



Tower Hamlets High Streets & Town Centres Strategy 2017 - 2022



Contents

Foreword by Mayor John Biggs.....	2
Introduction from Cabinet Member for Economic Growth & Skills	3
1. Executive Summary.....	4
2. Challenges & opportunities for high streets & town centres.....	6
3. Linking with the Council's corporate strategies.....	8
4. Methodology to inform the development of the strategy.....	10
5. Proposed strategy for High Streets & Town Centres.....	11
6. Tracking and monitoring improvement plans.....	19
7. Reviewing Canary Wharf – a Major Centre.....	21
8. Summary of review of high streets & town centres.....	22
Appendices	
Appendix 1 – Ranking of performance indicators.....	51
Appendix 2 – Definition of rankings for town centre performance indicators.....	52
Appendix 3 – Maps of 10 District Centres & 2 Destination High Streets.....	54
Tables	
Table 1 – Key characteristics of local street markets.....	17
Table 2 – Summary of characteristics of key high streets.....	22
Table 3 – Environment and consumer experience.....	36
Table 4 – Overview of licensed premises.....	46

Foreword by Mayor John Biggs

Tower Hamlets is a great place to do business. We have some of London's highest profile businesses located in the City Fringe and Canary Wharf, over 16,000 small businesses and a business start-up rate twice that of London and one of the highest in the UK.

Our high streets and town centres include some of London's destination high streets that attract people across London and tourists into the borough including Columbia Road Flower Market, Brick Lane's curry houses, Bethnal Green's craft beer pubs and night life, Whitechapel's growing transport and civic hub and the rich East End history linked to Chrisp Street and Roman Road.

But our high streets are so much more than just retail centres; they are places for people to meet and destinations for new business opportunities.

Also high streets have been under some pressure in recent years due to property rental and business rates increases and the continuing growth of online retail platforms.

We must ensure that our high streets maintain their resilience in a time of economic change due to Brexit and in response to the needs of our growing local population.

I want Tower Hamlets to be the most enterprising, creative and vibrant place in London, providing opportunity for everyone to meet, socialise and prosper.

We will work with local businesses and residents to strengthen our high streets and support the mainly independent retailers who trade here.

This High Streets & Town Centre Strategy is ambitious and aims to develop ways to improve economic, social and environmental characteristics of our high streets, promote the resilience of businesses and market traders and make our high streets prosperous, safe, clean and popular destinations for residents and visitors.

We as local people should promote our high street. I look forward to working with local businesses and residents to make this vision for our high streets a reality.



Councillor John Biggs, Mayor of Tower Hamlets

Introduction from Cabinet Member for Economic Growth & Skills

I am pleased to introduce Tower Hamlets High Streets & Town Centres Strategy 2017-2022 and share with you the Council's approach to improving the performance and competitiveness of our key local high streets.

The draft strategy was consulted on during 2017/18 and the feedback, comments and ideas shared by Council colleagues, local retailers and market traders, stakeholders, high street partnerships and residents have helped inform this final document.

I believe this strategy puts the Council, our retailers, and traders, in the best position to respond to the many changes faced by high street businesses and market traders today, including the rise in online shopping, competition from larger retail centres and the need to adapt to changing customer tastes, wants and needs.

The strategy provides a clear direction for how the Council will improve the management of our high streets and make the most of opportunities arising from the significant growth in our resident population and the growth of commercial floor space, particular in Canary Wharf, Whitechapel, and Aldgate, which along with Crossrail, the Council's new Civic Centre in Whitechapel and growing visitor numbers is generating more people coming into the borough to work.

These areas of growth are creating new business opportunities for local high street businesses, including traders on our local street markets.

The Council is committed to helping local businesses to adapt and make the most of these changes and also work with local partnerships to maximise opportunities to support local enterprise growth and create new jobs.



Councillor Motin Uz-Zaman,
Cabinet Member for Economic Growth & Skills

1. Executive summary

The High Streets & Town Centres Strategy sets out Tower Hamlets Council's approach to improving the competitiveness of our key local high streets and working with local partnerships to achieve the overall visions for the strategy.

Vision for our High Streets –

By 2022 Tower Hamlets' competitive and dynamic high streets and town centres will be at the heart of the community. They will celebrate our East End heritage, support local economic growth and enhance the health and well-being of people who live in, work in and visit our borough.

Our approach to creating healthy, vibrant and sustainable places on our key local high streets will involve:

- attracting investment into the borough,
- exploiting the success of the borough's street markets,
- supporting enterprise,
- managing the Night Time Economy,
- reducing vacant units

The development of the strategy was led by the Council's High Streets & Town Centres (HS&TC) team with support from consultants, the Association of Town Centre Management (ATCM) and the Retail Group, and joint working with teams across the Council and local stakeholders and partnerships.

Consultants reviewed characteristics of key local high streets using a set of 20 Performance Indicators (PIs), giving each a ranking to provide a baseline against which to measure the impact of improvements as the strategy is implemented.

The review process also considered characteristics of the Night Time Economy (NTE) in Tower Hamlets and how the Late Night Levy, the Council's Best Bar None scheme and improvements to how enforcement is managed can promote a safer night-time economy.

This review process highlighted common areas of improvement needed across key local high streets, which are summarised under five priorities:

- Priority 1: Improve the retail offer on the high street;
- Priority 2: Develop and support local partnerships;
- Priority 3: Improve management of the public realm;
- Priority 4: Improve the management of street markets; and
- Priority 5: Reduce anti-social behaviour on the high street.

The High Streets & Town Centres Strategy sits within a hierarchy of Council strategy documents and supports the delivery of wider priorities and outcomes including: the Community Plan, the Strategic Plan; the Local Plan, the Community Engagement Strategy, the Green Grid and associated Public Health strategies, and the Draft Waste Strategy.

The review of our key local high streets highlighted characteristics that are particular to Tower Hamlets. 90-100% of high streets businesses are independent businesses and there is a limited presence of national supermarkets and retailers on our high streets.

Tower Hamlets key local high streets includes 9 designated district town centres and 2 destination high streets, which also host 9 street markets. Of these 9 street markets, 7 supplement the retail offer in shops and 2 are key footfall drivers supporting the visitor economy on their high street.

There are improvements needed to our key high streets, including to the overall appeal, operation and offer on our streets markets.

Taking an evidence-based approach to informing the offer on our high streets, including on our street markets, will ensure our high street offer meets current and future customer needs and enterprise growth is also supported.

~~Also~~ Combining the physical high street offer with an online presence will enable businesses including market traders to reach more customers and support place promotion, which in turn will encourage footfall.

Supporting local partnerships, including current and new residents and business networks, will help identify opportunities to meet local needs, promote health & wellbeing and pride in local places and foster a sense of community.

The strategy sets out how the Council will work with current and emerging local high street partnerships to develop detailed actions plans, taking into account the different needs of residents, retailers, market traders and visitors, and implement improvements.

The implementation of the strategy from 2017-2022 will be managed by the Council's High Street & Town Centres team working with a range of Council Services responsible for aspects of our high streets, and also with local partnerships and stakeholders.

Each year the HS&TC team will review the performance indicators and use evidence to track and monitor improvements in the ranking of each indicator.

2. Challenges and opportunities for high streets & town centres

Our high streets face challenges including changes in shopping patterns, competition from destinations such as Westfield Stratford City and Canary Wharf, and the growth in online retail.

A number of high profile research reports, such as the Portas Review and the Grimsey Review, describe a range of challenges facing high streets across the UK, and highlight that their ability to adapt is essential to their survival.

National challenges notwithstanding, there are some local changes that will create new opportunities for our high street businesses and market traders.

Local growth characteristics

Tower Hamlets' population has grown significantly in recent years, and is expected to grow by another 17%, to 371,000 by 2029. Many new housing developments in Tower Hamlets are located near our key local high streets: Whitechapel, Brick Lane, Middlesex Street, Bethnal Green and Chrisp Street, and will increase the customer base in these areas.

Tower Hamlets has 200K jobs (5% of London's total employment) with a concentration of jobs in Canary Wharf. Development planned in Canary Wharf and in Aldgate and Whitechapel, will offer new job opportunities for local residents and also bring more people into the borough to work.

In Whitechapel the opening of Crossrail in 2019, together with the relocation of the Town Hall in 2022, will substantially increase footfall on the high street.

Tower Hamlets is home to the Tower of London, which attracts over 2.8M visitors per year, while Whitechapel Gallery, the V&A Children's Museum in Bethnal Green and Truman Brewery in Brick Lane also draw increasing numbers of people. These destinations, along with new hotels and AirBnB trends in the borough, the 2nd highest concentration in London after Westminster, are strong indications of a growing local visitor economy.

Opportunities to adapt the high street offer

Tower Hamlets high street retail offer has some unique characteristics, including a high percentage of independent retailers relatively few chains and a distinct street market offer.

Another characteristic of our high streets is the declining occupancy rates on some of our street markets; reflecting a static offer that has failed to respond to changing shopping tastes and also newer residents and visitors.

Interviews and surveys were carried out with existing and potential customers around Petticoat Lane Market, as part of the process of developing improvement plans for this destination high street.

The result of this work highlights unmet customer needs and opportunities for traders and retailers to adapt their offer to attract more office workers in the Aldgate area and also meet the needs of local residents.

This evidence-based approach, and sharing market intelligence with businesses, will inform the development of improvement plans for each of our key high streets and also help curate the offer on each street market.

Joint working with Queen Mary University in Mile End and working with the local community will create a new route between their campus and Roman Road West town centre via Meath Gardens; enabling the relaunch of the market on the square and for local shops to reach more customers.

Also engagement with Cass University, workspace providers and other stakeholders, highlights interest among local designer/makers in having a presence on street markets to test trade, start-up and grow their business.

Sharing this market information with local entrepreneurs, including market traders, helps them consider how to adapt their offer, improve their competitiveness and in-turn help our high street adapt.

Making the most of digital tools

Modern businesses use online platforms to publicise their offer and engage with customers enabling them to like, share and recommend their products or services. However, many high street businesses in Tower Hamlets do not have an online presence. The highest percentage of businesses with a website is about 50%, on Brick Lane, up to 30% of other high streets businesses and <10% of market traders.

Click-and-collect, online booking and ordering deliveries are key to how people buy today. Platforms such as eBay, Just Eat and Treatwell generate sales for high street businesses. However, Tower Hamlets online retail presence is low: in 2017 only 20% of local food businesses were on Just Eat.

The Council aims to create a free public space Wi-Fi network to help improve digital access and the competitiveness of local high streets. The Council is also launching an electronic system to take market pitch fee payments and track occupancy, helping improve the management of our street markets.

Tackling crime and ASB

Anti-social Behaviour (ASB) and crime are challenges for our town centres, with aggressive begging, alcohol issues, drug dealing and assault being particular concerns. A significant amount of ASB is driven by the borough's night-time economy, particularly in the west of the borough.

There is a CCTV strategy in development and a review of how enforcement is managed by the Council to improve how crime and ASB is managed.

3. Linking with the Council's corporate strategies

The High Streets & Town Centres Strategy (2017-2022) sits within a hierarchy of strategy documents and follows a 'golden thread' set out in these documents.

The following information summarises the links between the priorities set out in the corporate family of strategic documents and priorities set out in the High Street & Town Centres Strategy:

The Council's **Community Plan** provides the long-term vision for the borough, articulating local aspirations and needs. The Community Plan sets out a vision for Tower Hamlets Town Centres -

'By 2025 Tower Hamlets will be refocusing on its Town Centres, ensuring they are places at the heart of civic life, which are vibrant, inclusive and accessible. The role of each town centre will differ, in order to serve all members of the community, according to character and function. Each Town Centre will form part of a rejuvenated, interconnected network of hubs for shopping, leisure, civic and associated housing uses'.

The Community Plan recognises that Tower Hamlets is a 'community of communities' and reflects the aspiration of 'One Tower Hamlets', to reduce inequality and poverty, strengthen cohesion, ensure that communities live well together and recognises that the whole community has a part to play in making this a reality.

The Community Plan highlights that vibrant Town Centres are a key priority and that concerns regarding access, service provision and issues of social cohesion should be addressed. The High Street & Town Centres Strategy 2017-2022 expands on these priorities and actions to support social inclusion.

The Strategic Plan (2018-2021) sets out corporate priorities and outcomes to be achieved by the Council, with measures to monitor and track outcomes. The following priorities will be supported in the High Streets & Town Centres Strategy.

Priority 1 – People are aspirational, independent and have equal access to opportunities.

Priority 2 – A borough that our residents are proud of and love to live in.

Priority 3 – A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of the borough.

The Tower Hamlets Local Plan has been developed in conjunction with the National Planning Policy Framework (NPPF) (2012) and the London Plan (2016). The plan, which is due to be adopted in 2019, contains a number of themes and planning policies that feed into the High Streets & Town Centres Strategy including:

- Enhancing the vitality and viability of our High Streets & Town Centres through the protection of our local retail offer, while also promoting their diversification as hubs for leisure, social and community activities, as well as night time economy uses;
- Provide opportunity for employment growth in High Streets & Town Centres;
- Encourage street markets and promote their role as 'drivers of local enterprise, character and footfall'
- Promote active lifestyles and healthy food choices.
- Town Centres also provide opportunities for supporting temporary / meanwhile uses that help to activate and revitalise vacant high street units.

Under the Local Plan there are service level plans and strategies, which link with into the aims of the strategy. These include:

- **The Community Engagement Strategy (2018-2021)** aims to support strong, active and inclusive communities who can influence and shape the borough where they live and work. Involving local people in decisions about their local high streets, and encourage the use of local enterprise.
- **Green Grid Strategy** and associated **Public Health strategies**, encourage healthy activities and the promotion of walking / cycling and use of public transport, all of which can be encouraged within the borough's town centres. and
- **Draft Waste Strategy (2018-2030)**, considers improvements to waste collection and commercial waste recycling rate including in our Town Centres.

Other service level plans include the emerging **Anti-Defacement Strategy** and the **Air Quality Action Plan**, both of which will make recommendations which will affect our High Streets & Town Centres.

These documents are influenced by the Mayoral Priorities as outlined in his manifesto. The manifesto includes a commitment to continue the programme of investment in street markets, which will form a key part of the overall strategy for High Streets & Town Centres.

4. Methodology to inform the development of the strategy

The development of the High Streets & Town Centres Strategy was led by the Council's High Streets & Town Centres (HS&TC) team, with support from consultants the Association of Town Centre Management (ATCM) and The Retail Group and a range of Council services and local stakeholders.

In addition, consultants Steer are completing a public realm improvement feasibility study for Middlesex Street, a partnership project with the City of London. The review of this destination high street will inform the action plan to improve the public realm and the operation and performance of Petticoat Lane Market.

The methodology used to develop the strategy included desk research, a review of Council strategies and evidence (i.e. the emerging Local Plan and the 2016 Town Centre Retail Capacity Study), site visits to key high streets, on street surveys and footfall counts and analysis of street market performance information.

Location reviews were completed for the 9 District Town Centres and two destination high streets, considering the retail offer, trading appeal, health and vitality, role and function of each high street and environmental characteristics. The Retail Group carried out a survey in the 9 district town centres with around 400 businesses, including market traders, responding. A consumer survey was also carried out in key town centres and consultation activities carried out in Middlesex Street and Columbia Road to capture customer experience and inform improvements plans for each high street. Area Profiles were prepared with the Council Strategy & Policy team for the 9 District Town Centres with information on: catchment area, customer profiles, regeneration activity, food hygiene ratings, transport and other local information.

Local stakeholders engaged residents, businesses, market traders and community groups to help develop the strategy. They recruited residents to be market researchers completing footfall counts and on-street surveys with customers in each key high street. They also hosted meetings with businesses, residents and market traders:

- Oxford House for Bethnal Green;
- PoplarHARCA for Chrisp Street;
- Roman Road Trust and the Friends of Meath Gardens for Roman Road East and Roman Road West;
- Neighbourhood forums in Crossharbour, Bow East and Spitalfields;
- The Aldgate Partnership and City of London for Middlesex Street;
- Tower Hamlets Homes for Watney Market; and
- Market reps from 9 markets.

Officers in teams across the council took part in discussions to help identify priorities, develop the approach in the strategy and review the draft document.

5. Proposed Strategy for High Streets & Town Centres

5.1 Introduction

This section of the strategy summarises key findings from data and research carried out by consultants, the Association of Town and City Management (ATCM) and the Retail Group, joint working with teams across the Council and consultation with businesses, market traders, residents and stakeholders.

The review of key high streets considered opportunities to:

- Increase footfall
- Improve the customer experience and promote civic pride
- Attract retailers and reduce vacant units, including on street markets
- Increase local employment and support enterprise
- Improve the appeal of our high streets, including our street markets
- Improve the Evening and Night Time Economy
- Improve the management of key high streets

The review identified priorities to be addressed in the implementation of the strategy:

- Priority 1: Improve the retail offer on the high street
- Priority 2: Develop and support local partnerships
- Priority 3: Improve management of the public realm
- Priority 4: Improve the management of street markets
- Priority 5: Reduce anti-social behaviour on the high street

Implementation these priorities will require joint working with a range of Council teams, existing and emerging partnerships and stakeholders. The Council's role in implementing these priorities is to:

Activate	Deliver funded current and future funded programmes to improve the performance of local key high streets.
Facilitate	Work with stakeholders and local partnerships to develop, plan and implement tailored actions for key high streets.
Stimulate	Work with third parties to act, invest and support actions to improve the performance of local high streets, including stimulating inward investment.
Educate	Share good practice, data and research across a range of areas including health & well-being and develop an evidence base to direct actions and improve performance.

5.2 Priorities of the High Streets & Town Centre Strategy:

Priority 1: Improve the retail offer on the high street

Characteristics of Tower Hamlets key local high streets include a low vacancy rate in retail units, a high % of independent businesses and, on some high streets, small shop units of little interest to most national multiple operators.

These characteristics suggest that unless there is a major redevelopment, such as is anticipated in Crossharbour and planned in Chrisp Street town centres, there is limited scope to change the retail offer in shops.

There are locations where there are some long-term vacant units on the high street, including the southern half of Brick Lane and in Roman Road West. There is evidence that landlords and letting agents are not effectively marketing their vacancies, including workspace in upper floors. In some cases property may be being held empty in the hope of securing permission for conversion to residential use which commands higher returns.

Proactive engagement with landlords and agents will support the implementation of Local Plan policies that seek to protect retail units on the high street and also gather useful market intelligence.

Sharing market information with workspace providers and entrepreneurs and brokering introductions with landlords will help reduce vacancies and support enterprise growth in the borough.

Some of our local street markets play an important role in supplementing what is available in shops, providing food (including fresh fruit and vegetables), clothes and homewares at affordable prices to low income households.

Watney Market, Roman Road West and Chrisp Street serve mostly local residents while Middlesex Street, Brick Lane and Whitechapel also attract visitors and people working in the area.

Market research with different customer groups will be an important tool when considering how to diversify and balance the offer and ensure that shop and market offers are complementary rather than directly competitive.

There are examples of retailers offering high standards of retail display and window displays that appeal to customers. However, many retailers, including market traders, would benefit from improving their displays to help attract more customers and improve the look of the high street.

Retailers and market traders are participating in the Council's campaigns: Buy Well, Food for Health or Best Bar None. A number of businesses on our high streets are considered as 'unhealthy' as they serve high fat foods or promote gambling activities.

The Council is limiting these kinds of businesses through planning policy. The Council is encouraging food serving businesses to offer healthy dishes on their menu and runs Food for Health awards among participating businesses.

Priority 2: Develop and support local partnerships

The Council will work with existing and emerging place-based partnerships to develop and support delivery of actions to improve the performance and competitiveness of key local high streets and town centres.

Place-based partnerships will bring together people who live, work and have an interest in key high streets to help: understand issues and concerns, develop solutions, promote participation and celebrate local heritage, culture and the diverse offer of Tower Hamlets high streets.

Partnership will also support delivery of regeneration and place promotion activities, plan events that bring the community together and generate footfall.

Local partnerships focused on high streets are at different stages of development with residents, businesses, some market traders and community groups, including tenant and resident associations, taking part.

The number of market traders taking part in place-based partnerships is limited. The Council will work with traders to agree how market trader reps are nominated, ensuring good representation and effective sharing of information with the wider network of market traders.

As regeneration programmes progress on our key high streets they will create opportunities for supporting enterprise, including on our street markets, and unlocking workspace. The Council's joint working with place-based partnerships, local community engagement contacts and other stakeholders will help publicise these opportunities widely and reach local residents who could benefit.

The following information summarises current place-based partnerships.

Brick Lane has an active partnership including: Brick Lane Restaurateurs Association, Spitalfields Neighbourhood Forum, Truman Brewery, a market trader rep, a range of residents associations and community groups. As part of the delivery of the Brick Lane Regeneration programme in 2017, children in local primary schools took part in activities in school to help create the new design for lamp columns on their high street.

Oxford House is co-ordinating the partnership in Bethnal Green with businesses and market traders and leads place promotion in the high street. Businesses are working with the Council to develop ways to improve the street market and improve the visibility of shops on market days.

Roman Road Trust is leading engagement with residents and businesses in Roman Road East and works with the Roman Road Neighbourhood Forum. The Forum includes local residents, businesses and market traders and focuses on influencing planning policy in their area including the high street. The Trust has worked with the Council to identify new market traders and pilot the Yard Market in Roman Road car park in 2016 and identified potential trades that could help revitalise the street market.

The Friends of Meath Gardens, working with the Roman Road Trust, focus on Roman Road West town centre, including Meath Gardens, with local residents, businesses, a market trader and residents groups taking part. FofMG led a petition with over 15K signatures to open-up a railway arch and link Queen Mary University campus and the town centre via Meath Gardens. This work is a key element of local regeneration plans to improve footfall on the high street, revitalise the market in the square and support local business.

PoplarHARCA is taking forward plans to redevelop Chrisp Street, including managing engagement with residents, market traders and businesses. PoplarHARCA is developing a programme of events and other activities to animate and promote the town centre, generate footfall and support local businesses as the development progresses. This includes joint working with the Council on improvements to the street market and activating workspace.

Columbia Road has a very active business association that promotes the high street and is involved in consultation led by the Council's Market Services team on improvements to Columbia Road Flower Market.

The Council is working with the City of London to develop regeneration plans for Middlesex Street, including improvements to Petticoat Lane and markets in each local authority. This work is also supported by the Aldgate Partnership. The partnership in this key destination high street is developing, building on engagement carried out to inform the regeneration plans.

The Council's High Streets & Town Centres team are working with Public Health to develop the Watney Market Partnership, with Tower Hamlets Homes and local businesses, market traders and residents represented. THH are keen to see the completion of security improvements to Watney Market service yards. Market Services are supporting engagement with market traders to agree security protocols and how traders will access the yard.

There is some partnership working in Whitechapel, including local community groups taking part in consultation activities to inform regeneration projects. The Aldgate Partnership has some organisations in Whitechapel taking part in their partnership. There is some work needed with market traders to agree how they are involved in developing improvements plans for street market.

The emerging Crossharbour Neighbourhood Forum is the partnership with a focus on Crossharbour and will have an interest in the development of the Asda store site.

Priority 3: Improve the management of the public realm

There are many demands on the public realm in our high streets and town centres, often with different people's needs competing for limited space.

Tower Hamlets population growth is increasing the volume of waste to be collected in the borough and business waste collections are often delayed. Waste left on our high streets can be an obstacle for pedestrians and lead to waste oil and other spills, increasing the need for street cleansing.

This is a particular challenge on Brick Lane, where pavements are narrow and there is a concentration of restaurants, cafes and other businesses generating waste. The Night Time Economy in Brick Lane also generates street cleansing issues, with people urinating in the street.

All key high streets, with the exception of Crossharbour and Canary Wharf, have waste management issues and street cleansing could be improved. Improvements to our high streets include working with businesses and market traders to develop ways to implement the Council's waste strategy and improve the borough's recycling rate. Emerging solutions include:

- On Brick Lane a free waste cooking oil collection service is being promoted among restaurants with a storage container in Truman Brewery.
- The Aldgate Partnership is helping to identify where their members have capacity to host waste and recycling containers to support street cleansing.
- Middlesex Street has some privately owned yards where waste is stored which may also help manage waste and recycling on the street market.
- Watney Market service yards improvements will include containers for waste recycling and help improve recycling on the market.

Public realm improvements will improve the appeal of local high streets, promote footfall, support the visitor economy and support local businesses.

Improvements on our key high streets will implement recommendations in Council strategies to help improve air quality, promote green transport and encourage active lifestyles and health & well-being among our residents.

Improvements will also support Council campaigns to promote digital access through a free public space Wi-Fi network and support the Council's 'Love Your Neighbourhood' campaign, including the 'Love Clean Streets' theme, encouraging people to help improve the area they live or work in.

Design solutions for our key local high streets will integrate equipment and storage to support street cleansing and recycling.

They will also include planting, seating and access to drinking water and public toilets creating a family friendly environment that also respects the needs of local residents.

In addition, way-finding totems, signage and an art trail planned for the Brick Lane area, will support interpretation and appreciation of local heritage, culture, architectural and social history characteristics that celebrate Tower Hamlets East End heritage.

Priority 4: Improve the management of street markets;

The size of shop-units on many of our high streets are too small for national multiple retailers and for some time street markets in Tower Hamlets have not only added to the character but also the retail offer on the local high street.

Tower Hamlets has nine street markets managed by the Council, with seven located in designated town centres and two on destination high streets.

Most of our street markets serve residents and people working near high streets with regular street markets. Some market traders take part in the Healthy Start Voucher scheme to enable families to access fresh fruit & vegetables at affordable prices. This voucher offer could be promoted further to support Public Health programmes.

While street markets in Brick Lane and Columbia Road particularly attract tourists and people living in London looking for a day out experience.

The occupancy rate in six of nine of the Council's street markets is declining and often falls below 50%. This decline is mainly due to the static nature of the street market offer, which has not changed for several decades despite changes in customer needs and tastes. Local street markets have a number of weaknesses to be addressed in order to improve their performance.

The following table summarises key weaknesses of local street markets.

Table 1: Key characteristics of local street markets

Areas of weakness to be addressed on each market	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Crisp Street	Watney Market	Roman Road West	Petticoat Lane	Columbia Road
Curate the market offer	✓		✓	✓	✓	✓	✓	✓	
Improve trader standards	✓	✓	✓	✓		✓	✓	✓	
Improve market layout	✓	✓	✓				✓	✓	✓
Improve waste management & recycling	✓	✓	✓	✓	✓	✓	✓	✓	✓

Street markets in Tower Hamlets still have a role to place in the retail offer on our high streets. Improving the overall performance of our street markets will require a comprehensive overhaul of the market operation and management.

Implementing improvements to our street markets will require investment in equipment, facilities and carrying out a market trader recruitment campaign. Generating buy-in from market traders will be essential to implementing the improvement programme including:

- i. Design layout of each street market:
 - Design layout of each market
 - Engage traders, local businesses and community in design process
 - Integrate signage and wayfinding into market layout
 - Culture trails include street markets
 - Offer pitch spaces to shops
 - Locate products to minimise issues for residents (food smells)
 - Integrate electric power points and lighting in layout
 - Set clear design standards for market stalls and canopies
 - Identify design/makers sections of markets
 - Wi-Fi available on street markets
- ii. Equipment to maintain good quality public realm:
 - Waste management and recycling containers
 - Waste oil container and collection arrangements
 - Food waste collection and disposal to prevent pest issues
- iii. Capture intelligence on customers' needs:
 - Work with stakeholders and partnerships to survey customers
 - Carry out regular market surveys to inform improvements
 - Consult on specialist / seasonal sections of markets
- iv. Recruit market traders:
 - Publicise market trader opportunities
 - Work with local community groups to publicise recruitment
 - Share customer intelligence to identify right mix of products
 - Support job creation and enable local residents to share in the borough's growth & prosperity
 - Enable test trading to help develop a business idea
- v. Supporting local entrepreneurship
 - Induction for traders including trading standards
 - Skills survey to identify trader training needs
 - Deliver training in social media and marketing
 - Support youth enterprise initiatives
 - Food Hygiene training
 - Digital skills training including the Fusion system
 - Cashless payment systems and e-commerce platforms

vi. Legislation & policies in place

- Prepare policies on market management including fees and charges
- Consider legislation under which street markets are managed.
- Consult on options Food Act V Local Authority Act
- Enforce market regulations

vii. Promote footfall to street markets

- Street entertainment as part of public realm and street scene
- Busker zones (advice from GLA's Busk in London)
- Family friendly programme
- Utilise social media, area Wi-Fi, market branding and marketing

viii. Working partnership

- Work with businesses in shops
- Improve relationship between business and traders

Priority 5: Reduce Anti-Social Behaviour (ASB) on the high street

ASB includes incidences of street drinking, low level drug taking and tagging and graffiti. All high streets have an under reporting of crime. New residents shared that they are unsure how to report incidents and issues they experience.

There is a need to promote responsible alcohol consumption for reasons of health and to prevent ASB.

Areas where this is particularly an issue are Brick Lane, Spitalfields, Whitechapel and Bethnal Green where licensed premises are concentrated. This is linked to the issue of alcohol licensing and cumulative impact zones.

The Council's CCTV strategy is in development and will identify where CCTV coverage is needed to support crime detection and enable prosecution.

The Council's review of enforcement services will include plans to improve the managements of key high streets and town centres including street markets in these locations.

The introduction of a Neighbourhood Manager with a pilot in the Bethnal Green, Brick Lane and Whitechapel area will improve communication and reporting levels between the Council, residents and businesses and inform resource planning to prevent and deal with issues.

Projects will also look to incorporate 'design out crime' measures where appropriate.

6. Tracking and monitoring improvement plans

The High Streets & Town Centres Strategy sets out the Council's approach to improving the performance and competitiveness of our key local high streets.

A review was carried out on key local high streets, as part of the process of developing this strategy. The review considered characteristics of each high street using 20 town centre performance indicators developed by the Association of Town Centre Management (ATCM).

The ATCM and Retail Group worked with Council officers to develop definitions for four rankings against each of the 20 performance indicators: 'Very Good', 'Good', 'Needs Attention' and 'Opportunity for Improvement'.

The ranking given to each performance indicator provides a baseline, against which the impact of improvement plans for each key high street will be measured.

Improvement plans for each key high street, including the street market, will be developed with local businesses, market traders residents and stakeholders for:

- Whitechapel
- Brick Lane
- Bethnal Green
- Roman Road East
- Chrisp Street
- Watney Market
- Roman Road West
- Middlesex Street
- Columbia Road

Actions for the borough's major centre, Canary Wharf, will be dealt with through the planning process as investment proposals come forward from Canary Wharf Group. Also improvements to Crossharbour will be developed through the development process and emerging plans for the Asda site.

Implementing the High Streets & Town Centres Strategy is led by the High Street & Town Centres (HS&TC) team, working with a range of teams across the Council with responsibility for aspects of local high streets.

The delivery of tailored action plans for key local high streets may be subject to securing funding and joint working with stakeholders.

Joint working with Public Health will link actions on high streets to Green Grid and Public Health programmes. While joint working with Community Safety will help promote the use of appropriate reporting tools and address Crime & ASB issues. The HS&TC team will also work with stakeholders PoplarHARCA and Tower Hamlets Homes to maximise benefits for residents and support local regeneration.

A High Streets & Town Centres Working Group, with officers from Council services with an interest in supporting delivery of the strategy, will oversee delivery of the action plans and high street programmes.

The HS&TC team will review the PIs annually and share this with the working group.

7. Reviewing Canary Wharf – a Major Centre

Canary Wharf on the Isle of Dogs is one of the world's most sought after office and retail spaces with over 112K workers, 37 office buildings and three shopping centres with over 300 shops, cafes, restaurants and bars.

Canary Wharf Group, along with its development and business services functions, manage the estate, traffic management, security, health & safety, business continuity, public spaces, arts & events and the East Wintergarden venue.

While Canary Wharf is designated as a Major Centre, it is currently fulfilling the role of a Metropolitan Centre and will be re-designated during the local plan period.

Canary Wharf has a global profile and is one of the two financial districts in London. In Tower Hamlets it sits alongside the economic areas of Aldgate and City Fringe.

The residential population of Canary Wharf is currently small, but is growing as new housing developments get underway. This centre has the highest footfall and trade during the week due to its working population rather than Tower Hamlets residents. There are key developments in Canary Wharf: Wood Wharf, Riverside South and Crossrail with proposals to provide a mix of large floor plate offices and housing.

Canary Wharf has a higher than average level of restaurants and cafes, with the greatest concentration of licensed premises and a strong national multiple presence in its retail offer. It has a low level of convenience stores compared to the national average and below average level of hair and beauty stores. There is a churn in tenants in Canary Wharf's retail units, but generally units are vacant for short periods of time and vacancy rates are only 0.60%.

Canary Wharf has excellent transport links served by the Jubilee Line, Docklands Light Railway (DLR) and bus links. The largest concentrations of pedestrians are around the stations and in the three major shopping centres within Canary Wharf.

The centre has a high environmental quality and unique style of modern architecture. The draft Local Plan suggests that wayfinding is an issue to be addressed between Canary Wharf's internal shopping centres, which are mainly underground. There are a number of public open spaces, including Jubilee Park, Cabot Square and the new rooftop garden on Crossrail Place.

A survey of users of this major town centre identified they like its proximity to home, the good range of non-food shops and the attractiveness of its environment. They would like to see more high street shops and more markets and events.

Key weaknesses identified with regard to Canary Wharf include:

- The linkages to surrounding residential areas are poor.
- Canary Wharf is mainly an office location and as such is busy during the week and quieter at the weekends.
- There are fewer independent retailers in Canary Wharf.

8.0 Summary of review of high streets & town centres

8.1 Review of the retail offer in key high streets-

This section of the strategy summarises findings from a review of the borough's key high streets and town centres, which was carried out in 2016/17 and uses six performance indicators headings to highlight opportunities for improvements:

1. Retail offer, including the street market offer
2. Environment and customer experience
3. Night-Time Economy
4. Working with Council services and local partnerships

	Finding and Issues	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow	Columbia Road	Middlesex Street
Retail Offer	Improvements needed to shop fronts/ signage/ visual displays	✓	✓	✓	✓	✓	✓	✓				✓
	Dominated by small shop units				✓	✓	✓	✓			✓	
	High % <3* food hygiene rating	✓	✓	✓	✓	✓	✓	✓				✓
	Active Night Time Economy	✓	✓	✓	✓		✓	✓				
	High number of vacant units		✓		✓	✓		✓				
	High % convenience /service	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	Dominated by independents	✓	✓		✓	✓	✓	✓			✓	✓
Street Markets	High vacancies rates		✓	✓	✓	✓	✓	✓	n/a	n/a		✓
	View of shops blocked by market canopies	✓	✓	✓	✓		✓		n/a	n/a		✓
	Need to curate the market offer	✓	✓	✓	✓	✓	✓	✓	n/a	n/a		✓
	Poor quality canopies/frames	✓	✓	✓	✓	✓	✓	✓	n/a	n/a		✓

Table 2: Summary of characteristics of key high streets

8.1.1 Review of businesses in Whitechapel town centre:

There are 122 businesses in the Whitechapel District Centre, with 15 (12%) selling convenience goods, 37 (30.33%) comparison goods, 9 (7.38%) general retail, 14 (11.48%) finance and 36 (29.51%) leisure businesses. There are 8 vacant units, 6.75% compared to a national average of 11.17%. The percentage of comparison retailers is below the UK average (32.43%) with 40% selling women's and men's fashion & accessories and other goods: books, hardware, household goods, sports, camping and electronic goods.

Most of these businesses are small independents targeting a mainly Asian customer-base. JD Sports is the only national clothing retailer in Whitechapel.

Whitechapel's convenience goods provision at 12.30% is higher than the UK average of 8.42%, and includes a Sainsbury's superstore with 4,800sqms. Sainsbury has plans for a new store with 5,766sqm net space, with smaller ancillary retail units and 600 new residential units above the store.

Convenience stores, including national retailer Budgens and independent bakers, deli, confectioners and general stores, along with retail services with a dry cleaners, health & beauty, opticians, post office and travel agent serving day-to-day needs of residents, people working in the area and visitors.

Whitechapel's leisure businesses make up 29.51% of businesses, compared to a UK average of 22.7%, including amusement arcades and bookmakers. The provision of financial and professional services is just above the UK average with 8 retail banks and estate agent businesses in the town centre.

Shop unit sizes are typically <235sqm, the largest in Tower Hamlets, meeting multiple retailers minimum requirements of 150-200sqm of trading space.

There are 41 businesses on the high street and 9 market traders with <3* Food Hygiene rating.

Characteristics of Whitechapel Street Market

Whitechapel street market is managed by the Council, has capacity for 116 stalls and operates Monday-Wednesday and Saturdays from 07.00 to 18.00. The occupancy rate on the market is typically 80-100%. The main products sold on the market include 28% Asian clothing, 20% ladies wear and 18% fruit & vegetables.

Key footfall drivers in Whitechapel include Whitechapel Station, Royal London Hospital, Queen Mary University and the IDEA Store with 600K visitors/year and Whitechapel Gallery with 450K visitors/year.

While Whitechapel station is one of the busiest stations in the borough with 14M exits & entries per year and there is high footfall passing Whitechapel Market, the % of people stopping to buy is very low. However, although the market starts at 7am Monday-Saturday there are no traders offering beverages etc to offer breakfast to customers.

Consultation with businesses highlighted 72% of market traders said trading was down compared to the previous year compared to 55% of retailers, and 10% of market traders saying trade was up compared to 15% of retailers.

Opportunities to increase footfall on the high street

Since 2011, 1,383 new housing units were built within 800 metres of Whitechapel District Centre. There are a further 3,614 units planned on 8 sites, with 1,356 units in Bishopsgate Goods Yard, 625 units in Raven Row and 559 units in the Sainsbury development.

The Council's new Town Hall on Whitechapel Road opposite the market, the Crossrail development at Whitechapel station, which will increase passenger numbers by 50-60%, Queen Mary University's expansion plans and new hotels and office space in nearby Aldgate economic growth area will increase footfall in the area and generate more customers for local businesses.

8.1.2 Review of Brick Lane Town Centre:

There are 339 businesses in Brick Lane town centre with 32 (9.44%) selling convenience goods, 96 (28.32%) comparison goods, 25 (7.37%) general retailers, 77 cafes & restaurants (22.7%), 22 (6.49%) Finance & Professional, 7 (2.06%) Drinking Establishments, 6 (1.77%) hot food takeaways and 40 (11.80%) are other retail businesses. There are 34 (10.03%) vacant units and no national multiples along Brick Lane.

The percentage of comparison retailers in Brick Lane is below the UK average of 32.21%, the offer is varied and attracts people into Brick Lane. Most of the comparison retailers sell fashion goods with 9 selling leather and vintage goods, 7 art galleries, 3 record and 4 textile shops. The majority are located along Brick Lane with some in secondary streets.

The % of convenience retailers compares to the UK average of 8.51%, with mainly independent retailers and sweetshops offering Asian products. There are no national retailers. The size of units is only suitable for top-up shopping.

Brick Lane has 77 café & restaurants, particularly from Hanbury Street to Fashion Street. There is a low provision of hot food takeaways. There are 2 public houses and 6 bars on Brick Lane and most licensed premises are restaurants. Although Brick Lane has been known for its curry houses, the dining out offer has been diversifying in recent years and broadening the range on offer on the high street.

Retail service provision is lower than the UK average of 14.30%, with 60% of businesses in health & beauty, travel, wedding services and optician.

Other uses on Brick Lane include B1 offices, B8 stores, a school, bowling alley, betting office and health centre. These uses suggest that Brick Lane is catering mainly for local residents in terms of civic and community uses.

Shop unit sizes are typically <159sqm, which meets the minimum requirements of multiple retailers requiring at least 150-200sqm of trading space.

There are 40 businesses on the high street and 20 takeaway food traders in Truman Brewery and Brick Lane market with <3* Food Hygiene rating.

Brick Lane Street Market review

Brick Lane market is managed by the Council, along Brick Lane from Quaker Street to Bethnal Green Road, Sclater Street and Cheshire Street. The market has capacity for 248 stalls, operates on Sundays only from 08.00-15.00 and typically has an occupancy rate of 46%. Market traders sell: clothing, jewellery, household goods, antiques, bric-a-brac and bicycles and a good variety of non-food goods provision.

Truman Brewery attracts about 25K visitors on Sundays to Truman Markets, particularly from outside the area and visitors to London, including to:

- Up Market (vintage clothing, crafts and food);
- Vintage Clothing Market;
- Backyard Market (arts and crafts);
- the Tea Rooms (antiques and homeware); and
- Boiler House Food Hall selling a variety of food from across the world.

The Old Truman Brewery acts as a hub for indoor and outdoor events in Brick Lane, many of which concentrate on arts, fashion and other creative fields, and has spaces for hire for exhibitions and trade shows.

Brick Lane is a very busy weekend, weekday evenings and Sunday daytime destination, with the highest footfall on the northern half of the street.

Opportunities to increase footfall on the high street

The 2011 census shows 46,030 people living in 18,440 households within 800metres of Brick Lane town centre, making it the 4th most densely populated town centre in Tower Hamlets. Since 2011, new developments within this radius from the town centre show 1,193 units in 5 sites, with 360 units by Bethnal Green Road and 4,643 units planned in 11 sites.

There are plans for the development of hotels, offices and retail space in the Aldgate economic growth area, which together with transport improvements in Whitechapel and new residents moving into the area, will grow the potential customer-base during the week.

The Council's regeneration programme for Brick Lane including way-finding, will attract more visitors to Brick Lane and support local enterprises.

8.1.3 Review of Bethnal Green town centre

There are 156 businesses in Bethnal Green town centre: 17 (10.9%) selling convenience goods, 46 (29.49%) comparison goods, 22 (14.1%) retailers, 9 (5.77%) cafes & restaurants, 17 (10.90%) finance & professional, 8 (5.13%) drinking establishments, 8 (5.13%) hot food and takeaway and 26 (16.67%) other retailers. There are 3 vacant (1.92%) units in Bethnal Green.

The percentage of comparison businesses compares to the national average of 32.21%. Most of the fashion offer in shops focuses on sari and other Asian fabrics.

National multiples include Iceland, Boots, Tesco's, Sainsbury's, Greggs, Nando's, KFC, McDonalds and Subway.

The percentage of convenience retailers is 10.90% compared to 8.51% UK average. Retail businesses include health & beauty, optician and dry cleaners, 17 financial & professional services and 10 estate agents.

There are 9 restaurant and cafés, 8 drinking establishments and 8 hot food takeaways. Local pubs are known for their stylish contemporary interiors and craft beer and food offer with many active in pub watch and other schemes.

There are 26 businesses in the category 'other' with 23.08 % D1 (non-residential institutions), a dental surgery, place of worship, community centre and GP surgery and 6 betting shops and a laundrette in the centre.

Shop unit sizes are typically 125sqm, which does not meet the minimum requirements of multiple retailers requiring 150-200sqm of trading space.

There are 10 businesses on the high street and 0 market traders with <3* Food Hygiene rating.

Review of Bethnal Green market

Bethnal Green market has capacity for 104 stalls, operating Monday to Saturday from 08.00 to 18.00. Market occupancy rates are typically 62-85% during the week and 29% on Saturday. Market traders sell daily convenience goods, fruit & vegetables, Asian and other clothing & accessories and serve a mainly local customer base. The market does not offer products to meet the breakfast market when footfall is high.

Opportunities to increase footfall on the high street

The 2011 census shows 50,571K people living in 19,936 households, within 800 metres of Bethnal Green town centre.

Also between 2011-2016 new housing developments within this radius in the past 5 years created 912 new units, with a further 2,369 units planned.

New residents moving into the area offers market traders and high streets businesses the opportunity to reach more customers.

Also footfall during the week is highest near the tube station before 10am and after 15.00 when many businesses are not open or starting to close. More visitors to the V&A Children's Museum, with 450K visitors/ year, could be attracted into the town centre.

8.1.4 Review of Roman Road East town centre:

There are 248 businesses located in Roman Road East District Centre, 29 (11.69%) sell convenience goods, 54 (21.77%) comparison goods, 32 (12.9%) retailers services, 22 (8.87%) cafes and restaurants, 15 (6.05%) hot food and takeaway, 3 (1.21%) drinking establishments, 23 (9.27%) finance and professional services and 40 (16.13%) are other businesses. There were 14 vacant units (5.6%) in 2016.

The percentage of comparison business in Roman Road East town centre is below the UK average of 32.21% and is mainly independent businesses. The percentage of convenience retailers is higher than the UK average (8.51%) and includes national multiples: Percy Ingle, Iceland, Greggs, Spar, Tesco Metro, Pound land and Superdrug.

Over half of the retail services businesses are in health & beauty, a dry cleaners and photography studio. The financial & professional service businesses compare to 10.74% UK average, with 10 estate agents.

The businesses in the category 'other' include: a dental surgery, place of worship, community centre, a GP surgery, 4 betting shops and a laundrette, a Post Office and the Idea Store.

Shop unit sizes are typically small <100sqm, while multiple retailers typically at least 150-200sqm of trading space.

The Idea Store Bow, with 265,427 visitors/year, along with the Council's offices in John Onslow House and the Street Market are key footfall generators.

In a survey carried in October 2016 56% of businesses reported turnover was down, 23% said it was the same and 21% said it was up compared to the previous trading year.

There are 14 businesses and 0 market traders with <3* Food Hygiene rating.

Review of Roman Road East market

Roman Road market has capacity for 280 pitches, operating on Tuesday, Thursday and Saturday from 08.00 to 18.00.

The market occupancy rate is 49-70% during the week and 79% on Saturday. Market traders sell mainly clothing, particularly ladies wear.

Opportunities to increase footfall on the high street

The 2011 census shows that, within 800 metres around the town centre, there are 44,977 people living in 17,000 households. Since 2011 there have been 1,462 new housing units completed in 7 sites, with 208 units in the Tesco Metro site and a further 252 new units in St Clements Hospital site and 2 further sites due for development in the next few years.

8.1.5 Review of Chrisp Street town centre:

There are 149 businesses in Chrisp Street town centre with: 21 (14.09%) selling convenience goods, 27 (18.12%) comparison goods, 24 (16.11%) retailer services, 12 (8.05%) cafes & restaurants, 7 (4.70%) finance and professional services, 3 (2.01%) drinking establishments, 31 (20.81%) other and 14 (9.40%) hot food and takeaway businesses. There are 10 (6.7%) vacant units in Chrisp Street, compared with a UK average of 11.17%.

The comparison retailer provision is significantly below the UK average of 32.21% and includes: a florists, household goods, clothing, furniture, chemists and jewellers. The centre has an above average provision of convenience goods compared to a UK average of 8.51%. There are some national multiple retailers including: the Co-op, Boots, Shoe Zone, Percy Ingle and Greggs.

Retail service businesses include: health & beauty, an opticians and dry cleaners. Financial and professional service is significantly below the 10.74% UK average.

The category of 'other' includes D1 (non-residential institutions) with a dental surgery, place of worship, community centre and GP surgery.

There are 12 restaurants & cafés in the town centre comparable with the UK average of 8.70%. The provision of hot food takeaways is higher than the UK average of 5.66%. There are 14 businesses have <3* Food Hygiene Rating.

Shop unit sizes vary and include units which multiple retailers require at typically 150-200sqm of trading space.

Chrisp Street Exchange was set-up in 2016 and is run by London Small Business Centre provide space to support start-up and growing businesses.

Chrisp Street Market

Chrisp Street market is located in the square in the town centre, which is part of the estate managed by PoplarHARCA. The market has capacity for 100

stalls, operates Monday to Saturday from 8.00-18.00. The occupancy rate for the market is typically 74% on weekdays and 24% on Saturdays.

The majority of customers using the town centre and street market live in the area and walk to get to the town centre. The market stalls are metal frame structure with poor quality canopies and are owned and maintained by an independent business.

Traders mainly sell ladies wear, non-prepared food and household goods serving a mainly local customer base. The fruit and vegetable operators are key anchors for the market; they look poor and are often surrounded by waste and litter.

Chrisp Street town centre appeals to a local consumer base that walk to the centre on a frequent basis to buy day-to-day retail goods and services.

Chrisp Street Idea Store, which had 370K visitors /year, and along with the Post Office and Street Market are key footfall generators in the town centre.

In a survey carried out by consultants 46% of businesses reported turnover was down, 38% said it was the same and 16% said it was up compared to the previous trading year.

Opportunities to increase footfall on the high street

The 2011 census showed 32,554 people living in 13,427 households within 800M of Chrisp Street town centre. Since 2011 there have been 3,231 new housing units within the 800 metre catchment of Chrisp Street District Centre, with the largest completing 570 new housing units, with 11,188 new units in this area, including 3,200 in the Isle of Dogs.

PoplarHARCA in partnership with the London College of Fashion secured £1.7M from the LEP, adding to £2,130,456 match funding, to convert 81 underused garages and surrounding land into a new fashion hub and help provide skills and training in the local community. This work will activate underused spaces and generate more customers for the market and shops.

PoplarHARCA is planning a redevelopment of Chrisp Street to create will take 8 years to complete. The market will still operate during the development and will be moved around the Chrisp Street centre as the regeneration programme progresses. It is a priority for PoplarHARCA to work with the Council's Market Team to work together to promote Chrisp Street market and town centre to drive footfall and support businesses during the development phase.

8.1.6 Review of Watney Market town centre

Watney Market District Centre has 115 businesses: 36 (31.30%) comparison, 26 (22.61%) convenience businesses, 8 (6.96%) retail services, 7 (6.09%)

cafes & restaurants 2 (1.74%) finance and professional, 2 drinking establishments, 10 (8.70%) hot food and takeaway businesses and 15 (13.34%) other businesses. In July 2016 there were 9 vacant units, 8% compared to a UK average of 11.17%.

Businesses on the Commercial Road in Watney Market town centre include: retailers selling daily goods and clothing targeting a mainly Asian customers. Anchor stores include national retailers Iceland and Peacocks, located on the central pedestrianized area of Watney Market, with two rows of shops facing onto the street market along the centre.

Businesses sell: school wear, hardware, convenience goods including an Asian supermarket, bakery, pharmacy and a variety of service providers. The quality and prices are low and mainly target a low income customers-base.

The southern-end of Watney Market town centre takes in Chapman Street where wholesalers are located in railway archways, serving a mainly wholesale food and convenience operators with deliveries

Two thirds of businesses surveyed in late 2016 reported declining turnover trends, with 25% reporting an increase on their last financial year.

There are mainly independent retailers in the shops around the market, with products sold in both shops and market stalls aimed at mainly Bangladeshi customers. There is a Santander on Watney Street and Lloyds bank on Commercial Road.

Shop unit sizes are typically small <114sqm, while multiple retailers typically at least 150-200sqm of trading space.

There are 33 businesses with <3* Food Hygiene rating: 16 cafes & restaurants, 10 are retailers and 4 in distribution/transport. Restaurants include: Efes and Lahore Kebab on Commercial Street and a Wimpy by the market.

Review of Watney Market street market

Watney Market has capacity for 60 stalls, operating Monday to Saturday from 08.30 to 18.00. Most traders sell: ladies wear, cultural dress and other fashion, fruit & vegetables and household goods. The occupancy rate is 75-97%.

The market stalls are arranged in two rows along the pedestrianized section of Watney Market with the Idea Store at the top by Commercial Road. The barrow stalls are stored in the service yards off the market where traders also have lock-ups and waste containers are stored. The service yards are located at the base of two council housing blocks on each side of the market and have no security. Improvements to the service yards are being made to make the service yards secure and control access.

The market stalls are vintage barrows and metal frames, both with poor quality canopies.

The customer-base in the town centre is mainly local, particularly people living in housing blocks above the shops which is owned by the Council and managed by Tower Hamlets Homes (THH) and nearby.

Watney Market Idea Store has over 348K visitors/year, and along with the street market attract visitors into the town centre. While Shadwell DLR and Overground Stations had 1.1M passengers exit the station/year, the % of passengers who come into the town centre is low.

Opportunities to increase footfall on the high street

The 2011 census shows that, within 800 metres around the district centre, there are 55,382 people living in 21,424 households.

Between 2011-2015 there were 786 new housing units completed, with a further 4,934 new units planned, including 1,800 in the London Dock Development. This development could help increase footfall into Watney Market Town Centre. However wayfinding between these locations is poor and need to be improved in order to realise this opportunity.

8.1.7 Review of Roman Road West town centre

There are 121 businesses located on Roman Road West, 12 (9.92%) sell convenience goods, 24 (19.83%) comparison goods, 13 (10.74%) retailers, 9 (7.44%) are cafes and restaurants, 12 (9.92%) finance, 2 (1.65%) drinking establishments, 8 (6.61%) hot food and takeaway and 21 (17.36%) are other businesses. In July 2016 there were 20 (16.53%) vacant units in the town centre, which is higher than the national average of 11.17%.

Roman Road West's provision of convenience goods at 9.92% is higher than to the UK average of 8.51%, with four national multiple retailers: Simply Fresh, Nisa Local and Greggs and a Co-op store by Globe Road.

Nisa Local has the largest floor space with 220sqm of all the convenience stores. There also independent convenience specialists: 2 butchers and other shops that attract customers from outside the area with a grocers, delicatessen and bakery. There are no national multiple food or beverage operators located in the town centre.

Roman Road West's comparison retail offer at 19.83% is significantly below the national average of 32.21% including a florists, household goods, clothing, furniture, chemists and jewellers. There are a high number of specialist independent retailers. There are no comparison multiples within the centre.

Roman Road West's retail service offer is less than the UK average of 14.30%. Over 60% of units focus on health and beauty businesses. There are 12 financial and professional service businesses and 10 estate agent businesses.

There are 21 businesses in the category of 'other' with 28.10% having D1 (non-residential) classification, including a dental surgery, a mosque, a community centre and GP surgery. There are also 2 betting offices and a laundrette.

Restaurant & cafés make-up 7.44% of units compared to UK average of 8.70% and hot food takeaways at 6.61% compared to a UK average of 5.66%, with 7 businesses have <3* Food Hygiene Rating. There are only two drinking establishments in the centre.

Review of Roman Road Square Market

Roman Road market is located in Roman Road Square, with capacity for 28 stalls, operating Monday to Saturday from 8.00-18.00. The market has an occupancy rate of 4% to 18%, the lowest rate of all 9 Council street markets. There are 2 traders selling fruit & vegetables and fish. There is 1 market trader with <3* Food Hygiene rating.

While some shops near the market attract customers from outside the area, the market has a local customer base due to its limited range of products. The market stalls are owned and maintained by an independent business and the condition of the equipment is poor, lacks visual appeal.

Over half of the businesses in the town centre that completed a survey reported that trade is level or up on their previous financial year; whilst 40% report it is down on their previous year. Average daily sales are either high or very low.

Opportunities to increase footfall on the high street

There are about 20K residents living in the Bethnal Green ward, which takes in Roman Road West town centre with 43% of residents living in social housing properties. From 2011 to 2015 new housing sites within the 800 metre of the town centre included 450 units at Suttons Wharf North overlooking Regents Canal to the east and 106 units on Parmiter Street to the north of the centre. There are plans for new student housing on Queen Mary University campus in Mile End. However this development is unlikely to benefit the town centre unless better connections with the town centre are created.

8.1.8 Review of Crossharbour town centre

There are 17 businesses in Crossharbour District Centre with: 3 (17.65%) Comparison, 2 (11.76%) convenience, 3 (17.65%) retail services, 1 (5.88%) financial and professional services, 2 (11.76%) restaurants and cafes, 1

(5.88%) drinking establishments, 2 (11.76%) hot food takeaways and 3 (17.65%) other businesses. There is 1 vacant unit in Crossharbour.

The town centre has a parade of small shops between Crossharbour DLR Station and Millwall Inner Dock, with: 2 restaurants, 2 cafes, 2 takeaways, a hairdresser, florist, Tesco Express, a small food store, a pub and dry cleaning outlet. This part of the town centre serves mainly local residents and people working in the area.

On the southern side of the DLR station is a large Asda supermarket, with a petrol filling station and a pharmacy. This is a popular supermarket with a large busy car park that attracts customers from outside the Isle of Dogs.

Footfall is busiest during lunchtimes. Footfall is 68% less by the DLR station and 11% less by Seldon Way compared to the same locations on the weekday.

Opportunities to increase footfall on the high street

The 2011 census showed 32,874 people living in 14,805 households within 800M of Crossharbour town centre. Since 2011 there have been 119 new units new housing completed within the 800 metre of Crossharbour District Centre. However, there are 16 development sites around Crossharbour centre, which will create an additional 10,906 housing units and significant additional footfall and population the centre needs to serve.

In addition, the owners of the Asda store plan to redevelop the site, including housing, a larger store with car parking and a range of additional facilities and services to serve the growing population in the area.

Given these housing growth plans in the area, a review of Crossharbour's future development needs will help inform how this centre needs can meet the needs of the growing population. The local Neighbourhood Partnership will help shape future priorities for the area.

8.1.9 Review of Bromley-by-Bow town centre

There are 5 businesses in Bromley-by-Bow District Centre including: a large Tesco Superstore to the east of the A12 and a small Sainsbury Local convenience store to the west by the Underground station.

The Tesco store has a large car park and offers additional in-store facilities with: a filling station, café, pharmacy and deli, fish and butchery counters, with customers drawn from both the local community and a wider area. The J. Sainsbury Local store has a mainly local customer base.

Given the lack of typical town centre uses and components, Bromley by Bow does not currently fulfil the role of a District Centre.

8.1.10 Review of Columbia Road – a destination high street

Columbia Road is one of the most iconic neighbourhoods in Tower Hamlets and well-known destination for Londoners and tourists to the flower market. Columbia Road neighbourhood has 47 shops on a Victorian terrace with high quality shop frontages. All the businesses are independents and include 2 cafes, 3 public houses/drinking establishments. About 33 out of 47 businesses are non-food businesses including specialist retailers and art galleries. Shop unit sizes are typically small <31sqm, which is a lot smaller than the minimum size typically required by multiple retailers of at least 150-200sqm of trading space.

Review of Columbia Road Market

Columbia Road Market takes place every Sunday morning from 08.00-14.00. The market has 49 pitches with traders selling flowers, plants and some food. The occupancy rate is typically 100% occupancy. The market stalls and canopies are in good condition. Tower Hamlets Council provides toilet facilities for visitors to the market.

Opportunities to increase footfall on the high street

During the week many of the shops are closed. However, at the weekend the market attracts high numbers of people during the morning. There is an opportunity to link Columbia Road with other town centres and encourage visitors to travel to other centres and extend their day out experience; generating footfall in locations like Bethnal Green, Roman Road and Brick Lane.

8.1.11 Review of Middlesex Street - destination high street

Middlesex Street has part of the street in the borough of Tower Hamlets and part in the City of London and a short walk from the Aldgate economic growth area. Middlesex Street is known as the home of Petticoat Lane Market and for its concentration of West African textile retailers that serve mainly business and some individual customers from across London and outside the UK.

There are some hotels in the area, including a Travelodge on Goulston Street, a range of restaurants and cafes the area is a popular route for guided tour groups.

Review of Petticoat Lane Market -

Petticoat Lane Market has 310 pitches, arranged on streets including Goulston Street, Castle Street, Middlesex Street, Strype Street and Bell lane. The market managed by Tower Hamlets operates Monday to Friday and

Sundays, with a typical occupancy rate of 25% during the week and 36% at the weekend.

The type of products sold by market traders is mainly clothing followed by prepared food and household goods.

The section of the market managed by the City of London operates on Sundays only, with 60 market pitches located on Bishopsgate, and a typical occupancy rate of 100%. The market stalls offers mainly fabrics, clothing and prepared food.

Customers for general goods sold on the street market are mainly local residents living in the area, including on the Middlesex Estate, which is owned by City of London. Customers for prepared food during the week are mainly people working in the area, particularly Aldgate and City of London, and on Sunday's visitors from London and beyond.

Opportunities to increase footfall on the high street

The economic growth area in Aldgate, along with other developments in Bishopsgate, offers the opportunity to promote footfall into the area and generate potential customers for market traders and shops on the high street. Tower Hamlets Council and the City of London are working in partnership to develop a regeneration programme for the Middlesex Street area.

These improvements plans include:

- The look and operation of the Street Market on the City of London and Tower Hamlets, with high quality market rigs, power connections for lighting and electric charging points to support clean transport
- Equipment and containers for waste management and recycling
- Seating, lighting and wayfinding to attract customers
- Improvements to the streetscape

8.2. Review of Environment and Consumer Experience

This section of the strategy reviews town centres and key high street in Tower Hamlets from the point of view of people who live, work and visit them. The following information on each high street highlights strengths and weaknesses to be addressed in tailored action plans. Table 4 below summarises the findings of the review.

Key areas assessed	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrip Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow	Columbia Road	Middlesex Street
Limited customer facilities	✓	✓	✓	✓		✓	✓	✓			✓
ASB and graffiti issues	✓	✓	✓	✓	✓	✓	✓	✓			✓
Improve waste management	✓	✓	✓	✓	✓	✓	✓	✓			✓
Streets need deep clean	✓	✓	✓	✓	✓	✓	✓	✓			✓
Public realm needs maintenance	✓	✓		✓	✓	✓	✓				✓
High traffic volumes	✓		✓		✓	✓	✓		✓		
Limited sense of place	✓		✓			✓	✓				✓

Table 3: Environment and consumer experience

8.2.1 Whitechapel - environment and customer experience

The shopfront improvement programme completed on Whitechapel Road as part of Tower Hamlets Council's High Street 2012 programme, reinstating the character of the facade in this conservation area.

Whitechapel High Street has the highest footfall of all Tower Hamlets town centres due to Whitechapel station, the Idea Store, Royal London Hospital, bus connections and proximity to the growing economic area of Aldgate and also the City of London.

Whitechapel Market operates six days a week and is located along one side of Whitechapel high street taking in Whitechapel station, which has over 11m entries and exits/year. The area around the street market has the highest footfall due to Whitechapel station, bus routes and proximity to Aldgate East and Aldgate tube stations, which are only a 10 minute walk away.

Local bus connections at 5-11 minute intervals include: 25 to Ilford/Oxford Street, 205 to Bow/Paddington, 254 to Aldgate/Holloway and D3 to Bethnal Green/Crossharbour. Whitechapel Road is on the Cycle Superhighway CS2. Cycle docking stations include: New Road with 36 spaces, Royal London Hospital with 42 spaces and Aldgate with 18 spaces.

There are also 25 pay & display parking bays and 4 loading bays in the town centre.

The back of stalls in Whitechapel Market looks onto Whitechapel Road, creating a visual barrier and blocking sightlines from the road to shops. Market trader activities generate waste, mainly thick cardboard boxes, which is generally not crushed and results in overflowing waste bins. Overflowing waste bins, along with food waste on the pavement creates hazards for pedestrians, unpleasant smell when left overnight for collection and obstacles for people trying to get to the bus stop etc.

Some traders park their van illegally on Whitechapel Road by the market, adding to the obstacles experienced by pedestrians and the poor visual impression of the market and the area.

Enforcement action is working to address waste management and parking issues and also ensuring market traders keep their pitch stalls within their designated limits as set out in their license.

There are opportunities for recycling of most of the waste generated by the market and support the improvement of business waste recycling in the borough as set out in the draft Council's Waste Strategy.

Whitechapel High Street and many of the buildings along this street are managed by Transport for London. Some shop owners dispose of waste cooking oil down the drain on Whitechapel Road, creating blockages. The central drainage channel along the middle of the pavement has flooded when it rains, causing inconvenience to market traders and pedestrians.

Within the town centre boundary there were a total of 1,012 reported crimes over 12 months to September 2016, with 237 (23.4%) Anti-Social Behaviour (ASB), 189 (18.7%) Violence and Sexual offences and 188 (18.6%) Other. ASB Crimes relates to drugs and alcohol misuse and crimes by groups of youths. Graffiti is also an issue in some locations in Whitechapel, but not as bad as other areas.

There are no public toilet facilities in Whitechapel and retail businesses are reluctant to offer the use of their toilets to customers attending the market as they do not see a benefit to their business.

There are some way-finding panels in the centre, but limited signage promoting the market and supporting the visitors.

8.2.2 Brick Lane - environment and customer experience

The north and central section of Brick Lane has had more investment in shopfronts by property owners compared to the southern section.

Also the northern half of Brick Lane has higher footfall compared to the southern half, mainly due to Truman Brewery and the proximity to Shoreditch High Street station. Vacant units in this area tend to be occupied again after only a short period of time.

There are large long-term vacant sites in the south half of Brick Lane opposite the Arbor City Hotel and next to the railway lines near Sclater Street. Footfall is lower in the southern half of Brick Lane compared to the north and vacant units can be unoccupied for several years, e.g. Seven Stars pub.

Brick Lane Market takes place in Sundays along Brick Lane from Quaker Street to Bethnal Green Road and on Sclater Street and Cheshire Street. The market managed by the Council on Brick Lane and Sclater Street has stalls with poor quality canopies, while the market on Cheshire Street is being revitalised and has good quality canopies funding by the Council's Brick Lane regeneration programme.

Spillages from food serving traders, along with cardboard and other waste, create hazards and waste issues on the street on Sundays.

Truman Brewery, along with restaurants, including curry houses, are footfall drivers in the evening and at weekends particularly the northern half of Brick Lane. However, there is often overcrowding due to the scale of visitors on the narrow streets, particularly on Sundays.

Brick Lane has a very high level of graffiti throughout, particularly around the railway bridge. Some of the graffiti attracts visitors and tour groups, but there are sections where graffiti and tagging on shopfronts reduces the appeal and annoys both businesses and residents.

Beggars, street sleepers, tagging, litter and detritus and people urinating and vomiting in the street are a common issues at night. There are no public toilets on Brick Lane. Businesses are reluctant to offer the use of their toilets to customers of the street market as they do not see a benefit to their business.

Business waste left on the street for collection often becomes an obstacle for pedestrians and can include spillages when the bags split. The area would benefit from deep cleaning and tighter litter management, particularly weekends and Monday mornings.

There are no buses serving Brick Lane itself. The nearest bus routes are on Commercial Street with the: 254 to Holloway/Aldgate East, 25 to Ilford/Hainault and 67 to Aldgate. Also Bethnal Green Road at the top of Brick Lane has the 8 to Bow Church/Tottenham Court Road and 388 to Stratford City/Blackfriars at intervals of every 5 to 14 minutes

To the south of Brick Lane is Aldgate East station and at the northern end Shoreditch High Street station with 4.8m entries & exits/year. There are quiet way cycle routes along Hanbury Street, Quaker St and Commercial Street.

TfL cycle docking stations include: 18 in Aldgate, 17 by Brick Lane Market, 20 by Shoreditch and 39 on Buxton Street. Also 77 pay & display spaces and 29 loading bays in the town centre.

There were 592 reported crimes in Brick Lane town centre over a 12 month period to 2016. The highest category of reported crimes: 143 (24.2%) Anti-Social Behaviour (ASB), followed by 95 (16.0%) other theft and 84 (14.2%) Violence & Sexual Offences. ASB Crimes relates to drugs and alcohol misuse and crimes.

8.2.3 Bethnal Green - environment and customer experience

There is evidence of investment by some property owners in bars, cafes particularly the western end of Bethnal Green town centre and recently opened businesses. However, many of the long-standing shops are tired and have oversized or poor quality signage.

Generally there are low vacant rates on Bethnal Green, with units taken-up quickly. The former cinema is subject to development plans. Also a mid-terrace unit where there was a fire some years ago, has been subject to planning enforcement by the Council due to the poor condition of the site.

Key local footfall drivers are Bethnal Green tube station to the east with 1.2M exits & entries/year, Shoreditch High Street station to the west with 1.8M exits & entries/year and Bethnal Green library with 40,000 visitors/year.

The V&A's Children's Museum located opposite Bethnal Green tube station typically has 460K visitors/year. However, the very deep railway arch at the junction of Bethnal Green Road and Cambridge Heath Road cuts off sightlines in to the town centre, limiting the number of museum visitors going into the town centre and using local businesses.

Bethnal Green market operates 6 days per week. During the week the back of market stalls face Bethnal Green Road and blocking sign lines from the road to shops and results in tension between traders and businesses.

However, this is mainly an issue during the week as the occupancy rate on the market is very low on Saturdays.

Local buses serving Bethnal Green Road include number: 8 to Bow Church/Tottenham Court Road, 388 to Blackfriars/Stratford City Bus Station and D3 to Crossharbour/London Chest Hospital. Services are 3 to 8 minutes. There are 124 pay & display spaces and 21 loading bays.

There is one cycle bank in Bethnal Green District Centre by Potts Street with 19 docking stations and also one just outside the district centre boundary by Granby Street with 25 cycle docking stations. Bethnal Green Partnership managed by Oxford House, requested more cycle storage in the town centre.

There is some evidence of graffiti in the town centre. There are publically accessible toilets in Bethnal Green library. Plans to switch to LED lighting will improve the lighting levels in the town centre.

Bethnal Green District Centre had 475 total numbers of reported crimes in the 12 months to September 2016. The highest category of reported crime was violence and sexual offences at 111 (23.4%), Shoplifting at 76 (16%), other theft 53 (11.2%), and theft from the person at 47 (9.9%). Businesses also reported concerns about rough sleeping and drug users in the area.

8.2.4 Roman Road East - environment and customer experience

There is evidence of investment by property owners on the western half of the Roman Road East, while the eastern side of the town centre has poorer quality shop units. The Council's regeneration programme in Roman Road East has improved some of the shop units in the town centre.

Roman Road Market is known as a traditional East End market, with some traders renting traditional barrow style stalls from Brian Baker & Sons based in a yard behind the market. Most traders use metal frame market stalls and generally most traders use poor quality canopies.

The Council local regeneration programme purchased some Roman Road East branded canopies for market traders to use. However, only some traders are using these canopies.

On market days the main section of the high street is given over to the market. There are waste issues, litter and graffiti in Roman Road town centre on days when the market is on.

The junction of St Stephens Road by Roman Road is where the street market starts. But this junction, which is on the town centres main bus routes, is said to be 'congested and noisy and takes from the market atmosphere'.

Roman Road East is served by the: 8 to Bow Church/Tottenham Court Road, 276 to Stoke Newington Common/Newham Hospital and number 488 to Bromley by Bow/Kingsland Road, with services at 7 to 10 minutes intervals. Mile End about a 15 minute walk from Grove Road had 16.3M entries/entries /year and Bow Church DLR 10 minutes from Tredegar Road, with 3.2M entries and exits / year. There are 32 pay & display parking spaces and 10 loading bays. There is parking in the Tesco car park for customers only and a public car park by St Stephens Road.

There is some signage and way finding to and from key local stations. However, this could be improved given the potential to promote the centres social history, connections with the suffragette movement and other east end heritage, to generate additional visitors to the centre.

The public realm is in poor condition and Gladstone Place has excessive street furniture and clutter, including bins, seating and telephone boxes. The road surface in some areas is uneven and would benefit from being repaired or re-laid. The centre lacks available public toilets.

Roman Road East District Centre had 339 total numbers of reported crimes in the 12 months to September 2016. The highest categories were Anti- Social Behaviour (ASB) at 92 (27.1%), Shoplifting at 49 (14.5%), Violence and Sexual offences at 58 (17.1%). ASB crimes related to drugs and alcohol misuse and crimes by groups of youths, street drinking around Gladstone Place and graffiti / tagging.

8.2.5 Chrisp Street - environment and customer experience

Chrisp Street town centre is a classic and distinctive post-war open air shopping centre built as part of the Festival of Britain in 1951 to celebrate 'Living Architecture', with the first pedestrianised shopping centre in Britain.

Recent investment in Chrisp Street town centre includes the reopening of Poplar Baths on East India Dock Road in 2016, bringing this Grade II listed building back into use after being closed for 30 years. Since 2017 Chrisp Street Exchange offers high quality co-working space for start-up and growing businesses.

Most of the shopfronts along East India Road to the east are tired in poor condition with better quality units closest to Chrisp Street. The regeneration programme in Chrisp Street over the next 8 years, led by PoplarHARCA, will make improvements to shops and infrastructure in the heart of the town centre. This regeneration programme excludes the weakest shop units on East India Dock Road.

Public toilets at Chrisp Street are in need of attention and maintenance.

Waste collection is an issue in Chrisp Street and PoplarHARCA are keen to work with Tower Hamlets Council to explore how they can take on the management of waste on their estate.

Signage to Chrisp Street is good from All Saints station and within the town centre. However, attracting people to Chrisp Street will be a challenge as the regeneration programme progresses over the next 8 years.

The main bus routes serving the town centre along East India Dock Road are the D6 to Cambridge Heath/Crossharbour, 115 to East Ham/Aldgate and 15 to Romford/Trafalgar, with services running every 7-10 minutes.

Local cycle routes include a route through Upper North Street. However, cycling in the area is known as difficult. There is a cycle docking station by

Chrisp Street Market with 18 cycle spaces and a cycle shop opposite the market. There are 5 pay & display spaces and 0 loading bays.

Chrisp Street town centre had 339 reported crimes in the 12 months to September 2016. The highest category were Anti- Social Behaviour (ASB) at 92 (27.1%), Shoplifting at 49 (14.5%), Violence and Sexual offences at 58 (17.1%).

All Saints station has typically 2.1M exits and entries/year and although it is located in Chrisp Street town centre, being on the southern side of East India Road cuts that station off from the town centre.

Although there is free parking for Co-op customers, a survey carried out by PoplarHARCA in 2016 highlighted that most people using Chrisp Street town centre live in the area and walk to the centre.

8.2.6 Watney Market - environment and customer experience

There is some evidence of investment in Watney Market to the south of the centre near Shadwell DLR and Overground stations. Shopfronts on Commercial Road and the frontages along this route are generally weak.

The shop units in the central area of the town centre lack signs of investment have poor window displays and views into these unit are often obscured by advertising vinyls. Also at night, units along Commercial Road use mainly solid metal shutters which give a defensive appearance.

The business shop front facing Commercial Street could be improved to achieve a more active frontage to this main arterial route.

There is visible litter and some graffiti in the centre and the quality of the pavement surface in the centre could be improved. There have been drug addicts and rough sleepers in Watney Market Car Park, as there are no gates at either end of the car park.

Shadwell DLR station has 8.6M entries and exits/year and the Overground station has 2.6M exits and entries / year.

Commercial Road is a very busy traffic route and bus routes 15, 115 and 135 connecting Watney Market District Centre with Whitechapel to the west and Limehouse interchange at intervals of 6-12 minutes. The D3, 100 and 339 buses serve Shadwell station and operate at 7-12 minute intervals. Cable Street connects with Limehouse/Tower Gateway via bus: D3, 100 and 551 at 7-12 minutes past the hour.

There are 5 pay and display space and 2 loading bays. This reflects the pedestrianised nature of the centre and the low car ownership in the area. The Cycle Superhighway CS3 runs through Cable Street by Shadwell DLR and Overground stations.

There are 48 cycle docking stations by the entrance to Watney Market town centre on Commercial Road and 18 by Shadwell Station on the south side.

Businesses on Chapman Street include some wholesale businesses, take deliveries in unsocial hours and are known to cause noise complaints.

Watney Market had 502 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti-Social Behaviour (ASB) at 156 (31.1%), Violence and Sexual offences at 101 (20.1%) and Public Order at 36 (7.2%).

While there is some way-finding in the town centre from Shadwell stations, the town centre has limited benefit from its proximity to the Overground and DLR stations. Also the housing developments in London Dock, where there are plans for 1800 new housing units, has very poor connections with the town centre.

8.2.7 Roman Road West - environment and customer experience

There is evidence of retailer investment on the western side of the town centre, with good quality shop fronts, window displays and contemporary layouts.

There were 17 vacant units in the centre in 2016, with vacancies concentrated on the eastern side and many of these units vacant for several years.

Many shops in the central and eastern side of the town centre have solid security shutters that are pulled down during the day, even when the shop is open giving the impression the centre is closed.

There is evidence of street drinking and many shop units, along with community buildings, such as the Mosque and GP Surgery, have graffiti.

Roman Road West town centre is popular with students as a place to live due to its proximity by bus to Queen Mary University (QMU) campus in Mile End. The railway line used by the Overland, runs east/west to the south of the town centre, cutting off the campus and limiting access routes to Morpeth Street. The Council is working with QMU, Network Rail and the local partnership to explore opportunities to open-up a new access route via Meath Gardens.

Roman Road is a busy bus route served by bus no: D6 to Crossharbour/Ash Grove, 8 to Bow Bus Garage/Tottenham Court Road and 277 to Mile End/Leamouth with services running at 5 to 11 minute intervals per hour. Bethnal Green station is a 10 minute walk from the western side of the town centre. There are two cycle quietways cutting through Roman Road West town centre, with one along Globe Road on its western edge and one on Morpeth Street by the Globe Town Market Square where there is a cycle docking station with 20 cycle bays.

There are 16 pay and display spaces in Roman Road West and 1 loading bay. There are stretches of Roman Road which have railings along the street and restrict access for loading.

Traffic flow on Roman Road West is generally high, with congestion levels much lower than along nearby Bethnal Green Road. Although noise pollution impacts on the centre's environmental quality and creates pedestrian/vehicle conflicts, traffic calming measures are in place to help control this.

The public realm appears run down with many shop fronts with graffiti and signage in need of repair. Whilst there is considered to be a generally good provision of seating and planting across the centre, maintenance needs to be improved, particularly in the Market Square. In contrast the public realm along Globe Road is of a higher quality and has examples of street planting and shop fronts that are well maintained.

Roman Road West is separated from Roman Road East by a bridge over the Regents Canal which runs from Limehouse Basin to Victoria Park, and the Millennium Park running along the eastern side of the Canal. While these assets add to the overall appeal of the area, the town centre does not benefit from traffic and connections with these locations.

Roman Road West had 147 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti-Social Behaviour (ASB) at 72 (49%), Violence and Sexual offences at 14 (9.5%) and 8 (5.5%) Burglary 8 (5.5%) Criminal Damage and Arson and 8 (5.5%).

8.2.8 Crossharbour - environment and customer experience

The quality of shop fronts in Crossharbour town centre is generally good. Crossharbour DLR station is located in the middle of the town centre with its raised track cutting off sightlines either side of the centre. However, the Asda store will be subject to a major regeneration programme which will diversify the offer and change the scale and profile of the centre.

Crossharbour DLR station had 4.1M entries and exits / year. The town centre is served by bus numbers: D6 to Ashgrove, 135 to Old Street and D8 to Stratford at 5-10minute intervals.

Crossharbour has 236 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti-Social Behaviour (ASB) at 87 (36.9%), Violence and Sexual offences at 34 (14.4%) and 32 (13.6%) shoplifting.

8.2.9 Bromley by Bow Environment and Customer Experience

The A12 provides a major physical barrier between the east and west of Bromley-by-bow town centre, creating a very noisy environment.

Access to the Tesco superstore for pedestrians is via a subway under the A12. This subway is poorly lit, often has litter in the passageway and there is evidence of graffiti. Most people access the Tesco superstore by car, driving from neighbouring boroughs and other areas.

While Bromley-by-bow underground station, which is on the District and Hammersmith Lines, is used mainly by commuters living in the area.

Bromley by Bow had 167 reported crimes in the 12 months to September 2016. The highest category of reported crime was 39 (23.4%) vehicular crime, 37 (22.2%) shoplifting and 19 (11.4%) Violence and Sexual Offences.

8.2.10 Columbia Road - environment and customer experience

Columbia Road has high quality shopfronts and market stalls are good quality. The area is well service by buses and has good level of cycle storage including 5 bikes by Santander. There is 2 hours free parking in any pay and display bay in the areas surrounding Columbia Road Flower Market. Wayfinding could link Columbia Road with other areas to cross promote centres.

8.2.11 Middlesex Street - environment and customer experience

During the week from 7.00-19.00 traffic flow along Middlesex Street is relatively high, with the highest at the southern end of the street, and lowest on Widegate Street, Sandy's Row and Artillery Lane.

On Sundays, Middlesex Street is closed from 7.00-16.00 when the market operates.

Traders leaving the market early often drive their vehicles through a dense pedestrian area. There is illegal parking by market traders on Sundays, and loading and unloading cause blockages on Sandy's Row to pedestrians and vehicles for most of the day.

Cycle Superhighway 2 runs along Aldgate High Street to the south of Middlesex Street and there limited Quietway cycle routes through Middlesex Street. However, there is a lack of cycle parking around Middlesex Street.

There are some wayfinding totems in the City of London only. There is a need for wayfinding in the Middlesex Street area improve navigation for visitor. This would link with planned way-finding in the City of London and Tower Hamlets.

8.3.4 The Night Time Economy (NTE) in Tower Hamlets

This section of the strategy provides an overview of the Night Time Economy (NTE) in Tower Hamlets, with a focus on town centres and key high streets.

Research carried out by the Association of Licensed Multiple Retailers states that Tower Hamlets has the 6th most-valuable Night Time Economy (NTE) in London and the 10th most valuable in the UK, with: 583 core pub, club, bar and restaurants and a combined GVA of £121 million.

Between 2010 and 2016 the number of licensed restaurants in Tower Hamlets increased by 49% from 215 to 320 premises, while the number of licensed hotels and other accommodation increased by 75% from 40 to 70 premises. In the same period the number of licensed clubs decreased from 15 to 10 and public houses and bars decreased from 150 to 130.

Many NTE businesses sell alcohol and/or are entertainment venues and require a license in order to provide the following activities:

- the sale or retail of alcohol (on and off sales)
- the supply of alcohol by or on behalf of a club to a member of the club
- the provision of regulated entertainment
- the provision of late night refreshment

The highest concentration of NTE businesses in Tower Hamlets is in Canary Wharf and there are more than 300 licensed premises in town centres and key high streets:

Table 4: Overview of licensed premises

Type of business	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow	Columbia Road	Middlesex Street
Total licensed businesses	30	127	43	37	19	17	18	6	0	3	
Restaurants & Cafes	9	97	12	15	9	1	2	3			
Retail	15	19	14	17	7	11	10	1			
Pubs / Bars	5	6	7	4	2	4	5	1		3	
Community & Social Clubs		3	2			1	1	1			
Hotel	1	1	1	1	1						1
Event / Entertainment Venue		1	4								

Introducing the Late Night Levy

In 2016 Tower Hamlets Council carried out consultation on introducing a Late Night Levy targeting businesses that supply alcohol between 12.00 and 06.00. Following this consultation process the Levy was introduced in January 2018.

The levy funds raised will help pay for extra enforcement and Police needed to deal with incidents generated by the NTE.

There are approximately 200 alcohol related ambulance call-outs per month in the borough, of which 17% of incidents occurring during the week and 22% occurring during the weekend take place between midnight and 06.00.

In addition, recorded crime data shows a peak in the number of alcohol-related incidents at licensed premises from 12.30am.

The Levy will raise finance by charging NTE businesses and is estimated to generate about £350K, depending on the number of businesses that decide to retain their late night licence.

The Council, after consultation, revised its Statement of Licensing Policy to include a Cumulative Impact Zone (CIZ) for Brick Lane, due to the concentration of NTE activity in this destination centre.

It is proposed that the net amount collected is allocated on a 70/30 split, with the funding managed by the Community Safety Partnership. This Partnership has responsibility for liaising with the public and voluntary sector on community safety issues.

Possible ideas under consideration by the Partnership for how to spend the Late Night Levy Funds include:

- Street Pastors
- Street Cleaning
- Enforcement Initiatives - Night time enforcement officers
- Personal Safety Initiatives
- Health Care Facilities
- Additional Police or private security
- support to assist schemes that promote improved management of licenced premises, such as Best Bar None or Pub Watch

Managing the Evening Economy in Tower Hamlets – Best Bar None

Tower Hamlets has a Best Bar None (BBN) accreditation scheme for licensed premises. This scheme is actively promoted among licensed premises across the borough, particularly in Canary Wharf and Brick Lane.

During 2016 a group of 39 businesses responded with interest in taking part in the BBN scheme, of which 18 completed their applications and achieved Best Bar None accreditation.

To incentivise businesses to take part, a 30% reduction in levy charge will be given to businesses that take part in the Best Bar None Scheme.

8.4 The Council working in partnership with High Street partnerships

The implementation of the High Streets & Town Centres strategy will involve joint working between services across Tower Hamlets Council and also with high street and town centre focused partnerships.

Working in partnership with local stakeholders and high street partnerships will enable the development and implementation of tailored action plans to improve the performance and competitiveness of local high streets. Joint working will also help manage communication with local networks.

High Streets partnerships:

- i. Brick Lane Regeneration Partnership
- ii. The Aldgate Partnership (TAP)
- iii. Bethnal Green Business Forum
- iv. Roman Road West Regeneration Partnership
- v. Chrisp Street Partnership
- vi. Middlesex Street Partnership (in development)
- vii. Watney Market Partnership (in development)
- viii. The Columbia Road Traders Association

Neighbourhood Forums:

Neighbourhood planning is a new right for communities, introduced by the Localism Act 2011 that enables communities to prepare a Neighbourhood Plan to set out their vision in order to influence planning priorities and guide development in their neighbourhood.

Tower Hamlets Neighbourhood Forums are:

- Spitalfields Neighbourhood Planning Forum April 2016, and takes in Brick Lane town centre.
- Isle of Dogs Neighbourhood Planning Area was approved in April 2016 and takes in Crossharbour town centre.
- Roman Road Bow Neighbourhood Planning Area was approved by the Mayor in February 2017 and takes in Roman Road East Town Centre.

Local statutory partnerships linking to high streets & town centers:

- The Community Alcohol Partnerships (CAP) – Retailers, licensees, trading standards, police, health services, education providers and local stakeholders come together to tackle underage drinking and ASB, including street drinking.
- Tower Hamlets Crime and Community Safety (CSP) – A multi-agency strategic group, with members working together on complex community safety issues including issues in high streets and town centres.

Appendix 1 - Ranking of performance indicators

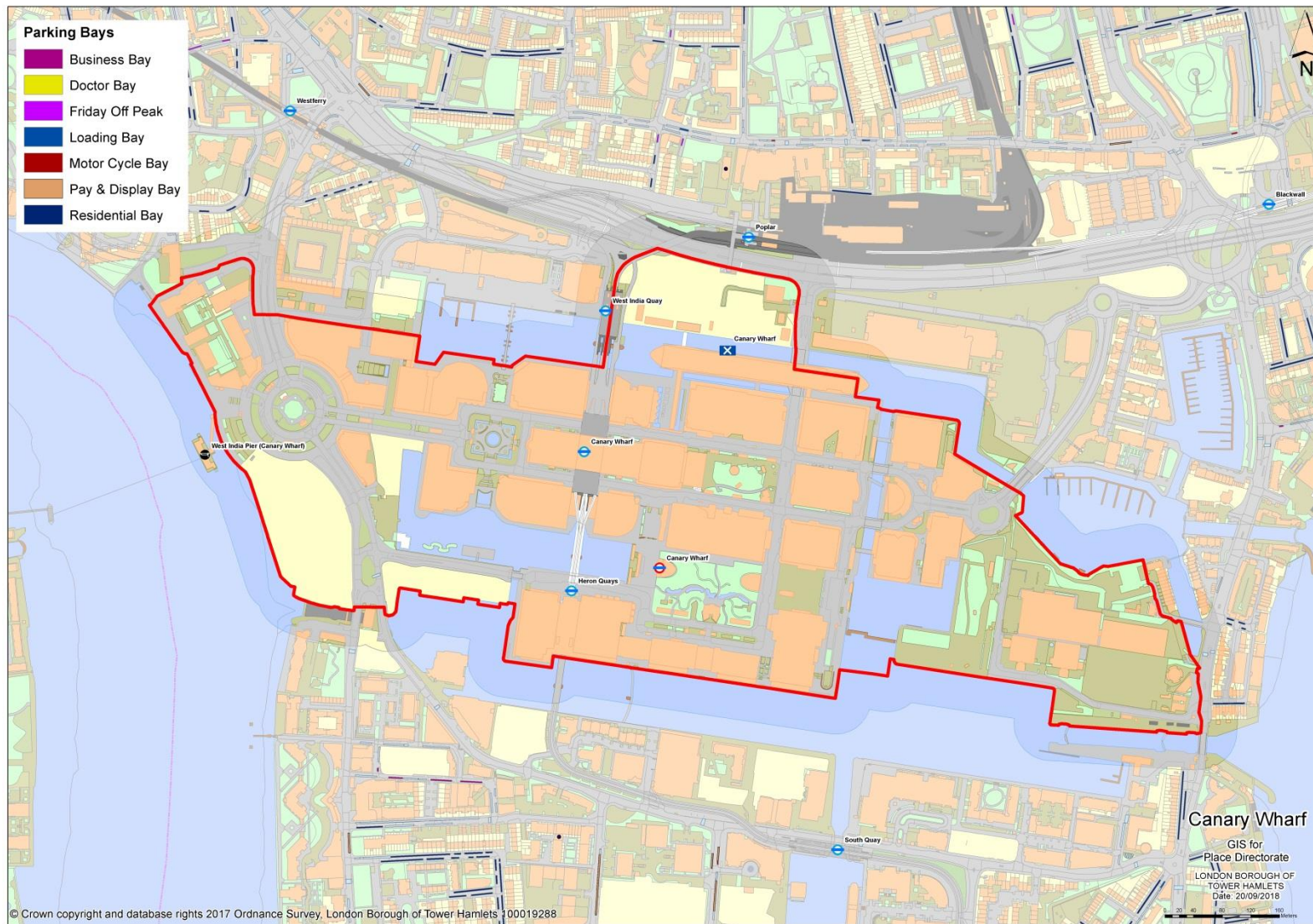
Priorities :	No	Performance Indicator Categories	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley by Bow	Canary Wharf	Middlesex Street	Columbia Road
1. Improve the retail offer	1	Retail offer	Opportunity for Improvement	Good	Very Good	Good	Good	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Good	Opportunity for Improvement	Opportunity for Improvement
	2	Vacant units	Good	Good	Very Good	Good	Very Good	Good	Needs Attention	Very Good	Very Good	Very Good	Opportunity for Improvement	Good
	3	Culture and Leisure	Good	Good	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention	Good	Opportunity for Improvement	Opportunity for Improvement
	4	Unhealthy businesses	Needs Attention	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Very Good	Good	Good	Good
	5	Visitors satisfaction with the retail offer	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Very Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Good	Good	Good	Needs Attention	Good
	6	Retail Sales	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Good	Good	Needs Attention	Opportunity for Improvement	Very Good	Very Good	Good	Opportunity for Improvement	Good
	7	Business confidence	Good	Good	Good	Good	Good	Good	Opportunity for Improvement	Good	Good	Very Good	Opportunity for Improvement	Good
2. Develop and support local Partnerships	8	Community Spirit	Good	Good	Good	Very Good	Very Good	Good	Opportunity for Improvement	Good	Very Good	Good	Opportunity for Improvement	Good
	9	Partnership working	Opportunity for Improvement	Good	Opportunity for Improvement	Very Good	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Needs Attention	Needs Attention	Very good	Opportunity for Improvement	Good
	10	Events	Good	Good	Good	Good	Good	Needs Attention	Opportunity for Improvement	Needs Attention	Needs Attention	Very Good	Needs Attention	Good
3. Improve the management of the public realm	11	Footfall	Very Good	Good	Very Good	Very Good	Opportunity for Improvement	Very Good	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Good	Opportunity for Improvement	Good
	12	Geographical Catchment	Very Good	Good	Very Good	Very Good	Very Good	Very Good	Good	Very Good	Very Good	Very Good	Very Good	Good
	13	Access	Very Good	Very Good	Very Good	Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Good
	14	Car parking	Needs Attention	Very Good	Very Good	Good	Very Good	Needs Attention	Very Good	Very Good	Very Good	Good	Good	Good
	15	Visitors experience satisfaction	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Good	Good	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Good	Needs Attention	Good
	16	Attractiveness	Needs Attention	Good	Good	Good	Good	Opportunity for Improvement	Needs Attention	Good	Opportunity for Improvement	Very Good	Good	Good
4. Improve street market management	17	Street Markets	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Not applicable	Not applicable	Not applicable	Needs Attention	Good
5. Reduce Anti-Social Behaviour	18	Reported Crime	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention	Good	Good	Good	Needs Attention	Opportunity for Improvement
	19	Crime and safety perception	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention	Good	Good	Very Good	Opportunity for Improvement	Opportunity for Improvement
	20	Night Time Economy (NTE)	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Not applicable	Not applicable	Very Good	Opportunity for Improvement	Good

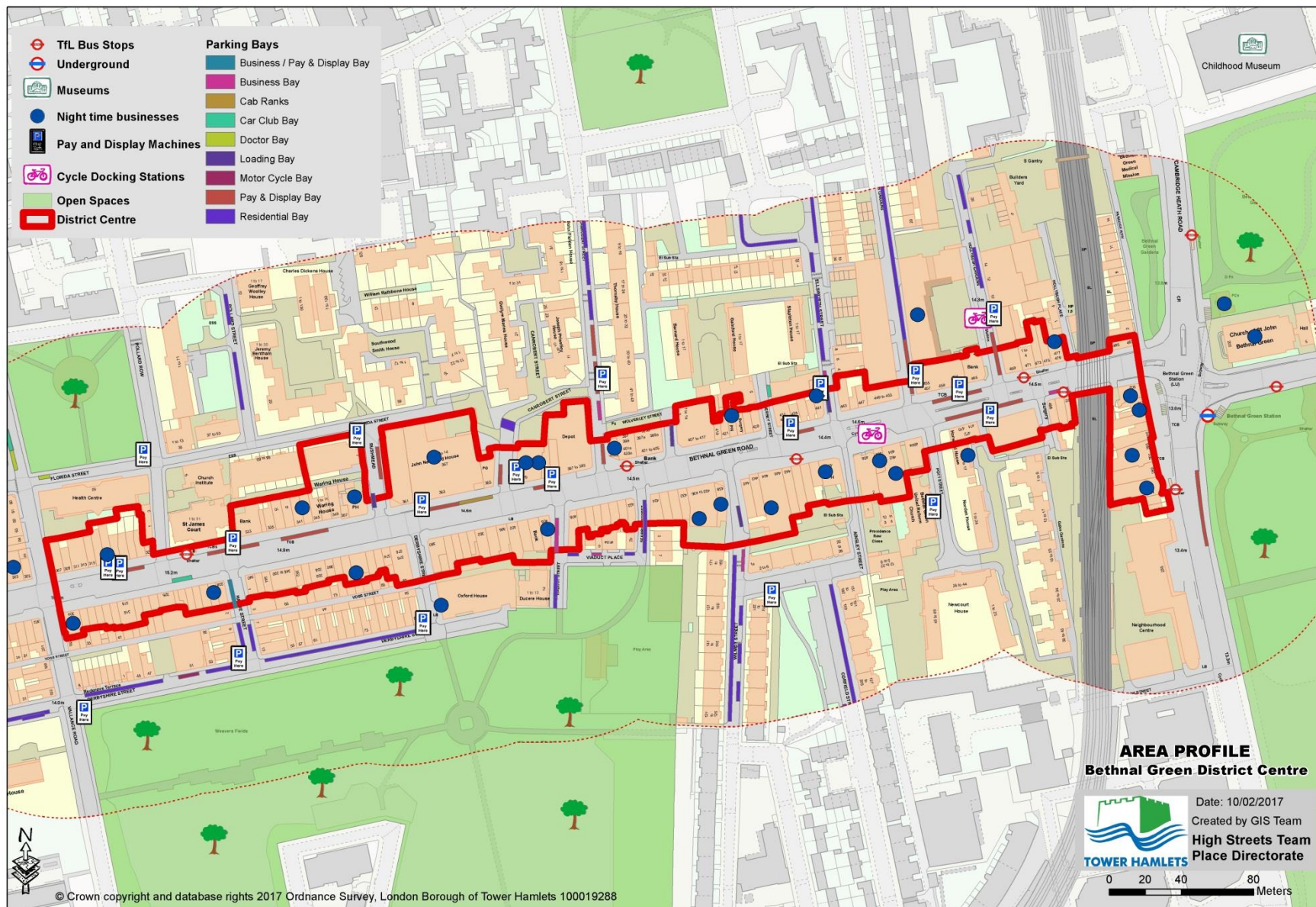
Appendix 2 - Definition of rankings for town centre performance indicators

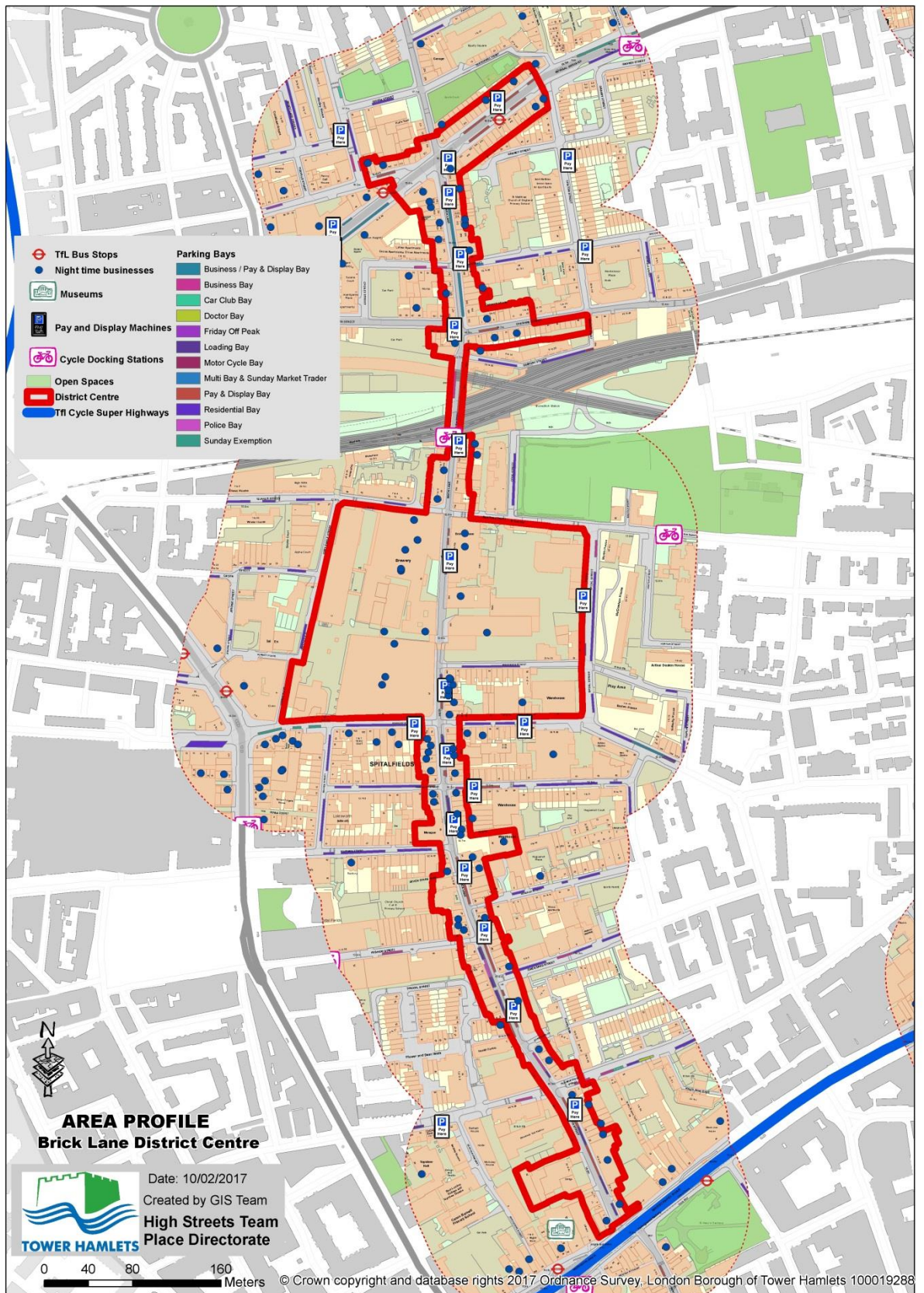
Priority	Category	Very good	Good	Opportunity for Improvement	Needs Attention
1. Improve the retail offer	Retail offer	Strong retail offer with a wide variety of day-to-day goods, restaurants, cafes and leisure services offered and meeting the needs of a diverse customer base and attracting people from beyond the area.	Good retail offer with a variety of goods, leisure services and restaurants offered, creating a good demand for services and meeting the needs of a wide-customer base.	Good retail offer with a variety of goods, leisure services and food offered and meeting a mainly local customer base.	A limited retail offer, with gaps in the range of goods, leisure services and food offered and meeting the needs of some of the mainly local customer base.
	Vacant Units	0% vacant units in the centre.	1-5% vacant units is under national average of 11.17% and units vacant for up to 3 months.	6-10% of vacant units at national average of 11.17% and units vacant for up to 6 months.	10-15% of vacant units higher than national average of 11.17% and units vacant for up to 1 year.
	Culture and Leisure	A good choice of theatres, cinemas and other entertainment services offered that appeal to a wide section of community and attracts people from outside the area.	A choice of theatres, cinemas and other entertainment services that appeal to a wide section of community and attract some people from out of the area.	Some theatres, cinemas and other entertainment services that appeal to some of the community and people from outside the area.	Limited number of theatres, cinemas and/ or other entertainment services that appeal to a mainly local/narrow customer base.
	Unhealthy Businesses	0% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	1-7% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	Under 8-15% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	Over 15% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.
	Visitors satisfaction with Retail Offer (inc street markets)	High level of satisfaction expressed by visitors with good choice of food & drink and goods etc., high standard of customer service experienced and keen to come back and recommend the location to others. Well curated market meeting high level of customer needs with very good reviews and feedback.	Good level of satisfaction expressed by most visitors with: the choice of food & drink and goods etc., standard of customer service experienced and keen to come back and recommend the location to others. Well curated market meeting good level of customer needs with mainly good reviews and feedback.	Good level of satisfaction expressed by visitors with: the choice of food & drink and goods etc. and the standard of customer service, but highlighting improvements needed to retail and street market offer.	Low level of satisfaction expressed by visitors with: the choice of food & drink and goods etc. and the standard of customer service and highlighting weaknesses and concerns about the retail offer and market.
	Retail Sales	Over 75% of businesses in the town centre reported turnover had increased on previous years figures.	60-75% of businesses in the town centre reported turnover had increased on previous years figures.	50-60% of businesses in the town centre reported turnover had increased on previous years figures.	40-50% of businesses in the town centre reported turnover had increased on previous years figures.
	Business confidence	High business confidence with a variety of new businesses opening and most business owners expecting business growth.	Good level of business confidence, some new businesses opening with some business owners expecting business growth.	Good level of business confidence, some new businesses opening with business owners not expecting business growth.	Low level of business confidence, few or no businesses opening with business owners not expecting business growth.
2. Develop and support local partnerships	Community Spirit	Very positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with joint working and investment in social cohesion in evidence.	Positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with aspirations to work together and promote social cohesion.	Some positive messages expressed by residents, businesses and customers about their pride and loyalty to their centre, but lacks commitment to promote their centre and invest in social cohesion.	Community spirit is low with a negative perception expressed, showing a lack of pride and loyalty to the centre and little commitment to work together or promote social cohesion.
	Partnership Working	Effective partnership structure in place with representation from businesses, market traders and residents and active joint working with the Council and others to support place promotion, marketing & promotion and management of the town centre.	A partnership structure in place with representation from some businesses, market traders and residents and good level of active joint working with the Council and others to support place promotion, marketing & promotion and management of the town centre.	A partnership structure in place with some representation from businesses, market traders and residents and limited joint working with the Council and others to support place promotion, marketing & promotion and management of the town centre.	No formal partnership structure in place and limited joint working with the Council and others to support place promotion, marketing & promotion and management of the town centre.
	Events	More than 1 licensed/ other events held in the centre throughout the year and annually.	1 licensed/ other event held in the centre annually.	1+ licensed/ other event held in the town centre, but not regularly.	0 unlicensed events only in the centre, but not regularly.

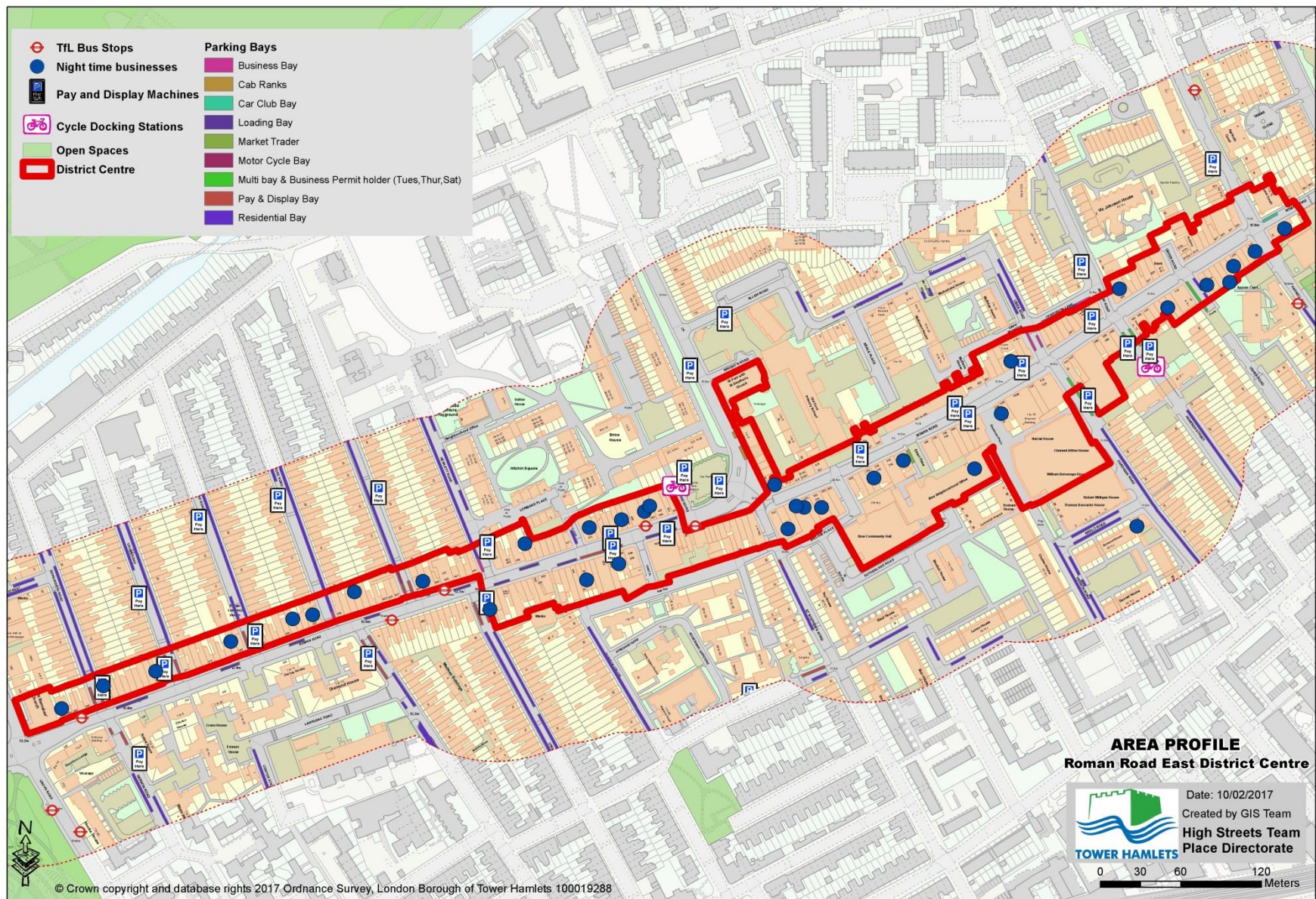
Priority	Category	Very good	Good	Opportunity for Improvement	Needs Attention
3. Improve the management of the public realm	Footfall	High footfall throughout the day with increase at peak commuter times.	High footfall at peak times, inc commuter times, with lower figures at other times.	High footfall at commuter times only and lower figures at other times.	Low footfall throughout the day including at commuter times.
	Geographical Catchment	Strong catchment area with wide customer base including: local residents, visitors including international visitors, workers and people from outside the area and frequency is typically several times a week.	A good catchment area with wide customer base, including: local residents, workers and a range of visitors from outside the area and frequency is typically a few times a week.	A good catchment area with limited customer base, attracting mainly local residents with some visitors/workers from outside the area and frequency is typically once a week.	A weak catchment area with a limited customer base attracting mainly local residents and some visitors/workers into the area and frequency is typically less than once a week.
	Access	Good transport options, with tube service within the centre, good access by car and by foot, range of and frequent bus services with <5mins waiting times, high number of cycles for hire and cycle storage.	Good transport options with tube service within the centre, good access by car and by foot, frequent bus service with <5 mins waiting times, good number of cycles for hire and cycle storage.	Good transport options include: good access by car and by foot, tube in or near the centre, frequent bus services with <8mins waiting times, some cycles for hire and limited cycle storage.	Transport options include: good access by car and by foot, tube service in or near the centre, frequent bus services with <10mins waiting times, no cycles for hire and limited or no cycle storage.
	Car parking	High number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and good range of times of the day when parking is available.	Good number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and range of times of the day when parking is available.	Reasonable number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits of up to 2 hours and with demand for spaces at most times.	Low numbers of public and residential parking spaces available to local residents and customers using the centre. with restrictions on time limits for parking of up to 2 hours and high demand for spaces most of the day.
	Visitors experience satisfaction with the centre (including markets)	High satisfaction expressed by visitors about the centre (ex retail) including: information about what's on, ease with finding their way around the centre and the sense of atmosphere/character they experienced and consistently high satisfaction expressed.	Good level of satisfaction expressed by visitors about the centre (ex retail) including how they found information about what's on, ease with finding their way around and the sense of atmosphere/character they experienced, with most expressing high satisfaction.	Good level of satisfaction overall with some visitors highlighting weaknesses about the centre (ex retail) including how they found information about what's on, ease with finding their way around and the sense of atmosphere/character they experienced.	Good level of satisfaction expressed by some visitors and many highlighting weaknesses about the centre (ex retail) including how they found information about what's on, ease with finding their way around and the sense of atmosphere/character they experienced.
	Attractiveness Public realm (including markets)	Very good perception of public realm in the town centre with businesses and visitors appreciating the standard of maintenance and quality of materials in the centre with no concerns expressed.	Good perception of public realm in the town centre with businesses and visitors appreciating the standard of maintenance and quality of materials in the centre and only minor concerns expressed.	Okay perception of public realm in the town centre with businesses and visitors appreciating the standard of maintenance and quality of materials in the centre and some significant concerns expressed.	Poor perception of public realm in the town centre among businesses and visitors, with significant concerns expressed about cleanliness and quality or maintenance of assets.
4. Improve the management of street markets	Street Markets	The Street Market has 100% occupancy with attractive stalls and canopies in place and the offer is well curated, attracts a broad range of customers, with goods sold meeting their needs and quality requirements.	The Street Market has at least 80% occupancy rate with attractive stalls and canopies in place and the offer is well curated, attracts a good range of customers, with goods sold meeting most of their needs and quality requirements.	The Street Market has 50-80% occupancy with attractive stalls and canopies in place, with goods sold by traders meeting most customer needs but with a need to improve the curating of the offer to appeal to more customers.	The Street Market has <50% occupancy with improving the attractiveness of stalls and canopies, with goods sold by traders meeting a narrow range of customer needs and a need to improve the curating of the offer to appeal to more customers.
5. Reduce Anti-Social Behaviour	Reported Crime	Very low numbers in most Reported Crime categories, and categories consistently low. Reporting of crime is active and a good indicator of actual situation.	Low numbers in some Reported Crime categories, with most categories shown as low. Reporting of crime is active and a good indicator of actual situation.	Moderate numbers in some Reported Crime categories with more categories shown as high. Reporting is reasonable but may be below actual situation.	Some high numbers in most Reported Crime categories with more categories consistently high. Reporting is below actual situation.
	Crime and safety perception	Town Centre is perceived by businesses and visitors as safe with no major issues expressed.	Perception of safety in the town centre is good among businesses and visitors with some concerns expressed.	Perception of safety in the town centre is good but businesses & visitors express concerns about some recurring issues that impact on their experience.	Perception of safety in the town centre is OK with businesses and visitors expressing concerns about a range of recurring issues that impact on their experience.
	Night Time Economy (NTE)	Businesses play active role working in partnership with the public sector to support the effective management of the night time economy with all NTE businesses with pro-active business management practices in place Best Bar None (BBN) or other to help prevent issues arising on their premises.	Businesses play active role working in partnership with the public sector to support the effective management of the NTE and >50% of businesses with BBN or other pro-active business management practices in place to prevent issues arising on their premises.	Most NTE businesses play an active role in supporting the effective management of the NTE with <50% with BBN or other pro-active business management practices in place to prevent issues arising on their premises.	Some businesses play an active role working in partnership with the public sector to support the effective management of the NTE with no pro-active business management practices in place to prevent issues arising in their premises.

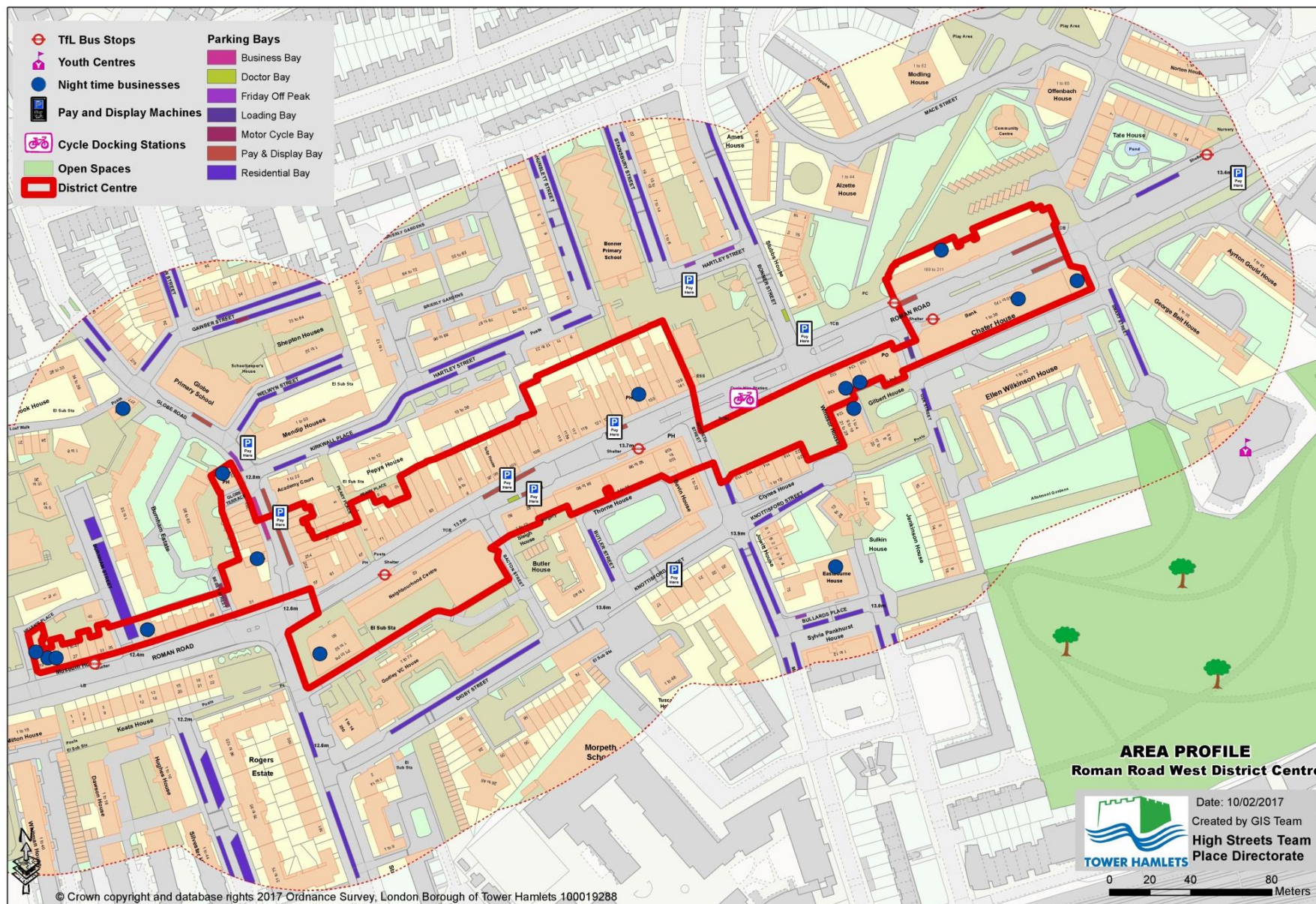
Appendix 3 – Maps of 10 District Centres & 2 Destination High Streets (2016/17 town centre boundaries)

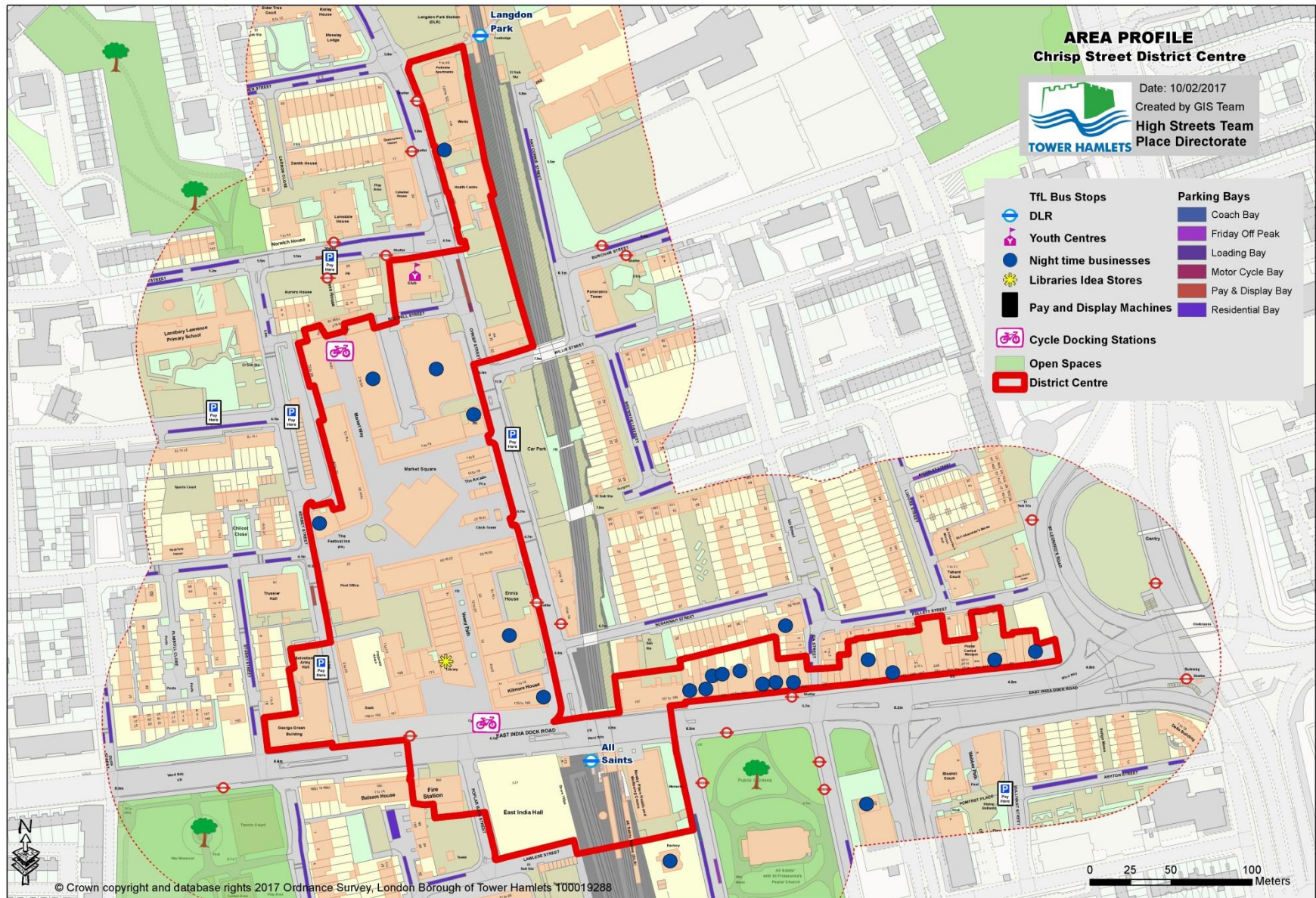


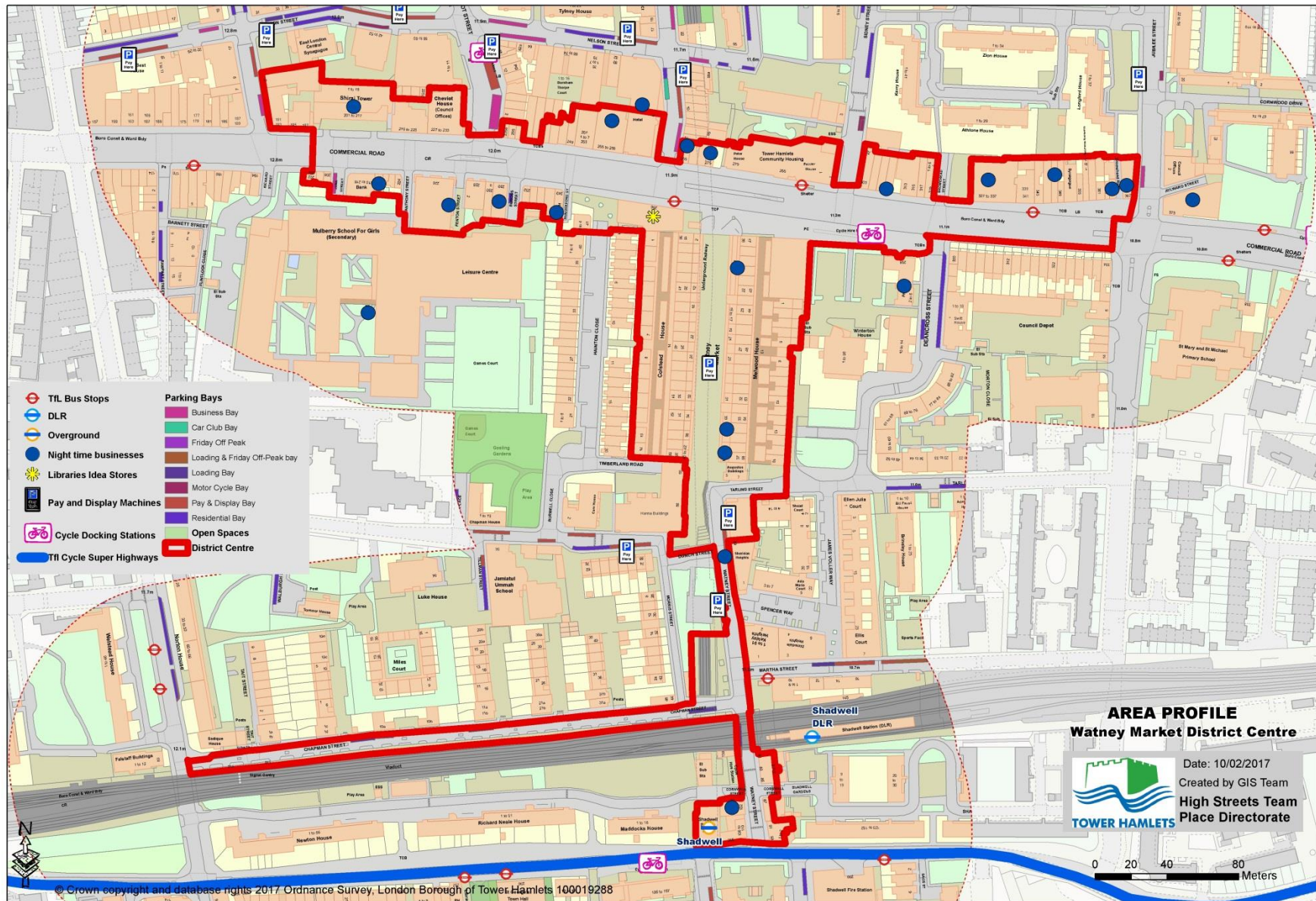


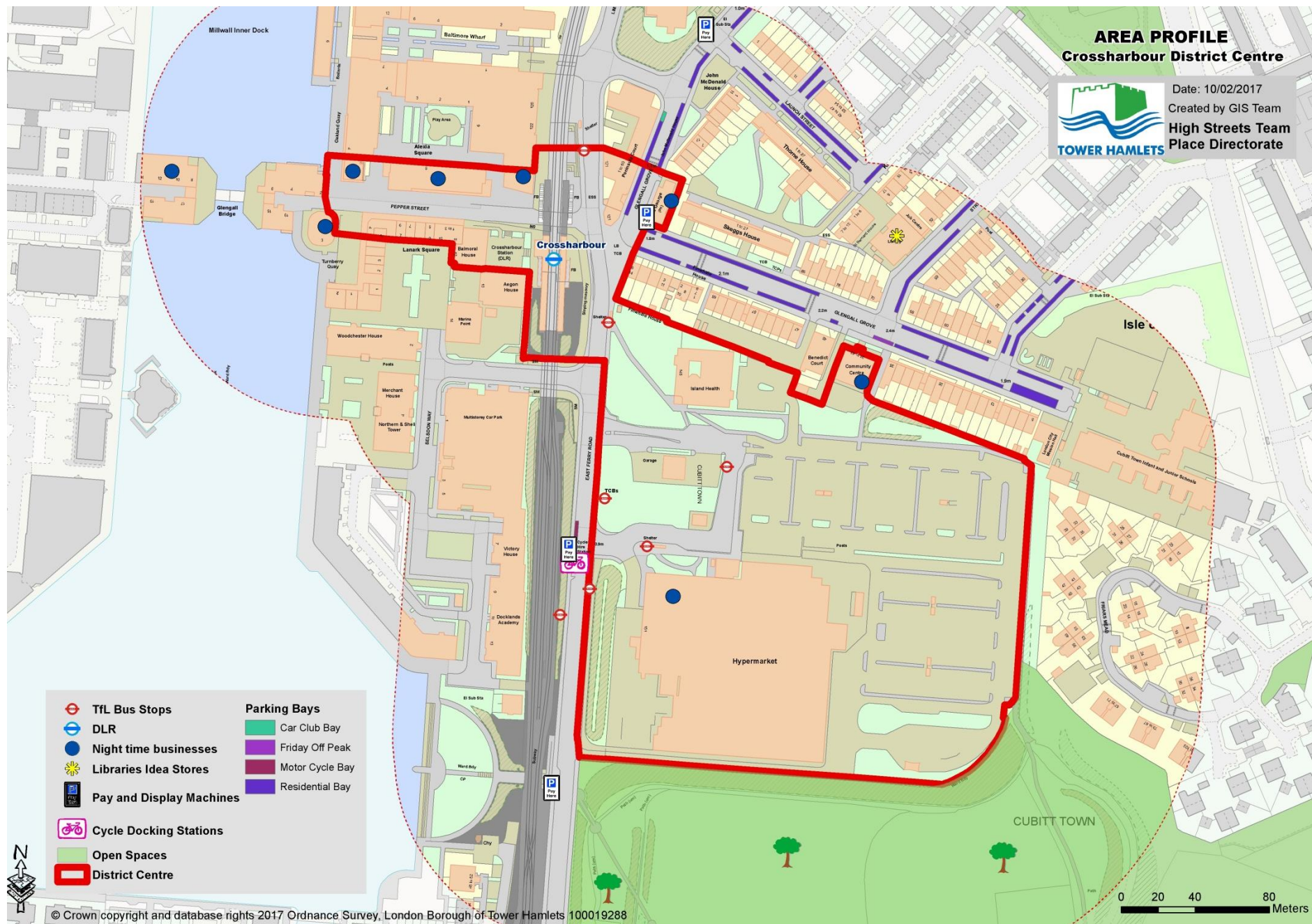


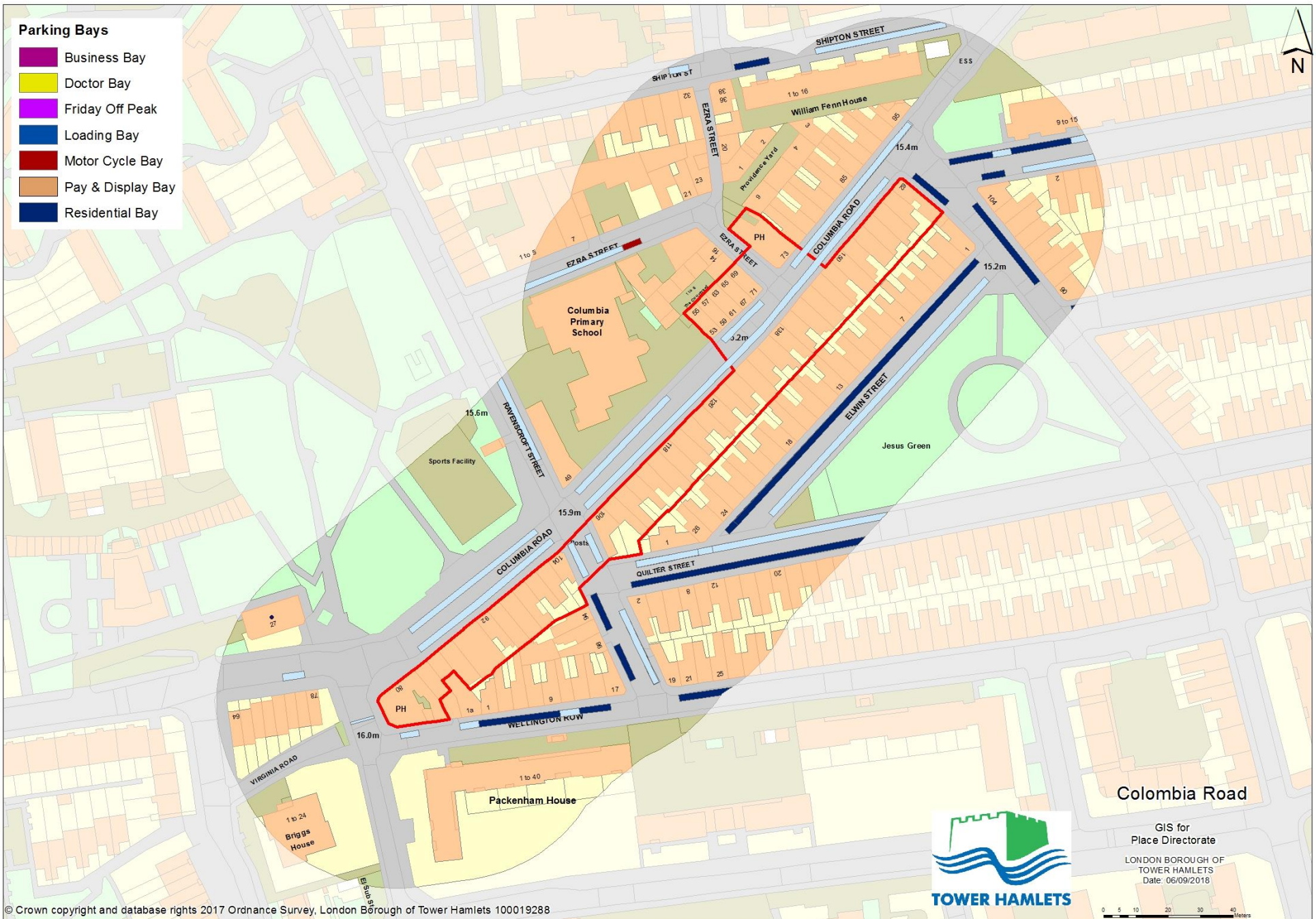












Parking Bays

- Business Bay
- Doctor Bay
- Friday Off Peak
- Loading Bay
- Motor Cycle Bay
- Pay & Display Bay
- Residential Bay

