

# VISIT GREENWICH DESTINATION MANAGEMENT PLAN

2023-28

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# THE PARTNERSHIP



The Visit Greenwich Partnership co-ordinates and joins up our visitor economy to ensure that visitors have incredible experiences and that economic and social impacts are maximised for our businesses and communities in a sustainable way.

# THE VISION



We will develop the Royal Borough of Greenwich as the “**must see**” **destination in London** to maximise the value of our unique **historic**, **contemporary** and **riverfront** assets.

Our growth will create **sustainable economic and social opportunities** for our local businesses and communities.

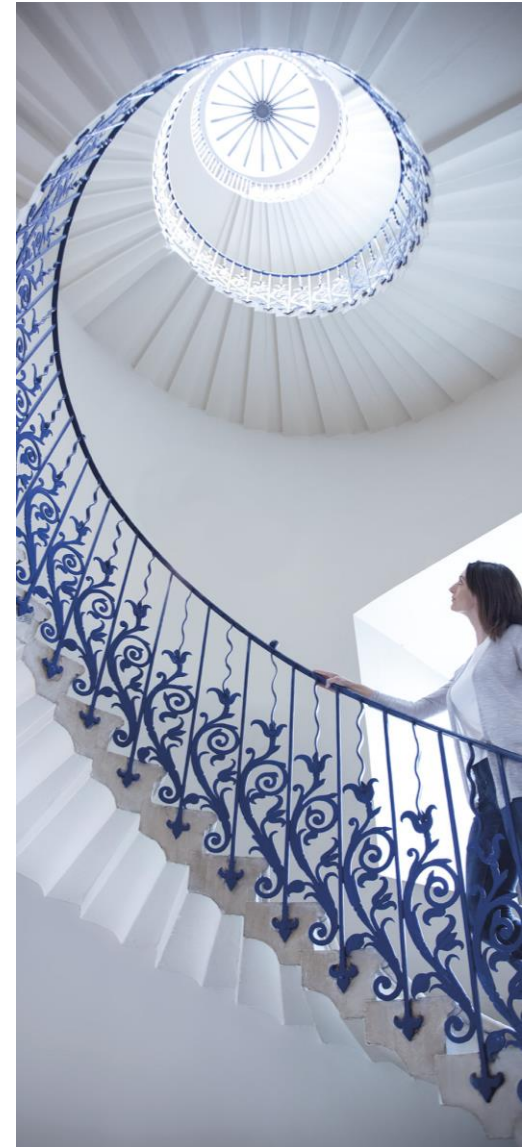
# INTRODUCTION

This **Destination Management Plan** (DMP) sets out our collective priorities for the next five years. It is a working document, capable of evolving as opportunities arise, circumstances change, and the financial and operating environment fluctuates. It also contains credible methods for measuring its success, so that activities can be refined and resources refocused as appropriate to achieve Greenwich's objectives

Some of the **core objectives** from the previous DMP remain key, but strengthened by new priorities that reflect the very different world that we are now in, recovering from the disastrous impacts of Covid-19 and emerging from lockdown even more aware of climate change and the need to develop "good tourism growth."

The worldwide pandemic affected all aspects of life – and as such on tourism – when globally we all had to stay indoors. Our local residents became our most important target audience, and we lost our high spending international markets. Maintaining our local loyal visitors as well as attracting international visitors to return is paramount in our ongoing activities to grow our visitor levels back to at least pre-pandemic levels. Also vital is to **recover and grow in a sustainable way** and to support local businesses and communities.

Tourism doesn't just provide benefits for our visitors, it has to provide benefits to Greenwich as a whole. Through enhanced local services, better transport, jobs, and revenue for our local businesses. The DMP is focused on getting the right balance for visitors and locals.





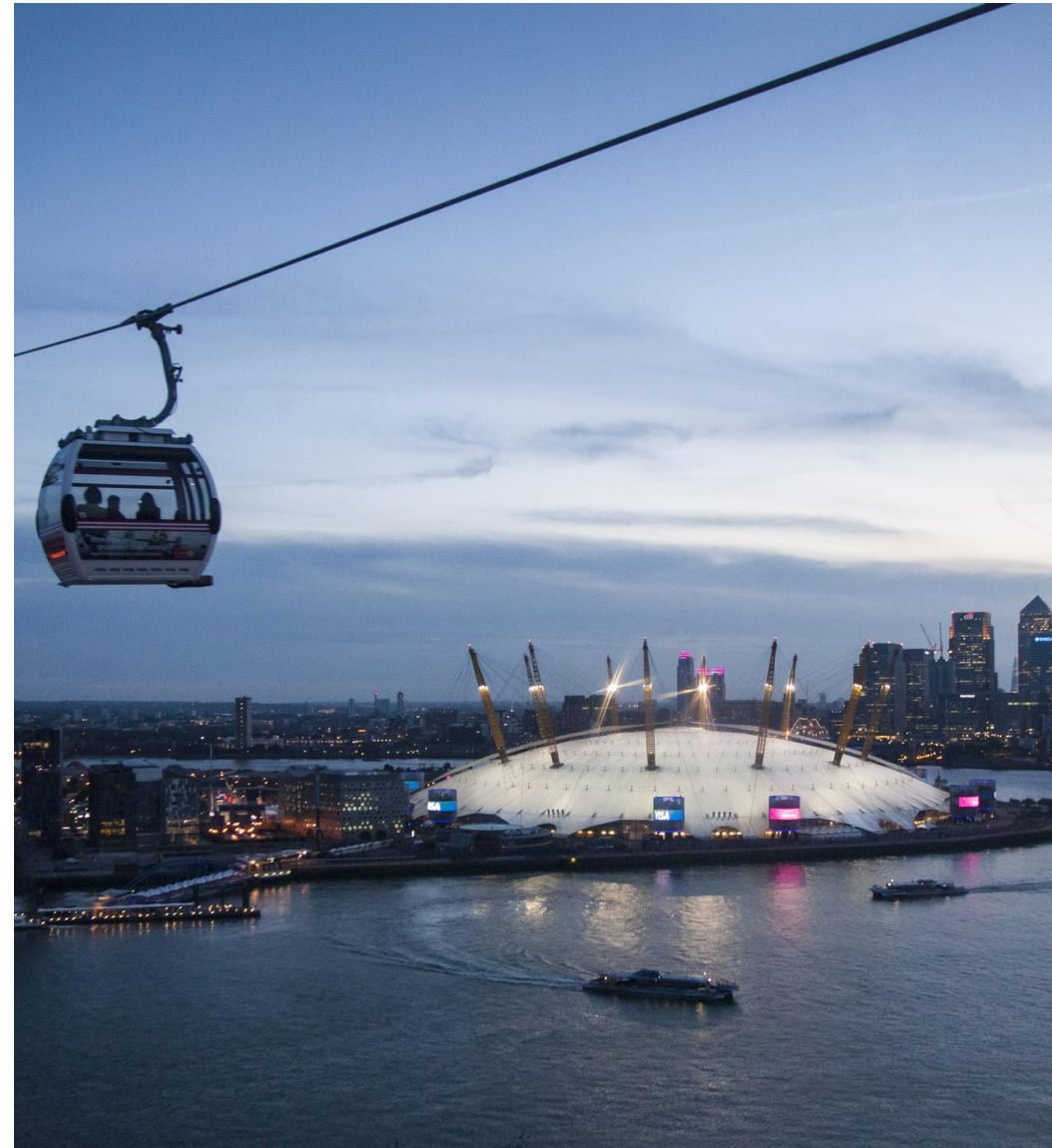
# WHAT IS DESTINATION MANAGEMENT?

A Destination Management Plan (DMP) is a roadmap that outlines a clear direction for a destination to take in growing its visitor economy. It should address all elements that affect the destination and its potential, from planning, product development and infrastructure to skills, image and marketing.

VisitEngland has defined destination management and a DMP as:

**Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.**

A DMP is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.





## **EXECUTIVE SUMMARY: DMP STRUCTURE**

We have designed our DMP from a customer perspective – the visitor journey. It examines each stage of the visitor journey to lay out key priorities and actions that are needed to manage and develop the destination as well as influence the visitor experience.

- 1. Stimulating, planning, anticipation**
- 2. Managing the booking process**
- 3. Managing access to the destination**
- 4. Managing the destination experience**
- 5. Managing the visitor exit**
- 6. Managing the visitor memory**





# OBJECTIVES

1.

## RECOVER

to pre-pandemic levels by 2024/25 – £1.5bn spend, 17,000 jobs.

2.

## ENSURE

that our tourism growth is sustainable, and benefits are spread across the Borough.

3.

## POSITION

Greenwich Waterfront as our number one place-shaping priority.

4.

## DEMONSTRATE

the value and opportunities that our visitor economy presents to local people, businesses and communities – £1.7bn spend, supporting 18,000 jobs by 2028.

5.

## BUILD

the Greenwich brand around “heritage, culture and entertainment” and focus on projecting “an eventful destination”.



# LONDON CONTEXT

As a key destination within London experience, it is important that the Greenwich DMP aligns with the overall tourism strategy for London.

London & Partners' London 2030 Tourism Vision:

**“London will be a brilliant experience for visitors and Londoners alike. To experience London will be to feel our values and to live our brand – it is at the heart of who we are as a city.”**

Four key pillars to underpin **experience**:

## **1. Managing the destination**

Expand the offer, improve data sharing and visitor knowledge.

## **2. Maximising the impact for Londoners**

How our industry drives positive change for London and Londoners.

## **3. Leading in sustainability**

How tourism plays its part in supporting London and the UK's goals.

## **4. Redefining its measure of success**

Measuring the impact and shaping future growth.

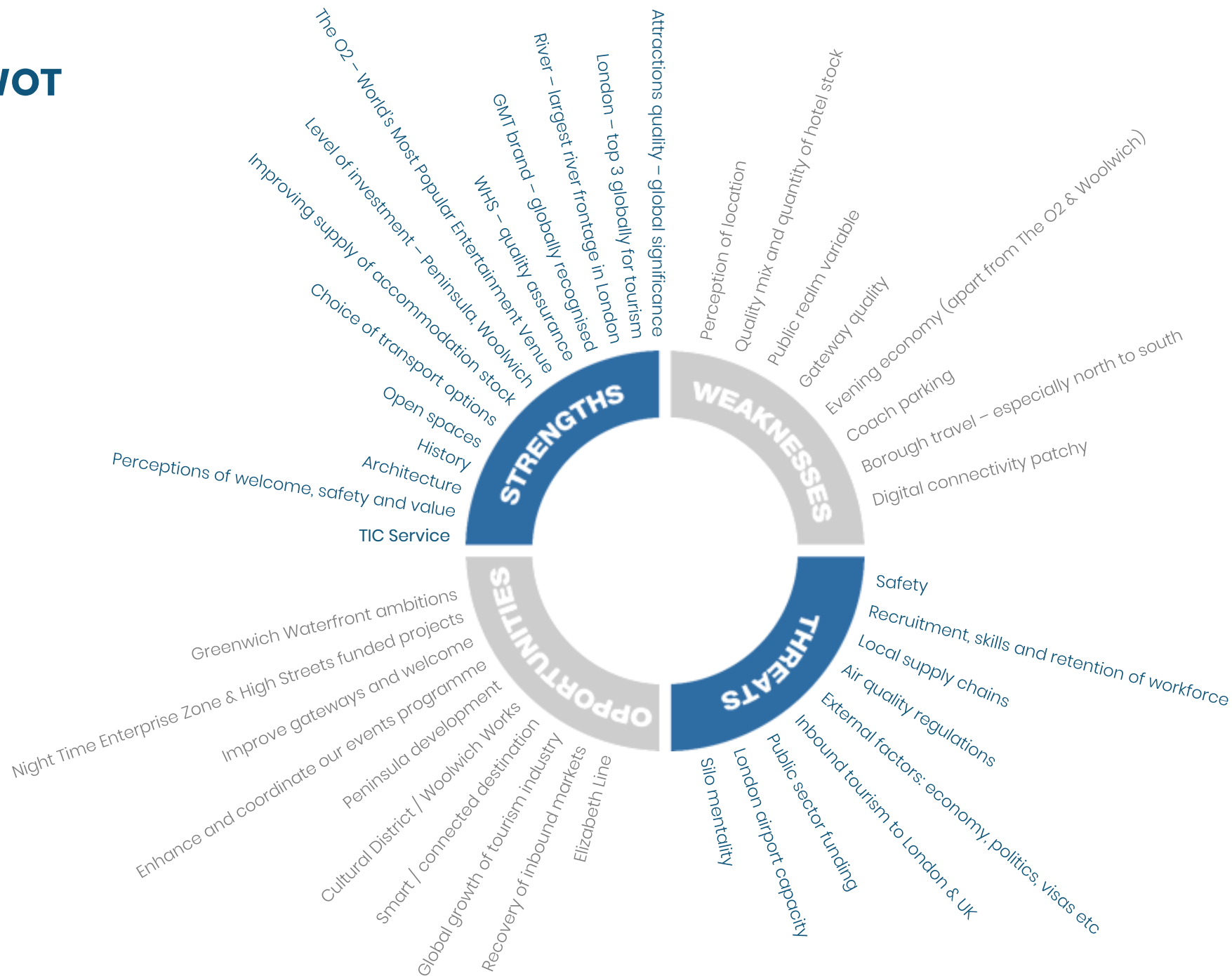
Read the full London 2030 Tourism Vision [here](#).



# SWOT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Attractions quality – global significance	Perception of location	Greenwich Waterfront ambitions	Safety
London – top 3 globally for tourism	Quality mix and quantity of hotel stock esp. for travel trade/groups	Night Time Enterprise Zone and High Streets funded projects (HSFA, HSHAZ)	Recruitment, skills and retention of workforce
River – largest river frontage in London	Public realm variable	Improve gateways and welcome	Local supply chains
Greenwich Mean Time (GMT) brand – globally recognised	Gateway quality	Elizabeth Line	Air quality regulations
World Heritage Site (WHS) – quality assurance	Evening economy (apart from The O2 and Woolwich)	Peninsula development	External factors – economy, politics, visas etc
The O2 – world's No1 entertainment venue, day and evening offer	Coach parking	Cultural District / Woolwich Works	Inbound tourism to London and UK
Level of investment – Peninsula, Woolwich	Borough travel – esp. north to south	Enhance and co-ordinate our events programme	Public sector funding
Improving supply of accommodation stock	Digital connectivity patchy	Smart/ connected destination	London airport capacity
Choice of transport options		Working with neighbouring areas and businesses	Silo mentality
Open spaces		Global growth of tourism industry	
History		Recovery of inbound markets, esp. USA	
Architecture			
Perceptions of welcome, safety and value			
TIC service			

# SWOT





# TARGET MARKETS

1.

## LOCAL PEOPLE

People that live, work  
and learn in the Borough

2.

## LONDONERS

Pre-nesters & Families

3.

## SOUTH-EAST ENGLAND

Pre-nesters & Families

4.

## REST OF THE UK

Aspirational Family Fun,  
Country Loving Traditionalists,  
Free & Easy Mini Breakers

5.

## NORTH AMERICA

Experience Seekers

6.

## WESTERN EUROPE

France, Germany, Spain  
Experience Seekers



# STRATEGIC PROGRAMMES

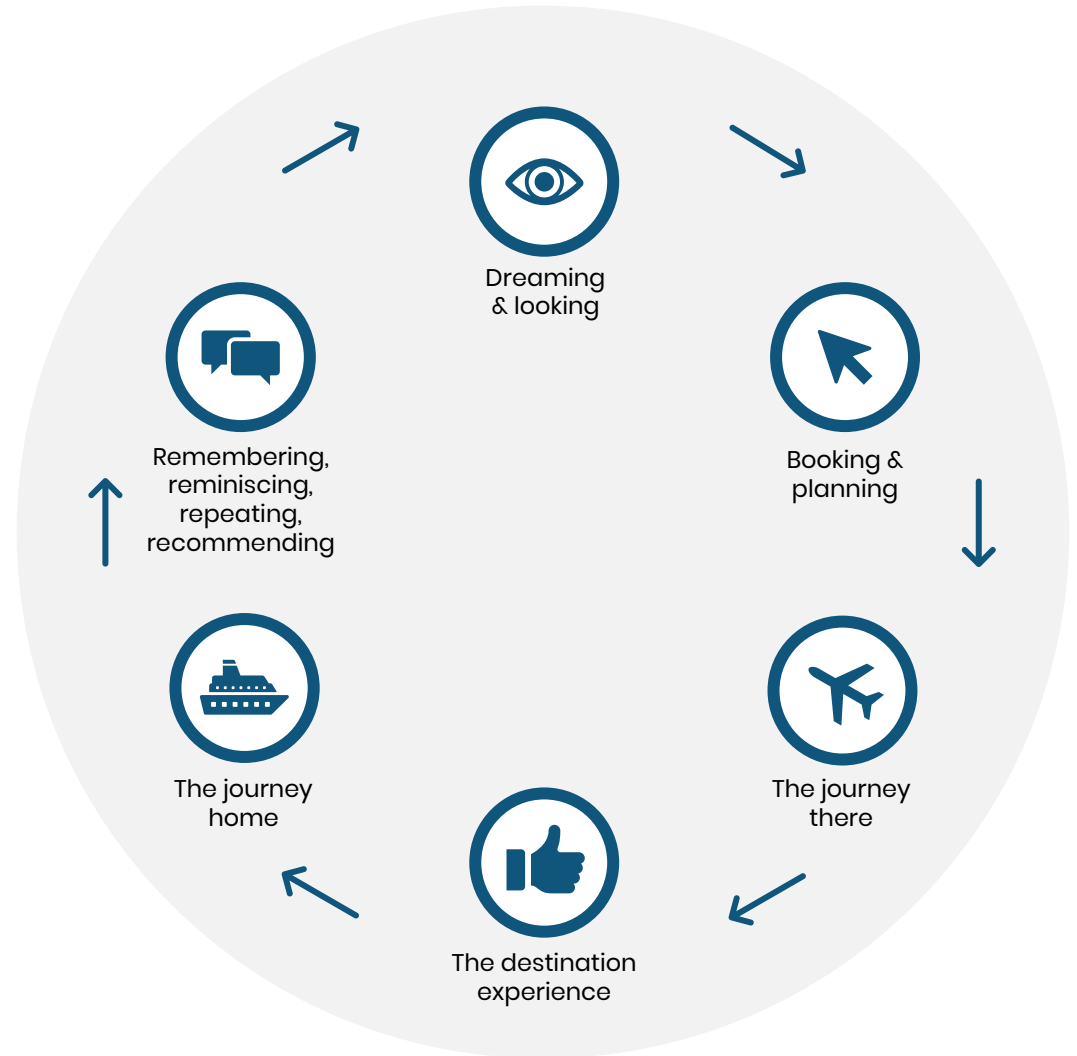


# STRATEGIC PROGRAMMES

We will manage and enhance the visitor experience at every touch point on the visitor journey.

1. Inspiration, planning information, building anticipation
2. Planning and booking
3. Getting here: ease of travel and accessibility
4. Managing the destination experience (on visit - sense of arrival, public realm, customer care, place shaping)
5. The journey home (managing the exit, ensuring the visitor goodbye is as good as the welcome and sense of arrival)
6. Managing the visitor memory (encouraging reviews, repeat visits)

Traditional destination management categories of place shaping, sustainability, accessibility, marketing, employment and training and so on will factor into each of the above.





## **INSPIRATION, PLANNING & ANTICIPATION**

We will continue to promote Greenwich as a “must-visit” destination in London. Visitors have not ‘done’ London until they’ve visited Greenwich.

In a world where people plan less and often arrive in the destination without up-to-date information about the breadth of offer, the priority is to position Greenwich as a city break destination in its own right, of at least a two- to three- day visit, and be a high quality, great value and alternative base for a break in the capital.

### **PRIORITIES**

- Focus on our four core visitor areas: Maritime Greenwich/WHs, Peninsula, Woolwich and rest of Borough
- Build our brand and raise our profile in UK and internationally.
- Develop the evening economy in Maritime Greenwich and Woolwich.
- Grow our local, loyal, repeat visitor market.
- Showcase the range of experiences to extend the visitor stay.



# 1. PRIORITIES: INSPIRATION, PLANNING AND ANTICIPATION

WORKING TOWARDS OBJECTIVES: 1, 2, 3, 5

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Focus on our four core visitor areas: WHS, Peninsula, Woolwich and rest of Borough.	<ul style="list-style-type: none"> <li>VG website and social channels</li> <li>Marketing toolkit with up to date images and sample copy to give partners confidence to promote the destination on their channels</li> <li>Bookable itineraries to showcase the range of experiences</li> </ul>	VG VG/MSG  VG/MSG/VGP	Low	Short
Build our brand and raise our profile in UK and internationally.	<ul style="list-style-type: none"> <li>Annual destination marketing campaign targeting key target markets – consumer and travel trade</li> <li>Support our partners' marketing work</li> </ul>	Marketing Steering Group	Medium	Short
Develop the evening economy in Maritime Greenwich and Woolwich.	<ul style="list-style-type: none"> <li>Greenwich town centre/WHS – legacy of High Streets For All project</li> <li>Woolwich Night Time Enterprise Zone</li> </ul>	WHS Events Strategy Group Woolwich NTEZ Group	Medium	Long
Grow our local, loyal, repeat visitor market.	<ul style="list-style-type: none"> <li>Enjoy Royal Greenwich website</li> <li>Greenwich One Card/ RBG channels</li> </ul>	RBG/VG	Low	Medium
Showcase the range of experiences to extend the visitor stay.	<ul style="list-style-type: none"> <li>Create a range of stories and itineraries, by duration and theme</li> <li>Use digital/social media to reach younger audiences</li> </ul>	VG	Low	Short



## 2 PLANNING & BOOKING

It is important that once potential visitors are inspired to want to visit Greenwich that we make it easy to do so. This will be done in four ways:

- Ensuring that the Visit Greenwich website continues to promote bookable products. We now have over 50 bookable products on our site.
- Work with the travel trade to ensure there are more bookable packages available in the B2B space.
- Support our partners (especially SMEs) to ensure they are using technology to the best level and that their channels are best practice
- Provide inspiration/ideas/itineraries showing how travel to Greenwich and within is part of an incredible experience.

### PRIORITIES

- Make the booking process easier
- Communicate the full Greenwich offer to allow people to plan and book for a longer, fuller visit.
- Audit/Benchmark our partners' booking channels



## 2. PRIORITIES: PLANNING AND BOOKING

WORKING TOWARDS OBJECTIVES: 1, 2, 4

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Make the booking process simpler	<ul style="list-style-type: none"> <li>Promote bookability on VG website</li> <li>Partner booking channels and OTAs</li> <li>Create bookable packages/bundles</li> <li>Work with travel trade</li> <li>TIC for pre and on visit</li> </ul>	Marketing Steering Group Travel Trade Group	Low	Short to Medium
Communicate the full Greenwich offer to allow people to plan and book for a longer, fuller visit	<ul style="list-style-type: none"> <li>Itineraries</li> <li>Develop a form of Greenwich 'pass' giving entry to a number of attractions/experiences which gives added value or discount.</li> </ul>	Marketing Steering Group Travel Trade Group	Low	Short
Audit/ Benchmark our Partners' booking channels	<ul style="list-style-type: none"> <li>Use Simpleview's new website audit tool</li> <li>Create a range of student placement projects</li> </ul>	VG/ UoG	Low	Short

## 3 GETTING HERE: EASE OF TRAVEL & ACCESSIBILITY

We will promote the best and most sustainable ways to get to Greenwich and move around the area.

Our communications will give visitors confidence to choose from the variety of travel options for getting to Greenwich and want to explore further.

When visitors arrive, we want them to feel they have arrived in a welcoming, safe and enjoyable destination.

### PRIORITIES

- Improving the physical infrastructure at key gateways
- Enhancing the sense of arrival, welcome messaging and wayfinding.
- Provide better communication about getting to Greenwich and the destinations within it



### 3. PRIORITIES: EASE OF TRAVEL & ACCESSIBILITY

WORKING TOWARDS OBJECTIVES: 2, 3, 5

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Gateways - infrastructure	<ul style="list-style-type: none"><li>Lobbying RBG and TfL</li></ul>	Greenwich Waterfront / VG / WHS/ RBG	High	Long
Gateways – messaging <ul style="list-style-type: none"><li>Cutty Sark DLR</li><li>Piers</li></ul>	<ul style="list-style-type: none"><li>Works with TfL</li></ul>	WHS / VG / TfL	High	Long
Greenwich Waterfront	<ul style="list-style-type: none"><li>Lobbying RBG / PLA / TfL</li></ul>	Greenwich Waterfront / VG / RBG	Medium	Long



# 4 MANAGING THE DESTINATION EXPERIENCE

Once in destination, whether the visit starts at Greenwich, Greenwich Peninsula, Woolwich or Eltham, the experience starts with the welcome. We will work with stakeholders and partners to enhance the quality of welcome, especially at key gateways. We will support partners in their quest to improve their products and services, including developments such as the ambitious Royal Observatory project.

We will provide visitors with clear and helpful information and inspiration to visit responsibly, get the most out of their visit, and have an experience they will remember, want to talk about and come back again.

From the host destination perspective, we will ensure that local people and businesses are connected and empowered to benefit.

## PRIORITIES

- Build on the Greenwich Welcome
- Greenwich Waterfront
- Improve visitor flows and town centre experience in the WHS
- Support major developments that benefit the destination experience
- Greenwich Peninsula visitor management/ wayfinding
- Enhance the Woolwich offer
- Build a sustainable destination
- Build an eventful destination



## 4. PRIORITIES: MANAGING THE DESTINATION EXPERIENCE

WORKING TOWARDS OBJECTIVES: 1, 2, 3, 4, 5

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Build on the Greenwich Welcome	<ul style="list-style-type: none"> <li>Upskilling skills and attracting quality recruits</li> <li>TIC – information, advice and tickets</li> <li>Gateway messaging</li> <li>Benchmarking</li> </ul>	Skills Group	High	Long
Connect the core riverside areas in an enjoyable way: Greenwich Waterfront	<ul style="list-style-type: none"> <li>Better cycling, walking, public realm</li> </ul>	RBG	High	Long
Improve visitor flows and town centre experience in the WHS	<ul style="list-style-type: none"> <li>Open up the grand axis</li> <li>Town centre gyratory redesign</li> <li>Royal Observatory development</li> </ul>	ORNC / RMG / WHS / RBG WHS / RBG RMG	High	Long
Support the visitor management objectives at Greenwich Peninsula	<ul style="list-style-type: none"> <li>KD and AEG master plans</li> </ul>	Knight Dragon / AEG	High	Long
Enhance the Woolwich offer	<ul style="list-style-type: none"> <li>Connect the cultural offer in the Royal Arsenal with the town centre</li> <li>Improve the high street and night time offer</li> </ul>	RBG / Woolwich NTEZ	High	Long
Building a sustainable destination	<ul style="list-style-type: none"> <li>Greener Greenwich</li> <li>Local recruitment and supplies procurement</li> <li>TfL cycling stations</li> </ul>	RBG / Anchored in Greenwich Skills group TfL / RBG	High	Long
Build an eventful destination	<ul style="list-style-type: none"> <li>Encourage new events to fill gaps in the calendar</li> <li>Co-ordinate and promote our whole events offer as a series</li> </ul>	VG / Events Strategy Group	Low	Medium

## 5 THE JOURNEY HOME: MANAGING THE VISITOR EXIT

It's important that we make it easy for our visitors to return home and in a way that provides a positive and lasting memory.

A substantial amount of effort is given to providing an excellent welcome and sense of arrival, and we will give equal attention to how the destination says goodbye to departing visitors as this is an opportunity to build our brand, encourage positive word spread and repeat visits.

With regard to physical infrastructure, we will work to make the exit route back to stations and piers as easy as coming in. We will communicate messages that encourage visitors to leave on a high note and want to come back soon.

### PRIORITIES

- Provide visitors with up-to-date information on best travel routes available
- Ensure staying visitors have a positive “check out” experience



## 5. PRIORITIES: THE JOURNEY HOME: MANAGING THE VISITOR EXIT

WORKING TOWARDS OBJECTIVES: 1, 2, 5

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Provide visitors with up to date information on best travel routes available	<ul style="list-style-type: none"><li>• Marketing toolkit</li><li>• Social media</li></ul>	VG / Marketing Steering Group / travel partners	Low	Short
Ensure staying visitors have a positive “check out” experience	<ul style="list-style-type: none"><li>• Benchmarking</li></ul>	VG / Hotels Group	Low	Short
Provide visitors with up to date information on best travel routes available	<ul style="list-style-type: none"><li>• Marketing toolkit</li><li>• Social media</li></ul>	VG / Marketing Steering Group / travel partners	Low	Short



## **MANAGING THE VISITOR MEMORY**

It is particularly important these days to make it easy (and fun) for our visitors to share their amazing experiences.

The destination has so many iconic views and vistas that visitors want to take photos of. We will capitalise on this by providing free 'Visit Greenwich' frames and encourage sharing.

Returning visitors will help us build a more experienced visitor knowledge base and share experiences that represent the real and full Greenwich offer.

We will create a new 'Greenwich Goodbye' toolkit and campaign that targets visitors immediately following their visit, to encourage sharing of experiences, positive reviews and inspiration to plan for repeat visits and use word of mouth recommendations to generate visits.

### **PRIORITIES**

- Encourage more User Generated Content and create "official" opportunities
- Encourage reviews
- Growing the number of repeat visits and enhancing visitors' awareness and knowledge



## 6. PRIORITIES: MANAGING THE VISITOR MEMORY

WORKING TOWARDS OBJECTIVES: 1, 2, 3, 5

PRIORITIES	HOW	LEAD ORGANISATIONS/ GROUPS	RESOURCE	TIME
Encourage more UGC	<ul style="list-style-type: none"> <li>Create new official Photo-points</li> <li>Digital frames and filters – free resource for visitors</li> </ul>	VG / TIC	Medium	Medium
Encourage reviews and word of mouth	<ul style="list-style-type: none"> <li>More engagement with TripAdvisor</li> <li>Increasing engagement and shares on social media</li> </ul>	VG	Low	Short
Growing the number of repeat visits and enhancing visitors' awareness and knowledge	<ul style="list-style-type: none"> <li>Create a "Greenwich Goodbye" toolkit and partner campaign</li> <li>Hotel checkout / concierge</li> <li>Regular re-targeting</li> </ul>	VG / Marketing Steering Group	Low	Short



A woman with blonde hair, wearing a black dress and a white top, stands in the center of a grand, ornate hall. The hall features tall, arched windows on both sides, allowing natural light to illuminate the space. The ceiling is covered in a large, detailed fresco depicting various figures and scenes. The architecture is classical, with columns and decorative moldings. The overall atmosphere is one of grandeur and historical significance.

# EXECUTIVE ROLES & RESPONSIBILITIES





## VISIT GREENWICH EXECUTIVE ROLES & RESPONSIBILITIES

Since its formation in 2014, Visit Greenwich's primary role is to lead the delivery of the Destination Management Plan influencing and engaging with stakeholders and partners and developing a 'destination first' mindset.

**Visit Greenwich will focus on 6 areas of delivery. They include:**

1. Destination Marketing – inspiring people to visit
2. Visitor Services – creating a great welcome
3. Place Shaping – lobbying / fund raising / voice
4. Business Support – helping our partners to perform better
5. Intelligence – monitoring and measuring every aspect of our visitor economy
6. Skills – active brokerage between our employers and our skills providers

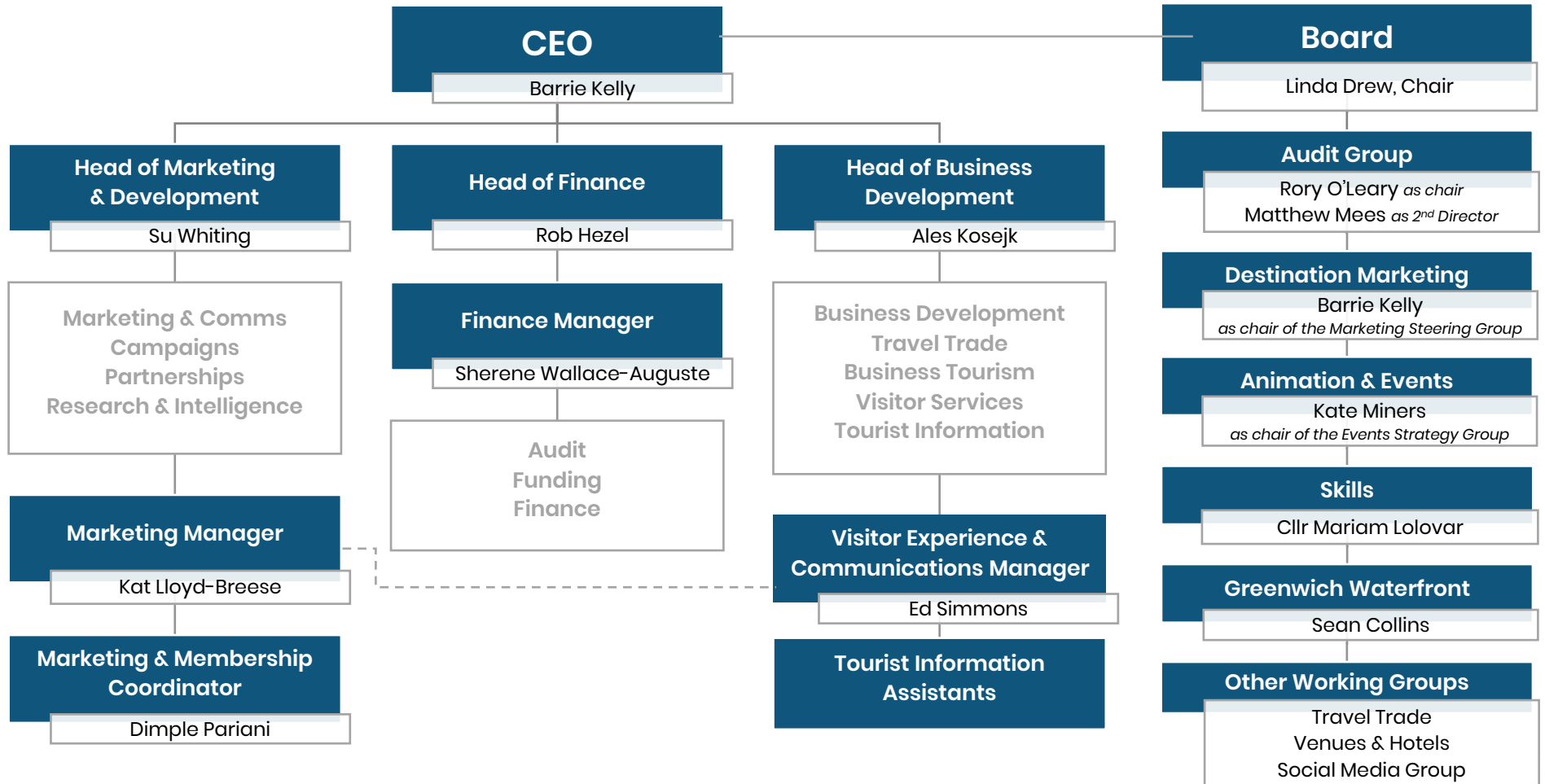


# GOVERNANCE AND STRUCTURES

Our Board directorship will continue to represent the key tourism delivery bodies across the Royal Borough at the highest level.

NAME	ROLE	ORGANISATION
Linda Drew	Chair	Visit Greenwich
Barrie Kelly	Chief Executive	Visit Greenwich
Sean Collins	Chief Executive Officer	Uber Boat by Thames Clippers
Steve Sayer	Vice President and General Manager	AEG / The O2
Paddy Rodgers	Director	Royal Museums Greenwich
Matthew Mees	Chief Executive	Greenwich Foundation for the Old Royal Naval College
Cllr Jo van den Broek	Councillor	Royal Borough of Greenwich
Cllr Dave Sullivan	Councillor	Royal Borough of Greenwich
Rory O’Leary	General Manager	DoubleTree by Hilton London Greenwich
Heidi King	Director of Communications and Recruitment	University of Greenwich
Neil Coates	Deputy Principal	London South East Colleges
Deirdre Mills	Director	Greenwich Hospital
Danny Price	General Manager – Sponsored Services	Transport for London (TfL)

# ORGANISATIONAL STRUCTURE



# KPIs

INPUTS	OUTPUTS	OUTCOMES
Campaign reach Social media Website Partner audits	<ul style="list-style-type: none"> <li>Digital reach</li> <li>Engagements</li> <li>Conversion to visits</li> </ul>	<ul style="list-style-type: none"> <li>Increased spend in the local economy</li> <li>Increased revenue to local businesses, leading to growth and recruitment of more staff</li> <li>Local engagement / spreading the benefits to local businesses</li> </ul>
Improved welcome and public realm, experiences, place shaping	<ul style="list-style-type: none"> <li>Improved visitor experience, increased positive reviews</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>
Encouraging visitor reviews	<ul style="list-style-type: none"> <li>Increased word of mouth, raised awareness</li> </ul>	<ul style="list-style-type: none"> <li>Increase in repeat visits</li> </ul>
Entering appropriate industry awards	<ul style="list-style-type: none"> <li>Industry recognition</li> </ul>	<ul style="list-style-type: none"> <li>Higher profile and reputation of VG/ partners and the destination</li> </ul>
Business's supported	<ul style="list-style-type: none"> <li>VG membership</li> </ul>	<ul style="list-style-type: none"> <li>Business confidence</li> </ul>
Working groups supported	<ul style="list-style-type: none"> <li>VG membership</li> <li>Local employment and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Business confidence</li> <li>Spread of benefits for locals and communities</li> </ul>

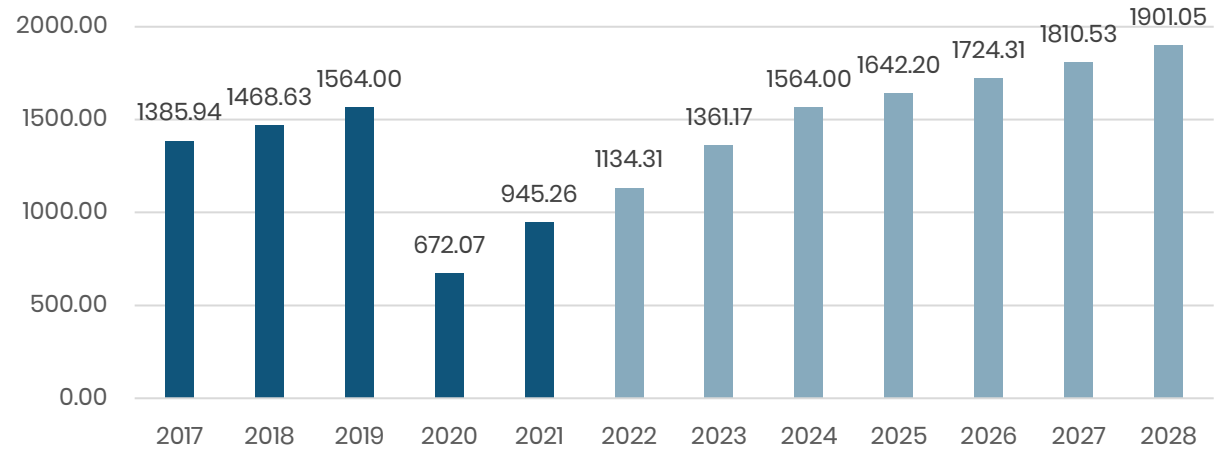
## KPIs

### Destination annual value and volume

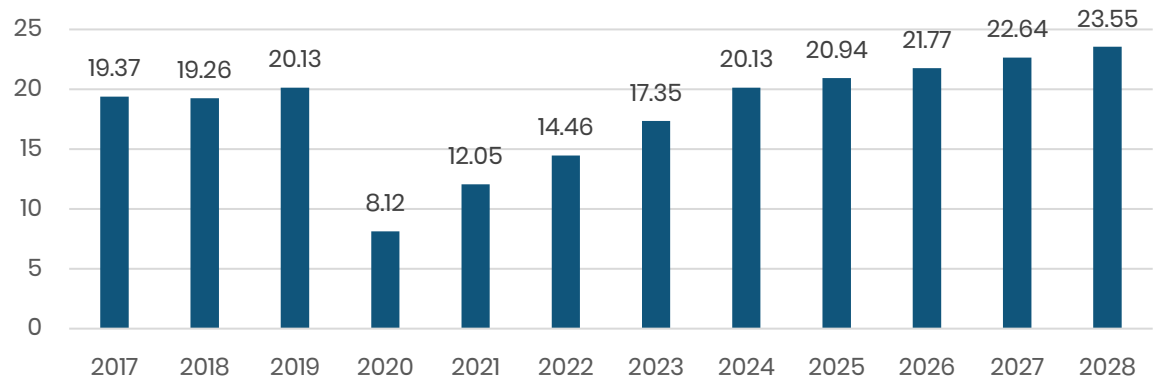
Pre-pandemic, Greenwich attracted 20.13 million visitors each year, spending £1.56 billion (STEAM 2019). In 2021, Greenwich began to see recovery, attracting 12.05 million visitors (48% increase on 2020).

We have the objective to recover to 2019 levels by 2024, in line with VisitBritain forecasts.

Economic impact £m  
Actuals to 2021. Projection 2022 to 2028



Visitor numbers ('000)  
Actuals to 2021. Projection 2022 to 2028





# VALUE OF THE GREENWICH VISITOR ECONOMY

	2019 PRE-PANDEMIC	2021	2022	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	◀ PROJECTION ▶						
REVENUE (£m)									
Revenue-Direct	1,057.17	634.59	819.23	942.11	1,083.43	1,137.60	1,194.48	1,254.20	1,316.92
Revenue-Indirect	513.83	310.67	409.61	471.05	541.71	568.80	597.23	627.10	658.45
Total Revenue - Direct + Indirect	1,564.00	945.26	1,228.84	1,413.16	1,625.14	1,706.40	1,791.71	1,881.30	1,975.37
JOBS									
Jobs-Direct	11,622	6,826	7,875	9,450	11,340	11,567	11,799	12,035	12,275
Jobs-Indirect	5,157	3,019	3,938	4,725	5,670	5,784	5,899	6,017	6,138
Total Jobs - Direct + Indirect	16,780	9,844	11,813	14,175	17,010	17,351	17,698	18,052	18,413

Source: Greenwich STEAM 2021. Direct plus indirect impact. Historic prices.

# VISIT GREENWICH CORPORATE TARGETS

	2023/24	2024/25	2025/26	2026/27	2027/28
COMMERCIAL PARTNERS	120	140	150	150	150
MARKETING ROI	>30:1	>30:1	>30:1	>30:1	>30:1
TIC REACH / ROI	300,000 / >20:1	400,000 / >20:1	450,000 / >20:1	500,000 / >20:1	500,000 / >20:1
ONLINE REACH	2.4m	2.5m	2.6m	2.7m	2.8m
SOCIAL MEDIA REACH	35k	40k	45k	50k	55k

# VISIT GREENWICH BUDGET

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>INCOME (£,000)</b>					
<b>RBG</b>	160	160	160	160	160
<b>COMMERCIAL</b>	200	210	221	232	243
<b>TIC</b>	325	341	358	376	395
<b>OTHER</b>	198	208	218	229	241
<b>TOTAL</b>	<b>883</b>	<b>919</b>	<b>957</b>	<b>997</b>	<b>1039</b>
<b>EXPENDITURE (£,000)</b>					
<b>STAFF</b>	375	383	390	398	406
<b>MARKETING</b>	168	176	185	200	216
<b>TIC</b>	287	301	316	332	349
<b>OVERHEADS</b>	58	59	60	62	63
<b>TOTAL</b>	<b>888</b>	<b>919</b>	<b>952</b>	<b>992</b>	<b>1034</b>
<b>SURPLUS (£,000)</b>	-5	0	5	5	5