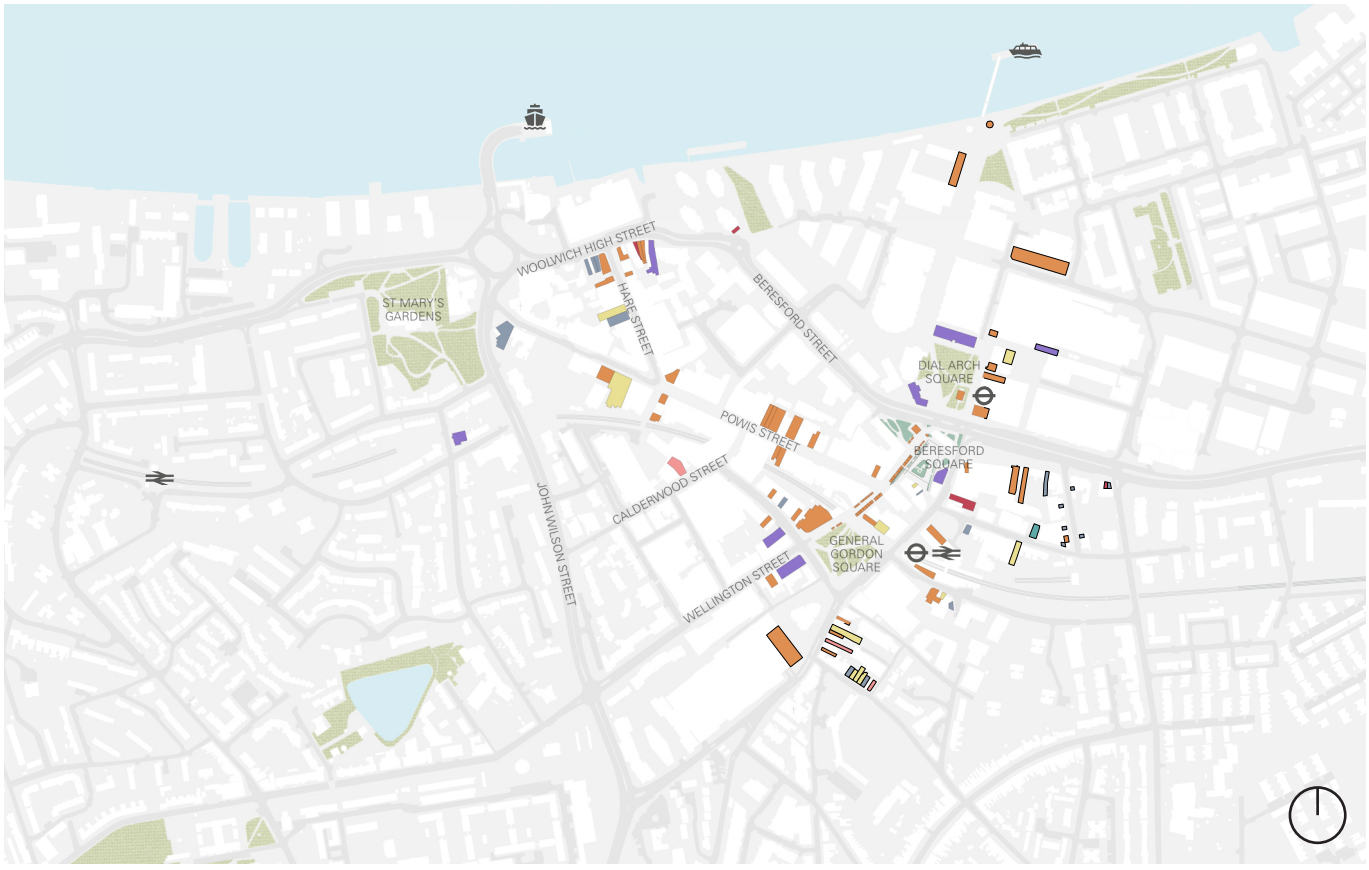


Figure 17. Food offering in Woolwich



Figure 18. Beresford Square food market



Figure 19. Beresford Square market stall



Figure 20. Powis Street ice cream stand



Figure 21. Woolwich indoor market



Figure 22. Anglesea Road restaurants



Figure 23. Tibetan & Nepalese food

2.2 Strategic context

Growth and improved transport connections are changing Woolwich's role and expanding the population it serves. The Elizabeth line, Docklands Light Railway, National Rail, buses, Woolwich Ferry, Thames Clippers and the foot tunnel give the centre exceptional regional and local connections. Investment in transport, homes, Woolwich Works, the Tramshed and Woolwich Waves has already changed the town's reach and profile. Further development at Woolwich Exchange (Spray Street Quarter Local Plan site allocation) and other strategic sites creates another period of significant change.

The opportunity is to turn this growth into a stronger town centre. New homes should provide a mix of sizes and tenures, including affordable and family housing, suited to different ages and needs. Residential growth should reinforce existing streets, support local services and sustain more spending and activity throughout the day and evening. Transport investment should improve arrival and interchange as well as journey times. Development sites should create routes, public spaces and active ground floors that benefit the wider centre. The Framework provides the shared spatial logic needed to coordinate these decisions over the next 10-15 years.

2.2.1 Town centre performance

Town centre performance data from the GLA High Streets Data Service confirms that Woolwich is active. Analysis of anonymised BT mobile network data indicates an average of around 160,000 people a day across the study area during the available period, the highest level among the three similar-sized comparator centres: Wood Green, Lewisham and Eltham. Around 56% of this activity comes from residents, 30% from visitors and 14% from workers. Activity peaks between midday and 3 pm and remains substantial into the early evening.

Average dwell time and repeat visitation are also strong. The dataset records an average dwell time of about 89 minutes and loyalty of around 7.9%, both the highest in the comparator group. These figures show that people already stay and return, particularly around Beresford Square, the market, General Gordon Square and selected evening destinations.

Woolwich records high total spending and transaction volumes. However, spend per person is below Eltham and slightly below Lewisham. Weekend activity is around 4.3% lower than weekday activity, a bigger fall than in the comparator centres. Woolwich performs strongly in meeting daily needs and as a service centre, with scope to strengthen its weekend and discretionary offer.

The pattern varies by place. Station approaches combine the highest movement with the shortest dwell and lowest spend. Central Powis Street supports steady weekday activity and a service-led economy. Beresford Square combines very high footfall with longer dwell, repeat visits and relatively modest spend, confirming its civic and social role. Hare Street supports appointment-based and convenience activity. The Royal Arsenal edge and riverside record more destination spending. Better routes, local employment and a stronger evening offer can connect this activity to the traditional centre.

Vacancy also needs a precise reading. The 2025 Town Centre Healthcheck records 41 vacant ground-floor units, equal to 10.3% of units, and 5,470 square metres of vacant ground-floor floorspace, equal to 6.6% of floorspace. The higher unit rate than floorspace rate suggests that vacancy is concentrated in smaller premises and reinforces the need to combine selected small or subdivided units where occupier requirements support it. Overall, the data points to structural problems in particular units and pitches, including size, layout, rent, operating costs, frontage quality and street role.

Woolwich's independent base is a major asset. Around two-thirds of live businesses are independent, with strong representation from food, hair and beauty, groceries, restaurants, health and everyday services. The Framework should protect this character while improving business stability, unit choice and the quality of the wider environment. Distinct cluster roles can help related businesses, workspace and support services reinforce one another without imposing a rigid zoning plan.



Figure 24. Woolwich Market

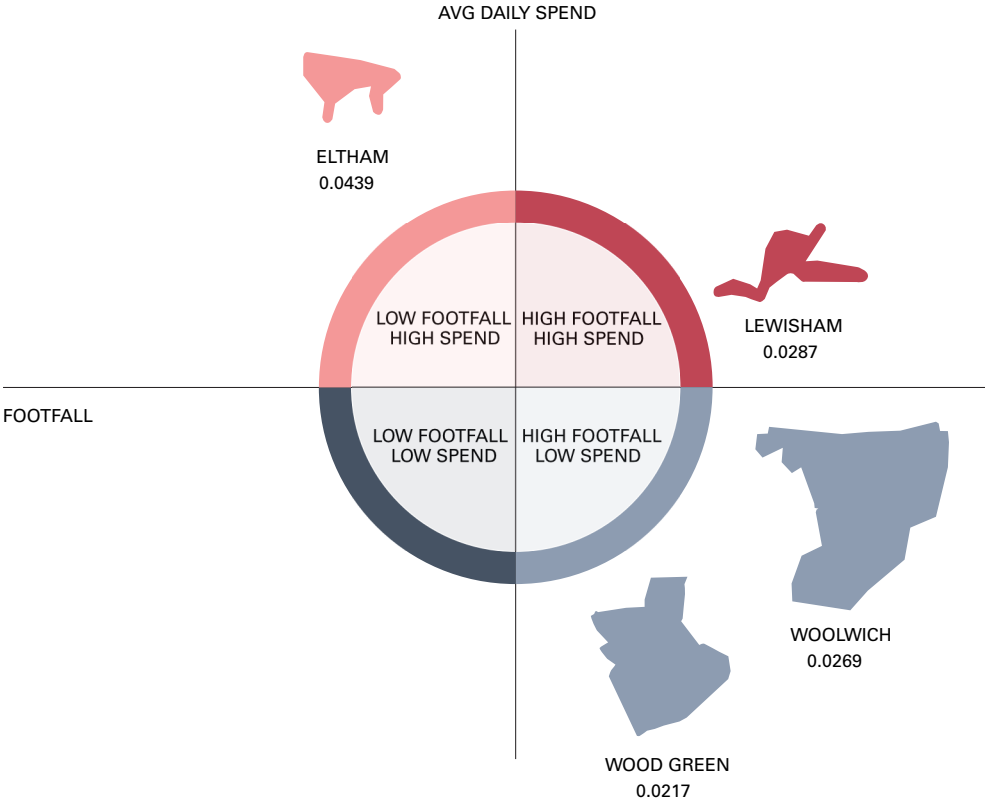
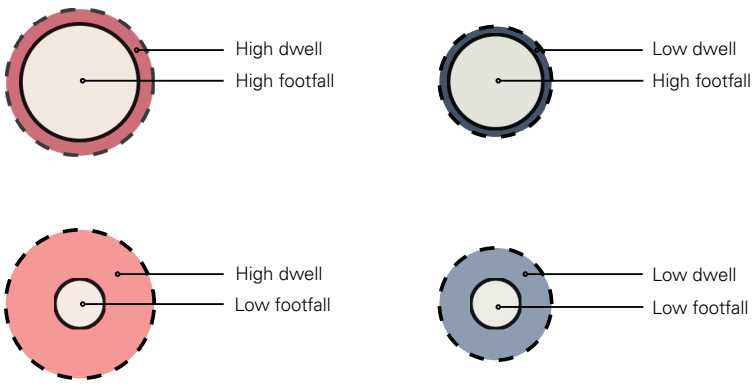


Figure 25. Footfall and spend comparison



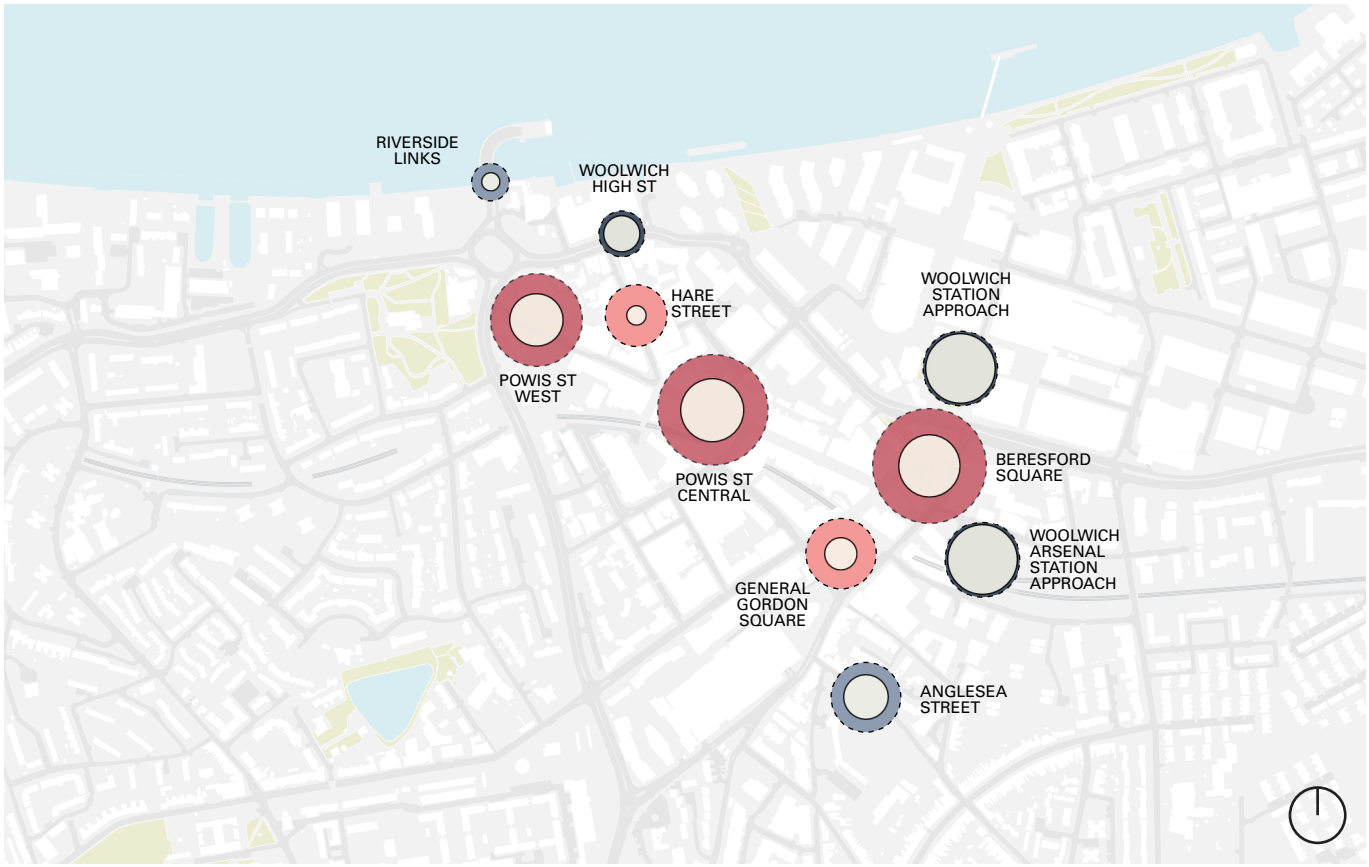


Figure 26. Footfall and dwell (afternoon) 2026

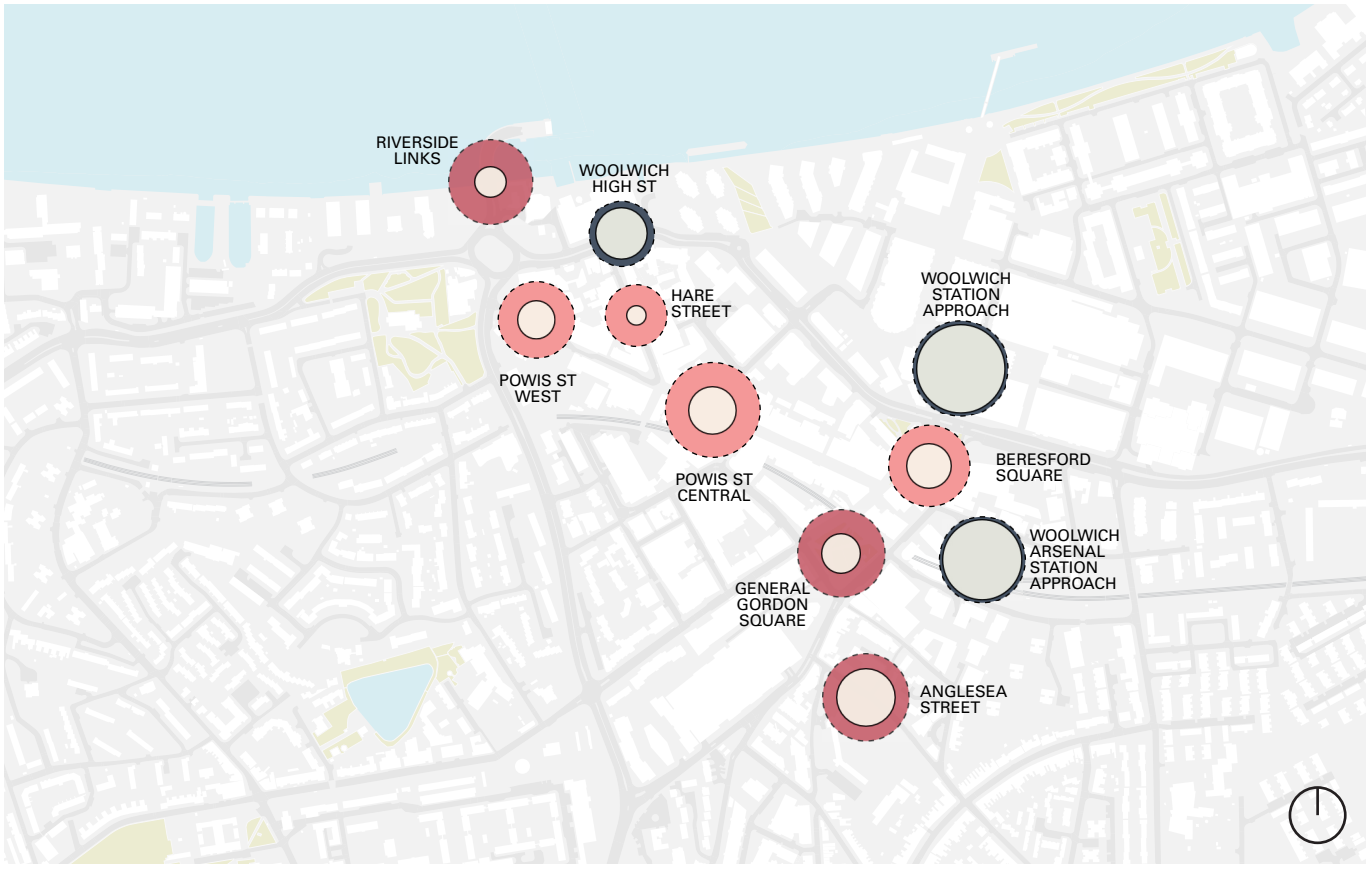


Figure 27. Footfall and dwell (evening) 2026

2.2.2 Transport, movement and public realm

Woolwich is easy to reach, but moving through the centre can be difficult, even over short distances. Major roads, wide carriageways and bus-dominated junctions separate the high street, civic spaces, Royal Arsenal, St Mary's Gardens and the Thames. Indirect routes, limited crossing points, uneven or narrow pavements and poorly overlooked spaces create particular barriers for wheelchair users, people with buggies and people using mobility aids.

Several streets and junctions need a better balance between movement and everyday use. Woolwich High Street should provide a clearer and more welcoming link to the river, while Beresford Street needs simpler crossings and a more coherent town centre character. Woolwich New Road, Thomas Street, Wellington Street, Calderwood Street and Macbean Street require wider pavements, clearer junctions, better lighting and more direct, step-free routes. The ferry terminal area also needs a safer and more legible arrival that reduces the dominance of vehicle queuing.

Public realm quality compounds these barriers. Many streets and spaces are hard, cluttered and short of shade, shelter, seating and planting. Maintenance, lighting and overlooking affect comfort and perceived safety, while families and young people have few informal spaces designed around their everyday needs. A connected green and civic network can make journeys easier and more welcoming while supporting biodiversity, sustainable drainage and climate adaptation.

Cycling infrastructure remains fragmented, with major roads and junctions making many short journeys feel unsafe or indirect. The extension of Cycleway 4 should be supported as an important strategic connection, while its detailed design resolves potential conflicts on shared sections along Powis Street and Macbean Street and establishes a clear route through Exchange/Spray Street Quarter without reducing valuable pedestrian space. This should be complemented by safer local streets, improved junctions and crossings, stronger north–south connections, expanded cycle-hire provision and secure cycle parking near key destinations and transport hubs.



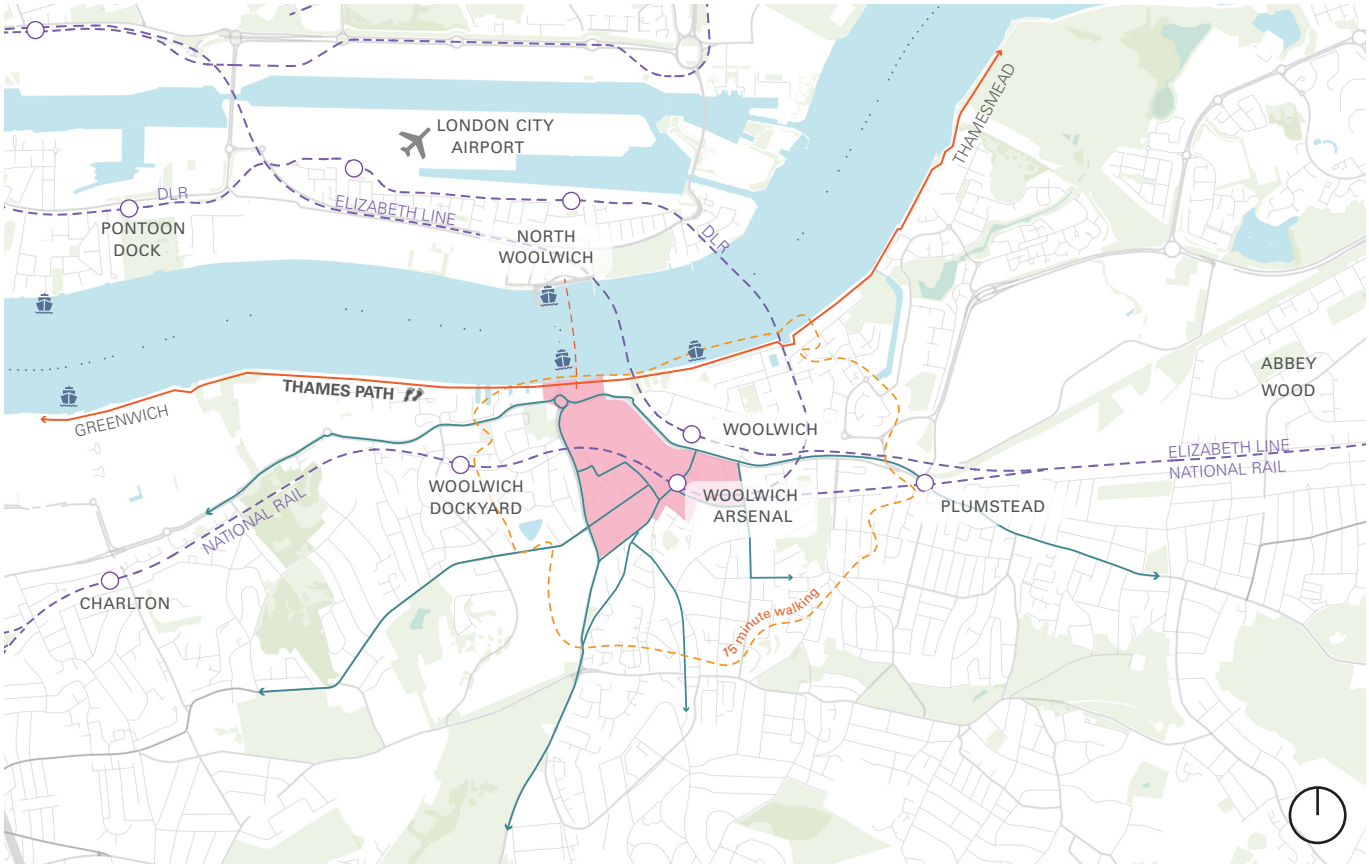


Figure 28. Connectivity around Woolwich

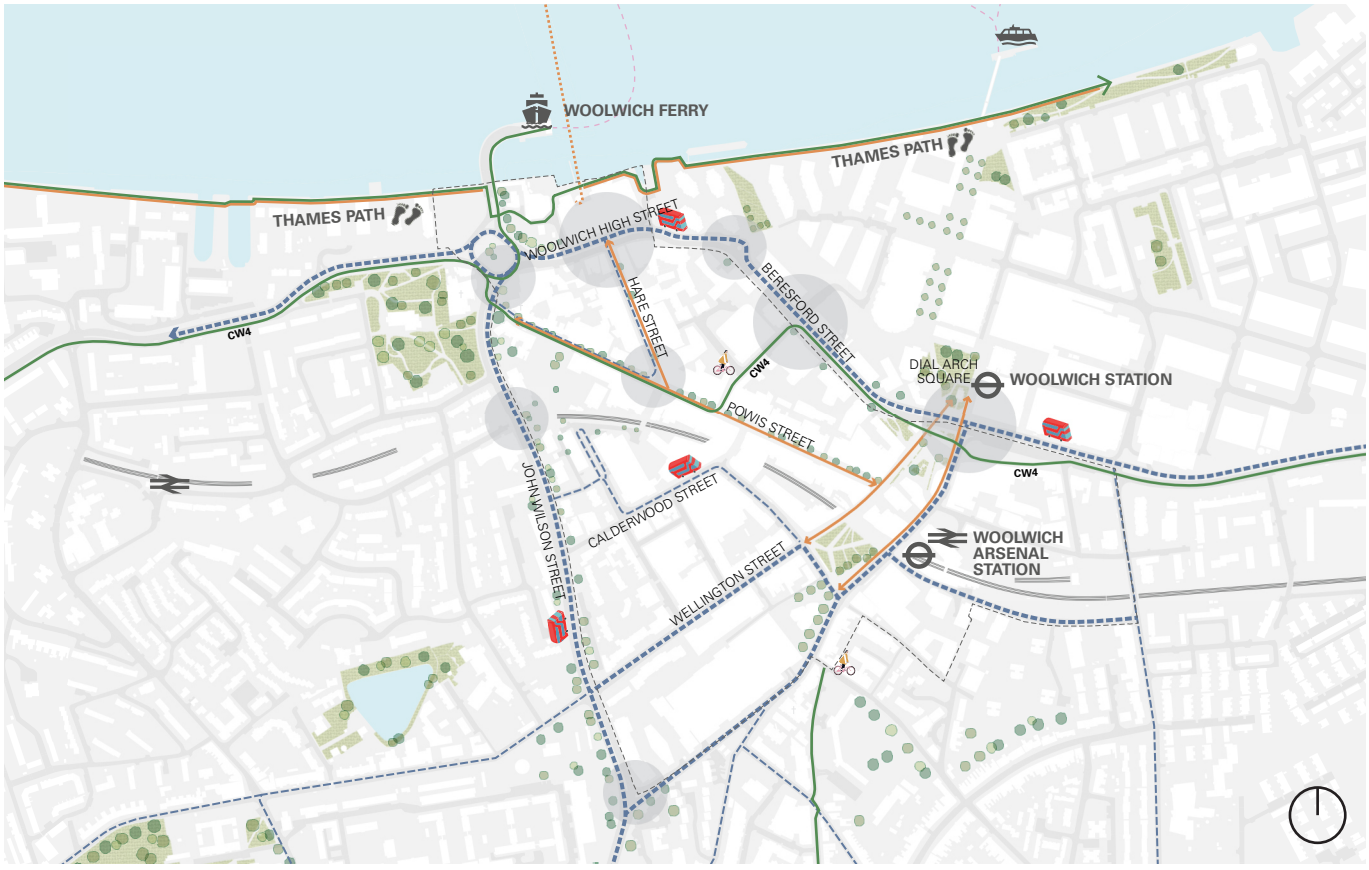


Figure 29. Active travel, movement and connectivity within Woolwich

2.2.3 Social, health and community infrastructure

Woolwich contains a broad range of community, health, education, faith, leisure, cultural and heritage assets. Available mapping identifies the number and location of services but does not establish how accessible they are, the level of service currently provided or whether their capacity will meet the needs of a growing population. Woolwich forms part of Greenwich's Central neighbourhood, where health, social care and voluntary-sector partners are exploring a more integrated neighbourhood model. This may involve care, prevention and advice delivered through a network of accessible local settings rather than a single facility.

Council-owned buildings and land provide an important basis for civic investment. They could support flexible civic, community, learning or workspace uses, subject to a viable brief.

Provision is uneven. Dedicated youth space is especially limited, with one identified youth club in the immediate study area and other activity delivered through libraries, community hubs and programmes. Cultural venues are concentrated around the stations and Royal Arsenal, with varying levels of access, affordability and everyday visibility.

Creative and affordable workspace already forms a wider Woolwich network, but provision is dispersed and often has limited visibility within the town centre. Art Hub Studios, Thames-Side Studios and GEB provide specialist studio, production and flexible business space nearby, while Second Floor Studios at the Old Town Hall will add long-term affordable studios. Engagement with providers points to demand for practical production space, rehearsal rooms, small studios and public-facing places to exhibit and sell work.

Education is a strong foundation. Although secondary schools and colleges sit beyond the immediate Framework boundary, Woolwich is an important transport and gathering point for young people. Schools, post-16 providers, adult learning and higher education create opportunities to connect local people with healthcare, retrofit, digital, cultural and creative employment. Linked locations, shared programmes and ground-floor spaces should make these relationships visible and connect institutions across the centre.

Future growth will add pressure to healthcare, youth and community provision. Development should help create a network of accessible social infrastructure across the town centre. Community, prevention, wellbeing and potential health services may be delivered through a range of accessible local settings, subject to an agreed service brief with health partners. Together, these spaces and services should form a connected system that people can find, afford and use throughout the day.



Figure 30. Social, health and community infrastructure (2026)

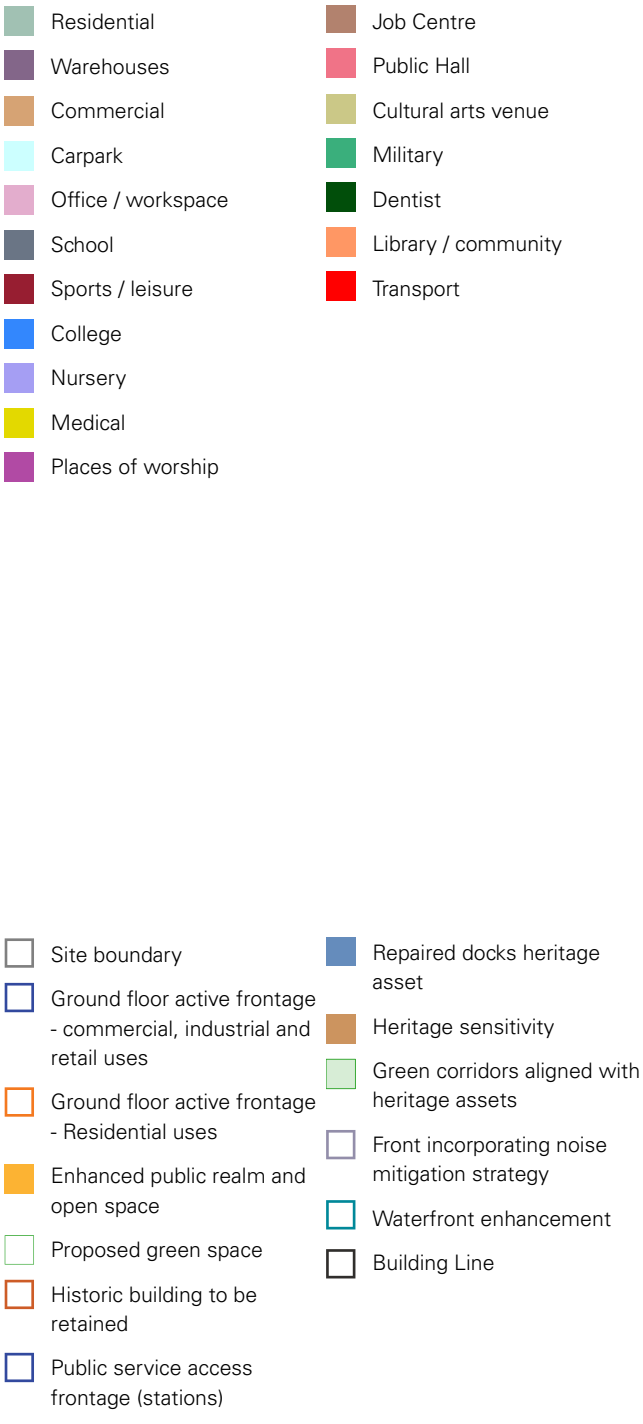
- Schools
- Sports / leisure
- Colleges
- Nursery
- Medical
- Places of worship
- Job centres
- Public hall
- Cultural arts venue
- Dentist
- Library / community

2.2.4 Development and delivery context

Woolwich supports a broad mix of shops, services, civic institutions, education, healthcare, workspace, cultural venues and community activity. Retail provision is at capacity, and sustaining the town centre requires a more diverse mix of uses. Shops and markets remain central to its identity, alongside more reasons to work, learn, meet and spend time here. Recent and planned housing brings more residents close to the high street, helping to support this wider everyday economy throughout the day and evening.

The type of housing delivered will shape how the town centre grows. A balanced mix of affordable and market homes, including family housing and accessible and adaptable homes, should support a diverse resident population. Student accommodation and shared living should complement this wider offer and respond to evidenced need. Across all housing types, development should connect residents with the high street, public transport, services and green space, and contribute to the social infrastructure needed by a growing population.

The draft Local Plan identifies major development opportunities around the waterfront, Macbean Street, Calderwood Street and between the DLR and Elizabeth line stations. Separately, individual schemes have planning permission or are subject to live applications. Development could bring homes, workspace, services and public spaces, with Mortgramit Square addressing long-term vacancy at the western end of the high street. Separate ownerships and delivery timescales require coordination. The Framework therefore looks beyond individual site boundaries, prioritising investment in existing streets, public spaces and connections so that growth benefits the wider town centre.



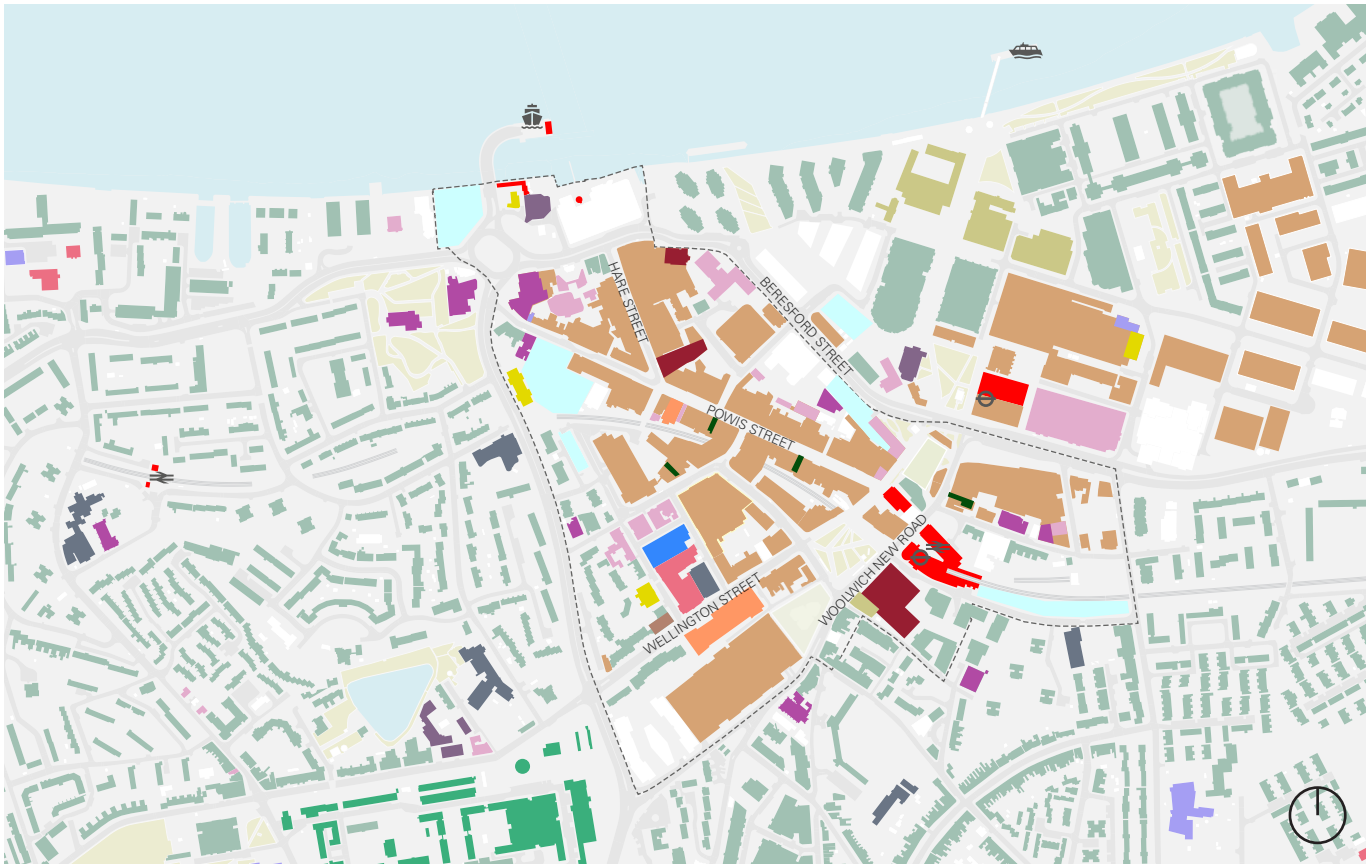


Figure 31. Land use (2026)

0 40 100 200 400 800m

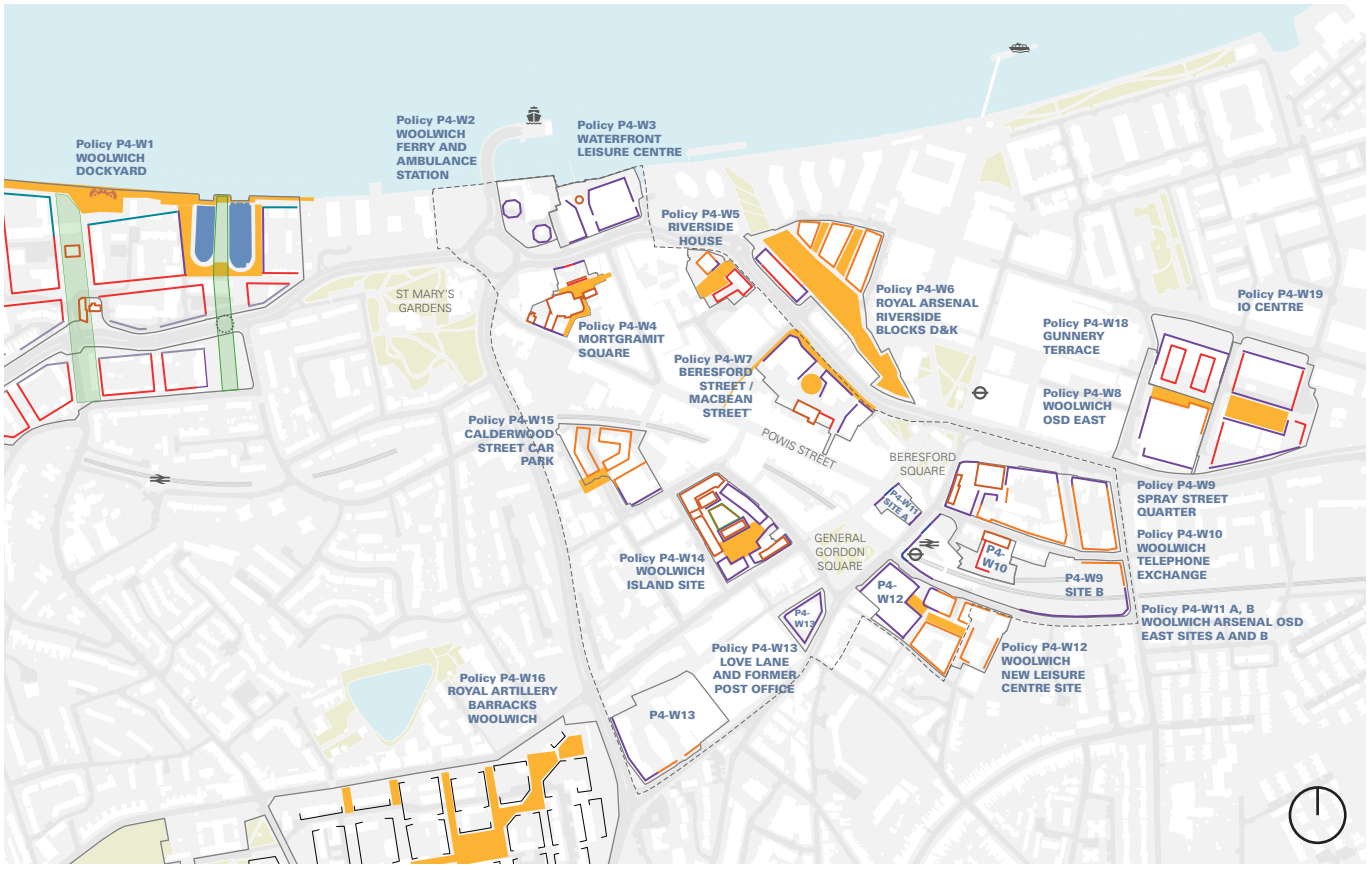


Figure 32. Site allocations

0 40 100 200 400 800m

Ownership across Woolwich combines large public, institutional and private holdings with the fine grain of smaller properties along the traditional high street. This smaller-scale pattern supports independent activity and variety, but can make coordinated investment more difficult.

The Council owns important land, buildings and civic assets across the centre, including interests in several areas with the potential for significant change. These assets give it a practical role in leading investment, coordinating adjoining sites, supporting meanwhile uses and aligning development with improvements to streets, public spaces and services. The Framework can also support partnership with Transport for London, Places for London and private landowners where change crosses ownership boundaries.

Private ownership patterns are also changing. British Land acquired much of the Powis Street estate in 2018 and promoted ambitious plans for retail-led renewal. These did not materialise amid the pandemic and wider changes in the retail market, and subsequent sales indicate that parts of the consolidated holding are becoming more dispersed again. This creates an opportunity to establish early relationships with incoming owners around the shared Framework priorities.

Woolwich contains marked differences in building scale. Powis Street, the civic quarter and much of the established centre remain predominantly low to mid-rise, while taller buildings are concentrated around Royal Arsenal, the waterfront and major transport corridors.

Recent development has already changed this pattern. Consented schemes and current planning proposals could introduce further height in several parts of the centre. Together, these create a changing townscape and increasingly sharp contrasts between the traditional centre and areas of more intensive development. The spatial and site principles in later chapters consider how future development should respond to this varied context.



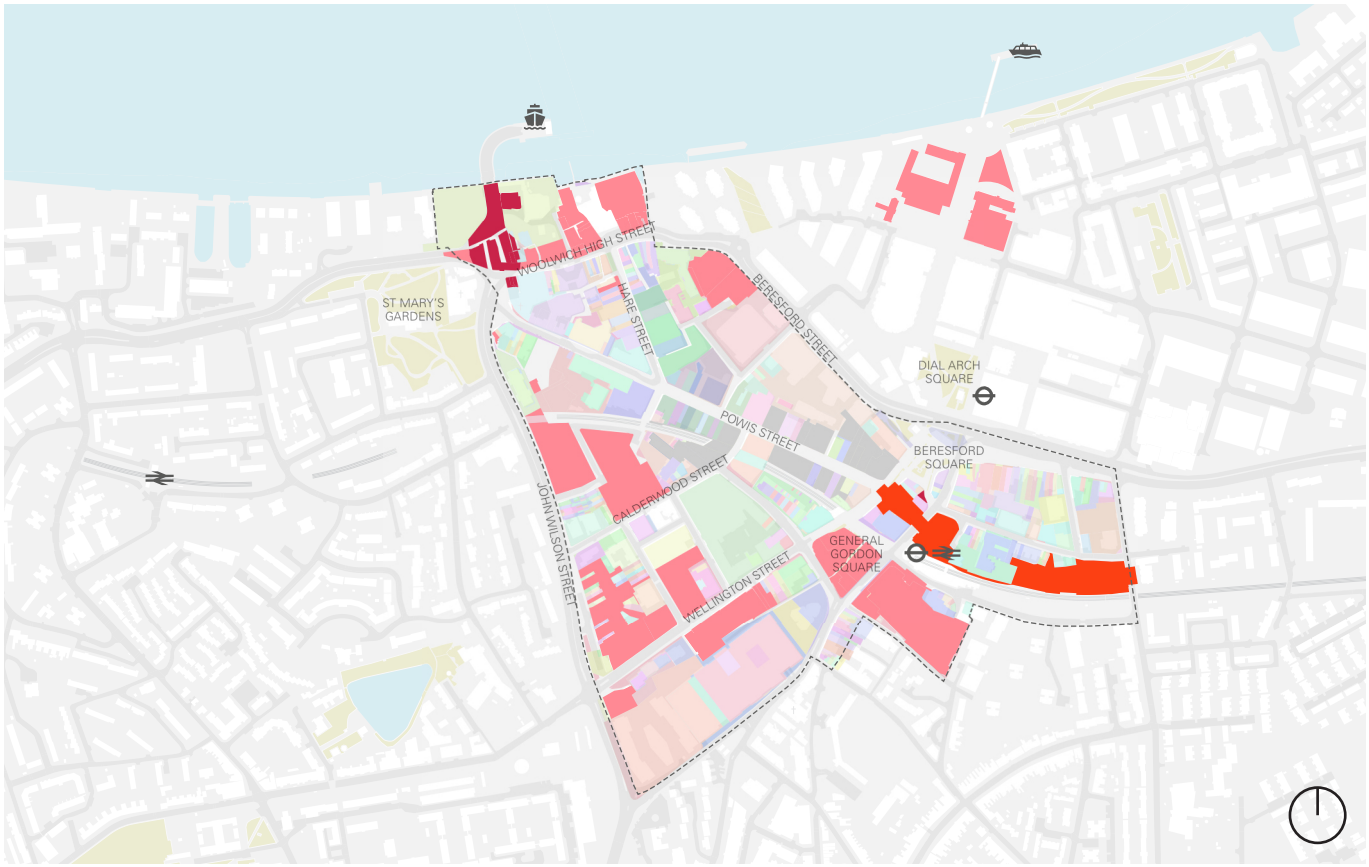


Figure 33. Site ownership (based on 2021 Land Registry Data)

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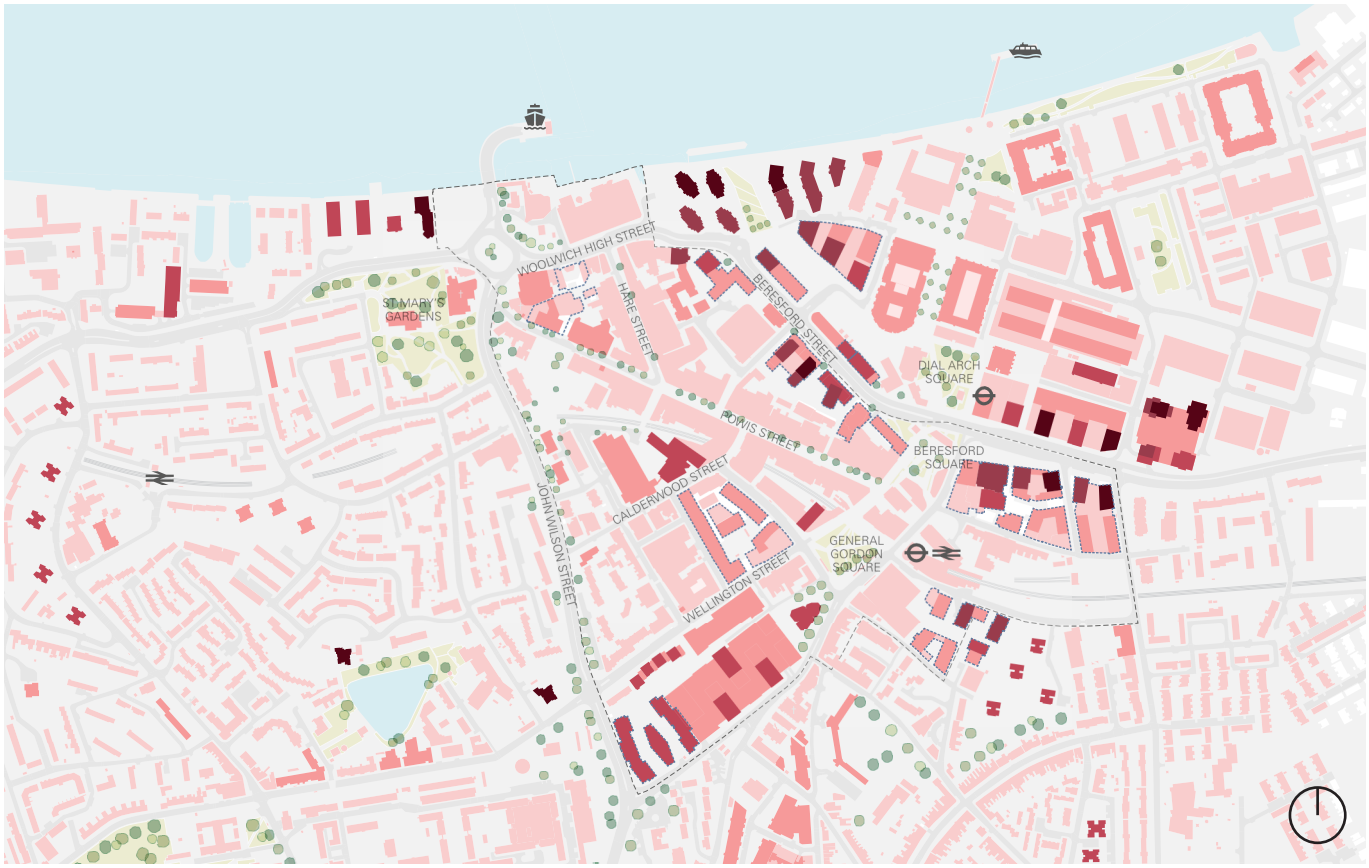


Figure 34. Existing and approved planning application building heights (2026)

0 40 100 200 400 800m



Figure 35. Engagement stall in Beresford Square

2.3 What we heard

Engagement was undertaken in two rounds. Round 1, from January to March 2026, used an online survey and workshops with traders, businesses and community organisations to understand how Woolwich works day to day. It identified five recurring concerns: the divide between the traditional centre and Royal Arsenal Riverside; safety and maintenance; the limited range of shops, leisure and evening activity; a shortage of greenery and comfortable places to spend time; and barriers to moving through the centre. Round 2, from mid-July to August 2026, tested the four emerging Framework themes through two Beresford Square pop-ups, an exhibition at Woolwich Library, an online survey and direct conversations with traders and businesses.

Round 2 engaged 105 people in person, 36 online and six traders and businesses. Feedback supported the Framework's direction while asking for clearer commitments on delivery, management and who will benefit. The overall ambition received an average online rating of 4.25 out of 5, with 81% rating their support at 4 or 5; every theme averaged above 4. These ratings reflect a small online sample and are indicative rather than representative. The broader qualitative feedback from in-person events, trader conversations and the online survey provides the stronger basis for understanding local priorities.

Across both rounds, seven connected findings emerged.

- A centre that feels divided
  People repeatedly described a town centre of two halves, with Royal Arsenal Riverside benefiting from newer investment while the traditional high street feels left behind. Better links between the stations, Beresford Square, Powis Street, the waterfront and Royal Arsenal were strongly supported. Respondents identified crossings on Beresford Street and John Wilson Street, pedestrian safety around the Elizabeth line station, clearer wayfinding and more continuous walking and cycling routes as priorities. This reinforces the Framework's focus on a connected centre rather than separate destinations.

- Safety, care and everyday comfort
  Crime, antisocial behaviour, street drinking and drug use affect how people experience public spaces, stations and the evening economy. People asked for visible policing, wardens or PCSOs, better lighting, active frontages and public spaces designed to feel overlooked and welcoming. Cleaning and maintenance were raised just as consistently, including litter, bins, paving, planting and street furniture. The message was not only to invest, but to manage and maintain that investment over time. This supports the Framework's emphasis on stewardship alongside physical change.

- More reasons to stay and support the local economy
  People want a more varied high street, fewer repetitive fast-food and betting uses, more independent cafes and restaurants, and more family, leisure and early-evening activity. The market was widely valued as an affordable service, a route into enterprise and part of Woolwich's identity. There was strong interest in Beresford Square, the former indoor market, affordable workspace, vacant-unit reuse and an early-evening offer based on food, culture, lighting, outdoor dining and markets. Traders made the same case in economic terms: a safer and more attractive centre where people stay longer should generate more trade. They also asked for ongoing dialogue, practical business support and fair promotion alongside the riverside offer.

- A greener and more welcoming centre
  Trees, shade, planting, rain gardens, seating, play and quieter places to meet were among the strongest requests. Existing green spaces and recent improvements were valued, but people were concerned that hard landscapes and poor upkeep reduce their benefit. General Gordon Square was frequently discussed in relation to greenery, comfort, evening use and maintenance. This confirms the need for a connected green network, climate-resilient public realm and clear long-term maintenance arrangements.

- Culture, heritage and identity should be more visible
  People take pride in Woolwich's military, maritime and industrial heritage, its multicultural communities, markets, food and independent businesses. They want stronger links between Woolwich Works, the Library, Town Hall, Tramshed, Beresford Square and the waterfront, supported by music, performance, film, festivals, public art and interpretation. Windrush heritage and the history and personalities of the market were specifically raised. The Framework should therefore treat culture as part of everyday town-centre life and ensure that change strengthens Woolwich's distinct character rather than replacing it.

- Existing communities and businesses must benefit
  The most frequently raised cross-cutting issue in Round 2 was who benefits from investment. People want affordable activities, social spaces, business premises and workspace, alongside facilities that serve existing as well as new residents. Independent, long-standing and culturally distinctive businesses were valued, with concern about displacement as Woolwich changes. Respondents also wanted better provision for children, young people, families and older residents. This supports a people-first approach to affordability, social infrastructure, local enterprise and the assessment of public benefit.

- Delivery must be visible and inclusive
  As the proposals became more specific in Round 2, people asked who would deliver them, when change would happen and how they could remain involved. They want accessible information, clear responsibility and opportunities to contribute beyond a one-off consultation. The engagement report describes this as an Inclusive Journey: a continuing and practical way for residents, traders and community organisations to follow progress across planning, markets, public realm and the evening economy, and to see how feedback affects decisions.

Taken together, the engagement confirms broad support for the Framework while setting a clear test for delivery. Success will be judged through everyday experience: whether routes feel safer and easier, public spaces are clean and cared for, the high street and market become more varied and resilient, local culture is visible, and existing communities share in the benefits of growth. These findings shape the spatial strategies, cluster guidance and delivery programmes that follow. Round 3 will take place in November 2026 and will invite feedback on the full draft Framework before it is finalised.

2.4 Key challenges and opportunities

Connect a fragmented centre

The high street, civic quarter, Royal Arsenal and waterfront sit close together but remain divided by roads, inward-looking sites and inactive edges. Despite Woolwich's strong transport connections and growing catchment, movement does not consistently translate into visits, trade and civic activity. Better station approaches, direct walking routes and stronger connections between the civic squares, market, high street and cultural buildings can create a more connected centre and support Woolwich's wider role.

Create a greener and more comfortable public realm

Streets and spaces often prioritise movement and servicing over daily public life. Limited shade, greenery, seating, shelter, lighting and play reduce comfort and dwell time, while maintenance problems can leave valuable spaces feeling uncared for. A connected green network with more trees, sustainable drainage, seating, play and biodiversity can improve comfort, health and climate resilience while giving Woolwich a clearer public-realm identity.

Bring the river into daily town-centre life

The Thames is one of Woolwich's defining assets, but weak views, difficult crossings and the ferry road system make it feel further from the centre than it is. The waterfront also lacks a clear gateway and a continuous sequence of active public spaces. Direct routes, an upgraded Thames Path, climate-responsive public space and active ground floors can make the river more visible, accessible and part of everyday town-centre life.

Adapt the working high street

The Local Plan evidence identifies retail provision as being at capacity. A sustainable town centre therefore needs a more diverse mix of uses, with shops and markets supported by complementary activity. Powis Street and Hare Street can accommodate food, repair, health, training, making, workspace and local services alongside retail. Flexible premises, selective subdivision, active upper floors and meanwhile uses can bring vacant space back into use and give people more reasons to visit and stay.

Extend activity into the early evening

Evening activity is concentrated around Anglesea Road and the Royal Arsenal edge, while much of the centre becomes quieter after the working day. Safety, transport, lighting and a limited mix of uses reduce the reasons to stay between 5 pm and 9 pm. Better-lit routes, outdoor eating and drinking, cultural and leisure activity, and regular programming around the civic and market core can support a broader and more inclusive early evening offer.

Connect social infrastructure, skills and opportunity

Community, youth, healthcare, learning, cultural provision and affordable workspace are active but dispersed, with limited visibility within everyday town-centre life. Dedicated youth space is especially limited. A more connected network can link community and cultural anchors with workspace, skills and enterprise opportunities, while providing accessible services, affordable activities and safe informal spaces for people of different ages and abilities.

Coordinate growth across strategic sites

Strategic sites can deliver homes and investment but risk progressing as isolated projects. Without a shared structure, opportunities to improve streets, crossings, public space, active ground floors and infrastructure may be missed. Coordinated site and cluster guidance can help individual developments strengthen their surroundings, connect with neighbouring projects and contribute to a more coherent town centre.



Figure 36. Anglesea Road

Vision

This chapter sets the long-term direction for Woolwich through one vision and four themes. These provide the common tests against which strategies, projects and investment decisions should be assessed.

By 2035, Woolwich will be a distinctive London town centre, defined by its working high street, markets, civic and military heritage, diverse communities, culture and relationship with the Thames. The traditional centre, civic quarter, Royal Arsenal, stations, waterfront and growing neighbourhoods will work together as a connected town centre, drawing strength from their distinct identities. Strong connectivity and population growth will sustain independent shops and services alongside affordable workspace, learning, culture, food and evening activity. New and existing homes will form well-connected neighbourhoods with access to services, green space and opportunity.

3

3.1 Vision statement

Woolwich already has the ingredients of a distinctive London town centre. It has exceptional transport, a fast-growing and diverse population, a powerful civic and military heritage, active markets, cultural institutions and a tradition of manufacturing and making. The Framework will connect these strengths and help the centre keep pace with the change happening around it.

The vision starts with Woolwich as it is: a functioning, busy and useful centre. It strengthens the everyday economy, concentrates activity in the streets best able to support it, gives each part of the centre a clear role, and focuses investment where it can make the greatest difference.

Woolwich will be a connected place with distinctive clusters rather than a collection of nearby destinations. The market and civic heart will lead into a working high street. A productive network of studios, yards and learning spaces will support local enterprise, create jobs and develop skills, opening routes towards Royal Arsenal and the river. New homes and neighbourhoods will connect the centre's western and eastern edges, supported by the services and social infrastructure a growing population needs. Together, these will strengthen the town's economy and widen opportunity for existing and new residents.

Greener streets and public spaces will make this structure tangible. A child, an older person or a wheelchair user should be able to move comfortably from St Mary's Gardens to the market, stations, Royal Arsenal and the Thames, finding shade, rest, play and activity along the way. New development will complete this network through streets, blocks and public spaces that feel rooted in Woolwich and form a meaningful part of the town centre.

This is a practical vision for a livelier Woolwich. It combines public realm, movement, land use, programming and development so that individual projects support a shared direction. It is ambitious about the quality of change and realistic about how that change can happen over time.



Figure 37. Royal Arsenal Gatehouse

3.2 Spatial structure

The framework gives the vision a clear physical logic. It shows seven linked clusters held together by the high street, civic spaces, green routes, transport arrivals and the Thames. It presents Woolwich as a network rather than a line, with several reasons to move across and through the centre.

At its heart, Beresford Square and General Gordon Square form complementary market and civic squares at the heart of the centre. Powis Street and Hare Street carry everyday trade towards the river. The civic quarter connects the Woolwich Centre, Town Hall, Bathway, Tramshed and Island Site. Mortgramit sits at the western end of Powis Street and Hare Street, linking the working high street with the waterfront; the retained Furlongs buildings anchor a distributed workspace network. Macbean becomes a mixed living and visitor quarter between the traditional centre and Royal Arsenal, while phased renewal at Calderwood and growth at Exchange connect the centre with neighbourhoods to the west and east.

The framework also reaches beyond the centre. It connects west towards Charlton and Woolwich Dockyard, east towards Plumstead, south towards the Barracks and Woolwich Common, and along the Thames Path. Growth sites sit inside this structure and help complete it.

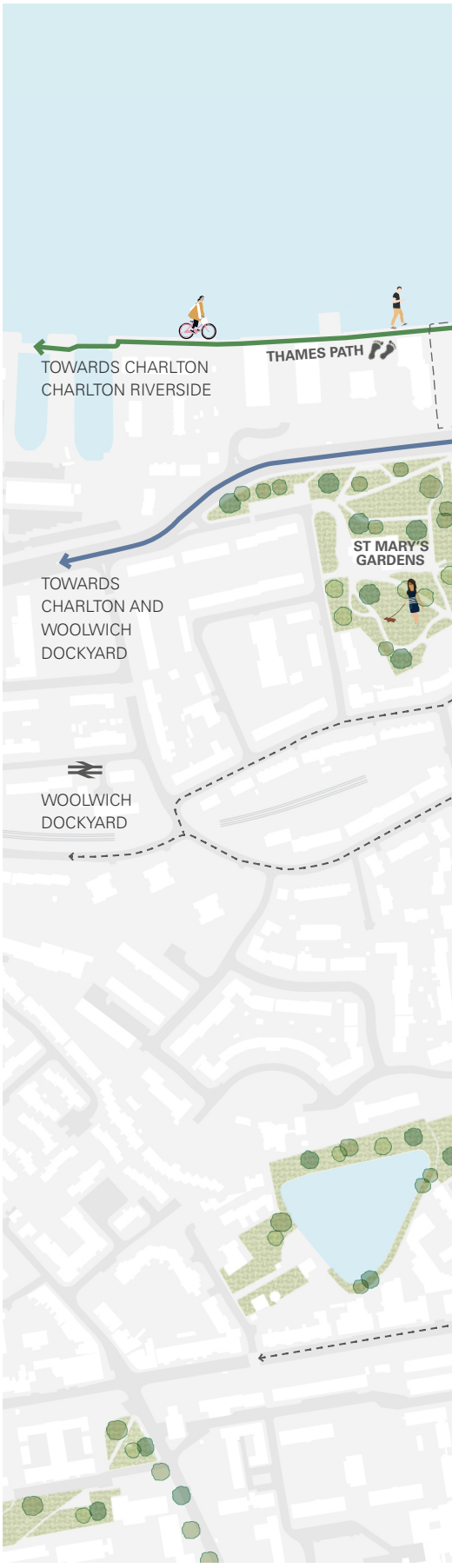
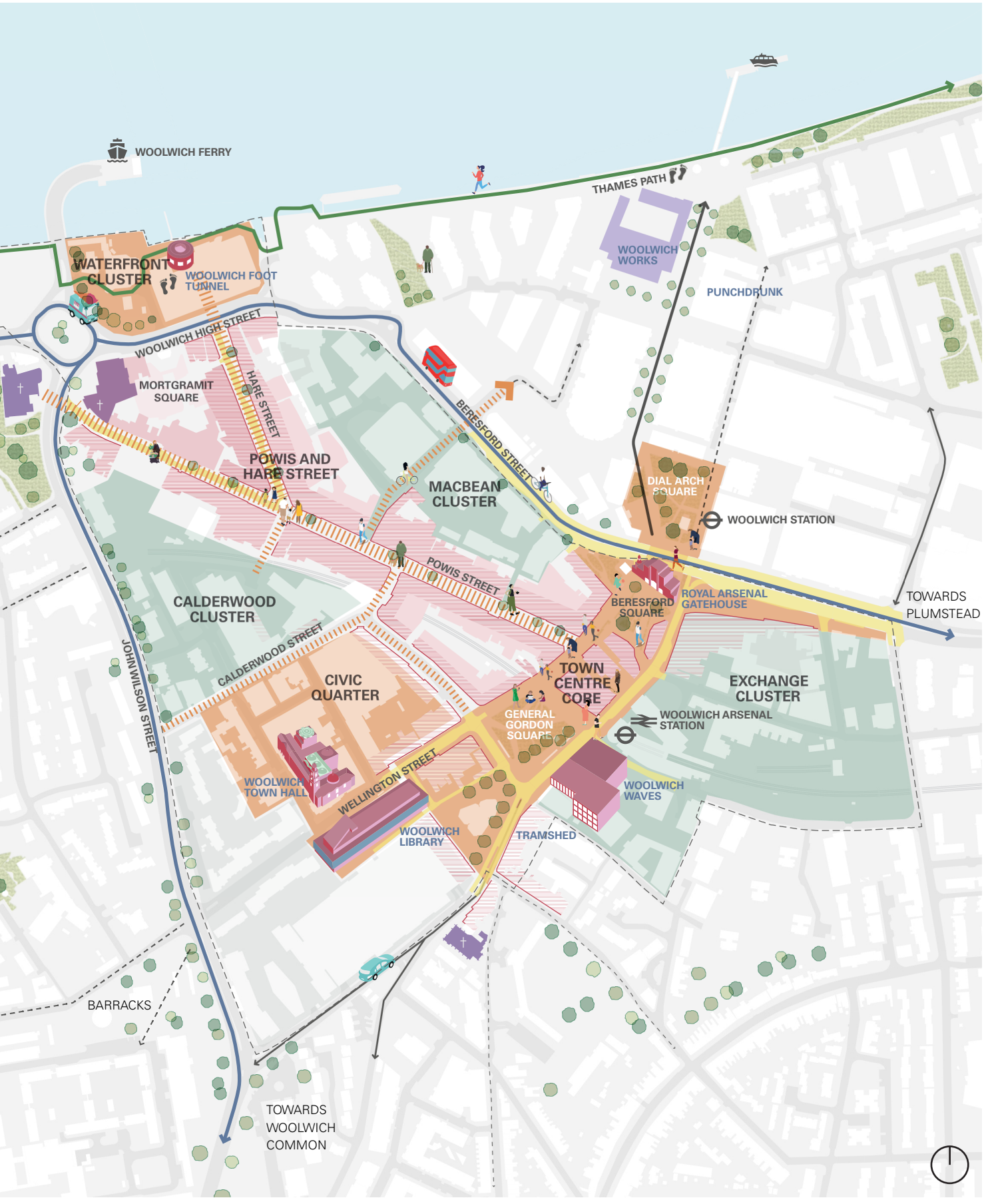


Figure 38. Key priorities and cluster areas


WOOLWICH FERRY
THAMES PATH
WATERFRONT CLUSTER
WOOLWICH FOOT TUNNEL
WOOLWICH WORKS
PUNCHDRUNK
WOOLWICH HIGH STREET
MORTGRAMIT SQUARE
HARE STREET
BERESFORD STREET
POWIS AND HARE STREET
MACBEAN CLUSTER
DIAL ARCH SQUARE
WOOLWICH STATION
POWIS STREET
CALDERWOOD CLUSTER
BERESFORD SQUARE
ROYAL ARSENAL GATEHOUSE
TOWARDS PLUMSTEAD
CALDERWOOD STREET
JOHN WILSON STREET
CIVIC QUARTER
TOWN CENTRE CORE
EXCHANGE CLUSTER
GENERAL GORDON SQUARE
WOOLWICH ARSENAL STATION
WOOLWICH TOWN HALL
WELLINGTON STREET
WOOLWICH WAVES
WOOLWICH LIBRARY
TRAMSHED
BARRACKS
TOWARDS WOOLWICH COMMON
0 20 50 100 200 400m

3.3 Four themes

The four themes bring together the priorities emerging from the evidence, spatial analysis and engagement. They provide a consistent set of priorities against which proposals across the framework are developed and tested. The following chapters apply them at different spatial scales, from the town-wide framework to character areas and strategic sites.



A town centre that works

Woolwich will turn high footfall into local opportunity. An everyday economy of independent shops, services, food, markets, repair and care will sit alongside a connected network of affordable studios, practical production space, business support, learning and training. More people will be able to start a business, find work and build a future here.

The centre will stay useful and protect affordable routes into shopping, work and enterprise as it grows. Vacant buildings and upper floors will work harder, the market will remain a social and economic anchor, and activity will build naturally from daytime trade into a lively, welcoming early evening.



A cultural and civic town centre

Culture will be part of daily life rather than something contained inside a few venues. The civic quarter, markets, public spaces, anchor institutions, heritage, food and community organisations will form a visible network where people can meet, learn, perform and take part, from daytime activity into a managed evening and night-time offer. Established council assets will work harder, while the Island Site opens new public routes and cultural and community space. Food will be recognised as part of Woolwich's living culture, rooted in its diverse communities, independent restaurants and market traders.

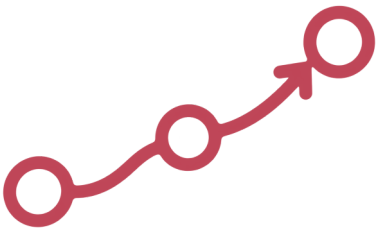
Woolwich will make culture as well as present it. Studios, rehearsal space, digital production, enterprise and public programmes will create jobs and routes into opportunity. Local artists and makers will connect with public-facing exhibition, participation and performance across the civic quarter, high street and Royal Arsenal. Young people will help shape this civic offer and see their lives and ambitions reflected in the centre.



A greener, healthier and more welcoming Woolwich

Everyday public space will become one of Woolwich's defining strengths. Streets, squares, parks and the river will offer shade, rest, play, nature and sociable places for every age. People will feel welcome without having to spend money, while well-managed spaces and suitable spill-out can support local businesses and food uses.

A greener centre will also be healthier and more resilient. Comfortable walking and wheeling routes, cleaner air, sustainable drainage and visible health and community services will make healthy choices easier and help Woolwich adapt to hotter summers and heavier rainfall.



A connected and growing Woolwich

Woolwich will convert outstanding regional transport into seamless local movement. The stations, high street, civic heart, Royal Arsenal, river and surrounding neighbourhoods will connect through direct, accessible and attractive walking, wheeling and cycling routes.

Residential growth will strengthen the town centre and create joined-up neighbourhoods. New homes and buildings will form streets, open routes and support workspace, services and social infrastructure. Investment will strengthen Woolwich as a whole rather than creating isolated enclaves.

3.4 What success looks like

The table below defines the long-term outcomes sought by the Framework rather than a set of project-level performance indicators. Success will depend on whether Woolwich becomes a place where people choose to live, stay longer, start businesses, meet friends, access opportunities and participate in everyday civic life.

Delivering this vision will require long-term collaboration and stewardship by the Council, communities, institutions, landowners, businesses and public agencies.

Today	By 2035
Many people move through the centre	More people choose to stay, return and participate
Strong destinations separated by barriers	One legible and walkable town centre
A busy everyday economy with limited space to grow	A productive mixed economy with shops, services, workspace, learning and culture
A waterfront separated from the centre	An accessible everyday riverside destination
Major developments and new homes progressing separately	Mixed-tenure homes form connected, well-served neighbourhoods around shared movement, public-realm and infrastructure priorities
Uneven comfort, safety and environmental quality	Greener, safer and more inclusive streets and spaces
Limited visible provision for young people	Children and young people have places, activities and routes designed around their needs



Figure 39. Beresford Square



Figure 40. View towards Beresford Square

Spatial framework

This chapter sets out the networks and strategies that apply across the whole town centre. It is organised by topic and establishes the common spatial principles that clusters, strategic sites and individual projects should support.

The Spatial Framework gives the vision a physical logic. It establishes a shared approach to movement, public realm, economic and civic life, climate resilience and development, showing how the centre's streets, spaces, destinations and growth sites can work together.

4

4.1 Town centre structure

Woolwich contains the ingredients of a successful metropolitan town centre within a relatively compact area. Its stations, high street, market, civic institutions, cultural venues, Royal Arsenal, surrounding neighbourhoods and Thames frontage attract people for different reasons. The spatial framework establishes the routes, relationships and shared spaces needed to make these assets work together as a coherent town centre.

The framework strengthens the established east-west structure of Powis Street, Hare Street and Beresford Square while improving connections to Royal Arsenal, the civic quarter and surrounding neighbourhoods. Clearer north-south routes link the stations, high street and civic spaces with the Thames. Together, these routes create a more legible network of streets, public spaces and destinations.

Public spaces play different but complementary roles within this network. Beresford Square supports markets, food, outdoor dining, trading and everyday social life, while its fountain already attracts families with young children. General Gordon Square provides Woolwich's principal green civic space. Powis Street and Hare Street remain the centre of its everyday commercial economy. The civic and cultural institutions around Wellington Street and Bathway support public services, learning, culture and community activity. The waterfront provides space for recreation, leisure and early evening activity. Chapter 5 develops the distinct character and role of these places in greater detail.

Development sites form part of this wider structure and create a key opportunity for coordinated growth and investment. Their contribution extends beyond individual boundaries. New development should strengthen routes, create useful and active ground floors, improve surrounding streets and public spaces, and help neighbouring parts of Woolwich work together rather than create separate destinations.

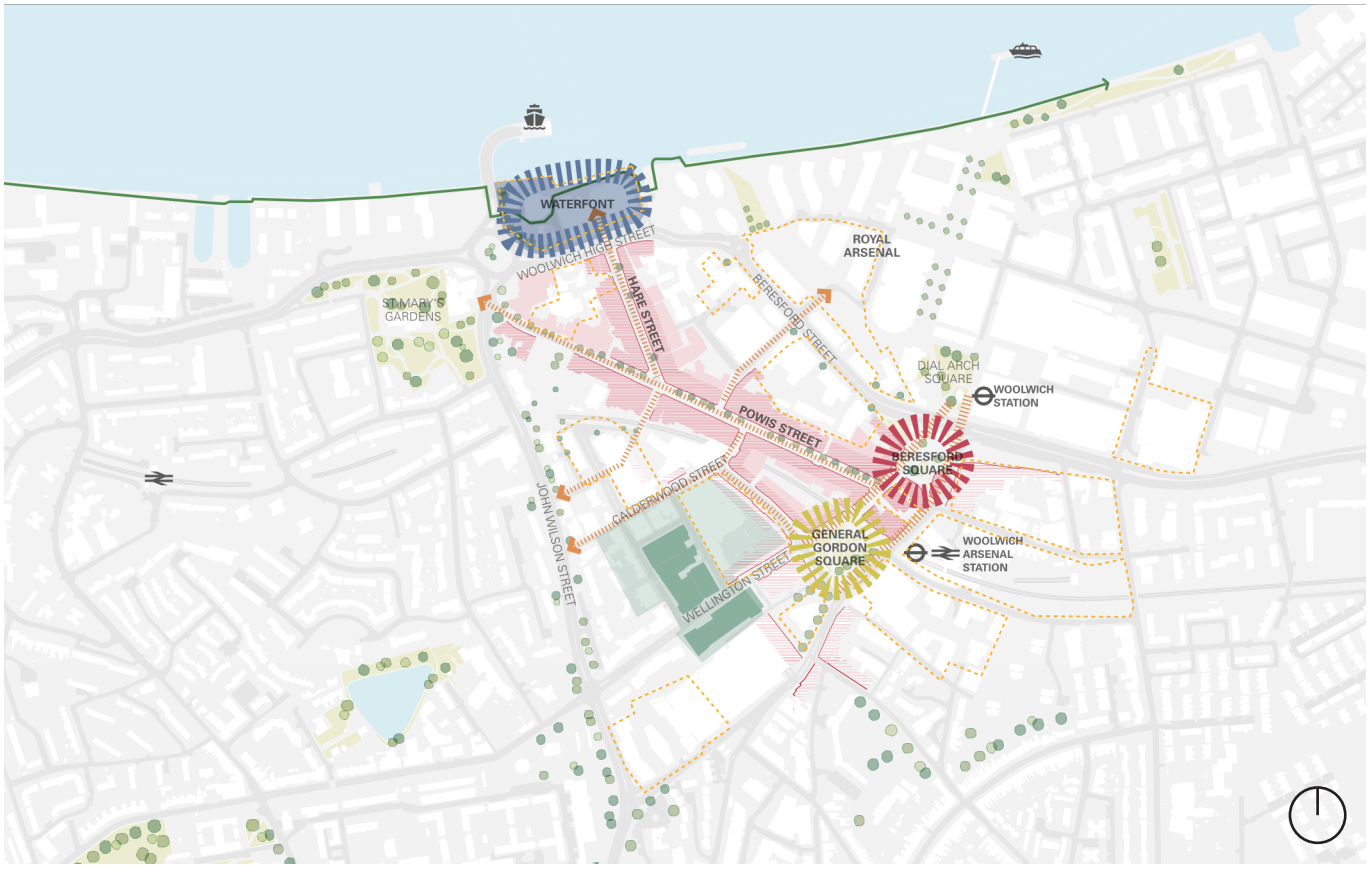


Figure 41. Proposed town centre structure

4.4.1 How Woolwich works through the day

Woolwich changes through the day and across the week. Commuting, shopping and market activity generate strong daytime footfall, while civic services, learning, culture, food and leisure bring people into the centre for different purposes. The framework supports these established patterns while creating more reasons to stay after school, into the early evening and at weekends.

The following table illustrates how different parts of the centre can play complementary roles. It provides a guide for public realm design, ground-floor uses, programming, lighting, management and stewardship. It is not a fixed programme. Activities will continue to evolve in response to local demand, partnerships and available resources.

Time	Focus Locations	People and activities	Spatial response
Morning	Stations, Beresford Square, Powis Street and principal walking and cycling routes	Commuters, shift workers, traders, school pupils, parents and carers; market set-up, coffee, convenience shopping and journeys to work or school	Safe and accessible station approaches, clear routes, convenient services and well-managed servicing
Midday	Powis Street, Beresford Square, General Gordon Square and the civic quarter	Shoppers, workers, students, visitors, older people and people using civic services; shopping, lunch, appointments, meetings and market trading	Active ground floors, accessible seating, shade, shelter, toilets and comfortable places to stop
After school	Library, General Gordon Square, civic and cultural venues, youth spaces and routes through the centre	Children, young people, students, families and carers; study, affordable food, play, creative activity and informal socialising	Safe routes, welcoming public spaces and visible provision for children and young people of different ages
Early evening 5-9pm	Beresford Square, Powis Street, Hare Street, cultural venues and the waterfront	Residents, commuters, workers, young people and visitors; food, performances, classes, community activity and socialising	Good lighting, active frontages, coordinated opening hours and safe walking, wheeling and cycling connections between arrivals and destinations
Weekend	Markets, General Gordon Square, Powis Street, Royal Arsenal, cultural venues and the waterfront	Families, local communities and visitors; markets, events, culture, leisure, festivals and walking	Coordinated programming and clear routes that encourage people to explore different parts of the centre

Some requirements remain constant throughout the day. Woolwich needs accessible streets, comfortable seating, public toilets, shelter, good lighting, affordable food and safe routes for people of different ages and abilities. Servicing and access arrangements must also allow markets, businesses, cultural venues and community activities to operate successfully.

The aim is to create a town centre that remains useful, welcoming and active for longer. Physical change will support this ambition, alongside coordinated programming, management and stewardship. The following sections translate this overall structure into proposals for movement, public realm, economic activity, climate resilience and development. Chapter 5 then applies the framework to Woolwich's individual character areas and clusters.

4.2 Movement framework

Woolwich is one of London's best-connected town centres, yet wide roads, indirect crossings and poorly overlooked routes make some short local journeys uncomfortable. The movement framework will reverse that mismatch while protecting the buses, servicing and strategic routes on which the centre depends.

Five principles guide every movement project:

1. Give greater priority to pedestrians in the town centre core
2. Create continuous and legible east-west and north-south routes
3. Make bus operations support the centre and protect the civic role of public spaces
4. Test transport changes against place quality, accessibility and economic function as well as traffic movement
5. Phase change without losing the long-term direction

4.2.1 Connect Woolwich to its neighbours

The movement network must extend beyond the Framework boundary. Strategic routes should connect west along Woolwich Church Street and the Thames Path towards Woolwich Dockyard, Charlton and Charlton Riverside; east through Royal Arsenal and along Plumstead Road towards Plumstead; and south along Woolwich New Road and Grand Depot Road towards the Barracks and Woolwich Common.

The A205 and A206 crossings at these gateways are part of town-centre access rather than peripheral highway issues. Safer junctions, continuous footways, clearer cycle links, planting and wayfinding should connect surrounding communities with jobs, services, culture, parks and the river. Improvements should also complete the east-west river route and make St Mary's Gardens easier to reach.

Woolwich Barracks could bring around 1,920 homes alongside commercial and community space, while retaining military uses, heritage buildings and open landscapes. Connections should be coordinated with the Barracks SPD and future proposals, linking the site to the high street, stations and services via Grand Depot Road, Woolwich New Road, Love Lane and the civic quarter. Priorities are safe crossings, continuous accessible walking and cycling routes, clear wayfinding and public transport links, with responsibilities for improvements agreed across the Barracks and town-centre projects.

4.2.2 A seamless, welcoming route between the stations, town centre and river

The priority is a clear network between Woolwich Station, Woolwich Arsenal Station, Powis Street, Beresford Square, General Gordon Square, Royal Arsenal and the Thames. Station arrivals should lead naturally into public spaces and high street routes. North-south links through Hare Street, Woolwich High Street and Macbean Street should make the river visible. East-west routes should connect Calderwood and the civic quarter with the Town Centre core, Exchange, Macbean and Royal Arsenal.

A coordinated wayfinding system should connect the stations, market, high streets, civic quarter, Royal Arsenal, waterfront and St Mary's Gardens, with clearer links to the more distant Thames Clipper pier supporting river arrivals and future waterfront visits. Consistent signs, maps, lighting, landscape and heritage cues should be concentrated at arrival points and route choices, with accessible information designed as part of the public realm.

Cycling should form part of this local network throughout the day. The Cycleway 4 extension is welcome, but shared sections on busy pedestrian streets and the alignment through Exchange require further design so cycling gains do not reduce pedestrian comfort or valuable public realm. Safer local streets, junctions, crossings and secure cycle parking at transport hubs should provide the wider network.



Figure 42. Existing movement patterns

- Pedestrian crossings
- Major connectivity routes
- Minor connectivity routes
- Train routes
- Ferry routes
- Indirect or no crossing

a. Station approaches: Widen and simplify pedestrian space, improve step-free connections where feasible, rationalise clutter and make routes to the market and civic heart immediately legible

b. Beresford Street and Plumstead Road: Increase the frequency and quality of crossings, simplify junctions and replace the bus-canyon character with a greener town-centre street

c. Woolwich High Street: Create a direct, greener route to the river with a major crossing upgrade aligned with waterfront development

d. Macbean Street: Improve footways, crossings and wayfinding to connect Powis Street, Royal Arsenal and the river

e. John Wilson Street: Add safer crossings and improve access to St Mary's Gardens and western neighbourhoods

The existing Barnard Close bridge should remain the principal railway crossing in the west. A potential second step-free link between Calderwood, the green pocket beside John Wilson Street and western Powis Street should be safeguarded for investigation. Significant level changes, railway infrastructure and accessible gradients mean its alignment and viability require topographical and engineering studies.

Love Lane should form a clear pedestrian route from General Gordon Square and the Woolwich Centre south towards Tesco, the Barracks and Woolwich Common, with crossings and wayfinding coordinated along the route.



Figure 43. Movement framework

- Pedestrian crossings
- Major connectivity routes
- Minor connectivity routes
- Train routes
- Ferry routes
- Cycle hub
- Key node
- Key location
- Improved pedestrian experience
- New development area



Figure 44. West end of Powis Street

4.2.3 Powis Street and Hare Street people-first spine

Powis Street and Hare Street should become one comfortable, green and memorable route through the traditional centre. The street should support trade and social life, extend pedestrian priority north from central Powis Street and make the route to the Thames unmistakable.

Opening up and formalising the historic route through Mortgramit Square should connect Powis Street and Hare Street with improved crossings towards Woolwich High Street, the ferry and the waterfront. Its yards and lanes should extend the public pedestrian network rather than become internal residential circulation.

- First steps: Rationalise parking, assess displacement and protect replacement disabled parking, declutter the street, improve lighting and wayfinding, and introduce planters and small-scale greening
- Intermediate change: Test bus routing options with TfL to support pedestrian priority while maintaining reliable services and accessible stops. Introduce continuous footways, street trees and rain gardens, and control deliveries through timed windows.
- Transformational change: Test full pedestrianisation with a unified public realm, space for café and business spill-out, a landmark river gateway, and limited night access for taxis, staff and essential journeys

Each stage must resolve emergency access, disabled access, servicing, staff travel and enforcement. Temporary trials should test how the street works before permanent materials and traffic orders are fixed.

4.2.4 Rebalance the A205 and A206 and create welcoming gateway streets

The A205 and A206 are expected to retain their strategic bus and freight role. Within Woolwich, they should also work as town-centre streets. Options should create calmer geometry, clearer desire lines, wider crossings, more trees and sustainable drainage, and fewer residual spaces. Technical testing should cover freight, bus reliability, traffic capacity, air quality and place quality together.

Wellington Street and Calderwood Street should form the first junction improvement projects, followed by Grand Depot Road and other key entries. Continuous crossings, tighter corners, planting, lighting and wayfinding can announce arrival and discourage unnecessary vehicle movement through the core.

4.2.5 Coordinate buses, servicing and a people-focused kerbside space

Buses must remain reliable and accessible, with routes, stops and stands coordinated with TfL and London Buses. Beyond Cycleway 4, low-speed neighbourhood streets, safer crossings and dedicated cycling space on transport corridors should connect surrounding neighbourhoods with the centre, stations and river. Changes around General Gordon Square, Woolwich New Road, Woolwich High Street and the waterfront should support this wider network.

Servicing, loading, disabled parking, cycle parking, taxis and deliveries should operate as one kerbside system. Time controls, shared bays, side-street loading and clear enforcement can release key frontages while supporting businesses. Development should integrate servicing within a coherent block and avoid vehicle-dominated edges.

4.2.6 A phased and test-led path to change

The Framework fixes the principles and direction rather than exact dimensions or traffic orders. Surveys, traffic modelling, access audits and operational trials should test each option. Early measures should make visible progress and protect the route to more ambitious long-term change.

4.3 Public realm and open space framework

Woolwich needs a connected public realm that works for everyday life. The Framework aims to create a green grid between surrounding neighbourhoods, St Mary's Gardens, the town centre core, Royal Arsenal and the Thames. Streets, squares, parks, pocket spaces and development courtyards each have a distinct part to play.

4.3.1 Access without friction

Every public route should be step-free, legible and comfortable for different ages, bodies and senses. Continuous footways, generous dropped kerbs, tactile information, tonal contrast, uncluttered routes and clear wayfinding should be designed as a complete system rather than added afterwards.

Frequent places to rest, seating with backs and arms, shade, accessible toilets, well-positioned disabled parking and safe crossings will make the centre usable for more people. Access audits and engagement with disabled people should shape every major street and space project.

4.3.2 A green and civic sequence

Woolwich already has the foundations of a landscape sequence from Barrack Field through General Gordon Square and Beresford Square to Dial Arch Square, No. 1 Street and the river. The Framework will strengthen this route, connect it west to St Mary's Gardens and extend it east through Royal Arsenal.

General Gordon Square should become the principal civic space, offering equitable access to green, shade, water, seating and social space. Beresford Square should retain flexible paved space for the market and events while gaining more trees, structural planting and comfort. Smaller green pockets around the stations, market and development sites will complete the sequence. The emerging Ropeworks linear space will add an attractive route within Royal Arsenal; a stronger Hare Street connection is therefore essential to draw residents across the A206 into the traditional centre rather than bypass it.

4.3.3 A hierarchy of streets

- **High streets**: Powis Street and Hare Street prioritise people, trees, seating, sustainable drainage and permeable paving, with controlled access for essential servicing
- **Neighbourhood streets**: A secondary network provides wider pavements, safer crossings, cycle parking and trees while retaining low-speed access
- **Transport corridors**: Beresford Street, Plumstead Road, Woolwich High Street and John Wilson Street retain strategic movement and gain frequent crossings, active-travel space, trees and exposure mitigation. Public-realm schemes on Beresford Street, the A206 and Woolwich High Street should integrate rain gardens, permeable surfaces and other sustainable drainage measures wherever utilities, access and highway operation allow.
- **Pedestrian shortcuts**: Fine-grain routes, yards and passages shorten journeys through development blocks and connect public spaces

4.3.4 Climate comfort and nature

Greening should improve comfort as well as character. Continuous tree canopies can provide summer shade and winter shelter. Larger connected planting areas will support healthier trees, biodiversity and rainwater attenuation more effectively than small residual beds. Sustainable drainage should shape each street and space from the outset. Species, soil volumes and maintenance regimes should favour durable, climate-resilient planting that is affordable to manage.

The waterfront needs a specific response to wind, shade, salt exposure and flood risk. Mixed-height planting and an adaptable tree grid can create shelter while preserving views and flexible use. Permeable surfaces, rain gardens and flood-resilient levels should integrate with the Thames Path and development frontages.



Figure 45. Public realm and open space framework

- Proposed pockets of green
- Highstreets and green corridors
- Proposed neighbourhood streets
- Green pedestrian shortcuts
- Transport corridors
- Existing and improved squares
- Key development opportunities to add green
- Thames Path

4.3.5 Public space for every age

An all-age strategy starts with daily life. Public spaces should work at 8 am, after school and on market days, with room to pass, pause, meet, play and take part. Power, lighting, drinking water, shelter, public toilets and flexible seating will support this rhythm.

Children and carers need play woven into routes rather than confined to fenced zones. Steps, planting, water, playable furniture and challenges can invite exploration while leaving space for markets, events and movement.

Young people need legitimate places of their own: sheltered seating, informal sport, performance and creative space, charging points and free places to gather without being moved on. These spaces should be visible and well connected, with enough separation to feel independent yet close enough to surrounding activity to feel safe.

Older and disabled people need short distances between places to rest, shade and shelter, clear sightlines and predictable surfaces. Designing these needs together will create sociable spaces where generations share the centre.

4.3.6 St Mary's Gardens and the waterfront

St Mary's Gardens should be easier to reach as part of an everyday route between the town centre, surrounding neighbourhoods and the Thames. Safer crossings of John Wilson Street, clearer wayfinding from Powis Street and Calderwood, improved entrances, play and complementary park investment will make the gardens more visible and useful. The Powis Street surface car park could contribute to a greener western route as public realm, development with a generous public passage, or a combination of both.

The waterfront should work as both a local public space and a wider river destination. A generous promenade, clearer foot tunnel and ferry arrival, continuous Thames Path and direct links to Woolwich High Street and Hare Street will make the route between the town centre and river clear and memorable.

4.3.7 Development contributions

New development should deliver connected public space as core infrastructure. Site layouts should define streets and squares before building footprints are fixed. Infrastructure and servicing should be consolidated, planting should form substantial viable areas, and public routes should be open, overlooked and linked to the wider network. Planning obligations and site agreements should fund priority crossings, green infrastructure and long-term stewardship.



Figure 46. Powis Street

4.4 Economy and high street framework

Woolwich's high street should be productive, practical and social. Daily services, affordable food, repair, health, beauty, convenience, markets and independent trade already give it resilience. The Framework will help this economy evolve, create places to work and make, and carry activity into the early evening.

4.4.1 Powis Street as a working high street

Powis Street should prioritise usefulness. Its future lies in a broader mix built around repeat local needs: food, repair, training, health, making, community services, affordable convenience and customer-facing workspace. This mix will keep the street busy through economic change and give independent businesses room to grow.

Upper floors contribute homes as well as economic activity. Studios, small offices, learning, enterprise and creative production in suitable vacant or underused space can add a daytime working population and support ground-floor trade. Public realm should make this economy easier to use through step-free entrances, comfortable footways, clear loading, cycle parking, seating, shade and visible shopfronts.

4.4.2 Premises and leases that unlock demand

Persistent vacancy often reflects a mismatch between premises and occupiers. Woolwich needs a broader choice of flexible floorspace: selected large or excessively deep units may suit subdivision, while adjoining small or subdivided units should be tested for combination where occupier requirements support larger formats. This is particularly relevant to potential occupiers seeking approximately 2,500 to 9,400 square metres, although any intervention should remain demand-led. Hybrid spaces can combine repair and retail, a showroom and workshop, food and production, or training and a public-facing service.

Flexible occupation should provide a route into long-term tenancy. Stepped rents, turnover agreements, short leases and managed workspace can reduce risk, while tenant curation and clear routes into permanent premises can help local businesses grow.

As ownership changes along Powis Street, the Council should use the town centre partnership to bring landowners, occupiers and operators together around viable uses for ground and upper floors. Coordinated letting and landlord investment can turn temporary activation into lasting occupation.

There is no comprehensive town-centre dataset on upper-floor vacancy or use. The high-street and economic programmes should begin with a premises audit covering upper floors, unit configuration, access, ownership and occupier requirements, then use landlord and business matchmaking to identify practical reuse and unit-combination opportunities.

New buildings should anticipate change through generous ground-floor heights, simple servicing and adaptable structures. Existing buildings should be tested for retrofit first, preserving affordable space and the grain that gives the high street character.

4.4.3 A connected creative and affordable workspace network

Woolwich can become a place people choose to work, building a daytime economy around its exceptional transport links. A distributed network should offer a first desk, a small studio, a working yard and larger production space within the same town centre. Training, business support and public-facing activity should connect those spaces.

Powis Street north and Hare Street can provide the first rung through upper floors, small managed units and meanwhile occupation. Buildings around Barnard Close and Powis Street could provide an early pilot. Depending on owner appetite and feasibility, suitable vacant or underused buildings could be retained and retrofitted as affordable workspace, with a public-facing ground floor and practical servicing or yard space.

Mortgramit should form a distinctive heritage-based anchor within Woolwich's wider workspace network. Affordable SME space, creative production and community activity should concentrate in the retained Furlongs buildings, supported by practical servicing, visible entrances and a specialist operator. Second Floor Studios at the Old Town Hall will add long-term affordable studios, while Powis Street, Hare Street and buildings around Barnard Close offer reuse-led

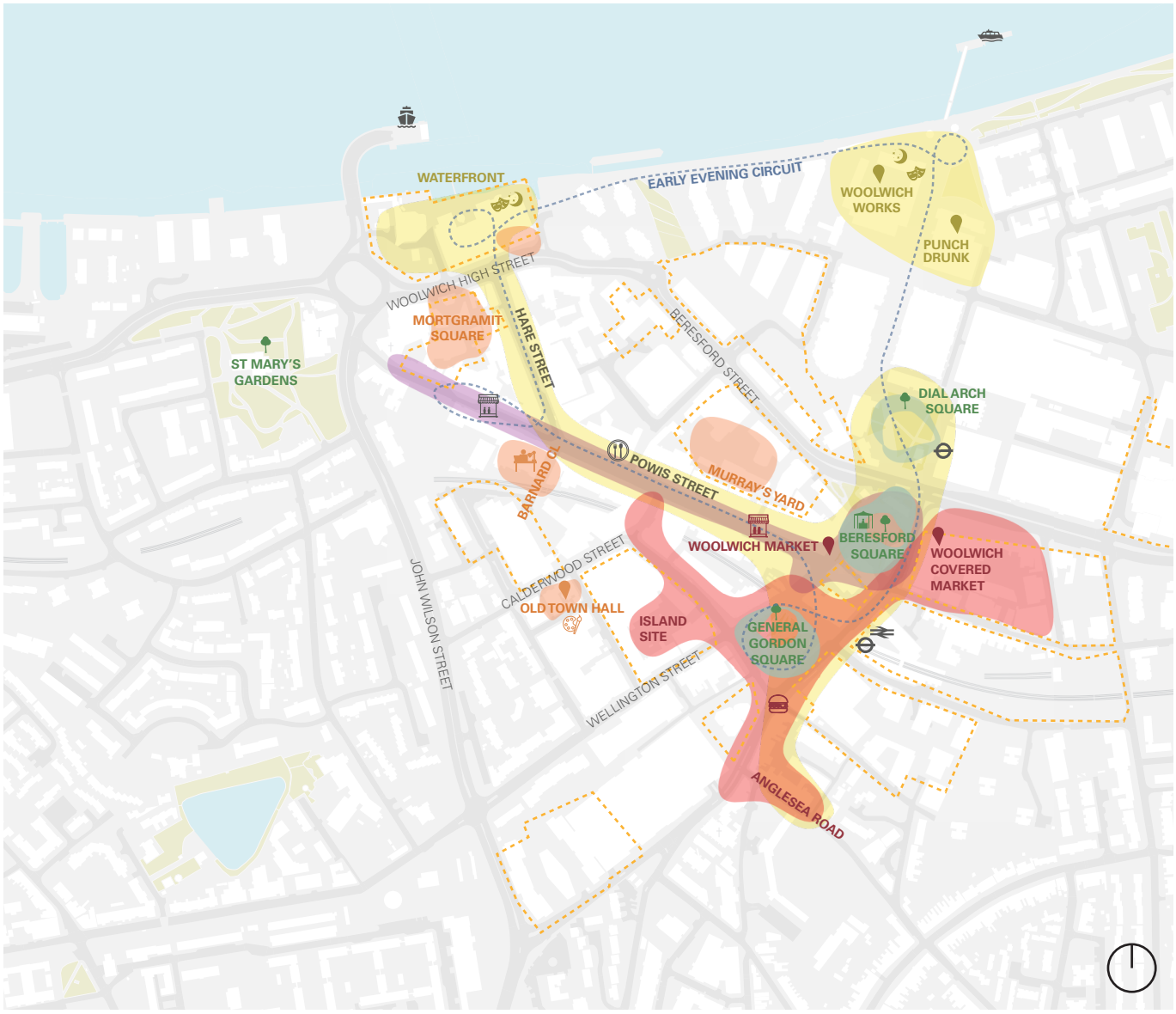


Figure 47. Evening and high street framework

0 35 75 150 300 600m

- Food and market quarter
- Creative and affordable workspace
- Early evening Woolwich
- Working High Street
- Market squares
- Site allocations



Figure 48. Early evening in Beresford Square

and public-facing opportunities. Other development sites can make proportionate contributions where space, demand and viability support them.

Existing providers give this network a practical foundation. Art Hub Studios, Thames-Side Studios and GEB provide specialist studio, production and flexible business space nearby. Woolwich Works and Tramshed connect workspace with performance, participation, skills and audiences.

New workspace should be planned with operators and local businesses from the outset. It should support a range of enterprises through flexible subdivision, shared facilities, suitable servicing and leases that allow making and production.

4.4.4 Markets, food and routes into business

Beresford Square, Greens End and General Gordon Square should work together as a connected market environment with distinct but complementary roles. Beresford Square should remain the focus for food trading, dining and social activity, supported by active edges, spill-out and al fresco seating at suitable times. Greens End and General Gordon Square can accommodate other market stalls, occasional markets and events, improving visibility and circulation while allowing General Gordon Square to retain its primary role as the civic green space. Across the market, better trader infrastructure, shared kitchens, food incubation and a clear path from stall to unit can convert more footfall into local spending while protecting affordability and character.

The Covered Market should complement Beresford Square with a distinct offer and programme. Markets, high-street units, workspace and training should operate as one enterprise ladder so that successful traders can grow without leaving Woolwich.

Woolwich's diverse food offer, including recognised Nepalese and Tibetan restaurants alongside African, South Asian and other international cuisines, gives this enterprise ladder a strong local identity. Building on recent investment, an operational market review should protect affordable routes into trading and identify any remaining needs for power, water, drainage, storage, waste, seating and weather protection, while coordinated public realm and promotion link Beresford Square with Woolwich New Road and Anglesea Road.

4.4.5 Bringing Woolwich to life in the evening

Woolwich's evening economy should start early and remain broad. The core hours of 5 pm-9 pm can serve families, commuters, students, workers and older residents through affordable food, culture, learning, leisure, markets and sociable public space.

Royal Arsenal's cultural quarter can anchor an evening circuit through Beresford and General Gordon squares, Powis Street, Hare Street and the waterfront. Food, studios, small venues, riverside walks and seasonal activity should complement Anglesea Road, drawing visitors across the centre to stay longer and spend with local businesses.

Growth in food and drink should be used to support the local economy, jobs, training and skills as well as the evening offer, with routes from market trading and start-up activity into permanent premises. Woolwich's Night Time Enterprise Zone funding ended in January 2024. Engagement and the first-stage report should inform the evening and night-time strategy, testing demand for later-opening shops, services and events for night workers.

The programme can begin with food evenings, youth-led markets, late learning, open studios, small performances, sport and cultural events. Regular, affordable activity will build confidence more effectively than isolated festivals.

Lighting, CCTV, public toilets, safe routes, bus access, staff travel, waste collection, licensing and stewardship should be coordinated with businesses, Police and Council enforcement. Building on Woolwich Lates, the Council and its partners should develop a coordinated year-round programme across the town centre core, Hare Street and waterfront. Later-night activity should be supported in suitable locations where licensing, transport, management and residential amenity can be resolved.

4.5 Civic and cultural framework

Woolwich's civic and cultural offer should work as everyday infrastructure: a connected set of buildings, public spaces, workspaces and programmes that support creativity, learning, belonging and public life throughout the week.

4.5.1 A connected network of anchors

Beresford Square and General Gordon Square form the public heart of the civic and cultural framework. The Woolwich Centre, Town Hall, Old Town Hall, Public Halls, Tramshed, Bathway, Woolwich Works and Island Site provide complementary civic, learning, cultural and participation roles. At Island Site, public routes, community space and the retained Polytechnic buildings should extend this network west towards Bathway. Clear routes, shared wayfinding and coordinated programming should make these assets feel like one public offer.

The Local Plan name 'Island Site' is retained for clarity, but the site should be planned as the eastern part of the wider civic quarter rather than as an isolated enclave.

The network should work on ordinary days as well as during events. Active edges can support cafés, galleries, advice, youth space, community rooms and visible public services. Squares should retain room for informal use while buildings carry more of the regular programme.

The Woolwich Front Room demonstrates the value of accessible, visible local provision. Its role should be considered through the civic and social-infrastructure programme, including options to retain it or support transition to secure, functional and affordable premises, subject to an agreed service and operating model.

4.5.2 Young people as civic partners

Youth infrastructure should be visible, central and easy to reach after school and into the early evening. Woolwich needs a connected offer of indoor youth space, rehearsal and digital production, informal sport, study, advice, enterprise and free outdoor places to meet. Public-facing community and cultural space at Island Site can form part of this offer, alongside the Woolwich Centre, Old Town Hall, Tramshed, Bathway and the waterfront.

Young people should help design and programme these places. Paid roles, youth commissioning, markets, performances and enterprise pilots can turn participation into skills and ownership. Safe routes, affordable food, toilets, charging points and staff presence will make the network usable rather than symbolic.

The strongest youth offer will connect culture with opportunity. A young person should be able to move from an open workshop or rehearsal to training, a placement, a first commission, a market stall or affordable workspace without leaving Woolwich.

4.5.3 Civic partnerships

The Council should explore partnerships with the University of Greenwich and other learning providers to strengthen Woolwich's role in learning, culture and enterprise. Bathway could support public-facing activity within the civic quarter, subject to the University's estate plans, interest and delivery capacity. Shared spaces and meanwhile uses should connect students and local people with Public Halls, Tramshed, cultural organisations, businesses and community services. A joint brief should follow confirmation of partner commitments and a viable delivery approach.

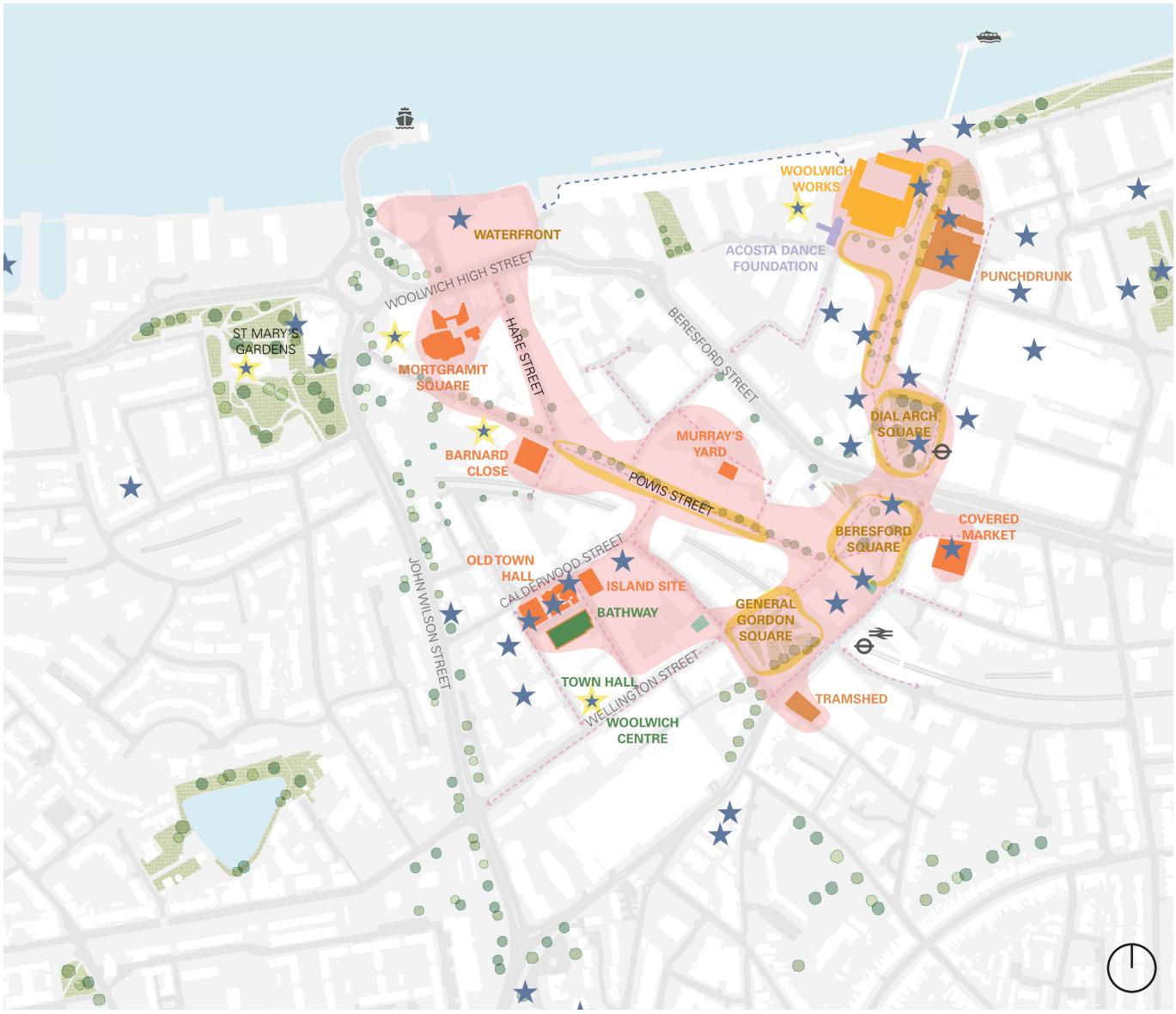


Figure 49. Civic and cultural framework

- Grade II listed buildings
- Grade II* listed buildings
- Public spaces with cultural programmes



Figure 50. Tramshed



Figure 51. Woolwich Works



Figure 52. Bathway theatre

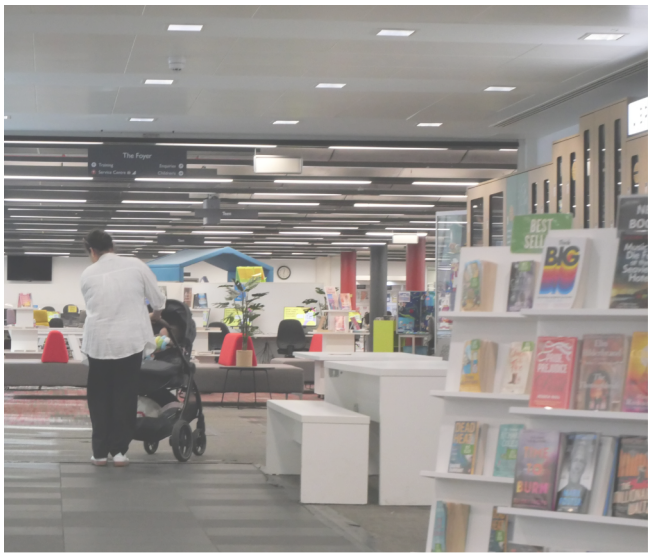


Figure 53. Woolwich library



Figure 54. Punchdrunk



Figure 55. Acosta dance centre

4.5.4 Production as well as presentation

Woolwich needs room to make culture as well as present it. Studios, rehearsal rooms, podcast and music production, fabrication, photography, set-building, dance and shared maker space can extend the town's tradition of production. The retained Furlongs buildings at Mortgramit should provide a heritage-led anchor, supported by the Old Town Hall, suitable buildings on Powis Street, upper floors and vacant units, with supplementary space on other suitable sites where operator demand and viability support it.

Partnerships between Art Hub, Second Floor Studios, GEB, Woolwich Works, Tramshed, the University, schools and training providers should connect creative practice with workspace, skills, placements, enterprise, exhibition and public programmes.

4.5.5 Visible social infrastructure

Community, health, youth and learning uses should be easy to find and reach. The civic quarter can combine established services at the Woolwich Centre with public-facing community and cultural space at Island Site. Calderwood is a priority location at which to test adaptable community and potential health uses as part of a wider neighbourhood network. Exchange, Macbean and the waterfront can add accessible community and local-service space as growth comes forward.

Co-location can make limited space work harder. Shared reception, meeting rooms, kitchens, equipment and programmes can help smaller organisations gain visibility and reduce operating costs while retaining their own identity.

4.5.6 Heritage in active use

Heritage buildings and routes should contribute to daily town-centre life. Public, cultural, community, food and workspace uses can open historic buildings to more people. Exterior lighting, interpretation and public realm should reveal civic façades and historic connections. New buildings should respond to Woolwich's grain, scale and materials through a clear contemporary expression.

4.6 Growth and development framework

Woolwich can accommodate significant growth, but capacity alone will not make a successful centre. Development must respond to its context, repair the urban structure, support a useful mix and deliver benefits beyond each red line. Streets, blocks, public spaces and active ground floors should lead the design process.

4.6.1 A coherent pattern of intensification

Higher density is most appropriate at transport nodes, gateways and large strategic sites. Taller buildings should form coherent groups and respond to views, heritage, street enclosure, microclimate and transitions to lower-scale high streets and neighbourhoods.

Perimeter blocks and connected streets should provide the default structure where they respond to local character; alternative typologies may be appropriate where they deliver equally clear streets, active edges and useful public space. They create clear fronts and backs, overlooked routes and useful public space. Courtyards can support residents, play, sustainable drainage and biodiversity.

4.6.2 Mixed and adaptable buildings

Homes will support a larger local population and a more active centre. They should sit within mixed, walkable neighbourhoods that retain employment, services and public uses. Ground floors should provide adaptable non-residential space, with residential entrances and support functions arranged to maintain active streets.

Buildings should anticipate change through generous ground-floor heights, regular structures, accessible servicing and flexible floorplates. Retrofit and reuse should be tested before demolition, especially where existing buildings provide character or affordable space.

4.6.3 Growth that pays back into the centre

Strategic sites should contribute to the wider walking network, public realm, green infrastructure, affordable workspace, community facilities and active travel. Contributions should align with a shared priority programme so separate developments fund coherent routes and spaces. Affordable homes and long-term stewardship remain essential.

- **Movement**: Create public routes, fund priority crossings and integrate with stations, buses, cycling and the Thames Path
- **Public realm**: Define streets and spaces, provide trees, shade, play, seating and sustainable drainage, and secure maintenance
- **Economy**: Provide adaptable commercial space, affordable workspace and routes for local businesses into new development
- **Community**: Address evidenced needs for youth, health, learning, leisure and flexible community space
- **Housing**: Deliver high-quality mixed-tenure homes within well-served neighbourhoods and protect residential amenity
- **Climate**: Prioritise reuse, low-carbon design, biodiversity, water management, urban greening and climate comfort



Figure 56. Growth in Woolwich Arsenal



Figure 57. Woolwich New Road

Clusters

This chapter considers Woolwich as a series of connected places. Each cluster includes existing streets, spaces, buildings and development opportunities. The cluster guidance brings the spatial strategies together to define the area's role, character and priorities for change.

5

5.1 How the clusters work together

Woolwich's commercial, civic, cultural and landscape systems overlap across the town centre, creating places with distinct character, activity and spatial form.

The seven clusters provide a way to guide change in response to these differences. Their boundaries are deliberately flexible. Streets, spaces and development sites can contribute to more than one cluster, and important relationships often occur where clusters meet.

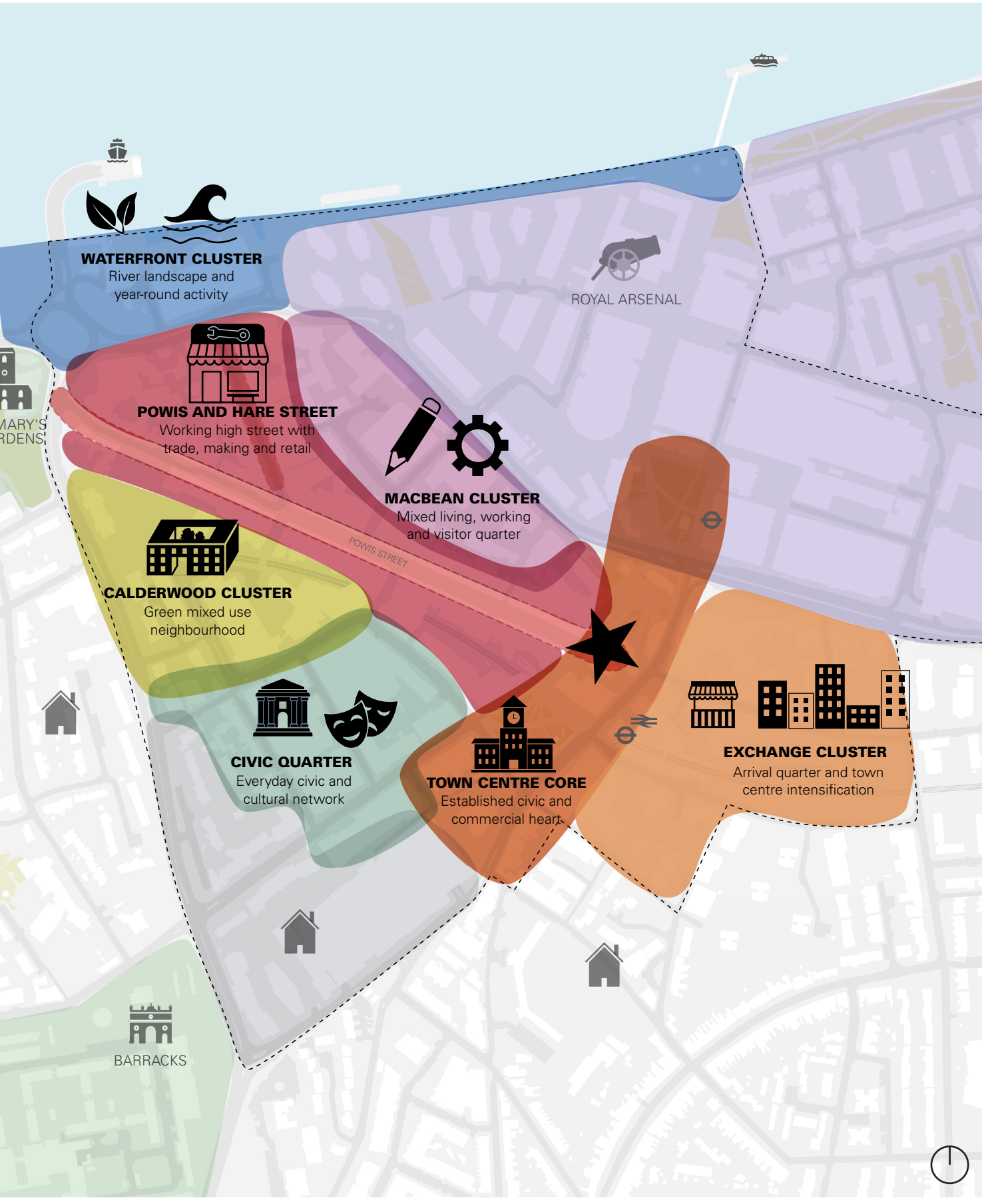
Each cluster therefore has two responsibilities. It should strengthen the qualities that make it distinctive, while contributing to the wider town centre. The waterfront relies on clear routes through Powis Street, Hare Street and the town centre core. The high street benefits from station footfall, market activity and new residents. The civic quarter supports skills, culture, youth and public life across Woolwich. Macbean and Exchange connect Royal Arsenal and the stations with the traditional centre, while Calderwood connects the centre with established neighbourhoods to the west.

Character describes more than architectural appearance. It includes street pattern, building scale, landscape, heritage, uses and the ways people occupy a place throughout the day. New development should respond to these qualities and strengthen the relationships between neighbouring clusters.

Across all clusters, healthy established trees should be retained where feasible, new development should provide meaningful permeable and vegetated space, and public routes should be direct, step-free, overlooked and open at useful times. Courtyard landscape, tree planting and drainage should be treated as climate infrastructure rather than decoration.



Figure 58. Proposed clusters


WATERFRONT CLUSTER
River landscape and year-round activity
ROYAL ARSENAL
POWIS AND HARE STREET
Working high street with trade, making and retail
MACBEAN CLUSTER
Mixed living, working and visitor quarter
POWIS STREET
CALDERWOOD CLUSTER
Green mixed use neighbourhood
CIVIC QUARTER
Everyday civic and cultural network
TOWN CENTRE CORE
Established civic and commercial heart
EXCHANGE CLUSTER
Arrival quarter and town centre intensification
BARRACKS
0 20 50 100 200 400m

5.1.1 Cluster relationships

Cluster	Primary role	How it connects and contributes
Waterfront	Everyday riverside destination	Extends town-centre life to the Thames; connects with Powis Street and Hare Street through Mortgramit Square; continues east towards Macbean and Royal Arsenal; supports workspace, leisure and early evening activity
Powis Street and Hare Street	Working high street and people-first route to the river	Reconnects the town centre core with the waterfront; supports independent trade, services, food, repair and enterprise; benefits from station footfall and surrounding development. Mortgramit Square provides an important link between Powis Street, Hare Street and the river
Macbean	Mixed-use bridge between Royal Arsenal, the traditional centre and waterfront	Repairs the gap across Beresford Street; creates clearer connections to the high street, stations, market, Royal Arsenal and river; adds homes, workspace, services and public activity
Calderwood	Green mixed-use neighbourhood at the western edge of the centre	Connects Powis Street, the civic quarter, St Mary's Gardens and surrounding communities; adds homes, health and community services, local facilities and green space
Civic quarter	Centre for civic life, learning, culture and opportunity	Connects the Woolwich Centre, Town Hall, Bathway, Tramshed and Island Site; supports civic and cultural activity, creative industries, skills, youth and enterprise across the town centre
Town centre core	Market and civic heart	Brings Beresford Square and General Gordon Square together; connects the stations with the high street, civic quarter, Exchange and Macbean; provides Woolwich's principal shared spaces for markets, events and everyday public life
Exchange	Primary arrival quarter and new mixed-use neighbourhood	Directs station footfall towards the town centre core and high street; connects with Royal Arsenal and Woolwich Waves; complements Beresford Square through the Covered Market, new public spaces and a distinct mixed-use offer

Together, the clusters create a town centre with a greater range of experiences and reasons to visit. Their success depends on the streets, public spaces, active edges and partnerships that connect them. The strongest projects will contribute to their immediate setting and **strengthen at least one wider town-centre relationship**.

5.1.2 Cluster character overview

Waterfront

The Thames, ferry, industrial heritage, riverside landscape and open public spaces define the waterfront. Development should celebrate this heritage and strengthen access to the river, supporting town-centre connections, workspace and year-round use.

Powis Street and Hare Street

Fine-grained buildings, historic shopfronts and a diverse mix of shops, food, services and local businesses shape this working high street. Mortgramit Square adds workshops, yards and a historic route at its northern end. Change should retain this variety, improve the key route to the river and create greater permeability between the high street, Hare Street and waterfront.

Macbean

Industrial buildings, yards and fragmented blocks give Macbean its character. New development should retain key assets while creating clearer streets and connections to the high street, Royal Arsenal and waterfront.

Calderwood

Calderwood should support a growing, greener neighbourhood that responds to nearby heritage, landscape and homes. Development should remain closely connected to the town centre, local services and surrounding communities.

Civic quarter

Historic public buildings, cultural venues, lanes and courtyards give the civic quarter its identity. Reuse and new development should open these spaces to wider civic, cultural and learning activity, strengthening the presence of creative industries and creating routes into jobs and skills.

Town centre core

Beresford Square's working market, General Gordon Square's greener civic setting and the surrounding stations create Woolwich's busiest shared heart. Change should strengthen the relationship between the two squares, improve routes from the stations to the high street and civic quarter, activate surrounding edges and support markets, events and everyday meeting.

Exchange

The Covered Market, transport infrastructure and major development opportunities give Exchange a distinctive combination of historic character and urban intensity. Change should create a welcoming arrival to Woolwich, frame clear streets and public spaces, and connect the stations, Woolwich Waves, Royal Arsenal and the town centre core.

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5.2 Waterfront cluster

Role: A western gateway to the Thames, connecting the traditional centre with a wider riverfront offer.

The Thames sits only minutes from Powis Street, yet Woolwich High Street, ferry traffic and inward-looking sites make it feel distant. The relocation of leisure provision to Woolwich New Road (Woolwich Waves) creates a rare chance to turn the former leisure centre, ferry arrival, foot tunnel and Thames Path into one coherent riverside quarter, linked to the town centre.

The waterfront should be an everyday place first. Leisure, culture, food, workspace and homes should complement Royal Arsenal's established offer. A continuous Thames Path should link the ferry and foot tunnel with the Thames Clipper pier and No 1 Street, completing a walkable circuit through Hare Street and the town centre.

At the western edge of the cluster, Mortgramit Square can connect the working life of Powis Street with the waterfront. Reuse of the Furlongs complex for affordable workspace, community and public-facing uses should complement the leisure and cultural activity proposed closer to the river.

Cluster guidance summary

Land use and public life
Homes should form part of a broader mix that includes public-facing workspace, local services, affordable food, leisure and community activity.

Movement and public realm
Transform Woolwich High Street into a welcoming route to the river. Continue the Thames Path as a planted promenade with shelter, places to stop and step-free access.

Character and built form
Mid-rise and courtyard forms should shape the riverfront, with taller elements used selectively and tested for views, wind, sunlight and shade.

5.2.1 Priority moves

- **Reveal the river**: Create direct and visible routes from Powis Street, Hare Street, Woolwich High Street and Beresford Square
- **Create a river gateway**: Transform the ferry and foot tunnel arrival into a legible public place linked to the town centre
- **Complete the Thames Path**: Strengthen continuity between Royal Arsenal, the ferry and riverside destinations to the west
- **Frame public life**: Use buildings and active ground floors to define a promenade, public square, park and sheltered courtyards
- **Design for climate**: Treat wind, shade, flood risk, heat and rainwater as starting points for landscape and built form

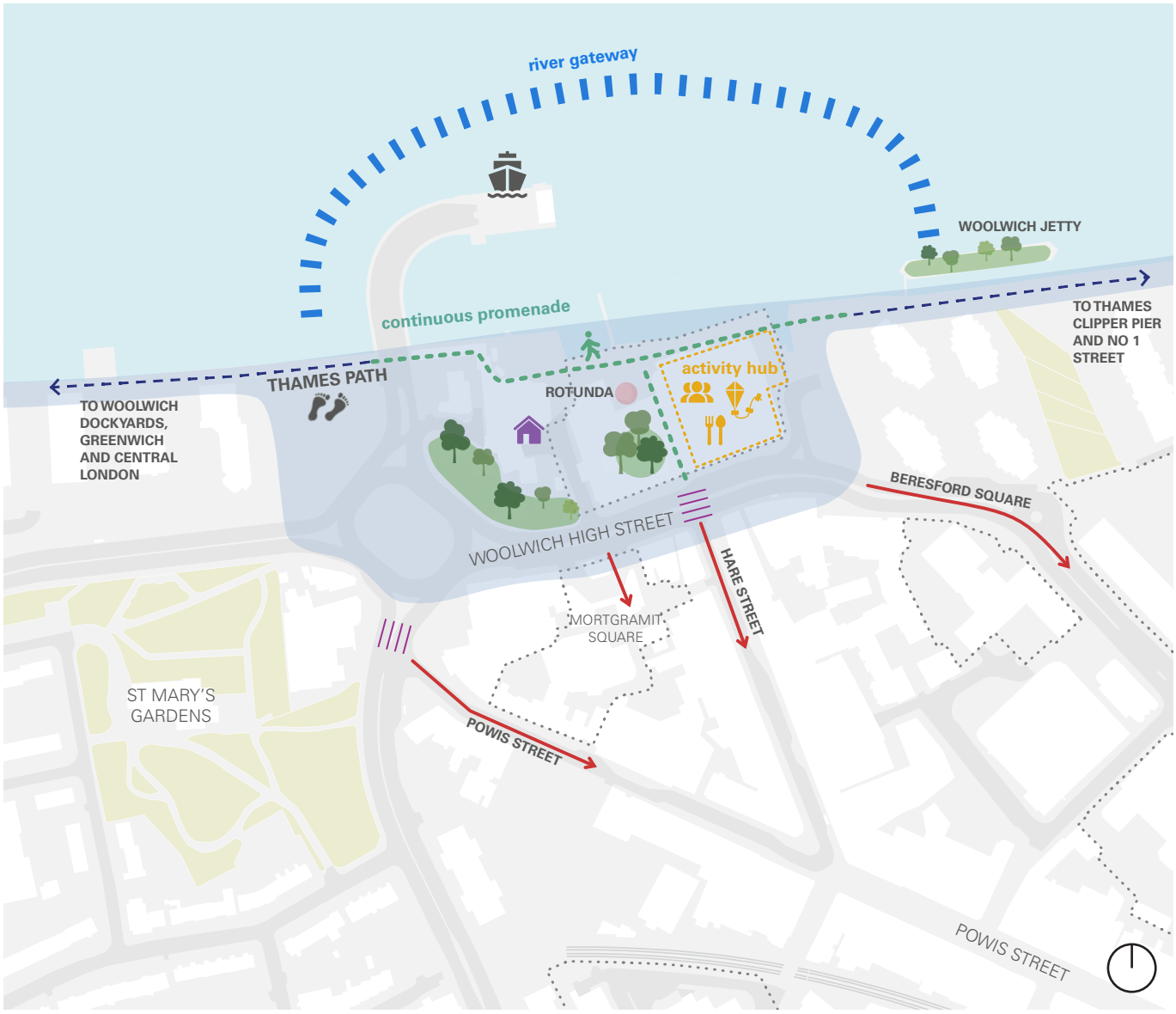


Figure 59. Waterfront cluster priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations

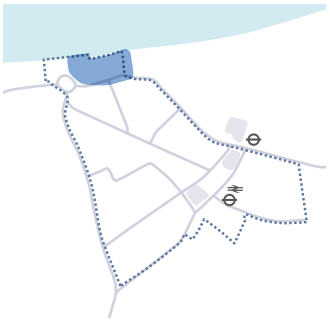






Figure 60. Woolwich foot tunnel entrance

5.2.2 Land use and public life

Active uses should gather around the ferry, foot tunnel, promenade and principal routes. Leisure, cultural and community uses, food, local services and public-facing workspace should line these spaces, with residential frontage carefully managed. This mix should complement Woolwich Works, Royal Arsenal and the high street rather than copy them. The waterfront should also be an attractive and vibrant residential neighbourhood.

Young people should be visible in the waterfront brief. Informal sport, play, sheltered seating, affordable activities and flexible indoor space can make the river useful in all seasons. A youth-led programme of making, performance and environmental projects could give the new river edge an identity from the start.

The waterfront can carry Woolwich into early evening. Affordable food, waterside walks, open studios, small cultural events and family activity can create a 5 pm-9 pm rhythm close to public transport and well-overlooked routes.

5.2.3 Movement and public realm

Woolwich High Street needs a decisive change where town meets river. Wider footways, a clear visual axis, direct desire lines and a major crossing upgrade should align with development. Ferry traffic and servicing must be managed so the gateway feels calm, legible and welcoming. An additional waterfront bus stop should be looked at with TfL as part of further detailed transport studies, as well as the potential for CW4 to be realigned to Woolwich High Street rather than the current Powis Street and Macbean Street alignment.

The historic route through Mortgramit Square should connect with improved crossings of Woolwich High Street, helping create a continuous walking route between Powis Street, Hare Street, the ferry and the Thames.

A generous promenade should continue the Thames Path, informed by the Royal Greenwich Thames Path and Riverside Strategy as it comes forward. An adaptable tree grid can provide wind protection and shade while creating clearings for play, water, seating and a pavilion. Permeable surfaces, sustainable drainage and flood-resilient levels should sit alongside continuous step-free routes. Layered planting should also buffer traffic and improve comfort beside the A206.

The derelict Council-owned Woolwich Jetty could become a distinctive feature along the Thames Path through public art and planting, or potentially a new public space informed by precedents such as the jetty at Battersea Power Station. An options appraisal should test technical feasibility, cost, viability and long-term management.

5.2.4 Character and built form

The cluster should turn Woolwich towards the river through streets, spaces and active frontages, mitigating the impact of the busy A206. A mixed-height composition can mark the ferry and river gateway while stepping down towards the traditional high street. Distinctive mid-rise and courtyard typologies should be explored alongside carefully placed taller elements.

Buildings should provide adaptable ground floors, clear front doors and shelter at street level. Massing and landscape must be tested together for wind, sunlight, shade and comfort, with clear gaps preserving views and a sense of arrival.

5.2.5 Delivery opportunities

Wayfinding, lighting, public art, seating, play and the foot tunnel setting can improve before major development. One site and public-realm brief should coordinate landowners, ferry operations, transport, flood risk, the Thames Path and ground-floor uses. Meanwhile workspace, food and community activity can establish the waterfront's role early.

5.3 Powis Street and Hare Street

Role: Woolwich's working high street and the people-first route between the town centre core and river.

Powis Street is where Woolwich works every day: food, health, beauty, repair, convenience, services and local trade. Hare Street is quieter and more appointment-led, but it carries the most direct continuation towards the Thames. Together they can form one useful, varied and memorable street.

The cluster should protect affordability while improving quality and choice. Active curation should broaden the offer rather than apply the same retail model throughout. This could include independent shops, fresh food, cafés and restaurants alongside health, beauty, repair, training, services, workspace and customer-facing production, while avoiding a further concentration of takeaway and fast-food uses. Reused upper floors and greener streets can give businesses more reasons to stay and people more reasons to explore.

Powis Street West, Hare Street and Mortgramit

The western end of Powis Street and Hare Street has a quieter, more mixed character than the central high street. It can support local services, appointment-led businesses, food, workspace and enterprise, with Mortgramit providing a distinctive focus for affordable workspace, making and creative production. Its yards and routes can also create greater permeability between Powis Street, Hare Street, Woolwich High Street and the waterfront.

New development at Mortgramit, Calderwood and the waterfront should support the existing high street rather than operate as separate destinations. It can bring new residents and workers, open routes and frontages, reuse heritage assets, improve the public realm and introduce complementary uses that strengthen the western end of Powis Street and Hare Street.

5.3.1 Priority moves

- **Curate a balanced working high street**: Support independent shops, fresh food, cafés and restaurants, health and local services, training, repair businesses such as tailoring, cycle and electronics repair, and customer-facing making and production
- **Bring buildings back into use**: Target long-term vacant units, heritage assets and upper floors through repair, retrofit, selective subdivision, active management and meanwhile programmes
- **Extend people-first public realm**: Test controlled access and timed servicing from Powis Street into Hare Street, while improving Barnard Close as a route between the high street, Calderwood and the civic quarter
- **Build the river link**: Use heritage, paving, trees, lighting and wayfinding to make the route through Hare Street and Mortgramit to the waterfront direct and recognisable
- **Support early evening activity**: Focus cafés, restaurants, cultural activity and well-managed outdoor seating around Hare Street, Mortgramit and the route to the waterfront, creating a safe sequence of activity between the town centre core and river

Cluster guidance summary

Land use and public life
Keep a mix of unit sizes for independent businesses and larger anchors with visible opportunities for young people and activity into the early evening.

Movement and public realm
Retain pedestrian priority on central Powis Street and test stronger access controls to the west and on Hare Street.

Character and built form
Change should retain the fine grain and active rhythm of the streets, using careful infill and upper-floor additions to repair existing buildings.



Figure 61. Powis Street and Hare Street priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations

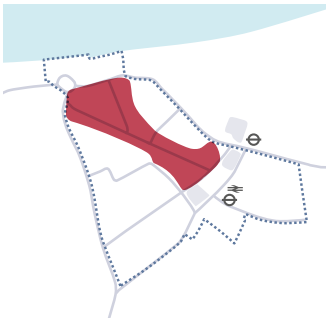






Figure 62. Powis Street

5.3.2 Land use and public life

Ground floors should support affordable, public-facing uses. Hybrid premises can combine retail and production, training and services, or a showroom and workshop. Selected large or excessively deep units can be subdivided where evidence shows that smaller formats are more viable; Woolwich should also retain the limited larger units suited to anchors and productive uses. Upper floors can provide workspace, studios, learning and enterprise.

For young people, the high street can become a route into opportunity. Youth-led shops, market stalls, repair and maker programmes, study space and affordable studios can link school, training and first employment. Temporary use of vacant units should give young people a visible address rather than hide activity away.

Powis Street West and Hare Street should form the bridge into Woolwich's early evening. Cafés, affordable food, late learning, open studios and small indoor or outdoor performances spaces can animate the route between the market and river from 5 pm-9 pm. Lighting, staff travel and limited night access must make the street feel safe after shops close. Suitable later-night uses can be supported where licensing, management, transport and residential amenity allow.

5.3.3 Movement and public realm

The street should provide step-free entrances, clear loading, comfortable walking space, grouped cycle parking and places to sit. Existing planting needs better care and replacement where it has failed. New trees, rain gardens and permeable paving can create shade and strengthen the route to the river.

Central Powis Street should retain its pedestrian priority, while western Powis Street and Hare Street should test progressively stronger controls. Access must be simple and enforceable. Daytime servicing windows, emergency access and disabled access must remain. Limited night access may support taxis, staff safety and the evening economy. Side streets should absorb loading and cycle parking where this releases the main frontage.

5.3.4 Character and built form

Change should retain the fine grain and active rhythm of the high street. Infill can repair gaps and upper-floor additions can bring buildings back into full use. New and retrofitted ground floors need adaptable depth, height and servicing, with scale responding to heritage and nearby homes.

5.3.5 Delivery opportunities

A vacancy and workspace programme can start through landlord agreements, fit-out grants and business support. Depending on owner appetite and feasibility, a suitable vacant or underused building could test a reuse-led workspace model. Maintenance, lighting and planting can precede larger access changes. Shopfront guidance and a 5 pm-9 pm pilot can make the new direction visible early on.

5.4 Macbean cluster

Role: A mixed living and visitor quarter that reconnects Royal Arsenal, the traditional town centre and the waterfront.

Macbean occupies the gap between some of Woolwich's strongest assets. Electric Works, Murray's Yard and Riverside House form part of a fragmented group of sites across Beresford Street. The large supermarket block and adjoining Hare Street properties offer a longer-term opportunity to strengthen the high street and open connections through the cluster. Current proposals could bring new homes, student and shared living, visitor accommodation, commercial and community uses and new public realm. Coordinated change can make this growth part of Woolwich rather than a collection of self-contained developments.

The cluster should combine development, reuse and public-realm improvements to repair streets and open new connections. Active ground floors, retained buildings and well-used public spaces can give the area an identity while supporting a larger resident, student, worker and visitor population.

Cluster guidance summary

Land use and public life
Bring food, community uses and workspace onto the cluster's public routes. Explore a cultural or leisure anchor.

Movement and public realm
Make Macbean Street the clear route through the cluster, supported by better Beresford Street crossings and a new quiet route.

Character and built form
Use retained buildings to shape coherent streets and spaces. Concentrate greater density towards Beresford Street, stepping down towards Powis Street and nearby heritage.

5.4.1 Priority moves

- **Repair Beresford Street**: Create active frontage, safer crossings and a greener town-centre street between Royal Arsenal and the market
- **Strengthen Macbean Street**: Make it a clear walking and cycling connection between the traditional centre, Royal Arsenal and the waterfront
- **Create a quieter north-south route**: Lead people through Electric Works, along Creton Street and through Riverside House towards the waterfront
- **Rework Creton Street**: Create a useful public space between the supermarket block and Hare Street properties, with entrances and activity facing onto it
- **Bring Electric Works and Murray's Yard into public life**: Reuse the heritage building for public-facing activity that spills into an overlooked, working yard



Figure 63. Macbean cluster priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations

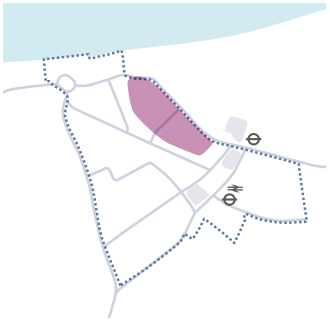






Figure 64. Woolwich Lidl

5.4.2 Land use and public life

Macbean will combine homes, student and shared living, visitor accommodation, food, community uses, leisure and local services. Active uses should gather around Murray's Yard, Macbean Street, Beresford Street and the new routes created through development. They should connect with Powis Street, Beresford Square and Royal Arsenal rather than operate as private amenities within individual schemes.

Electric Works should become the cluster's heritage and activity anchor, with public-facing spaces that draw people into the building and animate Murray's Yard. Riverside House can strengthen the visitor and evening economy. A further cultural or leisure use, potentially a cinema, could strengthen the cluster's evening offer if a suitable site, operator and viable scheme emerge.

Workspace should complement this mix at a realistic scale. Flexible studios, shared workspace, training and enterprise space should occupy visible and accessible locations where demand supports them.

5.4.3 Movement and public realm

Macbean Street should become the cluster's main walking and cycling connection between the traditional centre, Royal Arsenal and the waterfront. Better crossings of Beresford Street, active frontages and a consistent public realm should make it easier to follow and more comfortable to use.

A quieter north-south route should pass through Electric Works, continue along Creton Street and pass through Riverside House towards the waterfront. Creton Street offers an opportunity for new public realm between the supermarket block and Hare Street properties. Its design should address entrances, overlooking, planting, places to sit and servicing together. Myrtle Passage should connect this space with Powis Street as a safe, overlooked and well-lit quiet route, with clear sightlines and management arrangements that address its current sense of insecurity.

New routes must remain publicly accessible and open at useful times. Entrances and active uses should face them, while servicing and vehicle access should be coordinated so they do not interrupt pedestrian movement. Beresford Street needs more frequent accessible crossings, street trees, sustainable drainage and active frontage to establish a calmer town-centre character. New green space along Beresford Street should connect with the public realm at Riverside House.

5.4.4 Character and built form

Development should repair the fragmented urban structure through coherent blocks, continuous frontage and clearly defined streets and spaces. Higher density can gather around Beresford Street and the most accessible parts of the cluster, stepping down towards Powis Street and responding to nearby heritage. Electric Works, Riverside House and other retained buildings should organise the layout and give the cluster a distinct identity. Future change along Creton Street should give the public space defined edges and active frontages while accommodating necessary servicing.

5.4.5 Delivery opportunities

The consented Riverside House scheme and current Electric Works proposal provide momentum, but their routes, public spaces and ground-floor uses need to work together. A coordinated cluster brief should align development across ownership boundaries and secure improvements to Beresford Street, Macbean Street, Murray's Yard and the quieter north-south route.

In the longer term, options for the supermarket block and adjoining high-street properties could be tested together. Any redevelopment should retain convenient food shopping, strengthen the Hare Street and Powis Street frontages, and help deliver improvements to Creton Street and Myrtle Passage. A cultural or leisure use could be explored as part of the mix, subject to operator demand, access, servicing and viability. A lightweight workspace structure with an adjoining yard could also be tested as an earlier, affordable use.

5.5 Calderwood cluster

Role: A green mixed-use neighbourhood that connects the civic quarter, Powis Street, St Mary's Gardens and surrounding homes.

Calderwood occupies an important but fragmented position at the western edge of the town centre. Its two multi-storey car parks, operational supermarket, surface infrastructure and railway edge create substantial barriers, while the surrounding civic buildings, homes and green spaces provide the basis for a growing and better-connected neighbourhood.

Calderwood is a residential-led opportunity that could deliver hundreds of homes, subject to capacity, viability and detailed design. Change will need to be phased. The larger car park is being repaired to extend its life and contains active uses and leasehold interests. The Framework should therefore combine improvements that can happen now with a coordinated long-term approach to renewal, development and public realm.

Cluster guidance summary

Land use and public life
The cluster should combine new homes with health, community, local services and commercial uses.

Movement and public realm
A connected landscape should link Calderwood Street with Clara Place, the railway edge and the green pocket beside John Wilson Street.

Character and built form
Development should form coherent perimeter blocks and defined streets, with large uses, parking and servicing placed behind active frontage.

5.5.1 Priority moves

- **Plan phased renewal**: Coordinate the future of both car parks, including leases, redevelopment, parking, bus infrastructure and the continued operation or relocation of the supermarket
- **Create a green neighbourhood**: Provide a substantial public landscape with play, community activity, sustainable drainage and well-overlooked routes
- **Reconnect Powis Street**: Strengthen the existing Barnard Close connection and investigate a second accessible link towards John Wilson Street
- **Renew surrounding streets**: Create active frontage and safer walking routes along Calderwood Street, Monk Street, Clara Place and the railway edge
- **Provide everyday infrastructure**: Integrate health, community, local services and convenient food shopping for existing and new residents

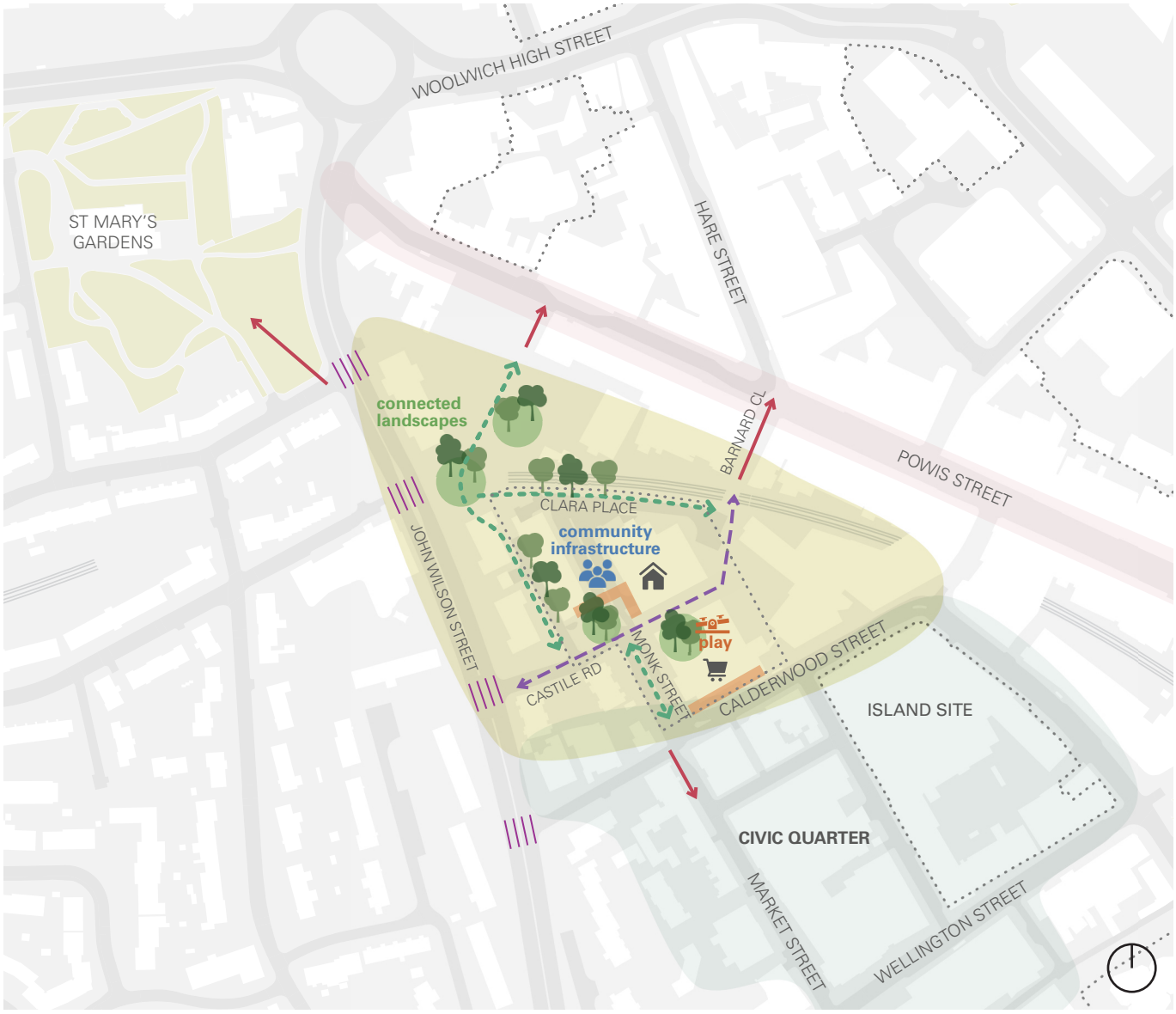


Figure 65. Calderwood cluster priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations
- Cluster connection







Figure 66. Calderwood car park

5.5.2 Land use and public life

The cluster should combine new homes with health, community, local services and commercial uses. Ferryview Health Centre should be retained and upgraded or re-provided in accessible premises, potentially on Powis Street. The preferred solution should be agreed with health partners as part of a distributed town-centre health model, with need, accessibility, affordability, timing and the operating model confirmed before redevelopment. Active ground floors should face Calderwood Street, Monk Street and principal public spaces and routes.

Children and young people need more than private amenity. Play streets, shared gardens, a youth room, study space and sport and wellbeing support should sit along daily routes. Intergenerational spaces can connect new families with existing communities and St Mary's Gardens.

5.5.3 Movement and public realm

A connected landscape should link Calderwood Street with Clara Place, the railway edge and the green pocket beside John Wilson Street. Barnard Close bridge should remain the clearest route to Powis Street and become a more visible, accessible and welcoming town-centre connection. Improvements should create a generous, overlooked route with clearer entrances, lighting, planting and active edges. New or adapted ground-floor uses could provide activity and spill-out space while retaining access and servicing for surrounding businesses.

A second connection across the railway could create a stronger western route. The significant level difference means it should be safeguarded as a longer-term opportunity rather than a committed route. Topographical, accessibility, structural and Network Rail studies should test whether a generous step-free connection can be achieved without isolated lifts or excessively long ramps.

Redevelopment of Powis Street surface car park could provide residential or commercial floorspace, close the gap in high street frontage and create a landscaped passage. This should connect Calderwood with the proposed route through Mortgramit Square to Hare Street, forming a continuous link to the waterfront. Development should retain a generous step-free passage, with active frontage, planting and sustainable drainage making it part of the public realm.

5.5.4 Character and built form

Development should create coherent perimeter blocks, defined streets and a clear hierarchy of public and communal spaces. Higher density can be accommodated, but taller elements should be set back from Calderwood Street and tested against the Town Hall, Bathway buildings and Woolwich Conservation Area.

Large ground-floor uses should be integrated behind active frontage. Servicing, parking and supermarket access should not dominate new streets or interrupt the principal walking routes.

5.5.5 Delivery opportunities

The Council should prepare a site-wide property, phasing and infrastructure strategy covering both car parks, Ferryview, leasehold interests, enabling costs, parking need, bus infrastructure and supermarket reprovision. A town-centre parking study must precede removing or redeveloping public parking, focused on Powis Street car park, with proportionate coverage of Calderwood and Monk Street. It should assess occupancy, users, disabled and business needs, modal split, displacement, servicing, phasing and mitigation. The strategy should establish whether the Monk Street car park or public-realm improvements can precede redevelopment of the larger structure.

The Calderwood site, Powis Street car park and potential railway connection should be tested together but remain independently deliverable. Early work should include a supermarket options study, public transport study for bus infrastructure remodelling, parking and servicing assessment, topographical survey, Network Rail engagement and a costed accessibility study of the western link.

5.6 Civic quarter

Role: Woolwich's civic, learning, cultural and heritage quarter, linking the Woolwich Centre, Town Hall, Old Town Hall, Public Halls, Bathway, Tramshed and Island Site.

The quarter's identity comes from its concentration of historic civic, educational and cultural buildings. The Town Hall, Old Town Hall, Public Halls and Bathway buildings form a distinctive civic ensemble, complemented by the Woolwich Centre and Tramshed. However, traffic, inactive edges, underused buildings and fragmented public space keep these assets apart. The quarter should conserve and reveal its heritage while connecting public services, higher education, culture, youth and enterprise through a walkable network of buildings, lanes and small public spaces.

The University of Greenwich can help animate this network through a more public-facing role at Bathway, complementing the jobs and skills hub at Greenwich Local Labour and Business and the affordable workspace in the Old Town Hall. The Public Halls should become a more visible part of the quarter, with renewed uses and activity that contribute to civic and cultural life. The Island Site should become a heritage-led mixed living quarter, opening new routes and public spaces between General Gordon Square, Bathway and Powis Street. Its cultural and community uses should complement Tramshed and extend activity across the wider civic ensemble.

5.6.1 Priority moves

- **Create a civic walking network**: Link the Woolwich Centre, Town Hall, Old Town Hall, Public Halls, Tramshed, Bathway, Island Site and town centre core through coordinated public-realm improvements, safer crossings and wayfinding. Extend the Love Lane pedestrian link south towards the Barracks and Woolwich Common.
- **Open the Civic Quarter to Woolwich**: Develop public-facing programming across local partners, including learning, exhibitions, enterprise and creative technology
- **Open the Island Site**: Secure public routes, heritage reuse, outward-facing community and cultural space, and a clear connection between General Gordon Square and Bathway
- **Activate civic edges**: Focus cafés, advice, learning and flexible community uses around key routes and small public spaces
- **Open heritage to public life**: Conserve and adapt historic buildings for civic, cultural, food, workspace and community uses, supported by interpretation that reveals the quarter's history and identity

Cluster guidance summary

Land use and public life
Existing buildings should work as a distributed civic network for learning, culture, advice, workspace, community activity and youth opportunity.

Movement and public realm
Lanes, courtyards and forecourts should support sitting, outdoor learning and informal use without depending on continuous programming.

Character and built form
New development should protect important views and respond to historic buildings, while contemporary additions reveal the quarter's different layers.

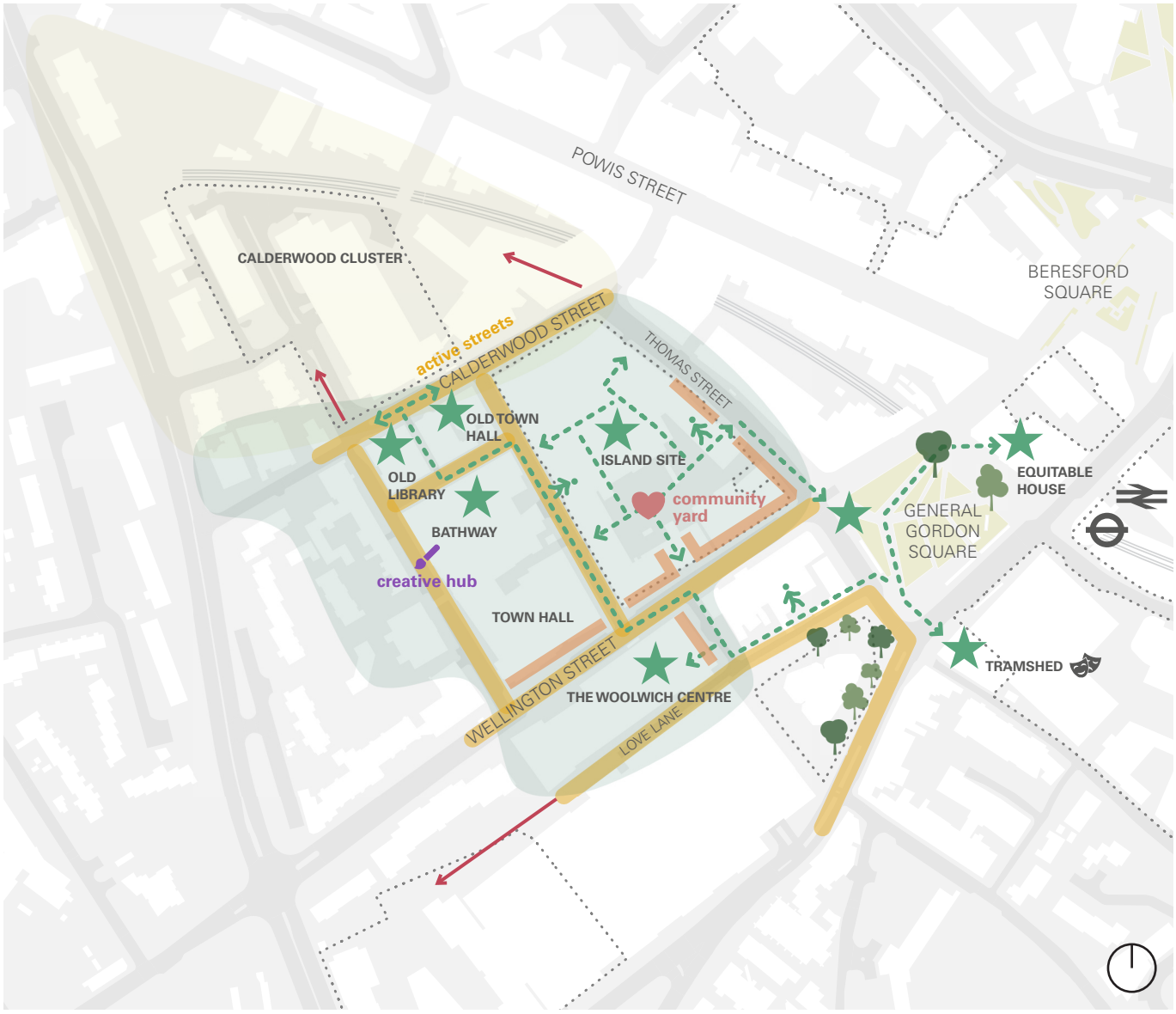


Figure 67. Civic quarter priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations







Figure 68. Woolwich town Hall

5.6.2 Land use and public life

A connected civic network can host learning, rehearsal, workspace, advice, equipment and a public café across existing buildings and new ground floors. Bathway could act as the public shop window. Second Floor Studios at the Old Town Hall will add confirmed affordable studio provision, with Tramshed contributing participation and flexible space. At Island Site, commercial and community floorspace should be genuinely public-facing and clearly distinguished from resident-only facilities.

The Woolwich Centre should continue to provide an accessible home for the library and Council services. Reuse of its vacant upper floors could accommodate flexible civic, community, learning or workspace uses, bringing more people into the building and making better use of an established public asset.

Young people should be co-authors of the quarter. A visible network of youth spaces, immersive and digital production, rehearsal, study, enterprise support and safe evening activity can link with the University, schools and cultural organisations. Paid commissions and placements should turn programming into opportunity.

5.6.3 Movement and public realm

Clear routes should connect Bathway and the Town Hall across Wellington Street to the Island Site and town centre core, with Love Lane continuing south towards the Barracks and Woolwich Common. Within the site, direct public routes and coordinated programming should link the north-west cultural opportunity with Tramshed at the south-east corner and with General Gordon Square. Wider footways, continuous crossings, lighting and a consistent landscape can turn lanes, courtyards and forecourts into a recognisable civic network.

Public space should support sitting, small events, outdoor learning and informal use without relying on constant programming. Robust planting, shade, drinking water and sustainable drainage will make the quarter comfortable throughout the year.

5.6.4 Character and built form

Infill and redevelopment should define active civic edges, protect important views and respond to the scale of historic buildings. New entrances should face public routes. Contemporary additions should reveal the quarter's layers rather than imitate them.

5.6.5 Delivery opportunities

The University's emerging plans for Bathway create an opportunity for a shared Council and University brief. Pilot and meanwhile uses can test a gallery or shop window, immersive digital theatre, business accelerator and creative-health activity.

At Island Site, the approved redevelopment provides the main delivery route. The Council should monitor public access to the courtyard and routes, community occupation and heritage stewardship. Culture and community uses are being explored for the north-west corner, subject to agreement with the developer and a viable public-facing brief.

5.7 Town centre core

Role: Woolwich's paired, and complementary, market and civic heart, centred on Beresford Square, General Gordon Square and their links to Powis Street and the stations.

The town centre core already has Woolwich's strongest dwell, loyalty and repeat use. Beresford Square is the hard-working market and trading space. General Gordon Square can become the principal civic green and an inclusive place for everyday gathering. Together they can give Woolwich a heart that is busy, generous and easy to understand.

The two squares should complement each other. Market operations, food and active edges can animate Beresford Square, while shade, lawn, play and informal use make General Gordon Square comfortable every day. Active and well-overlooked edges will connect them.

Cluster guidance summary

Land use and public life
Keep the squares free and flexible, with affordable routes from market stall to permanent premises and space for young people to shape activities

Movement and public realm
Make General Gordon Square easier to enter from every side, with better crossings and wider footways linking it to Beresford Square.

Character and built form
Buildings and shopfronts should frame the squares with continuous active edges

5.7.1 Priority moves

- **Make two squares one heart**: Create a clear and attractive route between Beresford Square and General Gordon Square through coordinated paving, planting, lighting, wayfinding and active edges, alongside better crossings and a review of bus stops, movement and interchange
- **Strengthen the market**: Provide the power, water, waste, storage, servicing and weather protection needed for flexible market and food trading, improve the layout and create clearer routes for traders to progress from stall to permanent unit
- **Transform the edges**: Upgrade shopfronts, entrances, lighting and uses around Beresford Square, with space for outdoor seating and al fresco dining, to increase activity and overlooking
- **Green General Gordon Square**: Retain healthy existing trees and update planting, shade, seating, water and integrated play while retaining flexible event space.
- **Extend early-evening life**: Improve walking routes and crossings towards Powis Street, Exchange and the river, connecting food, culture and safe public activity across the town centre

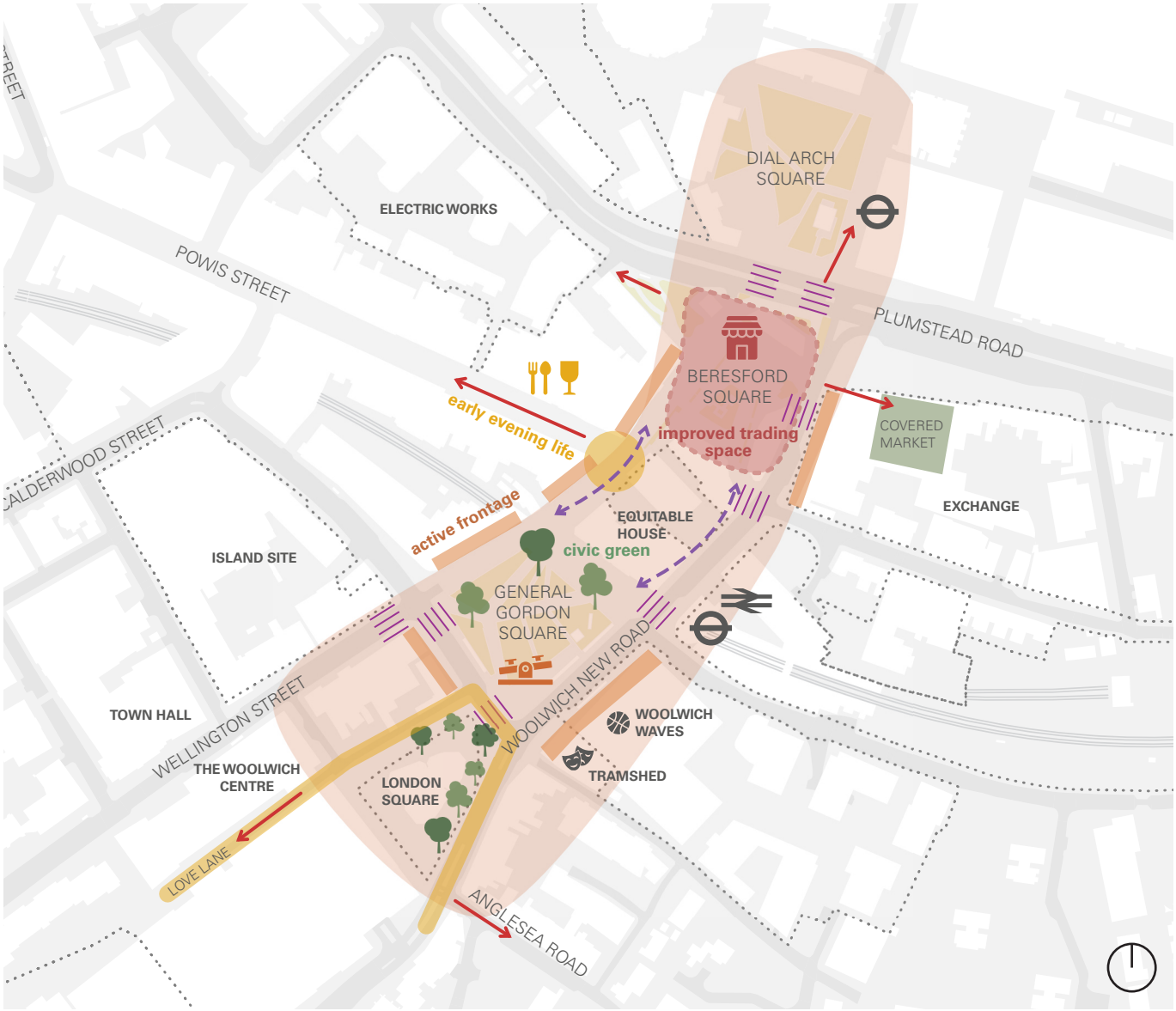
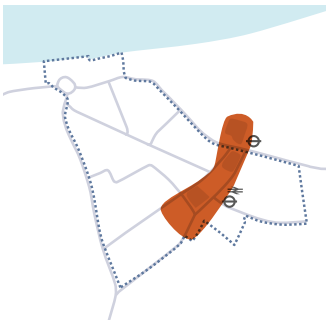


Figure 69. Town centre core priority moves

- Key connection
- Pedestrian route
- Priority crossing
- Site allocations
- Cluster connection



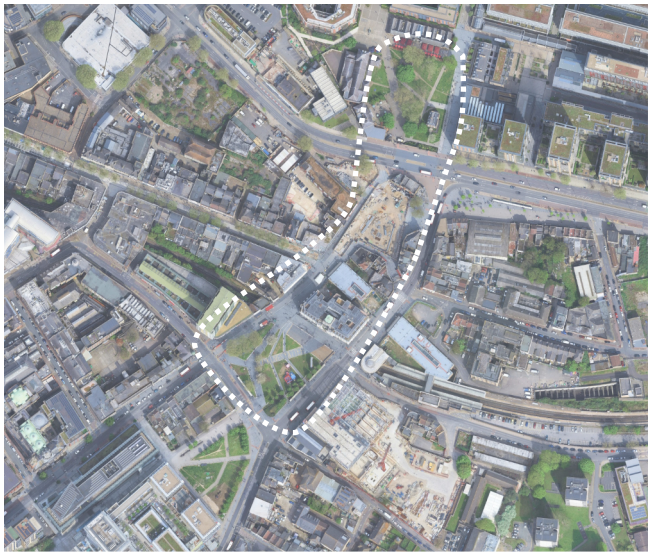




Figure 70. General Gordon Square

5.7.2 Land use and public life

Market, food, community and civic uses should remain central. Surrounding units can support kitchens, business incubation, health, learning and small-scale culture. The edges should carry regular activity so the squares remain flexible.

Beresford Square should remain an affordable entry point for food traders, with power, water, storage, waste, seating and weather protection supporting everyday and later trading. Food programming should build on Woolwich's community-led international offer and help stallholders and start-ups move into permanent town-centre premises. Market layout and servicing should continue to support trading while identifying suitable edges and times for seating and al fresco activity.

The Town Centre core should be Woolwich's most visible free space for young people. Sheltered seating, informal performance, youth markets, informal study, with suitable seating, shelter and connectivity, and play can sit alongside trading and civic life. Young people should help commission events and test how the squares work after school.

An early evening programme should grow from the core's existing strengths. Food evenings, market extensions, music, public screenings and community events can create a welcoming 5 pm-9 pm destination, linked to Exchange, Anglesea Road, Royal Arsenal and the waterfront.

5.7.3 Movement and public realm

Beresford Square must balance market servicing, events and pedestrian comfort. General Gordon Square must become easier to enter from every side. Clear service times, more crossings, step-free routes and visible wayfinding should make the two spaces work as one civic sequence.

The public realm around the London Square development should extend General Gordon Square into Love Lane. Active frontage, clear sightlines, lighting and improved rear boundaries should help turn the lane from a back route into a positive connection to the Woolwich Centre.

Trees, structural planting, drinking water, seating and shade should improve comfort while preserving flexible paved areas. Rationalised bus stopping and wider footways can reduce the barrier between General Gordon Square, Love Lane and surrounding streets.

5.7.4 Character and built form

Buildings and shopfronts should frame the squares with continuous active edges. A targeted shopfront programme around Beresford Square should restore entrances, improve transparency, coordinate signs and lighting, and bring upper floors into use. Historic façades need a clear setting and strong public visibility.

5.7.5 Delivery opportunities

A single action plan should coordinate markets, shopfronts, food, events, public realm and management. Early maintenance, lighting and seating, together with temporary greening or activity on vacant land where feasible, can align with longer-term changes at Exchange and General Gordon Square. Stewardship will determine whether the core stays welcoming.

5.8 Exchange cluster

Role: Woolwich's main arrival and mixed-use cluster, linking the stations, Woolwich Exchange and Woolwich Waves with General Gordon Square and the wider town centre.

The cluster sits between the Elizabeth line, Docklands Light Railway, National Rail, Royal Arsenal and the town centre core. It brings together the Woolwich Exchange development, Woolwich Waves and the planned development to its rear, Woolwich Arsenal OSD Sites and the Telephone Exchange. It handles Woolwich's greatest concentration of movement, yet current routes provide a weak arrival and an indirect connection with the centre.

A permeable mixed-use quarter organised around the Covered Market can turn arrival into an invitation to stay in the town centre. Woolwich Waves already provides a civic and leisure anchor. Homes, retail, food, leisure, culture, community uses and services across the cluster should extend activity beyond commuting hours, including an early evening offer that complements the nearby squares.

The DLR over-station sites and Telephone Exchange should complete the town-centre structure rather than form a separate high-density enclave. Their principal contribution is to turn the railway and station land from a barrier into a sequence of active streets, station approaches and public spaces linking the two squares with Woolwich Exchange, Woolwich Waves and the neighbourhoods to the south. The Telephone Exchange should remain a recognisable anchor within this sequence.

5.8.1 Priority moves

- **Create a clear arrival**: Lead people from every station towards General Gordon Square, Beresford Square and Powis Street
- **Reconnect the centre**: Open routes through the site and strengthen links between the traditional centre and Royal Arsenal
- **Make the Covered Market the heart**: Retain, reveal and activate the historic structure as a distinct destination
- **Activate principal edges**: Provide public-facing uses along Woolwich New Road, Plumstead Road and new spaces including any newly created lanes
- **Complete the station quarter**: Use the DLR over-station sites and Telephone Exchange to create a coherent sequence between Beresford Square, General Gordon Square, Woolwich Exchange, Woolwich Waves and Spray Street, with a connected ground-level network and a controlled town-centre skyline.

Cluster guidance summary

Land use and public life
Use the Covered Market and Woolwich Waves to anchor food, culture, leisure and community activity.

Movement and public realm
Make both station arrivals easy to navigate, with clear routes to the squares, Covered Market and Woolwich Waves, and accessible crossings towards Royal Arsenal.

Character and built form
The Covered Market and Telephone Exchange should anchor a clear block structure, adaptable ground floors and a coherent town-centre skyline.

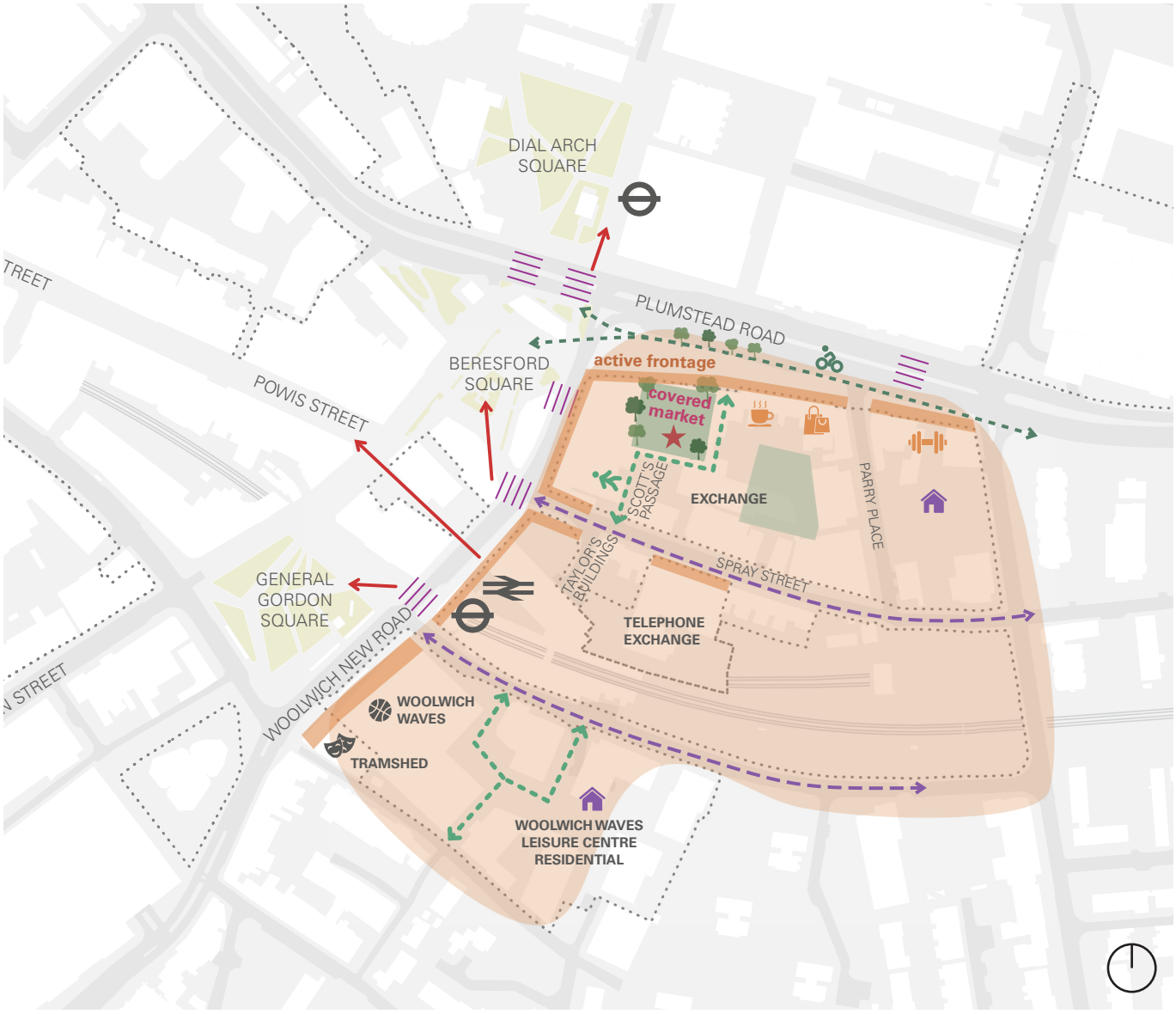


Figure 71. Exchange Cluster priority moves

- Key connection
- Pedestrian route
- Cycle route
- Priority crossing
- Site allocations
- Cluster connection

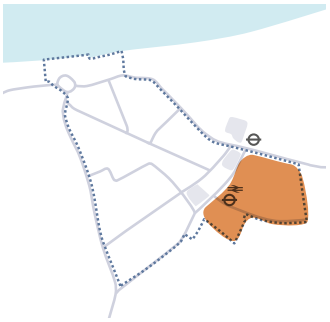






Figure 72. Woolwich covered market site

5.8.2 Land use and public life

The Covered Market should complement Beresford Square through a distinct food, leisure, culture and small-enterprise offer. Flexible premises should give independent operators and growing local businesses access to new space. Homes can add activity and overlooking above. It should provide kitchens, incubation, training and indoor events that help local traders grow, rather than reproduce the square's established offer.

Woolwich Waves should anchor wider civic and leisure activity. The planned development behind it should add homes, commercial uses and a new community square, strengthening its relationship with General Gordon Square and Tramshed.

Exchange should give young people a welcoming front door to Woolwich. Youth information, entry-level jobs, training, affordable food, study and small-enterprise space can sit close to the stations and market. Safe late routes and visible staff presence are essential.

5.8.3 Movement and public realm

Scott's Passage, Spray Street, Taylor's Buildings and new internal routes should form an intuitive walking network. Frequent accessible crossings of Plumstead Road and Woolwich New Road should connect the stations, market, civic spaces and Royal Arsenal. Arrival spaces need clear sightlines, lighting, trees, seating and weather protection. The Cycleway 4 alignment through the cluster should provide clear cycling space without reducing pedestrian comfort or the quality of station public realm.

At the DLR sites, station entrances and transport infrastructure should sit within active street edges. Greens End should open generously towards Beresford Square and General Gordon Square. Woolwich New Road and Spray Street should connect the stations to the Covered Market, Woolwich Waves and Telephone Exchange, including via Taylor's Buildings. These should feel like town-centre streets, not space left around transport infrastructure.

Routes and public spaces behind Woolwich Waves should strengthen connections between Woolwich New Road, Vincent Road, Wilmount Street, General Gordon Square and Tramshed.

5.8.4 Character and built form

A clear block structure should define Woolwich New Road, Plumstead Road and new public spaces. Exceptional accessibility supports higher density, but taller elements must form a coherent skyline, protect arrival views, respond to heritage and create a comfortable microclimate.

The Covered Market should remain the historic and spatial focus. New buildings should frame it sensitively. The locally listed Telephone Exchange frontage should be retained, with redevelopment activating Spray Street. Adaptable ground floors, clear entrances and strong street enclosure will integrate the cluster with Woolwich.

5.8.5 Delivery opportunities

A shared infrastructure and delivery brief should coordinate the Council, TfL, station stakeholders and developers across Exchange, Woolwich Waves, the DLR sites and Telephone Exchange. It should resolve station operations, routes, crossings and phasing, maintain access and market activity during construction, and deliver public realm and active frontages early.

Simple greening, lighting or temporary uses should improve vacant DLR plots where this can be done safely and without constraining future development.

Before permanent redevelopment, explore viable meanwhile uses within the Covered Market, including cultural events, film, performance, food and creative activity. Any interim use should be subject to building condition, servicing, cost, landowner agreement and compatibility with the development programme.



Figure 73. Waterfront Site

Strategic sites

This chapter focuses on selected sites where development could play a significant role in delivering the framework. The principles guide change within each site but do not replace the wider cluster or town-centre guidance. Not every part of a cluster is a strategic site, and the sites are not presented as a single programme with a common delivery position.

Woolwich's strategic sites put the Framework into practice. Each should create well-connected streets, resilient and welcoming public realm, mixed-tenure homes, productive space and social infrastructure, so separate developments contribute to one stronger town centre.

6

6.1 Site guidance

This chapter provides a consistent basis for site briefs, landowner discussions, planning pre-applications, funding bids and delivery plans. It defines what each site could achieve within the town-wide Framework while leaving exact capacity, access and architecture to detailed testing.

This guidance does not supersede allocated sites in the Council's local plans.

The figure to the right shows a combination of strategic sites in various stages of development. This chapter focuses on priority Council/town centre sites:

- Waterfront sites
- Calderwood site
- Creton Street and Bunton Street site
- Mortgramit Square site
- Island site



Figure 74. Indicative town centre ground floor land us



se plan showing priority sites

The principles below apply across every red line. They should be reviewed together at each major design and delivery milestone because a route, view, use or infrastructure decision on one site can affect several others.

6.1.1 Principles for all sites

- Role in the town centre: Reinforce an agreed cluster role and address a specific gap in Woolwich's economy, public life, movement, housing or social infrastructure
- Streets, access and safety: Create coherent streets, blocks and overlooked spaces with legible, step-free routes. Apply Designing Out Crime principles, informed by local crime intelligence and safety assessments with women and girls.
- Mixed and adaptable uses: Use homes to support generous and adaptable non-residential ground floors, services, culture, learning, youth and community uses
- Inclusive value: Secure mixed-tenure homes, proportionate affordable workspace, accessible community infrastructure and routes for local businesses
- Townscape and heritage: Respond to street enclosure, views, skyline, daylight, wind, historic buildings, routes and yards
- Public realm and climate: Provide trees, shade, seating, play, sustainable drainage, biodiversity, low-carbon design and all-age comfort, testing retrofit before demolition
- Beyond the boundary: Fund and deliver shared crossings, routes, green infrastructure and public spaces where benefits extend across sites
- Delivery and stewardship: Resolve phasing, management, maintenance, affordability, servicing and public-access arrangements before delivery

6.1.2 Coordinated delivery

The Council should maintain one current strategic-site schedule and Framework plan covering ownership, infrastructure, servicing, phasing, viability, operators and stewardship. This shared record will protect connections and public benefits as projects change pace or ownership.

Where a project cannot deliver its full role in one phase, an agreed sequence must reserve the future route, public space or use. Temporary occupation should build towards the permanent role rather than block it.

6.1.3 Using the guidance

Each site section sets strategic priorities to be read alongside the Local Plan and emerging site allocations. Any massing shown illustrates one possible approach, not an agreed capacity or design. Heights, quantum, uses and access require site-specific testing through design development and planning.

Proposals should also be tested against the four themes in Chapter 3 and the town-wide strategies in Chapter 4. The detailed design should make those ambitions visible at the scale of a door, street, yard and public space.

6.2 Waterfront sites

Strategic role: Establish Woolwich's primary waterfront destination and river gateway, connecting the town centre with the Thames through active public routes, mixed uses and a continuous riverside landscape.

The waterfront opportunity extends across two linked sites. Phase 1 covers the existing leisure centre site. Phase 2 covers the adjoining TfL-owned land used for Woolwich Ferry operations. The phases may come forward at different times, but they should be planned as one piece of townscape and public realm. Phase 1 must also work as a complete waterfront place if Phase 2 is delayed or does not come forward.

Together, they can create a clear western gateway to Woolwich, add high-quality homes, improve the arrival from the ferry and foot tunnel, and make the Thames part of everyday town-centre life. Phase 1 must establish the routes, levels, servicing arrangements and development edges needed to unlock Phase 2.



Figure 75. Woolwich Ferry

6.2.1 Waterfront phase 1

The relocation of the existing leisure centre creates an opportunity to reshape a substantial part of Woolwich's river edge. Phase 1 should deliver a mixed-use waterfront destination with homes, workspace, leisure, food, culture and community activity. It should improve connections from Hare Street and Woolwich High Street and create places where people can spend time by the river throughout the day and into the evening.

6.2.2 Key moves

Key spatial moves	Make the Thames Path a generous primary promenade linking the ferry, foot tunnel, Royal Arsenal and western destinations. Add direct links from Woolwich High Street and Hare Street, plus a sheltered secondary lane or yard. Deliver high-quality homes.
Development structure	Potential to use a substantial wharf form and horizontal base, rather than standalone towers, to mark Woolwich's gateway. Frame the Thames Path, secondary lane or yard and public spaces while retaining routes and river views.
Heights and scale	Use a mixed-height composition to mark the river gateway without creating a wall. Provide clear gaps and transitions towards Woolwich High Street and adjoining areas. Test wind, daylight, sunlight, river views and skyline effects.
Ground-floor uses	Focus public-facing uses on the Thames Path, secondary lane or yard, north-south routes and public spaces. Provide flexible space for creative production, food, retail, leisure, culture and community uses; avoid inactive residential and servicing frontages.
Public realm	Create a riverfront square and other riverside spaces for play, seating, food, events and everyday gathering, with the secondary route offering shelter from the promenade. Use planting for shade, shelter and biodiversity, integrating flood infrastructure, drainage and level changes.
Connectivity	Improve the Woolwich High Street crossing and route between Hare Street, the ferry, foot tunnel and river. Coordinate walking, cycling, servicing and emergency access, with routes continuing naturally into Phase 2.
Climate	Coordinate flood levels, river ecology, shade, wind and rainwater management. Use layered planting and adaptable tree grids for shelter while retaining river views. Specify durable, flood-resilient materials suited to the exposed riverside.
Heritage and identity	Express Woolwich's Thames and industrial heritage through robust materials, active yards and visible making. Respond to the wider historic townscape, including important views and the settings of St Mary's Church and the Woolwich Conservation Area.
Delivery issue	Phase 1 must safeguard Phase 2. Coordinate routes, levels, servicing, utilities, flood infrastructure and development edges to enable the realigned Thames Path, replacement ferry facilities, future development and later connections.
Town centre benefits	A visible river connection, improved Thames Path, new public spaces, creative workspace, community and leisure provision, food and evening activity, mixed-tenure homes and a distinctive western gateway to Woolwich.



Figure 76. Indicative Waterfront phase 1 ground floor land use plan

- Public realm
- Green space
- Residential
- Workspace
- Healthcare
- Educational
- Retail
- Food & Beverage
- Community
- Transport



Figure 77. Indicative Waterfront phase 1 massing

6.2.3 Waterfront phase 2

Phase 2 occupies TfL-owned land used for ferry offices, workshops and associated operations. Redevelopment depends on the continued safe and effective operation of the Woolwich Ferry. Reproviding operational facilities directly on the water can release land for public access, simplify the Thames Path and complete the western end of the waterfront destination.

6.2.4 Key moves

Key spatial moves	Reprovide ferry offices and workshop on the water, releasing land for a direct Thames Path and continuous promenade between Phase 1, the ferry and western destinations. Maintain ferry access without allowing operations to dominate the waterfront.
Development structure	Frame and activate the realigned Thames Path while maintaining ferry access, servicing and security. Relate development to Phase 1's wharf composition and the narrower, prominent riverside site, avoiding residual land around buildings, roads and infrastructure.
Heights and scale	A tall residential building may mark the ferry arrival and western gateway. Its form and height should complement Phase 1, protect key views and maintain comfortable Thames Path conditions as part of a coherent composition.
Ground-floor uses	Provide public-facing workspace, food, leisure, community or visitor uses along the Thames Path and main arrival routes. Entrances, windows and spill-out should add activity and overlooking while accommodating flood requirements and ferry security.
Public realm	Continue the Phase 1 promenade through a direct, accessible Thames Path. Retain and strengthen the tree cluster facing Woolwich High Street and the ferry approach, adding layered planting, seating and drainage to improve the arrival.
Connectivity	Create seamless walking and cycling links with Phase 1 and the Thames Path. Clarify routes between the ferry, foot tunnel, Woolwich High Street, St Mary's Gardens, Royal Arsenal and town centre, avoiding barriers, diversions and level changes.
Climate	Use retained and new planting for shelter from traffic, wind and summer heat. Coordinate flood resilience, river ecology, drainage and microclimate with Phase 1, and address water levels, maintenance access and long-term climate change.
Heritage and identity	Make the Woolwich Ferry central to a working river character through visible operations, materials, landscape and interpretation. Development should respond to St Mary's Church, the Woolwich Conservation Area and their settings, including important river views.
Delivery issue	Coordinate TfL ownership, continuous ferry operation, river engineering, security, highway access and flood infrastructure early. Test waterside reprovision and construction phasing against the routes, levels and development principles established in Phase 1.
Town centre benefits	A direct Thames Path, modern ferry facilities, stronger ferry arrival, active riverside uses, new homes, greener Woolwich High Street frontage and a completed western river gateway.



Figure 78. Indicative Waterfront phase 1 and 2 ground floor land use plan

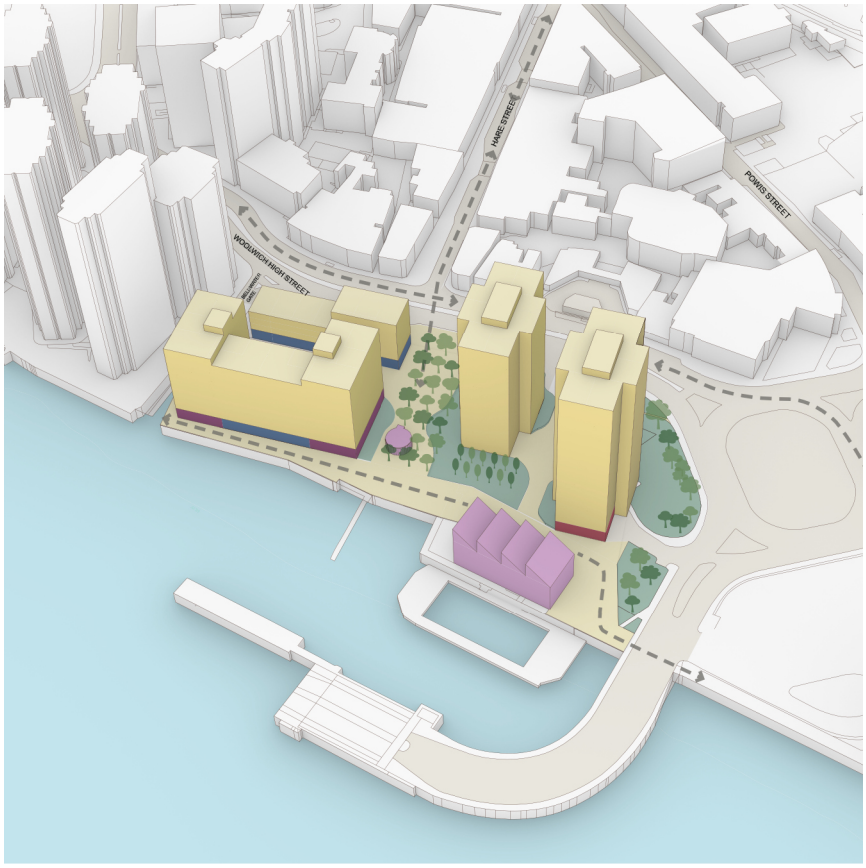


Figure 79. Indicative Waterfront phase 1 and 2 massing

- Public realm
- Green space
- Residential
- Workspace
- Healthcare
- Educational
- Retail
- Food & Beverage
- Community
- Transport

6.3 Calderwood site

Strategic role: Create a phased green mixed-use neighbourhood that links the civic quarter, Powis Street, St Mary's Gardens and surrounding homes, supported by convenient food shopping and accessible community services.

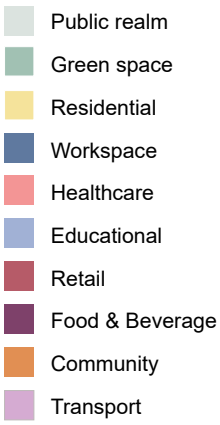
Calderwood contains two multi-storey car parks rather than a cleared redevelopment site. The larger structure accommodates an operational supermarket, Council facilities and parking interests and is being repaired to extend its life. Renewal is therefore a longer-term, phased project requiring redevelopment, decanting, lease negotiations and continuity of everyday services. It is a residential-led opportunity that could deliver hundreds of homes, subject to capacity, viability and detailed design.

6.3.1 Key moves

Key spatial moves	Coordinate phased renewal of both car parks and Ferryview, informed by a public transport study, create a connected public landscape and strengthen routes between Powis Street, Barnard Close, the Town Hall, St Mary's Gardens and western neighbourhoods
Development structure	Use coherent perimeter blocks with clear fronts and backs, overlooked streets and active corners. Allow the smaller Monk Street car park or public-realm works to precede the larger redevelopment where this supports phasing
Heights and scale	Use a predominantly mid-rise town centre form. Allow locally taller elements on principal routes or gateways where they support legibility, while stepping down to respond to existing buildings
Ground-floor uses	Provide adaptable health, community, childcare, local-service and meeting space. Maintain supermarket provision through an integrated Sainsbury's in the Calderwood block or, subject to demand and servicing, a smaller Powis Street store.
Public realm	Create a connected landscape between Calderwood Street, Clara Place, the railway edge and the green pocket beside John Wilson Street, with neighbourhood gardens, play, trees, shade, seating, sustainable drainage and community growing
Connectivity	Improve Barnard Close bridge as the principal railway crossing. Safeguard a potential second step-free link through the John Wilson Street green pocket and Powis Street car park, subject to levels, accessibility, railway requirements, cost and maintenance. Reprovision of distributed car parking model to be explored in Woolwich town centre
Climate	Use connected green space to manage rainwater, improve biodiversity and buffer traffic. Orient blocks and planting to provide sunlight, shade and comfortable residential streets
Heritage and identity	Respond to the Town Hall, surrounding heritage assets and the conservation area, testing effects on their settings, key views and the wider townscape.. New design should reinforce Woolwich's street-based urban character
Delivery issue	A site-wide property, phasing and infrastructure strategy must cover both car parks, leaseholds, enabling costs, parking, Council facilities, Vista Building parking, supermarket reprovision, access and green-space delivery.
Town centre benefits	New mixed-tenure homes, continued convenient food shopping, adaptable community and local-service infrastructure, a stronger western gateway, improved access to St Mary's Gardens and a family-friendly extension of the centre



Figure 80. Indicative Calderwood ground floor land use plan



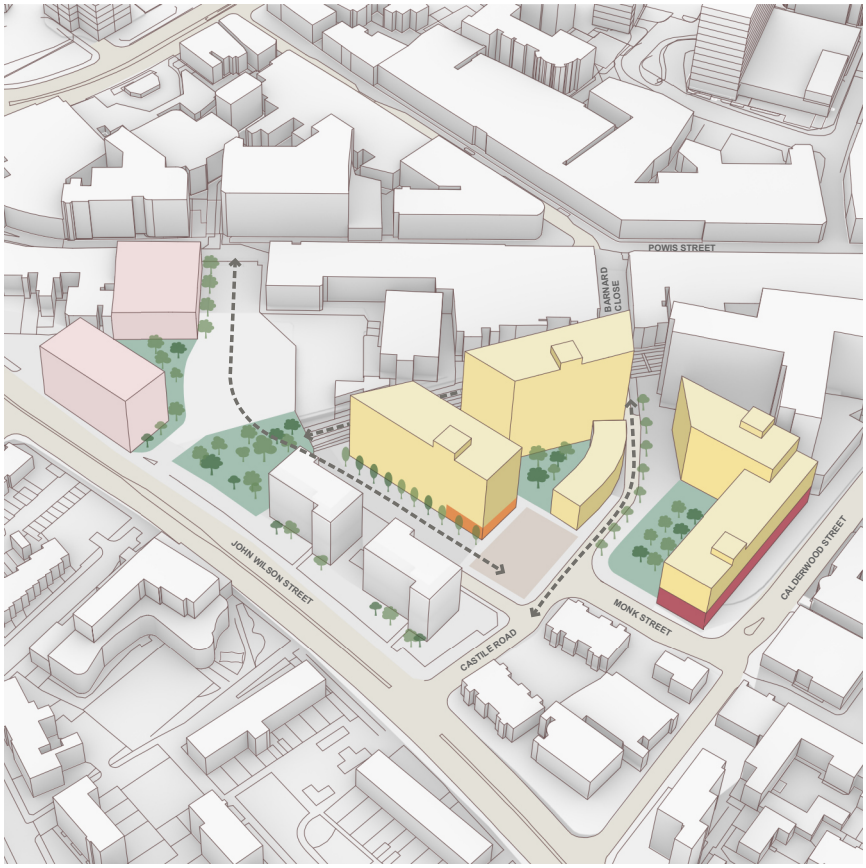


Figure 81. Indicative Calderwood massing

6.4 Creton Street and Bunton Street site

Strategic role: Create a coordinated western anchor on Powis Street and Hare Street that supports the long-term completion of Macbean as a mixed living and visitor quarter, maintains everyday shopping and strengthens connections between the high street, Royal Arsenal and waterfront.

The opportunity includes the Lidl store and adjoining land and buildings facing Powis and Hare Street. The Powis and Hare Street frontage is in a single ownership, creating an opportunity to plan it as a coordinated anchor between Hare Street, Powis Street West and Macbean. Longer-term redevelopment can create mixed-use blocks that retain or reprovide everyday shopping, open new routes and support a cultural, entertainment or leisure destination where operator demand and viability are demonstrated. Early, lightweight and potentially temporary workspace units on Creton Street could pilot affordable workspace and maker space with an adjoining outdoor working yard.

6.4.1 Key moves

Key spatial moves	Connect Myrtle Alley to Powis Street, create north-south and east-west routes, activate Macbean and Beresford streets, provide a new green space on Beresford Street and create welcoming public realm facing Riverside House.
Development structure	Address the inward-looking large-format supermarket layout and coordinate adjoining Powis Street plots through active edges, coherent blocks and additional routes. Integrate servicing and parking, with ramps, blank walls and vehicle entries kept secondary on public streets
Heights and scale	Concentrate greater height and density towards Beresford Street and transport corridors, stepping down towards Powis Street, Myrtle Alley and retained heritage fabric
Ground-floor uses	Reprovide the food store within a mixed-use scheme and provide a continuous active frontage to Powis Street. Provide flexible food, drink, community, affordable workspace and maker space, including a pilot workspace units and yard where feasible. Test a cultural, entertainment or leisure use above or alongside these uses, subject to operator demand and feasibility.
Public realm	Create wider pavements, street trees, seating, cycle parking, sustainable drainage, a usable green space on Beresford Street and a strong public-realm address to Riverside House. Landscape should form coherent, permeable and planted spaces; servicing should be consolidated and kept secondary rather than shaping the public realm.
Connectivity	Provide frequent accessible crossings of Beresford Street and direct routes to Powis Street, Macbean Street, Royal Arsenal and the stations
Climate	Prioritise a low-carbon urban form, test retention and reuse, manage delivery and parking impacts, and provide substantial tree cover and rainwater attenuation
Heritage and identity	Respond to nearby conservation areas, the adjacent Beresford Street / Macbean Street site allocation and the historic grain of Powis Street. New routes should reveal and reinforce local alignments
Delivery issue	The operational food store, servicing, land value and residential pressure risk weak ground floors. Early work across landowners and operators should resolve Powis Street frontage, store reprovision, public routes, access and servicing, and test a major cultural or leisure use.
Town centre benefits	A missing link between the high street, Macbean and Royal Arsenal, retained everyday shopping and leisure, homes, active ground floors, a neighbourhood space and the potential for a major cultural destination



Figure 82. Indicative Creton Street and Bunton Street site ground floor land use plan

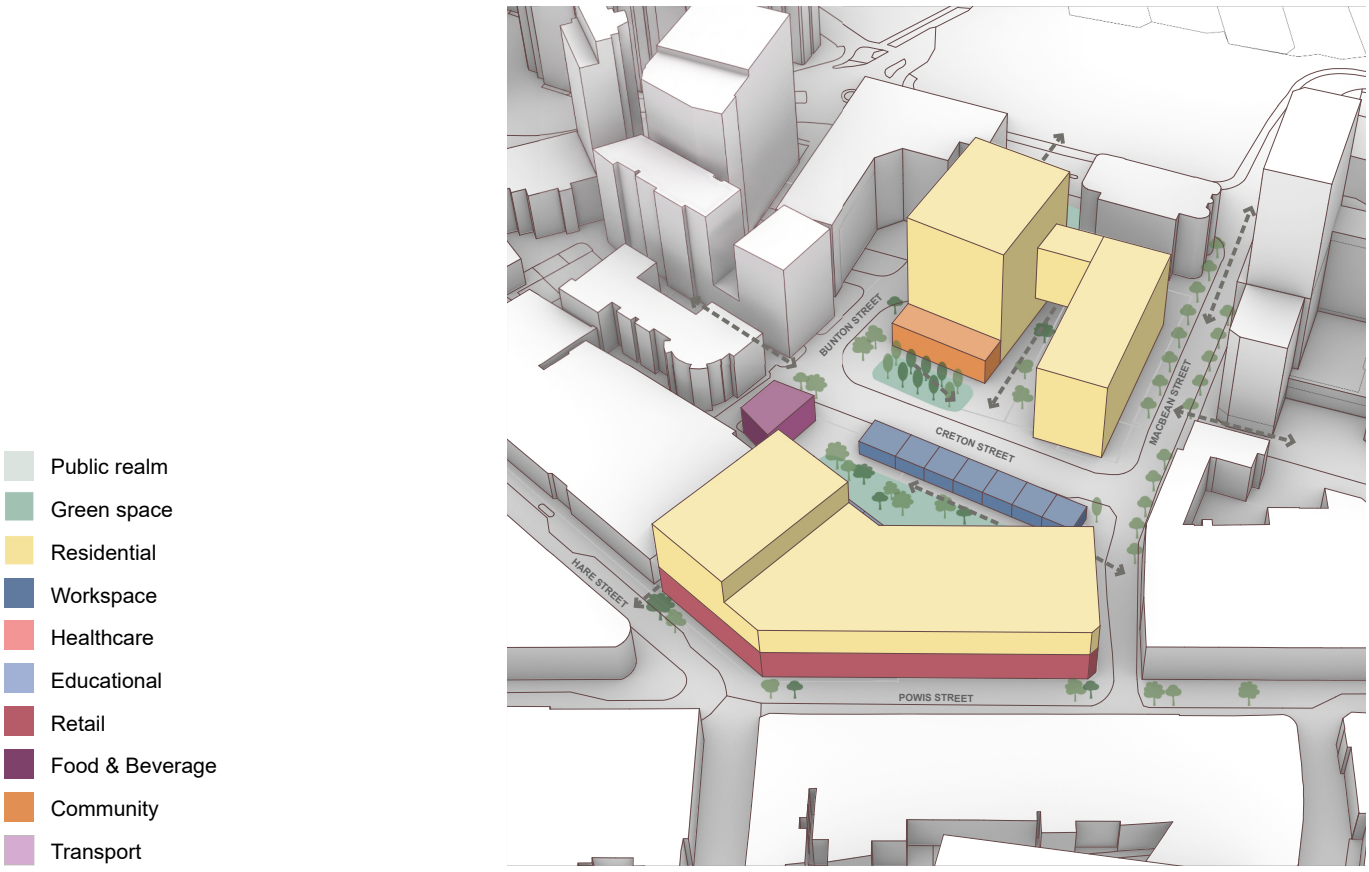


Figure 83. Indicative Creton Street and Bunton Street site

6.5 Mortgramit Square site

Strategic role: Create a heritage-led mixed-use site that opens up Mortgramit Square and establishes the Furlongs garage as an affordable workspace and community anchor.

Mortgramit Square occupies a compact but strategically important site between Powis Street, Hare Street and Woolwich High Street. The former Furlongs showroom, ramped garage and workshop form a distinctive group around a historic cobbled route. The site can accommodate new mixed-tenure homes alongside substantial commercial and community floorspace.

6.5.1 Key moves

Key spatial moves	Strengthen and formalise the historic route between Powis Street and Hare Street, connect it towards Woolwich High Street and organise the site around a network of public yards and lanes
Development structure	Retain the showroom, ramped garage and workshop as the principal heritage group, and test retention of the former doctor's house against its contribution to character, public routes and a viable site layout. Use new buildings to repair street edges and enclose active yards while preserving fine-grain plots and routes.
Heights and scale	Reinforce Powis Street's lower scale and protect the significance and setting of the Grade II* former Granada cinema. Explore mansion block typology facing Woolwich High Street.
Ground-floor uses	Prioritise Furlongs for affordable SME workspace, creative production and community or cultural activity, with distinct public entrances. Test residential use in the historic complex only if preferred uses are unviable.
Public realm	Treat the interior as a network of public yards, lanes and thresholds, clearly distinguished from residents' courtyards. Support loading, making and social use alongside trees, seating and rainwater management
Connectivity	Make the historic Powis Street to Hare Street route direct, step-free, overlooked and open at useful times, with further connections towards Woolwich High Street, the ferry and waterfront
Climate	Prioritise retrofit, reuse and adaptable structure. Use shared servicing, low-carbon energy, sustainable drainage and planting suited to working courtyards
Heritage and identity	Reveal the Furlongs ramps, Crittall windows, sawtooth roof, bridge, chimney and surviving signage. Retain the historic buildings, yard pattern and route as the organising elements of new development
Delivery issue	Early masterplanning, meanwhile use and a specialist operator strategy should test demand and show how homes and commercial floorspace fund heritage repair, public routes and long-term affordable occupation tied to residential delivery.
Town centre benefits	Heritage repair, affordable employment space, community activity, mixed-tenure homes, reopened public routes and a distinctive working destination between the high street and waterfront



Figure 84. Indicative Mortgramit Square ground floor land use plan

- Public realm
- Green space
- Residential
- Workspace
- Healthcare
- Educational
- Retail
- Food & Beverage
- Community
- Transport

6.6 Island site

Strategic role: Create a heritage-led mixed living quarter that opens the former Polytechnic campus and connects General Gordon Square with the Bathway civic and cultural quarter.

The 1.1-hectare Island Site is the former Woolwich Polytechnic campus. Its listed teaching buildings, gymnasium and workshops record Woolwich's practical-education history. Largely vacant since 2002, it has approval for around 485 co-living rooms, 20 social-rent homes, over 3,200 sqm of commercial and community space, new routes and a central square.

6.6.1 Key moves

Key spatial moves	Open welcoming public routes between Wellington Street, Polytechnic Street, Calderwood Street and Thomas Street, centred on the new courtyard and connecting General Gordon Square with Bathway
Development structure	Retain the campus character of teaching buildings and workshops around a shared interior. Use new buildings to reinforce street edges and frame the courtyard and public routes.
Heights and scale	Use the approved predominantly mid-rise form to reinforce surrounding streets and protect the setting of the listed Polytechnic buildings, gymnasium and civic heritage
Ground-floor uses	Focus community, cultural, food, workspace and local commercial uses around the courtyard and main entrances. Distinguish public community space from resident-only co-living facilities and secure access, affordability and management.
Public realm	Make the central courtyard genuinely public, with direct, overlooked routes open at useful times. Address high surface-water flood risk through planting, permeable surfaces, sustainable drainage and coordinated levels.
Connectivity	Use Wellington Street as the principal link to General Gordon Square and Polytechnic Street to Bathway. Connect the north-west cultural opportunity with Tramshed at the south-east corner through direct public routes and coordinated programming across the wider civic quarter.
Climate	Combine retention of significant structures with low-carbon construction, adaptable floors, tree cover and rainwater management. Treat the courtyard landscape and drainage as infrastructure rather than decoration
Heritage and identity	Restore the Grade II-listed Polytechnic buildings, gymnasium and other significant structures. Use interpretation, naming, visible historic fabric and public access to communicate the site's educational and industrial history
Delivery issue	Secure public access, community occupation and heritage stewardship through the approved scheme. Resolve the north-west cultural opportunity early without relying on one occupier, and support meanwhile use if delivery is delayed.
Town centre benefits	Heritage reuse, new homes, public routes and courtyard space, outward-facing cultural and community uses and a stronger connection between General Gordon Square and Bathway



Figure 85. Indicative Island site floor land use plan

- Public realm
- Green space
- Residential
- Workspace
- Healthcare
- Educational
- Retail
- Food & Beverage
- Community
- Transport

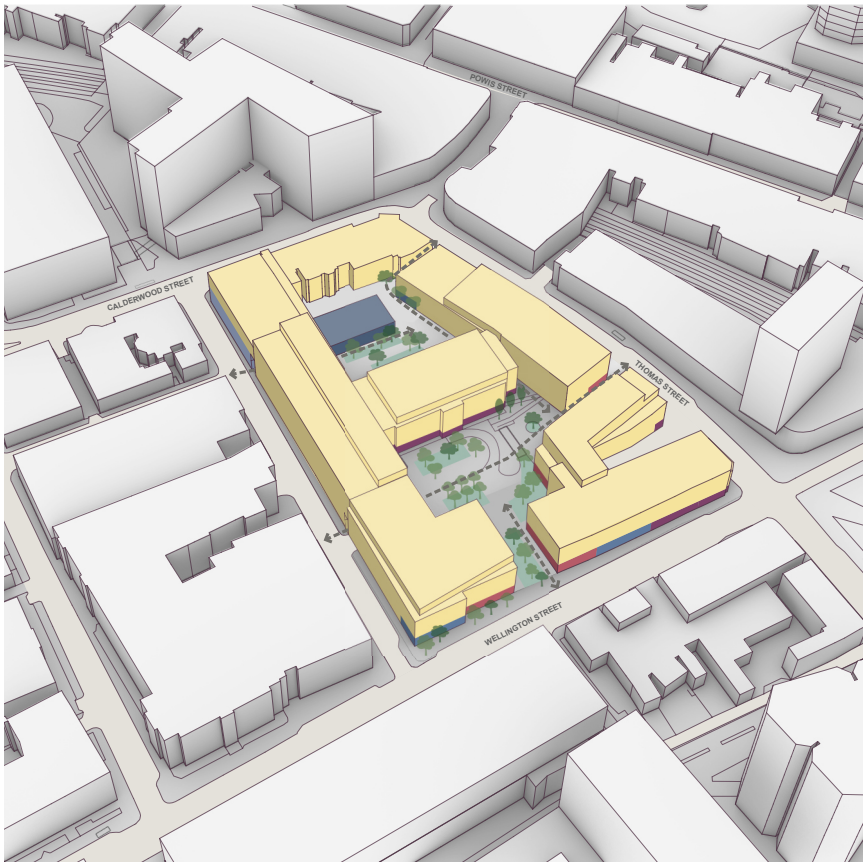


Figure 86. Indicative Island site massing

6.7 A connected network of strategic sites

Woolwich's strategic sites should not develop as separate destinations. Each has a distinct role, but its wider value depends on the routes, public spaces, uses and infrastructure that connect it to the rest of the town centre. Together, the sites can strengthen Woolwich's arrival points, reconnect the centre with the Thames, extend civic and economic activity, and support new and existing communities.

These priorities and the public values behind them should be protected and enhanced as individual projects change through design, planning, procurement and delivery.

Strategic site	Role and town-centre contribution	Early coordinating action	Key dependencies
Waterfront phases 1 and 2	Reconnect Woolwich with the Thames through a continuous route, active uses and ferry gateway.	Coordinate both phases through one access, public-realm and infrastructure brief.	Landowners; ferry operations; flood and river engineering; A206 crossings.
Calderwood	Create a green mixed-use neighbourhood linking Powis Street, the civic quarter and western communities.	Coordinate phasing, supermarket provision, movement, community facilities and green space.	Car-park renewal; leases; service continuity; Network Rail; accessibility.
Creton Street and Bunton Street site	Complete Macbean with everyday shopping, an active Powis Street frontage, new routes and a potential cultural or leisure use.	Coordinate landowners around Powis Street frontage, store reprovision, routes, servicing, public realm and use testing.	Operator demand; store continuity; servicing; crossings; viability.
Mortgramit Square	Strengthen and formalise the historic route and make Furlongs an affordable workspace and community anchor.	Prepare a heritage-led masterplan and operator strategy for workspace, routes and yards.	Heritage repair; viability; affordability; operator model; public access.
Island Site	Open the former Polytechnic as a heritage-led quarter linking General Gordon Square with Bathway.	Secure public routes, courtyard access, community occupation and the cultural opportunity.	Developer coordination; management; heritage; cultural requirements; delivery timing.



Figure 87. Strategic sites overview



Figure 88. General Gordon Square

Delivery strategy

This chapter turns the vision, spatial framework, clusters and strategic site guidance into a coordinated programme for action, investment and long term stewardship.

7

7.1 From framework to delivery

Woolwich will not be renewed through one development or one funding programme. Delivery depends on existing town centre improvements and housing led growth progressing together. Early investment in streets, public spaces, businesses, culture and community life can strengthen confidence and development viability. New homes and development can then add people, activity, public realm, infrastructure and funding to the established centre.

The Framework sets the shared direction. It is not a fixed capital programme or a substitute for project design, transport modelling, business cases, site specific viability, planning or engagement. It should be used to shape those next stages, protect town wide connections and prevent separate projects from weakening the wider vision.

The Framework is intended to operate as a continuous delivery cycle rather than a fixed programme. Evidence and market intelligence should inform prioritisation; public intervention should then be used to de-risk and prepare priority projects; investment should be packaged around complete outcomes rather than isolated assets; early activation should build confidence and demand; stewardship should sustain the resulting place; and monitoring should inform the next round of investment and reprioritisation.

7.1.1 A route to delivery

The preceding chapters establish the vision, town-wide strategies, cluster priorities and strategic site guidance. Every project, funding bid, land transaction and development proposal should use this direction and follow the same practical route towards delivery:

- Start with the four themes and long-term outcomes in Chapter 3
- Locate the intervention within the town-wide strategies in Chapter 4 and its cluster in Chapter 5
- Apply the strategic site guidance in Chapter 6 where relevant
- Define the public benefit, dependencies, lead delivery body, partners, operating model and route to funding
- Identify the design, technical, viability, business case and engagement work needed to progress delivery
- Assess the intervention against the criteria in this chapter before it enters the investment pipeline
- Monitor delivery and update priorities when evidence, market conditions or opportunities materially change

7.1.2 Investment proposition

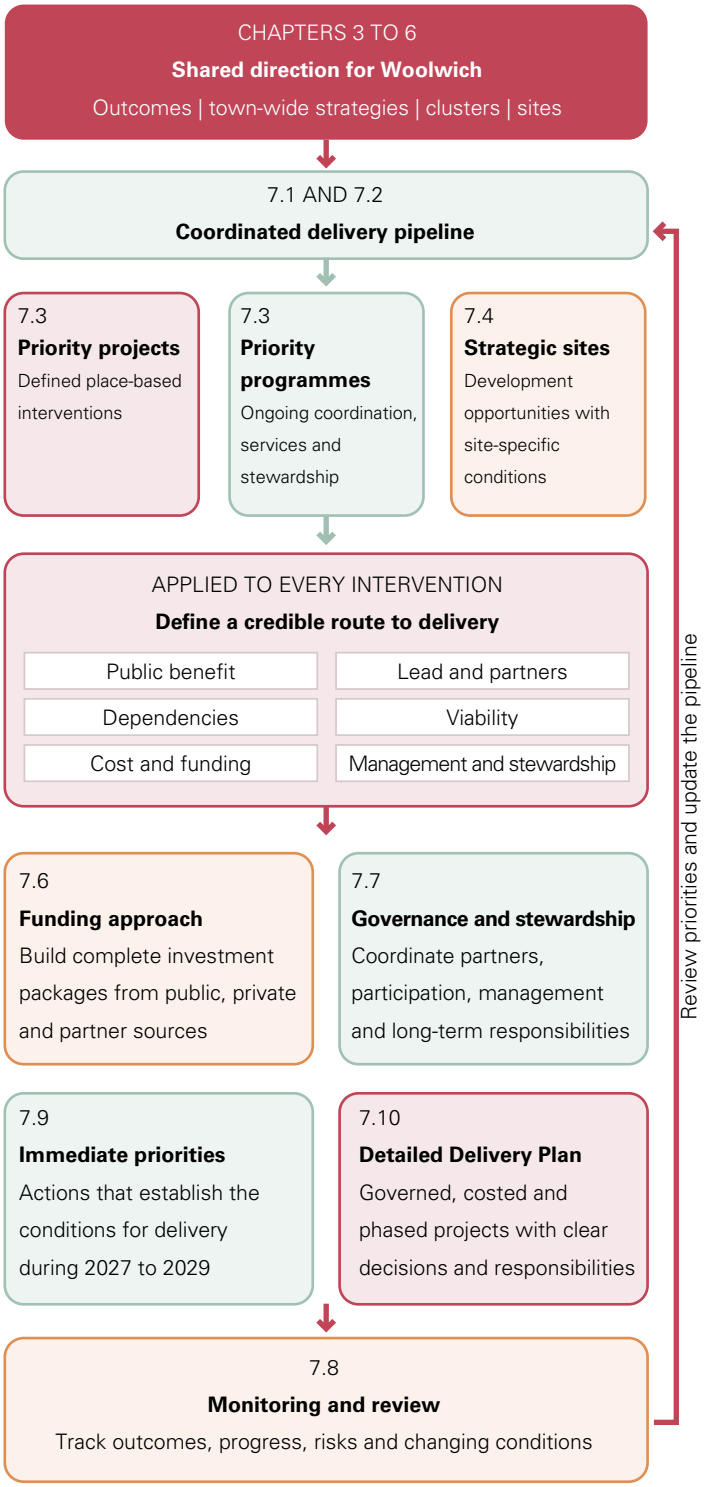
Woolwich's investment proposition is not a return to a conventional retail led centre. It is a connected, mixed and productive town centre built around an established market and independent economy, exceptional public transport, civic and cultural anchors, the Thames and Royal Arsenal, and a substantial long term development pipeline. Investment should strengthen these assets, connect them and make space for housing, work, food, culture, learning, care and everyday services.

The Council can offer a clear spatial framework, coordination across ownerships, strategic use of public assets, targeted enabling investment and a route to planning and infrastructure discussions. In return, landowners and investors should contribute to connected public realm, active and adaptable ground floors, affordable homes and workspace where justified, social infrastructure, climate resilience and long term management.

7.1.3 Project and programme key

Type	Code	Project or programme
Priority project	PR1	General Gordon Square and Beresford Square
Priority project	PR2	Sustainable Streets, Movement and Public Realm Strategy
Priority project	PR3	Powis Street, Hare Street and commercial core public realm
Priority project	PR4	Waterfront access and public realm
Priority programme	TC1	Affordable workspace and productive reuse
Priority programme	TC2	High street curation and meanwhile use
Priority programme	TC3	Market, food, culture and evening programme
Priority programme	TC4	Community, health, learning and everyday services
Priority programme	TC5	Town centre management and stewardship
Priority programme	TC6	Woolwich Greening and Climate Resilience Programme

Figure 89. Delivery chapter logic chain



7.2 Delivery principles and prioritisation

Delivery decisions should be transparent and repeatable. The Council should maintain one live pipeline covering capital projects, revenue programmes and strategic sites, with a clear reason for each priority and a named route to the next decision.

The pipeline should record, for each project, its current stage, priority score, lead, partners, land and consent position, dependencies, estimated cost, funding position, next decision and target date. RBG should maintain a single, live view of Woolwich's priority projects, strategic development sites, funding opportunities, delivery risks and market readiness. This should provide the common evidence base for investment decisions, funding bids, landowner discussions and future Delivery Plan updates, rather than creating separate project lists for different funding or delivery purposes.

7.2.1 Delivery priorities

Priority	What it must achieve	Principal locations and actions
1 Connect and green the centre	Make walking and wheeling direct, comfortable and inclusive; coordinate buses, cycling, servicing and climate resilient public realm.	A206 and gateways; station arrivals; Powis Street and Hare Street; John Wilson Street; Thames Path; green grid.
2 Invest in the civic and commercial core	Strengthen the market, high street and paired civic spaces as the everyday heart of Woolwich.	General Gordon Square; Beresford Square; Powis Street; Hare Street; market management; upper floors and vacant premises.
3 Build a productive town centre economy	Support independent businesses, affordable workspace, skills, making and flexible routes into premises.	Commercial core; Mortgramit and Furlongs; waterfront; University and cultural partners; new development.
4 Extend public life through the day	Build on existing food, market and cultural activity with youth, community, health and a reliable early evening programme.	Civic quarter; town centre core; Hare Street; waterfront; existing cultural and community venues.
5 Unlock connected growth	Bring strategic sites forward in a sequence that protects routes, infrastructure, uses and public benefit.	Waterfront; Calderwood; Macbean; Mortgramit Square; Island Site; Exchange cluster and other live schemes.
6 Build the delivery partnership	Coordinate land, investment, operators, engagement, management and monitoring over the long term.	RBG; TfL and Places for London; landowners; University of Greenwich; businesses; community and cultural organisations.

7.2.2 Prioritisation method

This method informs funding and delivery decisions as projects develop. Score each project from 0 to 3 against each criterion: 0 means no evidenced contribution; 1 limited; 2 material; and 3 strong. Scores support comparison and sequencing alongside judgement. Capital commitment requires a credible delivery body, maintenance plan, understood revenue implications, equality and accessibility review, and a route through statutory approvals.

Criterion	Question for each project
Strategic fit	How directly does it deliver the four themes and the spatial framework?
Public benefit and inclusion	Who benefits, including existing residents, businesses, young people and disabled people, and how is displacement avoided?
Unlocking effect	Does it remove a barrier, protect a connection or enable several later projects?
Additionality	Would the outcome happen at the same quality, pace and scale without intervention?
Deliverability	Are ownership, consent, technical requirements, partners and the next decision understood?
Leverage and value for money	Can Council action secure external funding, private investment, land or works in kind?
Climate and adaptability	Does it support low carbon reuse, shade, drainage, biodiversity and changing long term needs?
Stewardship	Is there an affordable operating, maintenance and management model?

The pipeline should be reviewed at least annually. Priority should increase where a project unlocks several Framework outcomes, has a time limited funding or development opportunity, or prevents piecemeal change. It should reduce where benefits are weak, delivery responsibility is unclear or future revenue costs are unresolved.

7.2.3 Delivery challenges and required actions

Challenge	Required action	Relevant projects and developments
Movement and infrastructure are split across projects and authorities	Prepare one transport, highways, public realm and infrastructure strategy, then test changes through surveys, access audits, modelling and operational trials.	PR2; PR1; PR4; all strategic sites; Exchange cluster.
Strategic sites are currently difficult to deliver	Refresh site specific viability, land and infrastructure evidence before fixing delivery routes or obligations; coordinate grant and market engagement.	Waterfront; Calderwood; Macbean; Mortgramit; Island Site.
Ownership is fragmented	Maintain an ownership and interests plan; establish focused landowner groups and use assembly powers only where justified by a deliverable scheme and public interest case.	Waterfront; Calderwood; Macbean; Mortgramit; Exchange cluster.
Public realm benefits extend beyond individual red lines	Agree shared priorities early and secure proportionate works, land and contributions through planning, highways and land agreements.	A206 crossings; stations; Thames Path; green grid; civic core.
Vacant units and upper floors need active coordination	Combine landlord engagement, planning guidance, business support, fit out grants, flexible leases, operator brokerage and selective Council investment. Consider High Street Rental Auctions only for qualifying persistent vacancy after engagement has failed. Where Council-owned premises are proposed for below-market or meanwhile occupation, the public benefit, valuation, statutory property duties, approvals, subsidy position and long-term management arrangement must be established before commitment.	PR3; TC1; TC2; Powis Street and Hare Street; Mortgramit.
New non-residential space may not be occupiable	Confirm demand, specification, affordability and operator before requirements are fixed. Use adaptable space and realistic phasing.	Waterfront; Macbean; Calderwood; Mortgramit; Island Site.
Capital projects can fail without revenue and management	Agree programming, community safety, management, maintenance, access and replacement costs alongside design and capital funding.	PR1; TC1; TC3; TC4; PR4; TC6.
Existing communities could be left out of delivery	Create continuing community roles in briefs, design review, commissioning, local enterprise and monitoring. Involve women and girls in safety audits and design, with accessible and paid participation where appropriate.	All programmes and strategic sites.

7.2.4 Responding to viability constraints

Desktop testing of the Waterfront, Calderwood and Macbean sites indicates that delivery is sensitive to design, tenure, values, costs, infrastructure, planning obligations, land interests and programme. The results represent tested scenarios and should inform the next stage of work rather than set fixed funding requirements.

The delivery response should:

- Refresh each appraisal as design, ownership and cost information develops, with review points before procurement, planning and major funding decisions
- Engage the GLA, Homes England, registered providers, developers, investors and operators through a coordinated Woolwich programme
- Test tenure, phasing, infrastructure, land contributions and delivery structures together
- Consider development agreements, long leases, deferred consideration and review mechanisms where appropriate
- Confirm demand and operators for non-residential uses before fixing requirements, while retaining adaptable ground floors
- Resolve affordability, fit-out, operator and revenue requirements for workspace, community and cultural uses alongside their floorspace

Any public intervention should respond to an evidenced delivery gap, unlock wider investment or secure a clear public benefit. Site-specific viability should continue to be assessed alongside the wider funding strategy and appropriate contributions from development and delivery partners.

7.3 Priority projects and programmes

The priorities in this section consolidate the actions in Chapter 4 and the delivery opportunities in Chapter 5. They remain part of one live investment pipeline but are presented in two groups: Priority projects are specific Council-led, place-based interventions; Priority programmes coordinate ongoing strategic activity, curation, partnerships, services and stewardship across several places or projects.

Both lists are selective. Smaller actions should be grouped under these priorities rather than treated as separate bids unless they have a clear independent outcome and delivery route. The split clarifies the type of intervention without creating separate funding or governance pipelines.

7.3.1 Indicative cost bands

Phasing is defined as short term, 1-3 years; medium term, 4-9 years; and long term, 10 years or more. Cost bands are A: below £250,000; B: £250,000-£1 million; C: £1-5 million; D: £5-20 million; and E: above £20 million. R identifies a revenue programme. Bands are strategic order of magnitude allowances, not budgets. They exclude land acquisition, VAT, inflation and the main cost of housing led development, and must be replaced by project estimates at the next stage.

For strategic sites, the development cost band indicates the scale of the wider development opportunity rather than a Council funding requirement; enabling costs are shown separately where possible.

7.3.2 A phased and reinforcing sequence

Stage	Purpose	Examples
First: establish the conditions	Agree governance, evidence, ownership, priorities and briefs.	Woolwich Delivery Partnership and investment pipeline; PR2; PR1 brief; PR4 memorandum; TC1 and TC2 strategies; strategic-site land and viability review.
Second: demonstrate change	Use pilots and early works to test operation and build confidence.	Street and kerbside trials; early squares package; workspace and meanwhile pilots; first greening package; year-round evening programme; youth programme; temporary waterfront activity.
Third: unlock investment	Move costed projects and sites through funding, consent, procurement and delivery.	Permanent movement and public realm packages; coordinated site briefs; grant bids; developer selection or agreements; development contributions.
Fourth: embed and scale	Maintain quality and extend what works.	Stewardship model; operator agreements; maintenance; monitoring; replication across clusters; scheduled Framework review.

7.3.3 Priority projects

Reference and priority	Geography	Phase and indicative cost	First move and delivery route	Key dependency
PR1 General Gordon Square and Beresford Square	General Gordon Square and Beresford Square; town centre core; vacant DLR plots and covered-market edge	**Short**: coordinated brief and early works **Medium**: phased capital delivery **Cost**: C-D	**First move**: Confirm the complementary civic, market and event roles of both squares, then agree scope, access, movement, planting, market operations and maintenance. Include safety audits with women and girls in the brief. Coordinate short-term meanwhile use and greening of the vacant DLR plots with the long-term treatment of the Beresford Square edges. **Lead**: RBG **Partners**: TfL/PfL, market operator, businesses, communities and adjacent landowners **Funding**: Council capital; CIL/S106; strategic place and green funding; partner contributions. **Public investment**: Create a civic asset with town-wide economic and social benefit.	Agreed roles for both squares; market requirements; TfL/PfL movement and landowner agreement; station and development timetable; adjacent development including Woolwich Exchange; maintenance model; capital funding.
PR2 Sustainable Streets, Movement and Public Realm Strategy	Town wide; A206 gateways; stations; Powis Street and Hare Street; John Wilson Street; Thames Path	**Short**: evidence, design and trials **Medium/long**: permanent packages **Cost**: B-C studies; D-E works	**First move**: Commission an integrated town-centre movement, highways and public realm strategy to establish priorities for local routes, bus movements, A-road crossings and mitigation, station access, cycling, servicing and kerbside operation. Identify the key interventions, constraints and requirements for area-specific design and delivery. **Lead**: RBG Highways and Regeneration **Partners**: TfL, Network Rail, landowners and access groups **Funding**: TfL; Council highways; CIL/S106; developer works. **Public investment**: Remove movement and infrastructure barriers that individual developments cannot resolve.	RBG and TfL alignment; surveys and modelling; accessibility audits; bus and servicing requirements; coordination with sites; statutory approvals; funding.
PR3 Powis Street, Hare Street and commercial core public realm	Powis Street and Hare Street; town centre core	**Short**: decluttering, access and trials **Medium**: coordinated permanent public realm **Cost**: C-D	**First move**: Develop an area-specific public realm and commercial core brief for Powis Street and Hare Street, drawing on PR2 and TC6. Identify priorities for pedestrian access, crossings, servicing, public space, greening, active frontages and commercial activation. Coordinate with TC1 and TC3 to establish a phased programme of permanent improvements and early opportunities for activation. **Lead**: RBG **Partners**: TfL, landlords, traders and businesses **Funding**: Council; TfL; CIL/S106; landlord and developer contributions. **Public investment**: De-risk the existing commercial core where ownership and delivery are fragmented.	PR2 movement strategy; TC6 greening priorities; landowner and trader participation; access and enforcement; maintenance; capital funding.
PR4 Waterfront access and public realm	Waterfront cluster	**Short**: integrated proposition and enabling activity **Medium/long**: permanent works with sites **Cost**: B-C early; D-E permanent	**First move**: Develop an integrated waterfront access and public realm proposition, drawing on PR1 and TC61. Coordinate ferry operations, Thames Path, A206 crossing, public realm, Phase 1 and Phase 2 development, and early activation. Identify the priority interventions, development interfaces and requirements for further design, funding and delivery, subject to TfL/ PfL and landowner coordination. **Lead**: RBG **Partners**: TfL/PfL, landowners, river authorities and operators **Funding**: Council/TfL; environmental and place funding; CIL/S106; developer and operator investment. **Public investment**: Resolve strategic access and infrastructure and establish the conditions for later delivery.	TfL/PfL agreement; ferry continuity; land interests; flood and river engineering; A206 crossing; Thames Path; site phasing; funding and market readiness.

7.3.4 Priority programmes

Reference and priority	Geography	Phase and indicative cost	First move and delivery route	Key dependency
TC1 Affordable workspace and productive reuse	Commercial core; upper floors; Mortgramit/ Furlongs; waterfront; civic quarter	**Short**: evidence, strategy and first pilots **Medium**: permanent workspace network **Cost**: B-C plus B-R	**First move**: Map workspace demand, supply, vacancy, upper-floor opportunities and affordability, then prepare a productive reuse plan covering fit-out, operators, rents and graduation routes. **Lead**: RBG Economy and Regeneration **Partners**: landlords, University, workspace providers, cultural organisations and businesses **Funding**: Council property/capital; operator and landlord finance; strategic funds; S106; social investment. **Public investment**: Address affordability and coordination failures that prevent productive occupation.	Accurate vacancy and ownership data; willing landlords; suitable and accessible premises; operator demand; fit-out finance; sustainable rents and management.
TC2 High street curation and meanwhile use	Powis Street and Hare Street; commercial core; upper floors; Exchange DLR plots and Beresford Square edges	**Short**: meanwhile strategy and first pilots **Medium**: embed successful uses **Cost**: A-C plus B-R	**First move**: Prepare a meanwhile strategy covering vacancy, landlord engagement, affordable opportunities, flexible agreements, pilots, operator brokerage and potential High Street Rental Auctions for qualifying premises. Include short-term meanwhile use and greening of the vacant DLR plots while protecting their long-term relationship with Beresford Square, station operations and development. **Lead**: RBG Economy and Regeneration **Partners**: TfL/PfL, landlords, businesses, workspace and cultural operators **Funding**: Council enabling investment; landowner and operator finance; strategic funds. **Public investment**: Address visible vacancy and coordination failures that the market will not resolve unaided.	Accurate vacancy and ownership data; willing landlords and landowners; temporary access and licensing; viable operators; development timetable; management and reinstatement responsibilities.
TC3 Market, food, culture and evening programme	Beresford Square and covered market; civic core; Hare Street; Exchange; waterfront	**Short**: evidence, coordination and annual programme **Medium**: embed successful activity **Cost**: B-C-R over five years	**First move**: Agree a town-centre-wide action plan building on existing activity. Coordinate market curation, covered-market opportunities, food and drink, culture, leisure, licensing, community safety, space brokerage and a reliable year-round evening programme. The Council should convene, remove barriers and seed activity rather than operate venues. **Lead**: RBG Town Centres and Culture Partners: market, traders, cultural organisations, local operators and communities **Funding**: Council and strategic revenue; arts and lottery funding; sponsorship; trader and operator income. **Public investment**: Seed coordination and activity where the market cannot sustain a reliable year-round offer unaided.	Market and operator buy-in; evidence of demand; suitable premises; licensing and safety; coordinated calendar; management capacity; sustainable revenue.

Reference and priority	Geography	Phase and indicative cost	First move and delivery route	Key dependency
TC4 Community, health, learning and everyday services	Civic quarter; Calderwood; Exchange; Macbean; waterfront and existing community assets	**Short**: needs and provision plan, then targeted pilots **Medium**: secure permanent provision **Cost**: B-C plus B-C-R	**First move**: Map need, existing provision, available space and potential pilot opportunities with communities and providers. Use this evidence to define shared facilities and targeted pilots, including youth provision and everyday services, rather than duplicating existing activity. **Lead**: RBG with service leads Partners: community groups, NHS, University, schools, library and cultural organisations **Funding**: Council and health budgets; lottery and sport funding; cultural grants; S106 and developer space. **Public investment**: Provide social infrastructure and capacity not secured through conventional development alone.	Confirmed need and service commitment; suitable spaces; trusted delivery partners; community participation; staffing and safeguarding; revenue and management.
TC5 Town centre management and stewardship	Town centre core and expanding network	**Short**: define functions and minimum viable model **Medium**: stable operating model **Cost**: B-C-R over five years	**First move**: Define the functions currently missing: landlord and occupier contact, vacancy intelligence, operator pipeline, programming, business support, public realm and community safety coordination and monitoring. **Lead**: RBG Partners: businesses, landowners, market and specialist operators, community and cultural organisations **Funding**: Council revenue; service and management charges; market/event income; landowner contributions; sponsorship; possible future BID. **Public investment**: Provide the delivery and management capacity needed to make capital investment effective and durable.	Clear mandate; relationship with existing teams; business and landowner support; accountable governance; core staffing; sustainable income.
TC6 Woolwich Greening and Climate Resilience Programme	General Gordon Square; St Mary's Gardens; wider town centre; Thames Path; green routes and development sites	**Short**: standards, costed programme and first packages **Medium/long**: extend and maintain the network **Cost**: C-E plus B-R	**First move**: Establish a town-centre green infrastructure and climate resilience strategy, identifying priorities for General Gordon Square, St Mary's Gardens, the wider town-centre greening network, Thames Path, and development sites. Set the requirements for green infrastructure, tree canopy, shade, sustainable drainage, biodiversity and climate resilience, and identify how these should be delivered through area-specific interventions. **Lead**: RBG **Partners**: TfL, developers, communities and access groups **Funding**: Council/TfL; environmental grants; CIL/S106; developer works; sponsorship and community funds. **Public investment**: Community safety audits and design engagement with women and girls should shape planting, sightlines and routes. Agree management, maintenance and tree-establishment requirements alongside capital delivery.	Land and highway control; alignment with PR1, PR2 and development sites; maintenance and establishment funding; delivery standards.

7.4 Strategic site delivery

The five strategic sites in Chapter 6 have different ownership, planning and market positions. They should not be presented as one uniform development programme. During 2027-29, the priority is to establish an investable and coordinated route for each site while protecting the connections and public benefits that link them.

The five strategic sites form the core site delivery schedule for the Framework. Other live schemes and allocations remain within the wider delivery pipeline where they materially affect Framework outcomes, but are not treated as equivalent Council led strategic projects.

Live and committed schemes outside this five site schedule should remain within the delivery pipeline where they affect Framework outcomes. This includes Woolwich Exchange, Woolwich Waves, station over site development, the Telephone Exchange, Woolwich Central, Royal Arsenal Riverside and other allocations or applications. The Council's role will vary by scheme, spanning project leadership, planning, coordination and infrastructure alignment.

Woolwich Exchange should be tracked as a major Council-led anchor within the delivery pipeline. Its contribution extends beyond the Covered Market to new public routes and active frontages connecting the stations, Beresford Square, General Gordon Square, Powis Street and Royal Arsenal. Its mix of homes, food, leisure, culture and workspace can increase activity through the day, support the evening economy and create opportunities for independent and growing local businesses.

Delivery coordination should consider Spray Street as a whole, aligning highway and public realm improvements beyond the development boundary with surrounding crossings, station approaches and the future DLR over-station and Telephone Exchange sites. Track phasing, planning obligations, construction access and the timing of routes and public spaces. These interfaces should be coordinated through PR2, PR1, TC2 and TC3. Wider improvements outside the development boundary will require clear responsibilities, separate agreements and appropriate funding.

Public ownership can give the Council greater control over timing, land use and public benefit, but it does not remove construction, infrastructure or finance costs. Land assembly or compulsory purchase should only be considered where there is a clear public interest case, a deliverable scheme, funding for acquisition and disturbance, and a realistic route through the relevant statutory tests.

Reference and site	Cluster	Next five years and cost band	Lead and partners	Principal dependencies
S1 Waterfront phases 1 and 2	Waterfront cluster	**Short**: integrated brief, land/ferry strategy, viability refresh, soft market testing and temporary activation. **Medium/long**: phased development and public realm. **Cost**: B-C enabling; E development.	RBG; TfL/PfL; ferry and river authorities; development and operating partners.	Ferry continuity; land interests; flood and river engineering; A206 crossing; Thames Path; infrastructure; grant; market absorption.
S2 Calderwood	Calderwood cluster	**Short**: confirm the regeneration programme, property strategy, land assembly requirements, essential uses and phased delivery options. **Long**: phased mixed use neighbourhood once land, infrastructure, viability and delivery triggers are in place. **Cost**: B-C enabling; E development.	RBG and land/ leasehold interests; supermarket and facility operators; Network Rail; development partners.	Car park condition and renewal; leases; Council facilities; supermarket continuity; parking; accessibility; railway levels; viability.
S3 Creton Street and Bunton Street site	Powis Street and Hare Street / Macbean cluster	**Short**: Agree a coordinated delivery brief for the large-format retail site and adjoining Hare Street and Powis Street frontages. Test ownership and lease constraints, supermarket requirements, servicing, temporary trading and phased options. Coordinate routes and public realm with the Electric Works scheme. **Medium/long**: Progress phased mixed-use development once landowner agreements, operator arrangements, infrastructure costs and viability are resolved.	Landowners; RBG; commercial, workspace and cultural operators; development partners	Landowner and leaseholder agreement; supermarket continuity; servicing and access; infrastructure costs and viability; coordination with Electric Works; delivery of connections between Hare Street, Powis Street, Macbean Street and Beresford Street.
S4 Mortgramit Square	Powis Street and Hare Street cluster	**Short**: heritage led masterplan, ownership strategy and operator brief for Furlongs; meanwhile use if delivery is delayed. **Short/medium**: planning and delivery route. **Cost**: B-C enabling; E development.	Landowners/ developer; RBG; heritage and workspace/ community operators.	Heritage repair; ownership; servicing; viability; affordable space; operator and management model; public access.
S5 Island Site	Civic quarter	**Short**: maintain delivery dialogue; secure public routes, courtyard access, heritage stewardship and community/cultural occupation; support meanwhile use if delayed. **Short/medium**: consented or revised scheme delivery. **Cost**: B enabling; E development.	Developer/ landowner; RBG; University, Tramshed and cultural/community operators.	Construction finance; approved obligations; heritage; public access; management; cultural requirements; delivery timing.

7.5 Funding approach

7.5.1 Funding sources

The project and programme tables provide initial cost bands for the Framework priorities. The strategic funding assessment indicates an order-of-magnitude requirement of approximately £50–90 million in capital investment and £4–8 million in revenue investment over an initial five-year period. These are programme-level planning ranges. Future project development, business cases and funding decisions will establish the costs, contributions and public-sector requirement for each intervention.

The public-sector role is likely to focus on early project development, enabling infrastructure, strategic public realm, public assets and benefits requiring grant support. Revenue investment may also be needed for programming, community participation, business and operator engagement, project development and delivery coordination. Each case should demonstrate how public investment will unlock wider delivery, address a defined market failure or secure a clear public benefit.

Potential funding sources include:

- Council capital, revenue, land and staff resource, including potential reinvestment of business rates income or growth, subject to financial assessment and necessary agreements
- CIL, Section 106 contributions and developer-delivered works where they meet the relevant statutory tests
- TfL and other transport investment
- Housing, infrastructure and remediation funding from strategic agencies
- Competitive funding for public realm, climate, heritage, culture, youth and community projects
- Investment from landowners, developers, operators, institutions and community partners
- Income from leases, service charges, markets, events, sponsorship and future stewardship arrangements

The appropriate mix will depend on the purpose, beneficiaries, timing and delivery body for each project. Site-specific infrastructure and mitigation can be secured through development where justified. Wider town-centre improvements will require coordinated public, partner and private investment.

7.5.2 Pooling and packaging investment

Funding should be assembled around complete outcomes. A station-to-river package, for example, could combine transport investment, public-realm funding, developer works, landowner contributions and climate funding. This approach can coordinate connected interventions and provide a clearer proposition to funding bodies and delivery partners.

A small number of investment-ready packages should be developed from the priority projects and programmes. Each should identify its scope, indicative cost, land and consent position, delivery body, outputs, revenue implications, funding sources and decision programme. Together, these packages can form the basis of the proposed Woolwich investment prospectus.

The detailed Delivery Plan should refine the cost bands, test potential funding sources and establish the funding gap for each package. This work should also confirm long-term management, maintenance and revenue requirements before procurement or a major funding application begins.

7.6 Governance, community, stewardship

7.6.1 Woolwich Delivery Partnership

The proposed Woolwich Delivery Partnership would bring together the organisations involved in delivering the Framework. Its purpose would be to maintain a shared view of priorities, coordinate related projects and address issues that cross sites, ownerships or organisational responsibilities. Participants would include relevant Council services, TfL and Places for London, Public Protection and Community Safety, landowners, businesses, institutions, infrastructure providers and community representatives.

The Partnership would periodically review the delivery pipeline, project dependencies, funding opportunities and key risks. Smaller groups could focus on specific projects where joint working is needed. Formal decisions would remain with the relevant Council, TfL, landowner or partner governance arrangements.

The Partnership could begin through simple terms of reference, drawing on existing meetings and governance where appropriate. The subsequent Delivery Plan should establish a proportionate model, including its membership, meeting frequency, support and resource requirements. Further formalisation could be considered if its role and benefits become clear.

7.6.2 Delivery roles

The Council's role is not necessarily to fund the full cost of projects. Its priority should be to invest where relatively early expenditure can unlock external funding, private investment, development, land or wider public benefit. This includes project development, feasibility and business cases, enabling infrastructure, match funding, temporary activation and revenue capacity. Each intervention should be tested against additionality, leverage, deliverability and long term revenue implications.

Council role	What it means
Client	Commission and deliver projects on Council land, streets and assets.
Convenor	Bring TfL, Places for London, landowners, institutions, services, businesses and communities around shared priorities.
Investor	Use capital, revenue, land and staff resource where this unlocks wider value and additionality.
Broker and market maker	Connect premises with operators, maintain occupier intelligence and support meanwhile, workspace and business opportunities.
Planning and highway authority	Translate the Framework into clear expectations, coordinate infrastructure and secure lawful, proportionate contributions and works.
Steward	Ensure public spaces, markets, facilities and programmes have accountable management, maintenance, enforcement and access arrangements.

7.6.3 Community role in delivery

Community involvement should continue beyond consultation on the Framework. Each priority project should identify where residents, young people, disabled people, traders, community organisations and local operators can shape the brief, test proposals and review outcomes. Suitable routes include project reference groups, access panels, safety audits and design input with women and girls, youth-led commissions, local procurement and enterprise opportunities, community programming and operator partnerships. Participation should be accessible and paid where substantial time or expertise is requested.

7.6.4 Town centre management and stewardship

Delivering the Framework will require ongoing coordination alongside individual capital projects. This could include building relationships with businesses and landowners, matching vacant premises with suitable operators, supporting meanwhile uses, coordinating market, cultural and evening activity, and connecting these initiatives with public realm management. It would also help ensure that new spaces, facilities and programmes have clear arrangements for management, maintenance and funding.

The detailed Delivery Plan should map the work already undertaken by the Council and its partners, identify gaps and test the level of coordination needed. It should then consider the Council's potential role as convenor, client, commissioner or delivery partner, alongside options involving specialist operators, businesses, landowners, community organisations or a future BID. Any model should reflect available capacity, partner support and sustainable sources of income, with a clear relationship to the Woolwich Delivery Partnership.

7.7 Monitoring and review

Monitoring should connect project delivery to the long term outcomes in Chapter 3. RBG Regeneration should coordinate one annual dashboard, drawing on existing Council, transport, town centre and partner data. Baselines should be fixed at the start of the detailed Delivery Plan and measures disaggregated where possible by gender, age and disability to show who benefits.

The delivery pipeline should be reviewed quarterly and reported annually. A fuller Framework review should take place at least every three years, or earlier if major changes in planning policy, infrastructure, ownership, viability or market conditions affect its assumptions. Review should update priorities and evidence without losing the long term spatial direction.

The live pipeline should be supported by a simple delivery risk register covering ownership, planning, funding, viability, infrastructure, procurement, operator capacity and ongoing revenue/ maintenance liabilities.

Outcome	Core measures	Principal owner
More people stay, return and participate	Footfall and dwell patterns; market and event participation; perception of the centre; repeat visits.	RBG Town Centres and Regeneration, with programme partners.
One legible and accessible centre	Walking and wheeling counts; crossing and route delivery; access audit actions; bus reliability; cycle use and parking.	RBG Highways and TfL.
A productive mixed economy	Vacancy duration; occupied upper floors; independent businesses supported; affordable workspace delivered and occupied; jobs and training.	RBG Economy, Planning and town centre management function.
An everyday waterfront	Thames Path continuity; waterfront footfall and activity; public access; completion of enabling actions.	RBG Regeneration with TfL/PfL and landowners.
Greener, safer and more inclusive streets and spaces	Tree canopy and survival; permeable/ vegetated area; shade and seating; sustainable drainage; safety and comfort perceptions, reported crime, antisocial behaviour, serious violence and violence against women and girls; safety audit actions.	RBG Public Realm, Environment and Highways, with Public Protection and Community Safety and Police
Visible provision for children and young people	Places and programmes available; participation by age; youth led activity; reported safety and welcome.	RBG Children's Services with cultural, community and education partners.
Connected and inclusive growth	Homes by tenure and stage; public routes and facilities secured; development contributions; local employment and community benefit.	RBG Planning, Housing and Regeneration.
A deliverable programme	Projects by stage; funding secured; leverage; decisions achieved; risks; revenue and maintenance commitments.	RBG Regeneration and the Woolwich Delivery Partnership.

7.8 Immediate priorities 2027-29

Eight actions will move the Framework into delivery while keeping public realm renewal and development preparation in parallel:

- Establish the Woolwich Delivery Partnership, programme resource, community participation and live investment pipeline
- Commission PR2 Sustainable Streets, Movement and Public Realm Strategy, covering local routes, bus changes, A-road crossings and mitigation, station access, servicing and kerbside, supported by access audits, surveys, modelling and operational trials
- Agree the PR1 brief and delivery route for General Gordon Square and Beresford Square
- Prepare the TC1 affordable workspace and productive reuse plan and TC2 high street curation and meanwhile strategy. Include temporary use and greening of the vacant DLR plots, protecting station operations, future development and the square edges, and deliver the first premises pilots
- Establish TC6 Woolwich Greening and Climate Resilience Programme, including General Gordon Square, St Mary's Gardens, wider town-centre greening, Thames Path opportunities and long-term management and maintenance
- Establish town centre wide market, food, culture and evening economy actions with a clear Council convening and enabling role
- Agree a waterfront memorandum and investment proposition with TfL and Places for London, including ferry operations, Thames Path, public realm and both development phases
- Complete land, viability, infrastructure and operator reviews for the five strategic sites and package the strongest projects in a Woolwich investment prospectus

7.9 Parameters for the detailed Delivery Plan

The detailed Delivery Plan should convert this strategy into governed and costed projects. It should:

- Confirm baselines, priority scores and the first three year programme
- Prepare project briefs, feasibility studies, options appraisals and cost plans
- Verify ownership, land interests, statutory powers, consent and procurement routes
- Identify procurement, land assembly and subsidy control implications where relevant
- Refresh site capacity and viability, including sensitivity and public benefit testing
- Confirm leads, partners, community roles, operator requirements and decision governance
- Define a funding and investment readiness threshold for projects before they enter formal procurement or external funding processes
- Set funding packages, bid dates, contribution strategies and funding gaps without double counting
- Define phasing, dependencies, critical paths and interfaces with live developments
- Secure management, maintenance, access, affordability and revenue arrangements before capital commitment
- Establish the monitoring dashboard, reporting cycle, risk register and review process
- Prepare a communications plan for residents, businesses, partners and investors

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