



informed solutions

Lower Marsh Future Retail Strategy

Final Report

March 2023

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Lower Marsh Future Retail Strategy

1.0 Introduction to The Retail Group

The Retail Group is a specialist retail management consultancy that provides informed solutions about consumers' future needs for a wide range of retail and property clients. The philosophy of our business is "to improve our clients' business through our understanding of shoppers, their shopping habits, businesses and the skills of retailing".

For retail property clients and local authorities, we offer objective and carefully researched retail strategies based on detailed awareness and analysis of national and local retail markets. We ensure that proposed developments target and satisfy the future needs and aspirations of all local consumers.

Our clients appreciate the down-to-earth approach to researching individual centres and our ability to clearly state the reasons for trading in a particular location. Our retail strategies encompass all town centre operators including multiple businesses, independents, service, catering and leisure operators.

We have defined future town centre strategies for over 250 locations covering all sizes and types, from market towns like Morpeth and Frome, to sub-regional towns like Ashford and Livingston, to regional destinations such as Birmingham and Bluewater. Our consumer oriented methodology and approach also enables us to work on iconic locations like Wembley, Greenwich Peninsula and Spitalfields.

We have also been at the forefront of evolving and changing markets in city and town centres across the British Isles. Through our work for the markets sector, and our ongoing place strategy work for towns and cities of all sizes, we are fully aware of the role that markets can play as part of the evolving nature of places.

London markets that we have helped to unlock their potential and future-proof include Broadway Market, Berwick Street, Tachbrook Street, Strutton Ground, Spitalfields, Brick Lane, Leather Lane, Camden Inverness Street, Portobello Vintage Market and Wembley, to name but a few.

Lower Marsh Future Retail Strategy

2.0 Project Overview

2.1 Project Background and Brief

The following background points summarise the key factors driving the project, based on initial discussions with and briefing discussions with the client team.

SoWN (Southbank and Waterloo Neighbourhood) represent a variety of stakeholder groups interested in securing a sustainable future for Lower Marsh. To achieve this, they wish to develop a robust and cohesive Vision and Strategy for Lower Marsh, along with a plan to achieve growth and sustainability in the short and long term. Stakeholders include local residents, businesses, employers, landowners, We Are Waterloo BID, Lambeth Council, neighbourhood and community groups.

The wider Waterloo area has gone through and continues to go through significant change and regeneration, that will in time lead to more visitors, users, residents and consumers in the area. It will also lead to additional and strong competition for the many diverse businesses on Lower Marsh. Lower Marsh has successfully operated alongside strong competition for many years; it offers an eclectic and diverse mix of independent operators, specialist niche businesses, a few multiples, retail, hospitality, service, commercial premises and a street market.

The 'retail' element has decreased in line with location trends, and like many city centre locations the impact of Covid has (and is) having a significant impact, accelerating and highlighting issues and weaknesses. The regeneration and redevelopment of large neighbours is likely to dominate Lower Marsh and overshadow it. In some instances, it will increase customers, in others possibly reduce them.

The client team is keen to understand how Lower Marsh is faring today, what is likely to affect it going forward and what will be the optimum future offer to secure a successful and sustainable future for the centre.

Lower Marsh Future Retail Strategy

2.0 Project Overview cont'd.

2.2 Project Approach and Methodology

The core workstreams of the study are mapped out below:

1. **Immersion** – detailed project briefing, to include existing information collation, agree stakeholder contacts and contact protocols, stakeholder engagement and business engagement survey methodologies, project timetable, updates and report format / delivery.
2. **Location Audit & Review** – focussed on Lower Marsh, with adjoining areas for context. Objective review, proforma based looking at offer, mix, attractors, retail and non-retail, environment, customer experience, facilities, access, transport, workplace, employment, community facilities and integration to community, baseline information. Review to include local hierarchy centres **and** known regeneration and pipeline development.
3. **Business Engagement and Surveys** – all customer facing businesses, independent, confidential, high response rate, essential performance KPI's and baseline information. Ability for confidential benchmarking performance against other BIDs and London locations.
4. **Stakeholder Engagement / Surveys** – contact structured to suit stakeholders of all types and interest. Proven engagement proforma to ensure consistency of response, individual contact. Stakeholders can include wide cross-section, employers, elected members, councillors, business and community groups, developers, landlords, community leaders, faith, civic, leisure, transport, police and other representatives to be confirmed.
5. **Trends, Best Practice and Peer Locations review** – combination of physical reviews, desk based and database mining. Locations to include those identified through business and stakeholder experience, discussions with industry leaders and our own database / previous projects.
6. **Available Information Review** – centre specific background information, planned regeneration activity, on stream and pipeline; available customer profile information, policy context, area and wider retail studies, placemaking study, data / information collation and review. To include planned / anticipated changes to the area, residential and employment, leading to changes in customer base and demand.
7. **Identify Customer Base and Needs** – define and quantify the available customer groups. This will include residents, workers, regular visitors and irregular visitors. Confirm lifestyle and demographics where possible and identify the needs from Lower Marsh.
8. **Analysis** – by workstream and collectively, essential that sufficient time is allocated for analysis to ensure that credible evidence base and subsequent Strategy and action plan are produced rather than a summary of findings!

Strategy and Action Plan Development and Delivery – practical, implementable and prioritised; short, medium and long term actions. Structured to ensure that improvement, growth and a sustainable centre is achieved. Delivered initially to the project team and then when agreed, presented to the stakeholders for the centre.

Lower Marsh Future Retail Strategy

2.0 Project Overview cont'd.

2.3 Project Deliverables

The outputs and deliverables of the project need to include the following aspects:

- A clearly articulated and visualised Vision and Strategy for Lower Marsh, that is grounded in research and credible information. The future role and opportunity in a growing and competitive area.
- The future Lower Marsh customer groups identified, and their needs / expectation defined.
- Lessons from peer group locations and emerging consumer and place trends.
- Target mix, content and variety for the overall Lower Marsh offer, to achieve a sustainable diverse and multi appeal location, including indicative operators and criteria for operator selection.
- Future growth plan, strategic themes, and the rationale behind the plan that can be used to harness the support and collective direction of stakeholders.
- Performance information and content for marketing the future Lower Marsh opportunity to operators.
- Opportunities to support and improve performance of existing offers / wider development ambitions, improved connectivity to adjoining areas and new developments, including better use of Leake Street.
- Baseline information on key performance indicators for monitoring and review to measure success.
- Route map / action plan of key stages for delivery.
- High level outcomes articulated and supported by implementable and allocated actions.

Retail & Place Review

Lower Marsh Future Retail Strategy

3.0 Retail & Place Review

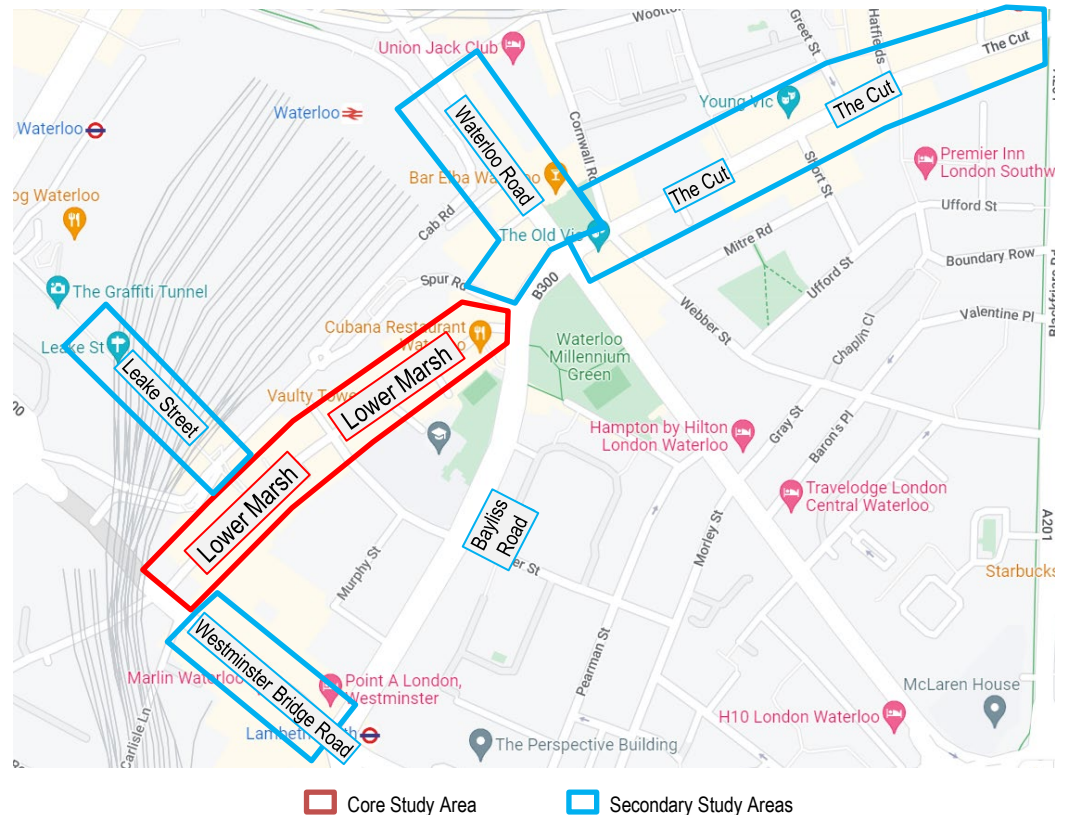
3.1 Introduction

A review of both Lower Marsh and adjacent commercial areas has been undertaken from the perspective of the consumer.

The aim of this review is to assess the offer and the experience, given the visibility, impact, ease of access, layout, retail delivery standards, ease of shopping, facilities, customer service, market offer, retail theatre, width and depth of choice available.

It also helps to put the centre's offer in context, relative to the rest of the evolving and improving offer in Waterloo.

Maximising the appeal, relevance and experience of the centre and market's offer is fundamental to its future success and sustainability and will be a key foundation stone of the Future Strategy.



Lower Marsh Future Retail Strategy

3.0 Retail & Place Review cont'd.

3.2 Lower Marsh

Location and Layout

Lower Marsh is an historic street immediately adjacent to the south east of Waterloo Station, which has been host to one of London's oldest continuous street markets. Historically focused on the needs of local residents, it's increasingly being used, dominated and is targeting the ever increasing numbers of office workers, tourists / visitors and hotel guests.

External Impact and Visibility

The impact of the Lower Marsh offer is positive (when there are no parked vans blocking sightlines from Waterloo Road), but typically weak on all other approaches (including Westminster Bridge Road and Leake Street). Whilst there is much to like and celebrate about Lower Marsh, very little of it is noticeable or promoted externally.

Mix and Offer

The Lower Marsh offer contains 80 units overall; 22 are food & beverage, 18 service businesses, 8 comparison goods & 5 convenience goods. In addition there are 10 vacant units and 7 non active units. The mix is dominated by independent businesses, which is a recognised strength of the offer.

Many businesses (but not all) on the north east half of the street would appear to be thriving. Whilst there are empty units, these appear to be being fitted out or ready for occupation, and indeed are where most of the new occupants have opened. The south east half of the street is clearly struggling, having all the vacant properties and most of the non-active properties.



Strong impact from Waterloo Road



Weak impact Westminster Bridge Rd



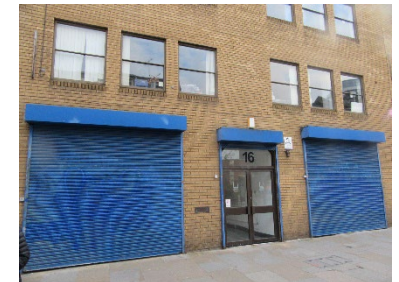
Strong & unique independents



Super food & beverage offer



Too many visibly dominant non-active frontages



Lower Marsh Future Retail Strategy

3.0 Retail & Place Review cont'd.

3.2 Lower Marsh

Customer Facilities & Experience

The areas leading to Lower Marsh in every direction present a poor consumer experience, with significant ASB, including graffiti, begging, fly posting and tipping. Indeed the main arrival route from Waterloo Station into Lower Marsh via Waterloo Road and Baylis Road is probably the worst area. There is urgent need to improve the cleanliness, hygiene and litter management of the centre.

The new shared seating provided by WAW is a welcome and clearly popular addition to the street. The new greening / planting is also much needed.

Lunch Time Market

The market is dominated by hot food stalls. With circa 15 – 20 stalls on weekdays, it provides an excellent and wide choice. It's evidently popular with office workers, most of which are buying hot food to take back to their desks, although some also use the shared tables and chairs.

Quality standards are mixed, but mostly high. Indeed there are some very good examples of contemporary street food. Unfortunately there are also several examples of poor looking / poor quality stalls.

The branded Lower Marsh gazebo covers need cleaning / repairing / upgrading. Furthermore, too many of the stalls have solid rear canvas screens which reduces the visibility of the permanent retail businesses on the street. The non-food stalls are easily missed due to their limited critical mass and location. Indeed the current layout and configuration of the market is reinforcing the split vibrancy of the street, as well as causing access issues for disabled customers.



Poorly maintained signage



Extensive visible ASB



Vans frequently block sightlines



Popular lunchtime F&B market



Quality floristry on Fridays



Strong F&B choice & offer

Lower Marsh Future Retail Strategy

3.0 Retail & Place Review cont'd.

3.3 The Cut

Location & Layout

The Cut presents an easy to use open offer, located directly off Waterloo Road and bookended by the Old Vic Theatre at one end, and Southwark Underground Station at the other.

External Impact & Visibility

The Cut benefits from wide vistas from Waterloo Road, providing sightlines of its offer. The open streetscape and abundant mature trees also creates an appealing and welcoming offer.

Furthermore the wide and open nature of the street ensures its easy to see both sides of the available offer.

Mix and Offer

The mix is dominated by food & beverage, convenience and a few comparison goods specialist destination businesses. The night time offer is especially good and buoyant, with 2 theatres as well as a range of dine-in specialist restaurants, along with 2 pubs, one of which being one of the original gourmet pubs in the capital. Unlike Lower Marsh, many of the food & beverage businesses are high quality VC owned multiple brands.

Customer Facilities & Experience

There are lots of shared and dedicated external shared tables and chairs. Also the extensive mature greenery and lack of through traffic helps to provide a very pleasant customer experience.



Strong recognisable anchor



Attractive streetscape



Multiple F&B chains



Another strong leisure anchor



Popular independent F&B



Good use of external tables & chairs

Lower Marsh Future Retail Strategy

3.0 Retail & Place Review cont'd.

3.4 Waterloo Road

This commercial area adjacent to the station is almost exclusively food and beverage businesses (mostly chains targeting office workers), as well as convenience businesses (including two small food stores).

The environment is very unpleasant, being very traffic dominated as well as excessive graffiti, litter and other ASB. The street furniture is cluttered and generally in a poor condition.

Waterloo Road provides a poor state of arrival and welcome to Waterloo.

3.5 Westminster Bridge Road

Westminster Bridge Road provides another very traffic dominated environment, although less so than Waterloo Road. The offer is targeting 'transient' consumers on the move, consisting mostly of takeaway food offers, convenience stores and a couple of traditional pubs.

It's clearly a busy pedestrian route, at all times of the day.

3.6 Leake Street

Leake Street provides a route from Lower Marsh to York Road underneath the railway lines. Famous for its top to bottom coverage of ever evolving graffiti, it's a destination for young people and tourists. Several of the arches within the street are now operating as food & beverage / themed leisure businesses and are evidently popular with local office workers and tourists. Brewdog has opened a large destination flagship bar at the top of Leake Street, at the entrance to the new shopping centre underneath Waterloo Station.



Cluster of multiple F&B chains



Poor pedestrian experience



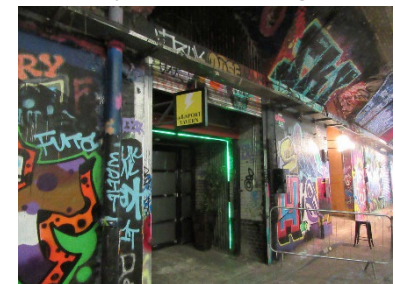
Diverse, F&B dominated offer



Hotel, daytime and evening F&B



Clear & effective layout plan



Interesting & varied nighttime offer

Survey of Local Businesses & Traders

Lower Marsh Future Retail Strategy

4.0 Survey of Local Businesses & Traders

4.1 Introduction

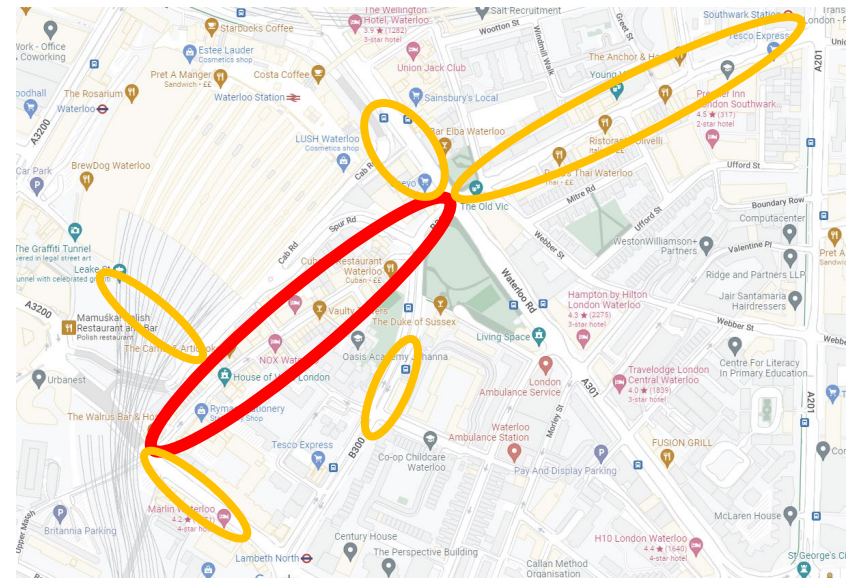
A bespoke questionnaire was developed for the project for businesses in Lower Marsh and nearby streets to complete, including the market traders, as shown opposite. Questions in the survey were designed to capture the information needed to achieve the brief, based on previous tried and tested questionnaires we have developed for similar projects, see Appendix I.

105 surveys were handed directly to the businesses on 3 & 4 November. 66 completed surveys were picked up directly by our researchers. Businesses were then provided with a further opportunity to complete a survey, via an online completion link which was kindly circulated by We are Waterloo BID.

A further 3 were completed online, providing 69 completed surveys on which to base the analysis, giving an excellent response rate of 66%. Of these, 28 were from Lower Marsh permanent businesses, 14 were from market traders and 27 from businesses near to Lower Marsh.

This is an excellent response, producing a comprehensive dataset of respondents for robust analysis and interpretation, on which the graphs in this section are drawn.

Respondents were assured of individual confidentiality. The results are reported at a total group dataset, however if there are any marked variances in responses by location of the respondees, i.e. Lower Marsh businesses, market trader or located nearby, these are highlighted in the text.



Red = Primary Survey Area (all businesses targeted)

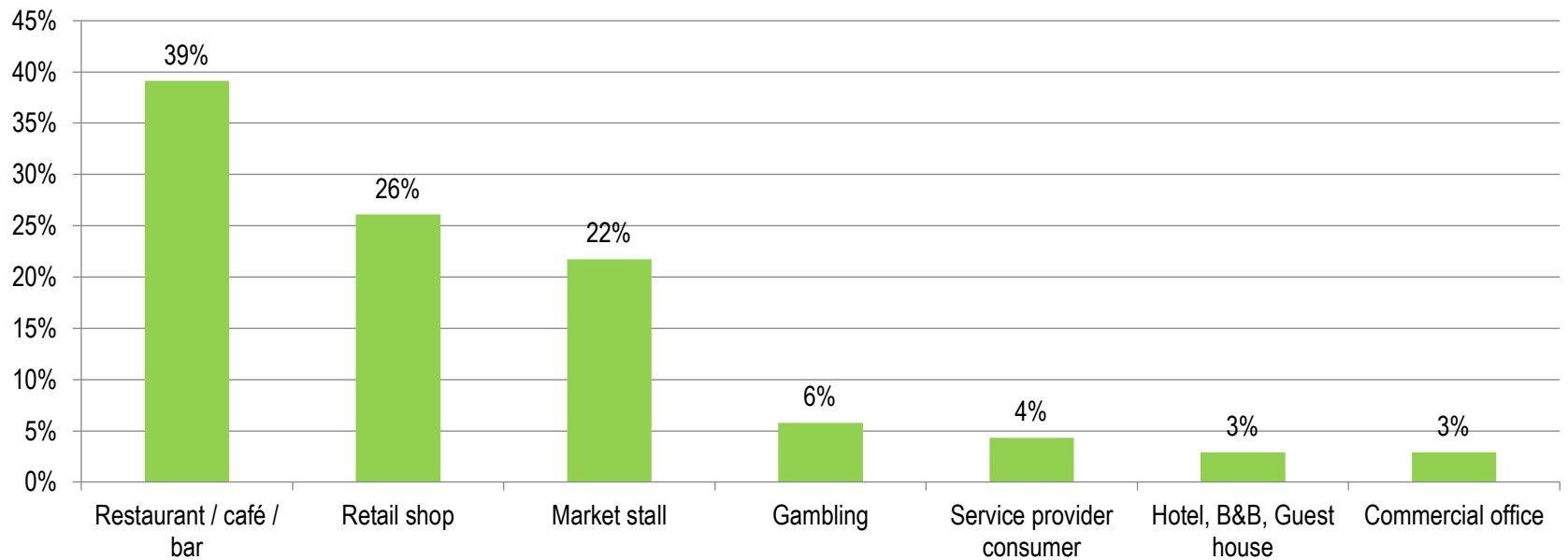
Orange = Secondary Survey Area (selection of businesses targeted)

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.2 Type of Business

“What type of business do you operate?”



As can be seen, the survey responses reflect the mix of Lower Marsh and surrounding streets, representing a good mix of business types.

The sample was dominated by food & beverage businesses, along with retail shops and market stalls.

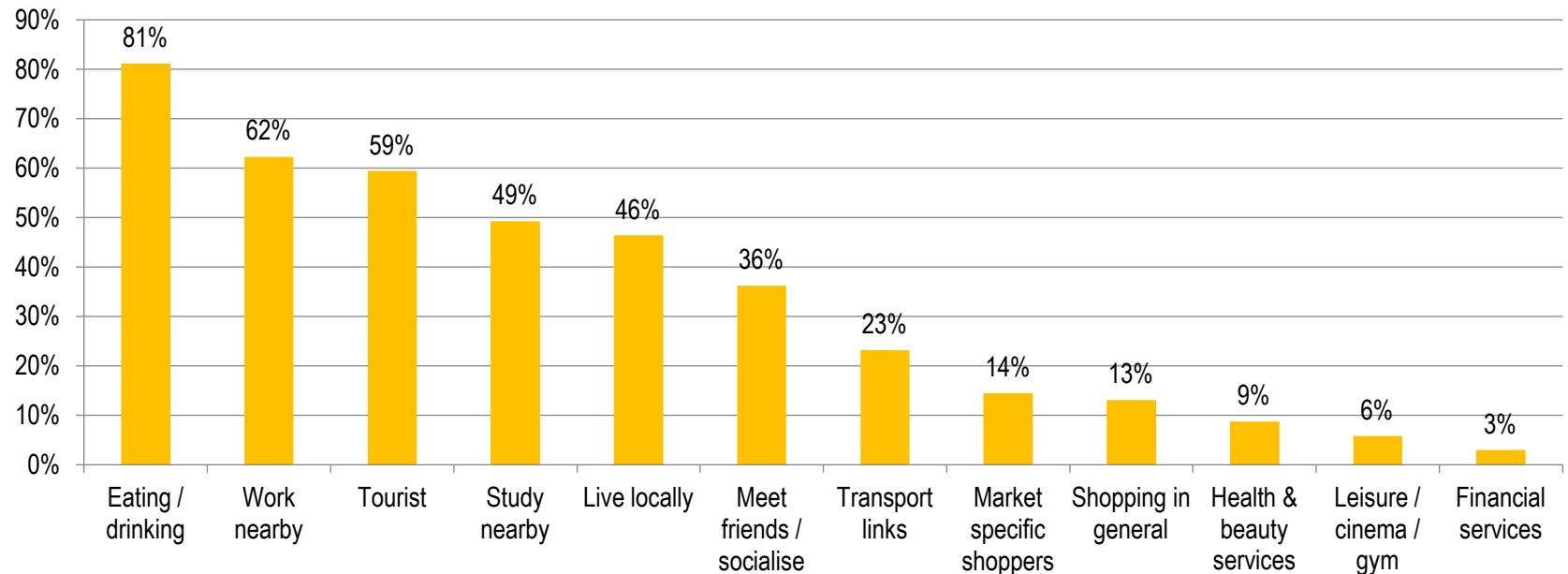
It's worth highlighting that it's unusual for gambling establishments (slots, bookies) to dominate service businesses (hair dressers, beauty, tattoos etc)!

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.3 Customer Reason for Visit

“In your opinion and experience, what are the main reasons for customers to be in Lower Marsh these days?”



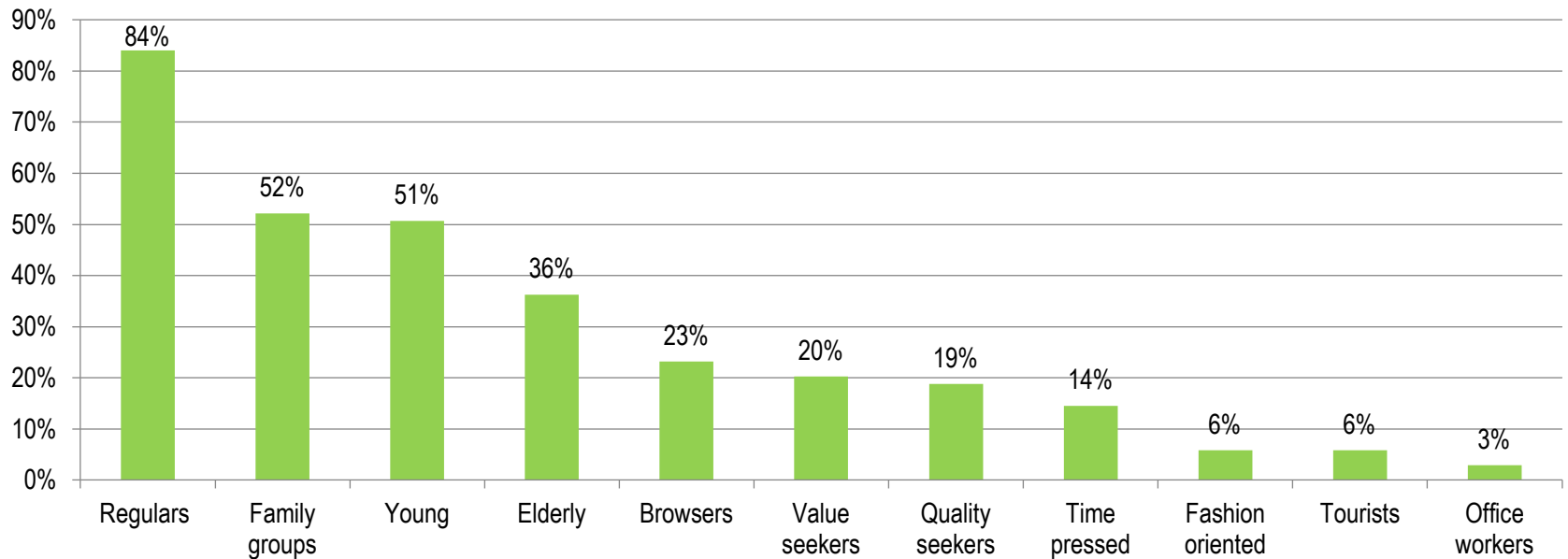
In regards main customer reasons for visiting, these cover a multitude of reasons, being dominated by food & beverage, then work nearby, tourism, study nearby, live locally and meeting friends and socialising. Other lesser drivers include the transport links, the market specifically and then shopping in general. From this we can conclude that Lower Marsh's consumers have lots of reasons to be in the area, and mostly not necessarily as a result of the offer itself.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.4 Customer Attributes

“Which of the following best describe your customers?”



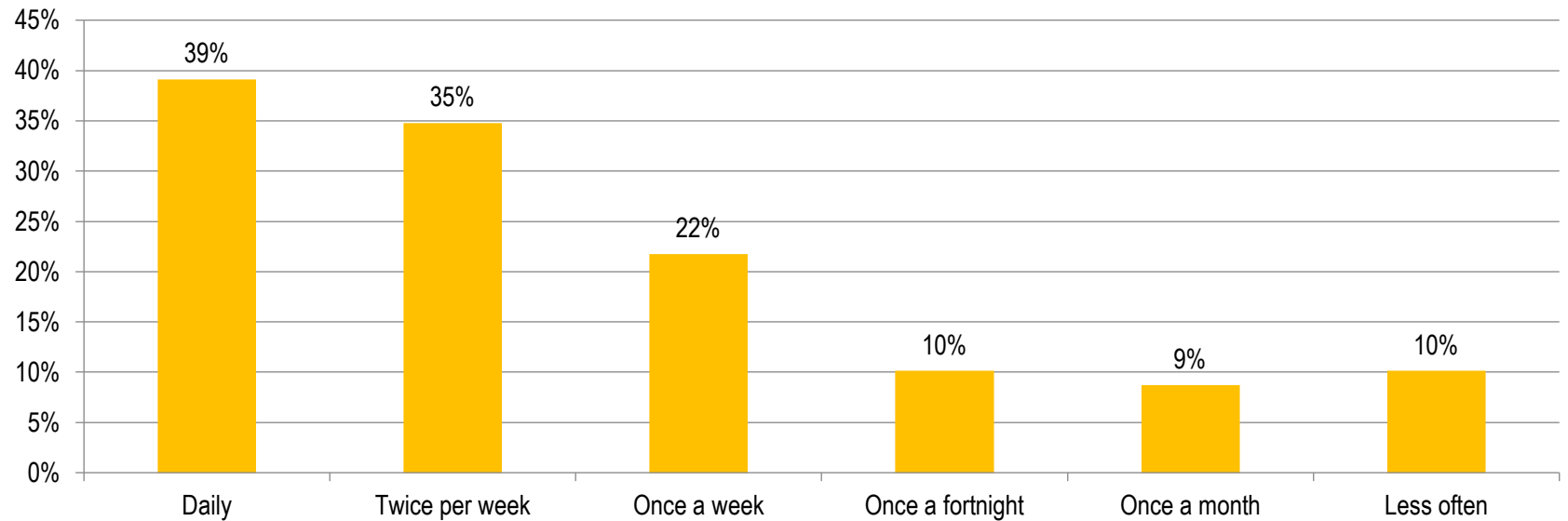
In regards customer attributes, according to businesses these include 'regulars', 'family groups', 'young', 'elderly', 'browsers', 'value seekers', 'quality seekers', and 'time pressed'.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.5 Customer Visit Frequency

“How often do your regular customers typically visit you?”



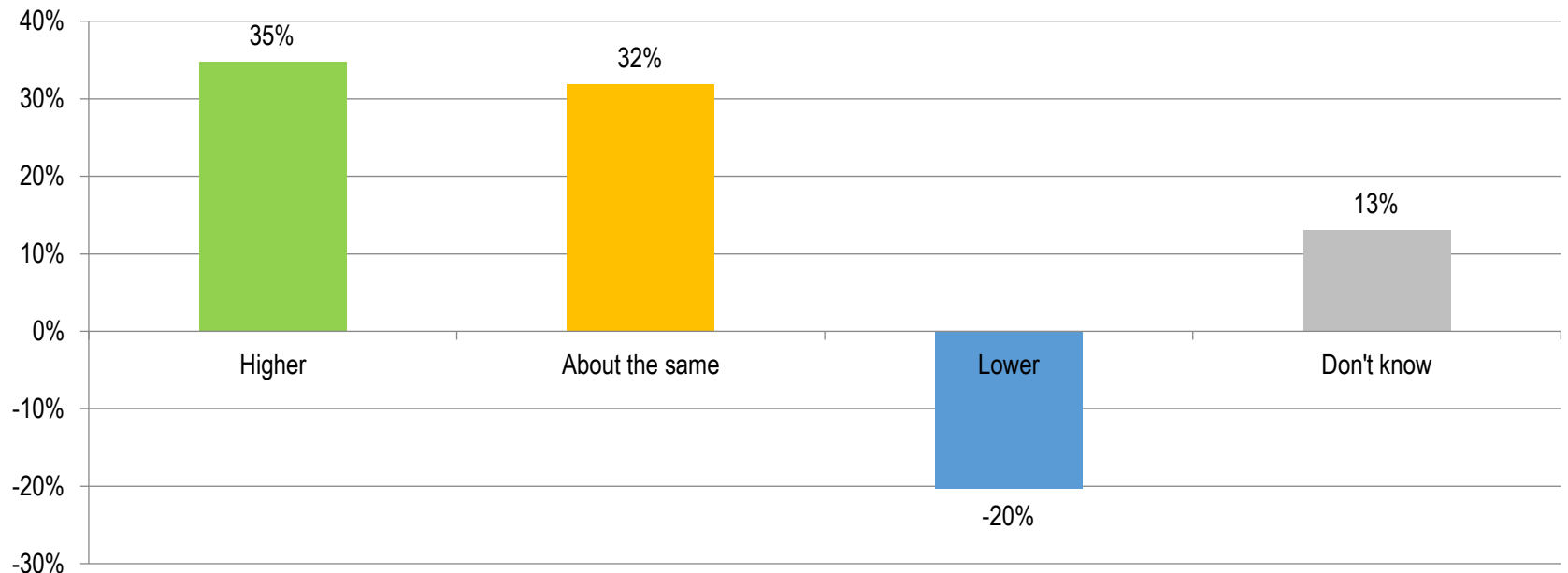
Lower Marsh and nearby streets attract a very frequent customer visit pattern, with most (74%) businesses reporting they have customers typically visit multiple times per week.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.6 Changes to Customer Visit Frequency

“Is the frequency of your regular customers typically higher or lower than this time last year?”



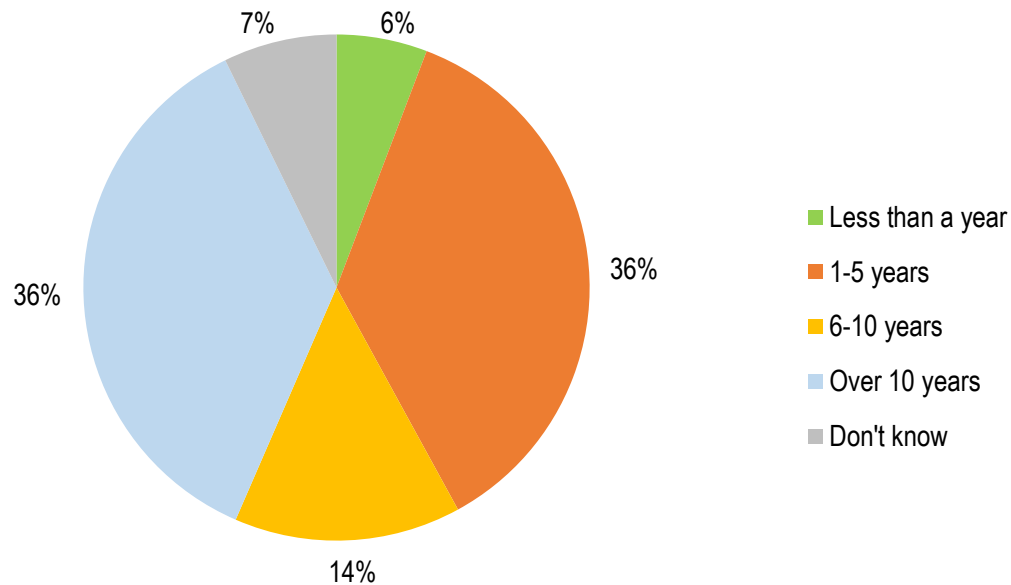
The good news is that customer visit frequency is improving year on year, with three times as many businesses (67% vs 20%) reporting their customers are visiting more frequently or at the same frequency as last year. This is an encouraging result and is much more positive than many of the similar surveys we have undertaken recently.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.7 Length of Time Traded

"How long has your business been trading in Lower Marsh?"



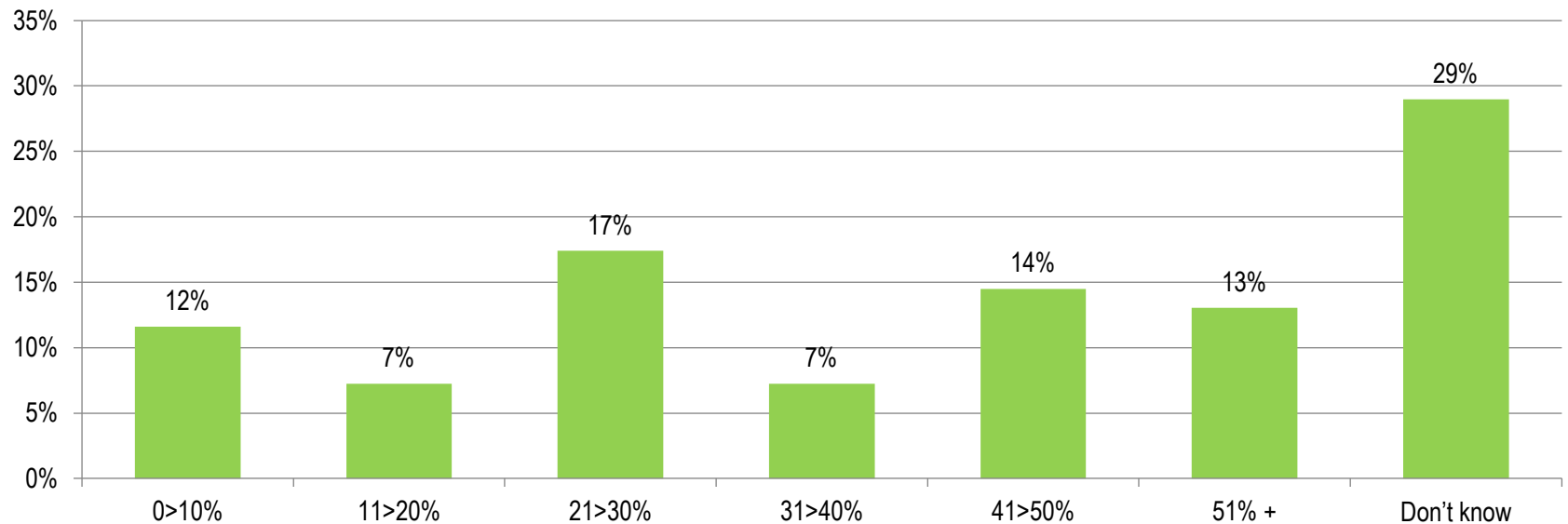
In regards the length of time traded, the respondents report a good mix of tenures, from long term (over 5 years), to well established (1-5 years) and a healthy 6% less than a year. Again this is a positive result for Lower Marsh.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.8 Importance of Local Workers

“Roughly what percentage of your turnover relates to spending by customers who work locally?”



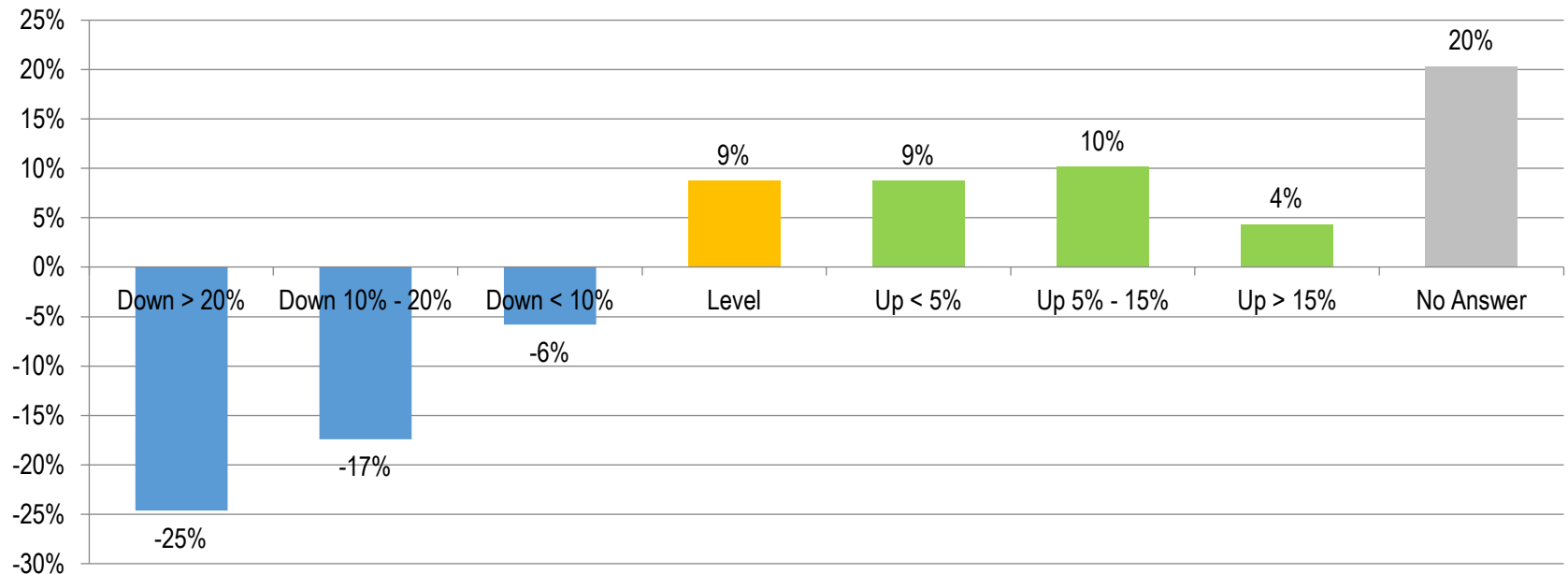
Workers are clearly important to businesses in Lower Marsh. Approx a third say they are very important, a third say important and just under a third didn't know. Workers are especially important to market traders, with the majority of traders (circa 70%) saying workers accounted for in excess of 40% of their turnover.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.9 Current Trading Performance

“How are you currently trading compared to pre Covid pandemic levels?”



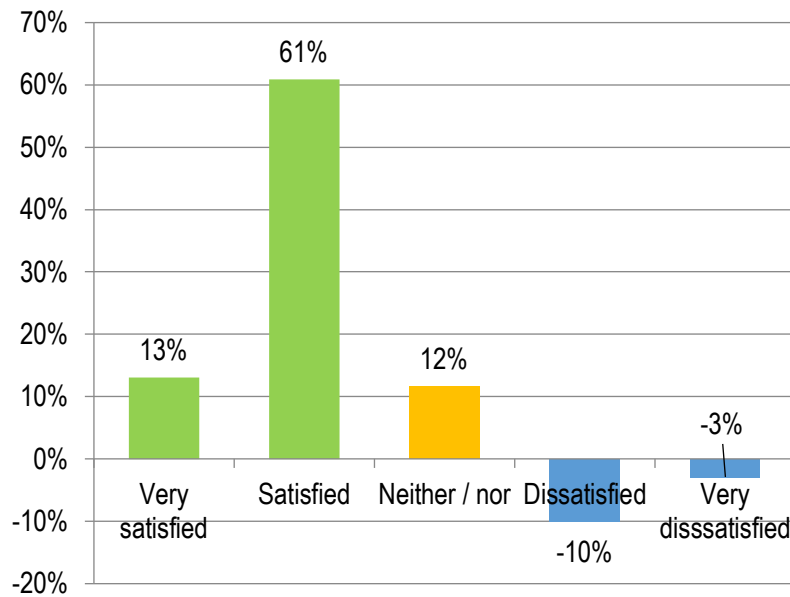
In regards to the recent medium term trend in performance (i.e., last 4-5 years / pre-pandemic compared to now) circa half of businesses are down in sales. Circa a third are up or level. These are very typical results for this question where it has been asked recently in other surveys undertaken by The Retail Group. Typically businesses on Lower Marsh were down at higher levels than market traders or businesses nearby.

Lower Marsh Future Retail Strategy

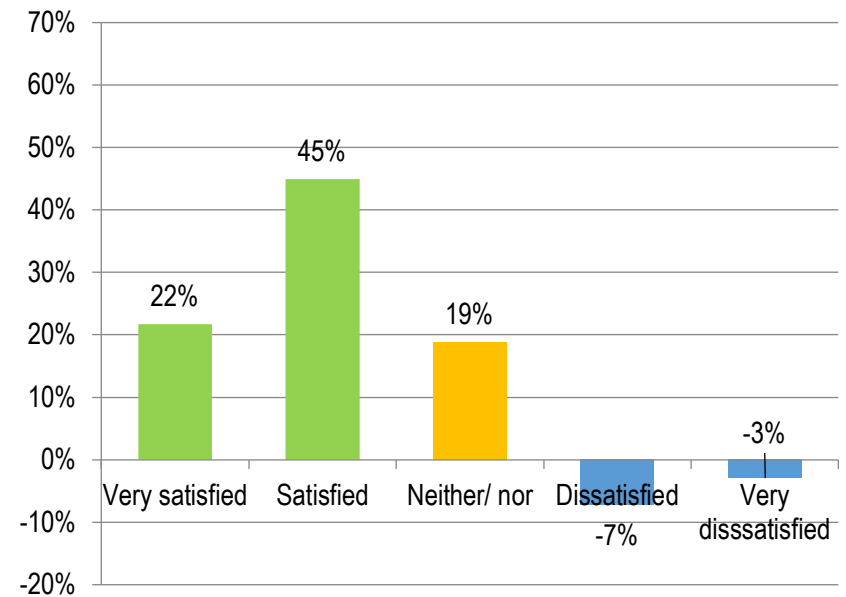
4.0 Survey of Traders & Local Businesses

4.10 Satisfaction Ratings

“How satisfied are you currently with the overall performance of **your business**?”



“How satisfied are you with **Lower Marsh** as a place to trade these days?”



In regards current performance, businesses in the survey are clearly pleased with both the performance of their own business, as well as Lower Marsh as a whole.

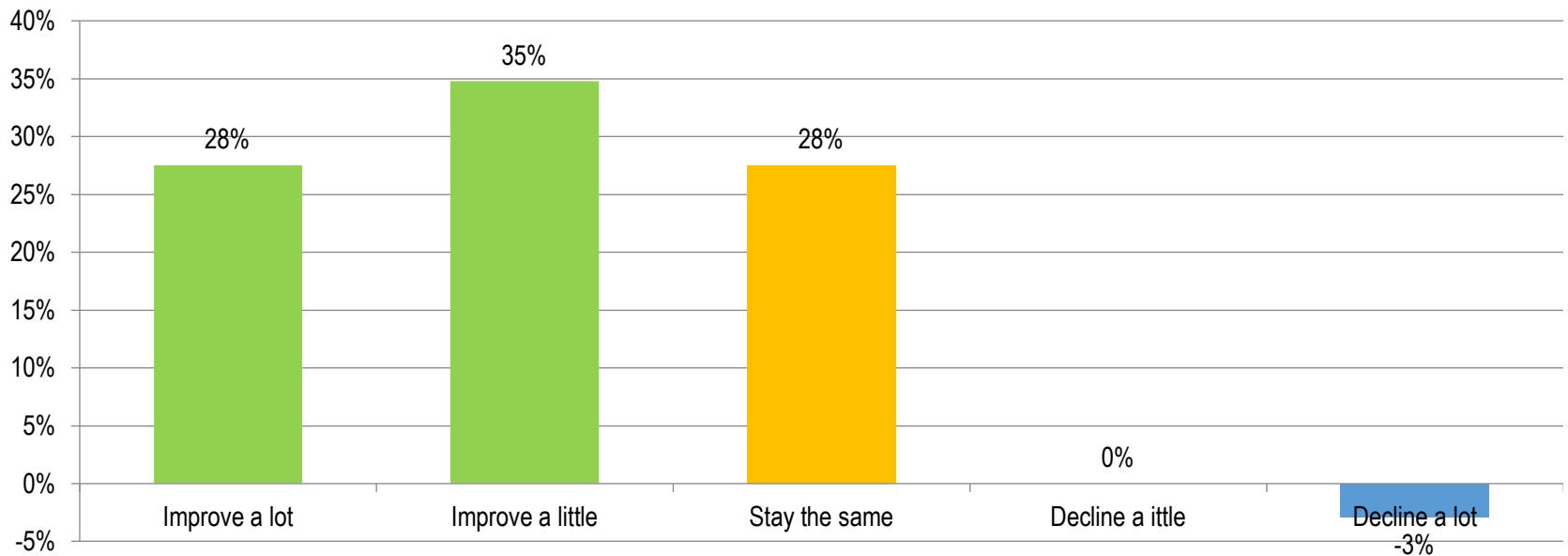
Market traders were especially pleased with the performance of their business (86% satisfied), as were businesses nearby (81%) and also including those on Lower Marsh (58%).

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.11 Future Performance Expectations

“Over the next 2 years do you think business performance in Lower Marsh will...?”



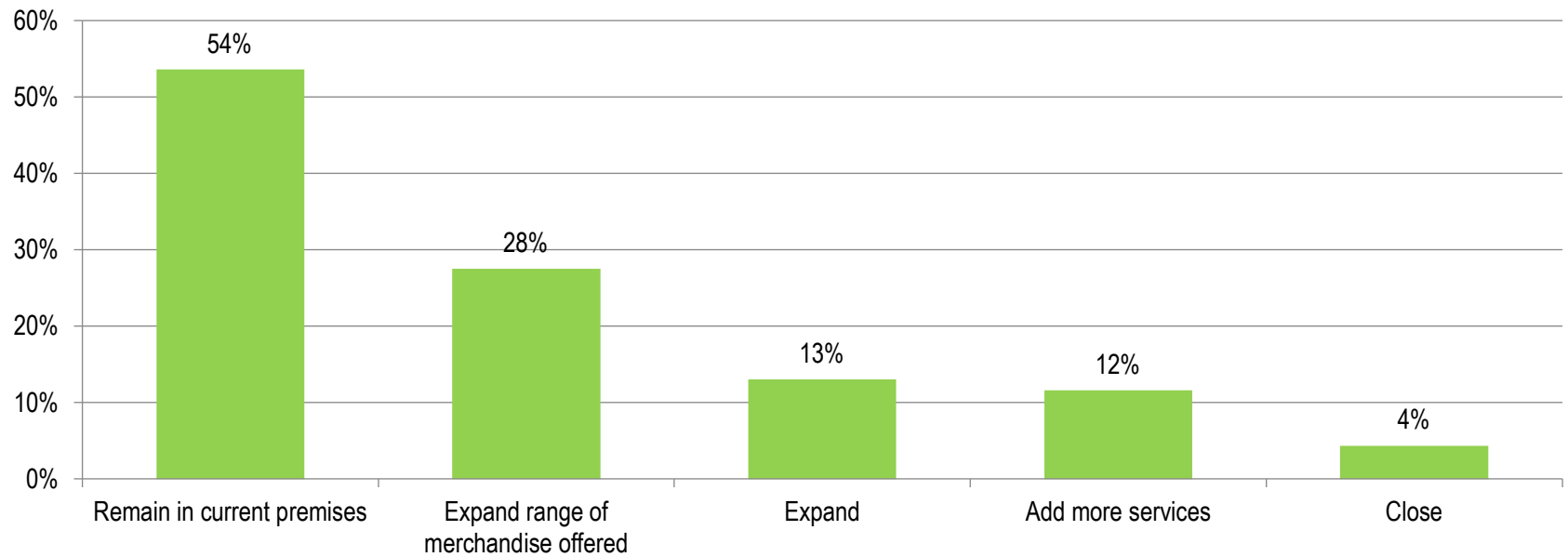
When asked future performance expectations, circa two thirds expect performance to improve and a third say stay the same. More good news and evidence of a positive and improving trading environment in Lower Marsh. Only 3% expect trade to get worse. Businesses in all 3 sample groups were positive, especially market traders (86%), businesses nearby (59%) as well as those on Lower Marsh (51%).

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.12 Future Trading Plans

“What are your business's future plans for ongoing trading in Lower Marsh?”



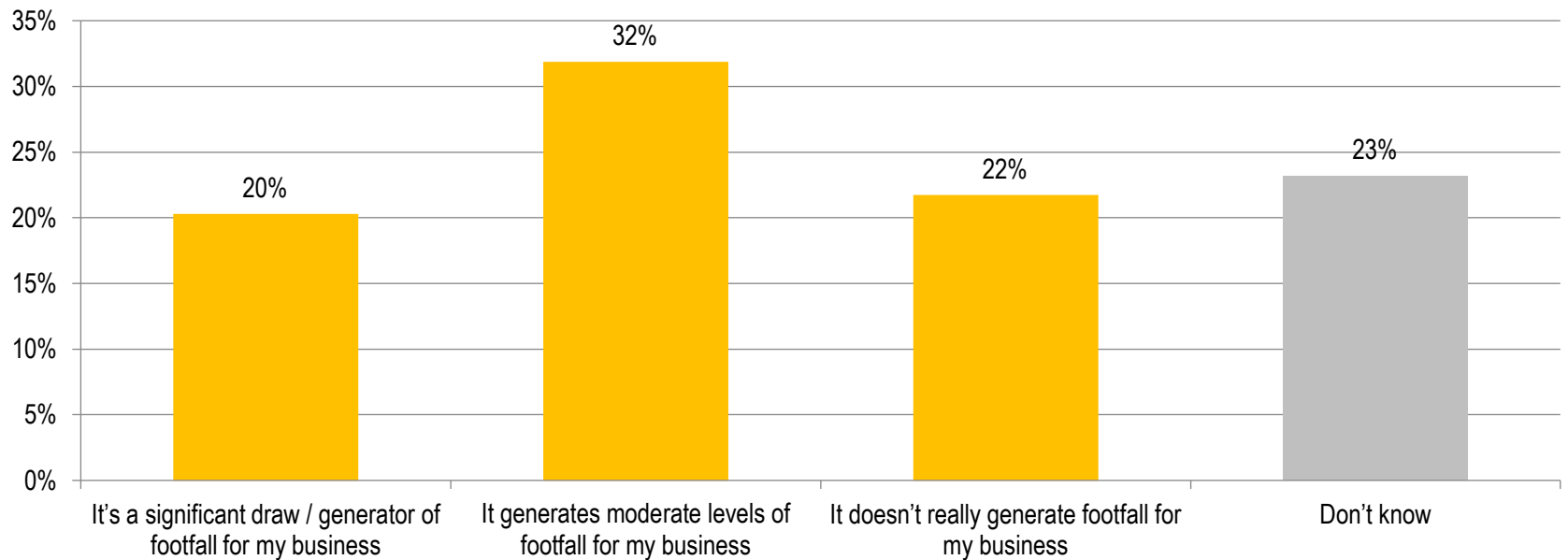
Businesses are planning to stay in their premises and / or expand their range of merchandise or services. Very few expect to close.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.13 Market Benefit

In your opinion, how much of a draw / benefit is the market to your business in regards generating footfall?



In regards the benefit of the market to businesses, over 50% of them said it's a benefit and less than a quarter saying it wasn't.

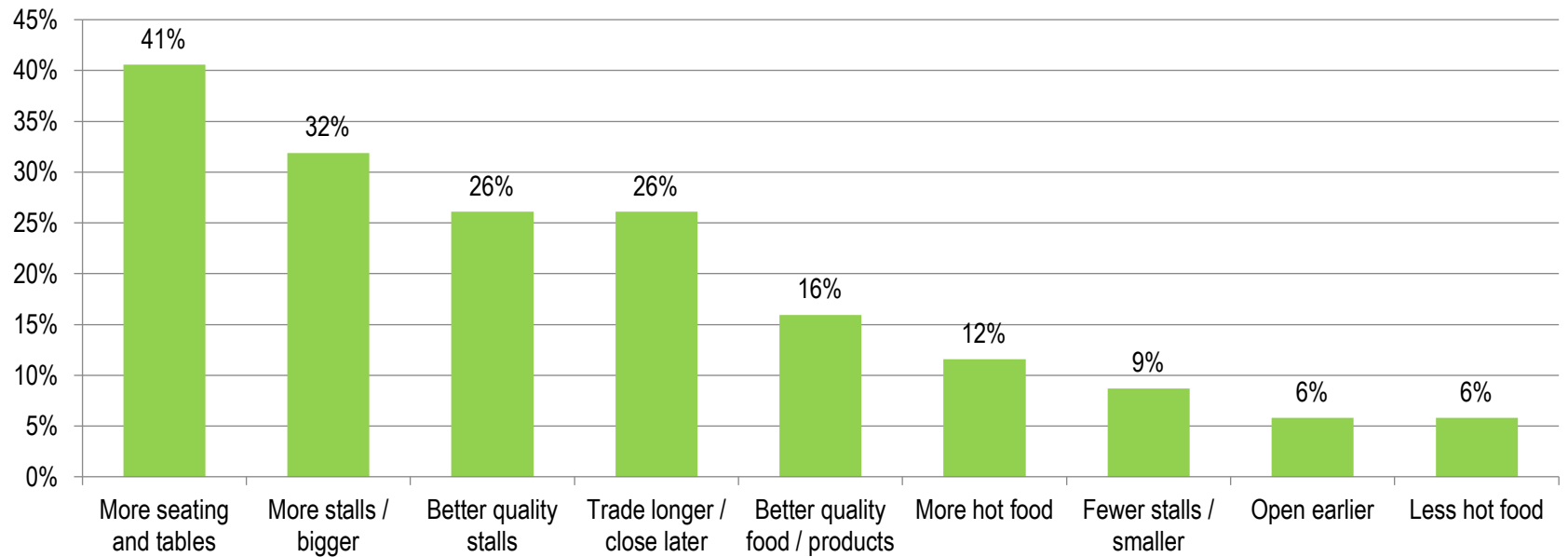
Interestingly and indeed a positive finding, 65% of businesses on Lower Marsh stated the market was a benefit in terms of generating footfall for their business, compared to 70% of market traders and only 33% of nearby businesses)

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.14 Market Improvement Aspirations

“How would you like the market on Lower Marsh to be improved?”



As to improvement aspirations specifically for the market, businesses want to see more customer seating & tables, a bigger and better market, with better facilities, improved quality and longer trading.

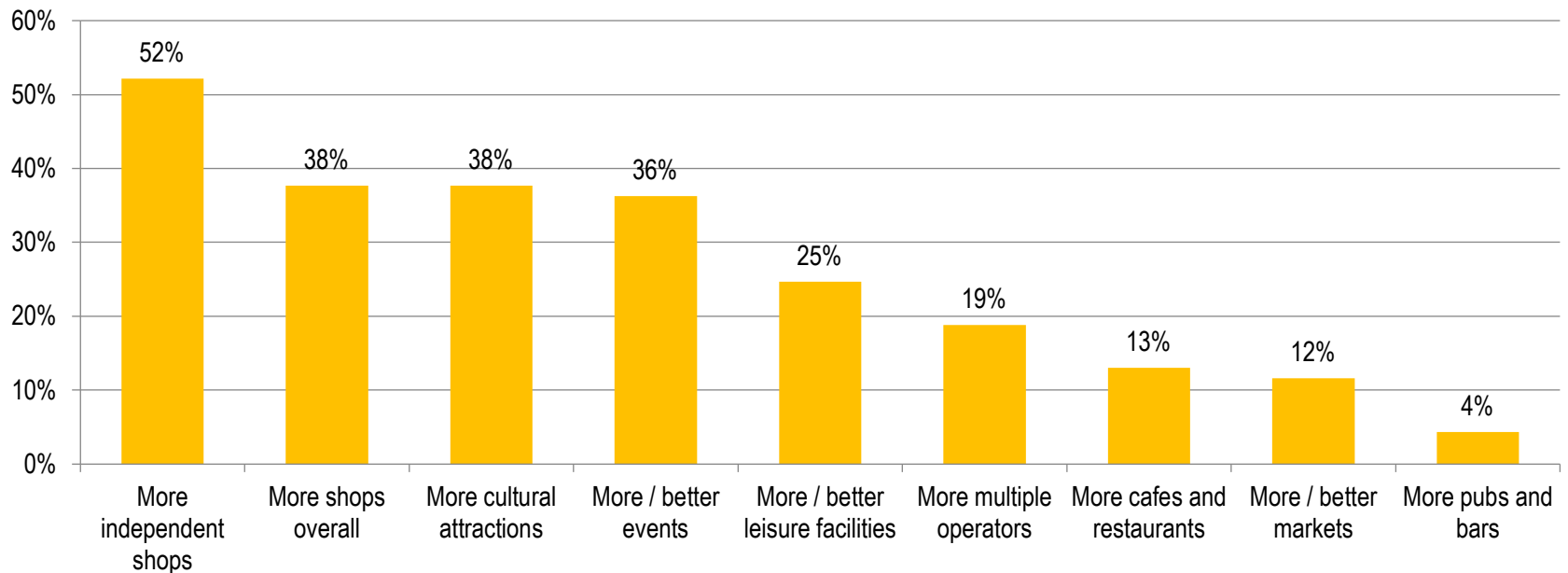
Of those that expressed an opinion, businesses clearly want a bigger and / or a better market with more seating rather than a smaller one.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.15 Mix and Offer Improvement Aspirations For Lower Marsh

“How would you like the mix and offer of Lower Marsh to be improved?”



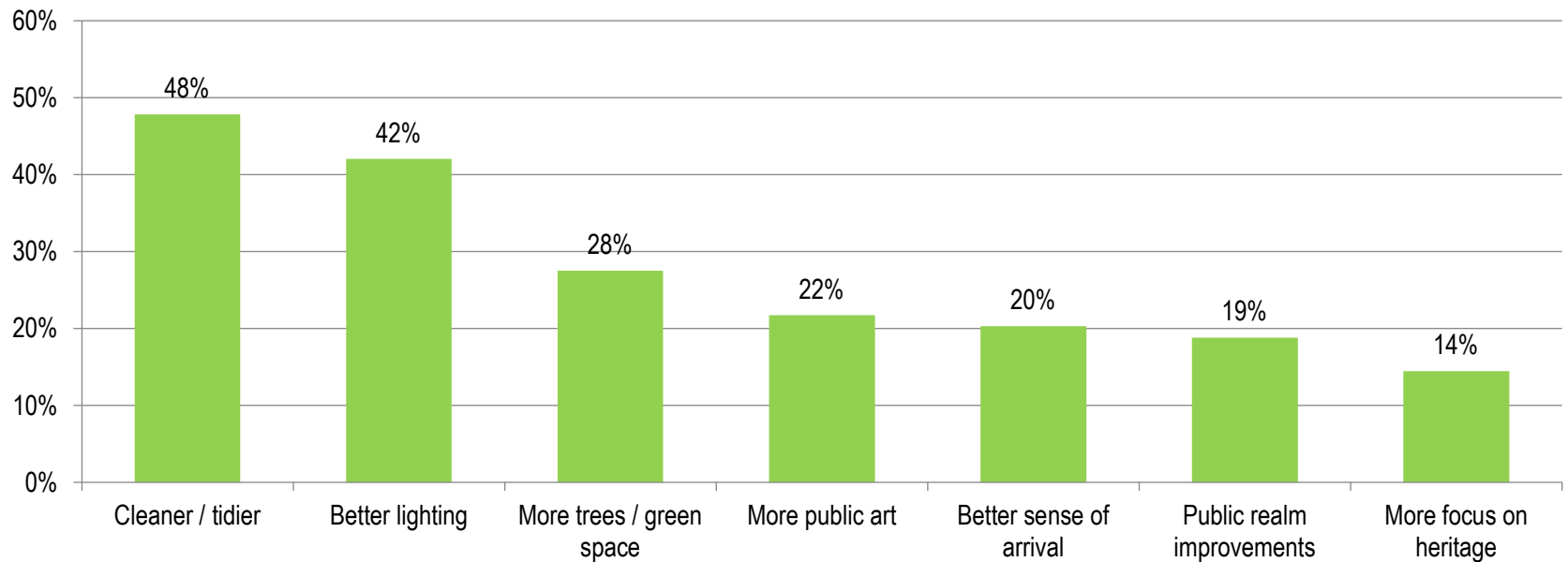
In regards the mix and offer of Lower Marsh, businesses want more reasons to visit it / more strings to its bow. They clearly like the existing mix, and want to keep it focussed on independent businesses.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.16 Environment Improvement Aspirations For Lower Marsh

“How would you like the environment of Lower Marsh to be improved?”



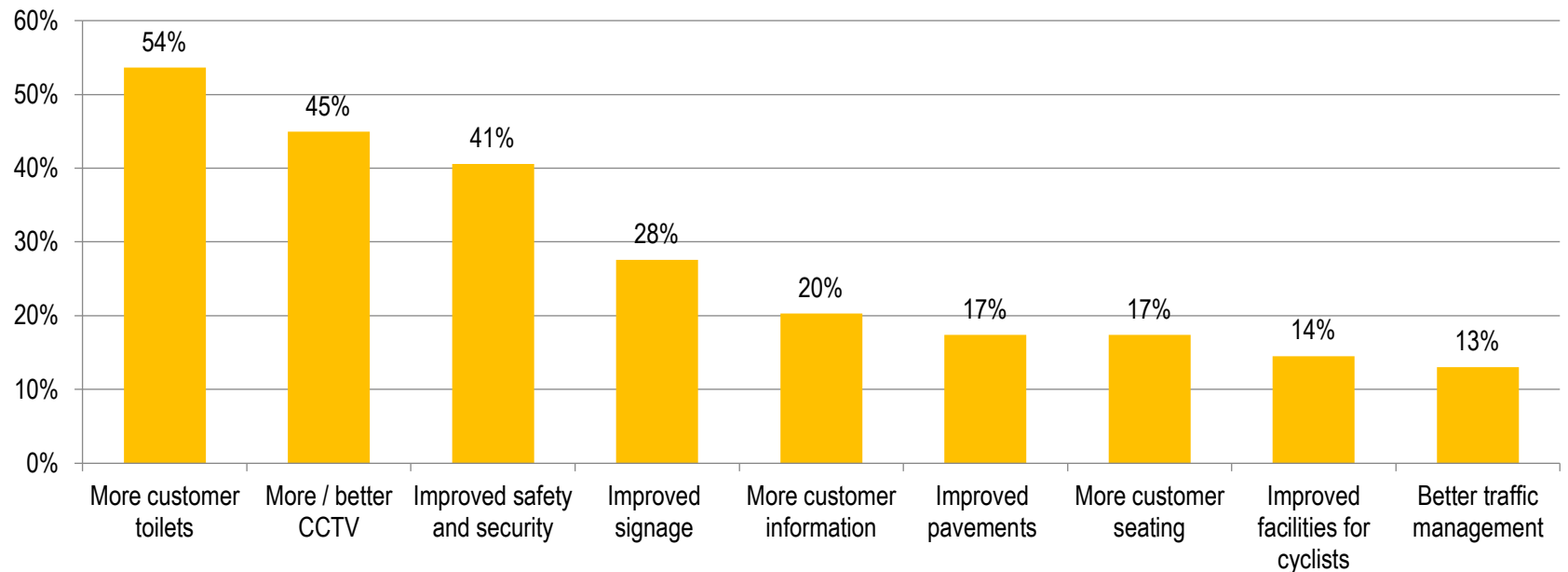
As to the environment of Lower Marsh, businesses would like to see a cleaner, brighter, greener and more culturally interesting space, as well as a better sense of arrival, and improved public realm.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.17 Customer Experience Improvement Aspirations For Lower Marsh

“How would you like overall experience of customers who visit Lower Marsh to be improved?”



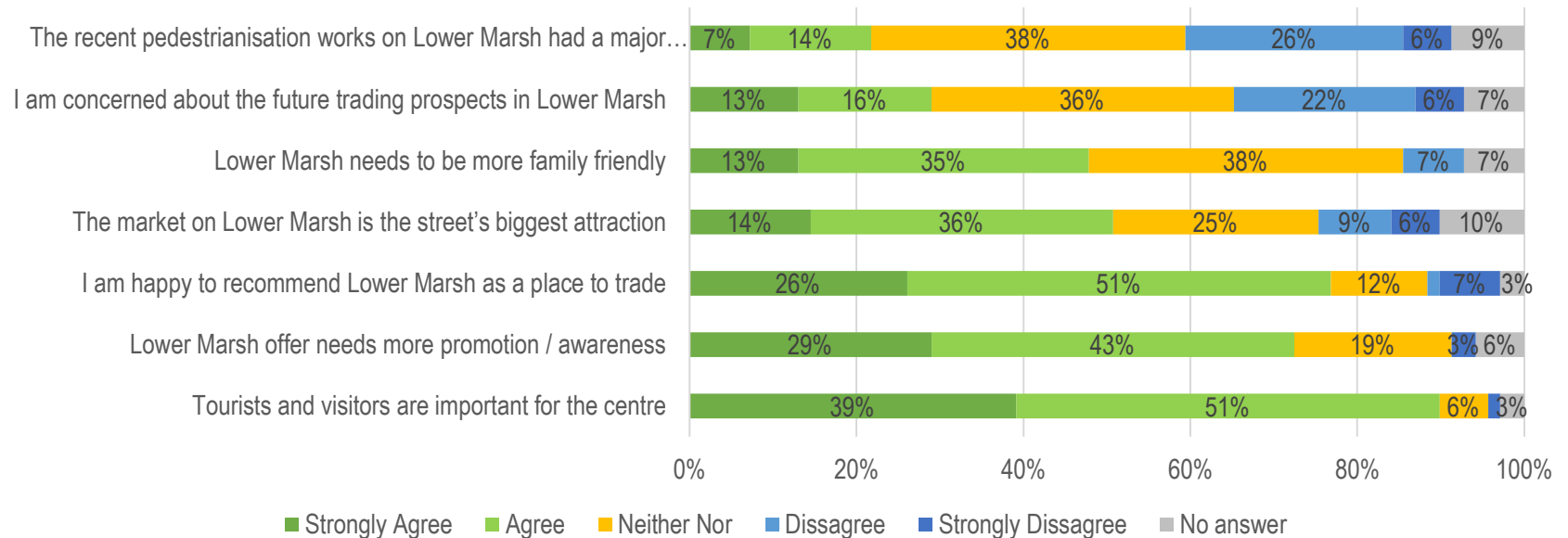
From the perspective of the customer experience, businesses would like more toilets, better security, as well as improvements to a variety of further facilities. Although we understand that toilets are available in local pubs for use, this is clearly not something businesses are aware of. And probably consumers too!

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.18 Views & Opinions

"Please rate how strongly you agree or disagree with the following statements?"



Finally, businesses were asked whether they agreed with a variety of statements. They told us that they see visitors as important, they agree the offer needs more promotion and would recommend Lower Marsh as a place to trade (especially those who trade on Lower Marsh). They also tend to agree that the market is the major attraction to the street and would like to see the centre be more family friendly.

Lower Marsh Future Retail Strategy

4.0 Survey of Traders & Local Businesses

4.19 Summary

From the responses provided by businesses, they said ...

- Customers are regulars, visiting frequently and with increasing trend.
- Workers are an important group for most businesses, as are visitors. Also need to improve family appeal.
- Lower Marsh is recognised by many businesses as a good place to trade, has high satisfaction and positive outlook (despite half down on pre Covid).
- Improve the market, it's a benefit / draw for most businesses.
- Improve the offer, variety, diversity (but not too many more food & beverage businesses).
- Improve the environment and customer facilities.
- The survey provides great trading information and aspirations from business, which is an important baseline for future monitoring.

Survey of Stakeholders

Lower Marsh Future Retail Strategy

5.0 Survey of Stakeholders

5.1 Introduction

A bespoke questionnaire was developed for the project to survey stakeholders, based on previous tried and tested questionnaires we have developed for similar projects. This is attached as Appendix II.

A list of 22 contacts to survey was provided by the project team and these were all sent surveys and then followed up on three separate occasions.

These included SoWN, We are Waterloo, South Bank BID, Oasis, Lambeth Council, WCDG, Old Vic Theatre, BOST and a selection of local landlords / property owners.

10 surveys were completed and returned to us from a great spread of organisations as detailed above.

Lower Marsh Future Retail Strategy

5.0 Survey of Stakeholders

5.2 Strengths & Weaknesses

The following table summarises the responses received.

Strengths	Weaknesses
Independent shops (4)	Grotty / dirty environment (4 responses)
Urban form / streetscape (3)	Too many non active frontages (3)
Market (3)	Arrival of chain shops (3)
Location	Number of vacancies (2)
History & heritage	Too many / dominant hotels (2)
Adjacency to Waterloo Station	Lack of investment in shops
Distinctiveness	Linkages to station
F&B offer	Entrances / arrival points (esp. SW)
Leake Street	Difficult to find / wayfinding
Sense of community for residents	Incoherent offer
Diverse customer base	Loss of specialist independents
	Quiet at weekends
	Estate agents & betting shops
	Market hot food dominates and is unaffordable for local residents

Lower Marsh Future Retail Strategy

5.0 Survey of Stakeholders

5.3 Trading Performance

Current Performance

In regards current trading, 6 of the 10 respondents thought that Lower Marsh is trading OK at the moment, and 3 thought it was trading neither well or poorly and 1 thought it was trading very well.

Future Performance

In regards future expectations, 8 of the 10 thought that performance will improve and 2 thought it will stay at similar levels.

5.4 Views and Improvement Aspirations on Lower Marsh Market

Benefits of Market

Stakeholders were asked their views on how much of a benefit the market is to businesses on the street in regards generating footfall.

There is general (but not uniform) consensus that the market does indeed generate significant or moderate benefit to businesses in Lower Marsh.

Market Improvement Aspirations

Main improvements wanted are better quality stalls (6), more seating & tables (5), better quality food / products (4), less hot food (4), trade longer (3), more stalls / bigger (2) and fewer stalls / smaller (2)!

5.5 Views and Improvement Aspirations for Lower Marsh

Respondents were asked their views on the priority improvements required across three key headings as highlighted below.

Mix and Offer

Although all suggested improvement areas had widespread support (with the exception of more pubs & bars, the most common ones were more independent shops (7), more shops overall (7) and more cafes & restaurants (4). Other key improvement areas included more / better markets, more cultural attractions, more / better leisure, more / better events (all at 3 each).

Environment

In regards the environment, the main improvements wanted were public realm (7) and cleaner / tidier, as well as more trees / greening (both at 6). More lighting, better sense of arrival, more public art and more focus on heritage were scored equally (all at 5). It's fair to say that improving the environment of Lower Marsh is a key aspiration of stakeholders.

Overall Experience of Consumers

Improved pavements (5) followed by more customer toilets, more customer information, more customer seating and more CCTV were the highest responses (all at 4). Followed by improved signage, improved safety & security and improved facilities for cyclists (3 each).

Lower Marsh Future Retail Strategy

5.0 Survey of Stakeholders

5.6 Reference Points

Benchmark Centres

Interestingly the majority of other reference points mentioned by stakeholders contained established street or open markets including Broadway Market, Exmouth Market, Maltby St Market, Chapel St Market and Brick Lane.

Brixton Market was also mentioned, as was Lambs Conduit St and Shoreditch (although the latter two don't have street markets).

5.7 Views and Opinions

Agree & Disagree Statements

Respondents were asked whether they agreed or disagreed with a series of statements, designed to capture their views and opinions about different aspects of Lower Marsh.

There was overwhelming consensus that respondents were happy to recommend Lower Marsh as a place to trade, that tourists and visitors were important for the centre and that Lower Marsh needs more promotion / awareness. There was general consensus that Lower Marsh needs to be more family friendly.

Responses to the statements about the street market being the biggest attraction, and being concerned about its future trading prospects were ambivalent.

5.7 Views and Opinions

Misc. Comments

Whilst most respondents did not provide any additional comments, of those that did, these included:

'Lower Marsh has lost many affordable businesses, yet it is the only local needs shopping offer accessible to many local residents'

'Less chains, more independent shops'

'Needs new identity + curation of right bricks & mortar shops'

'Strongly agree that WaW's hidden gems marketing is right approach to highlight the authenticity and distinctiveness of offer'

'There is a huge opportunity to improve the performance of LM and its environment. Developments at Royal Street, St Thomas's and Elizabeth House will potentially improve footfall, but connectivity and interfaces need to be carefully considered. The street does not currently have a distinctive enough offering to draw visitors as a destination and relies too heavily on the daily food market which now dominates the character of the street.'

Trends, Best Practice and Benchmark Locations & Markets

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations

6.1 Introduction

In order to provide wider context for the future Lower Marsh Offer, we have looked at how consumer, general retail and place-making trends are influencing the direction for the offer and experience in a variety of 'places' that the consumer chooses to visit and use. It is important for the future of the centre that the Lower Marsh Future Retail Strategy is developed with an understanding of how consumer behaviour is evolving and how operators and places are adapting to fit with the future consumer need.

Consumer behaviour, spending and shopping patterns have always evolved, changed and adapted. This has resulted in changes to the places they choose to visit and the offer / mix contained within them. Those places that don't evolve and adapt are often left behind, indeed for the markets to remain relevant they will need to be able to adapt to meet future consumer needs.

In this section we have looked at and summarised the following:

- Consumer trends
- Retail trends
- Place trends
- London Specific Market Trends and Benchmark Locations
- We have reviewed information in our trends database, looked at latest published information and spoken to industry operators / specialists.

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations cont'd.

6.2 Emerging General Consumer Trends

Consumers are confronted with a wide variety of different ways to 'shop', and they are happy to use all of them whenever it suits them. **Ease of shopping is key**, whether that is for quick short needs based shopping or more relaxed desire based shopping. If they can't use town centres easily then they will simply go online or elsewhere. **Making it easy for the consumer is essential**, and this includes being available when they want to use your business.

Consumers increasingly want experiences and / or multiple rewards / reasons to use or remember a centre. Places that can offer a variety of services, products and experiences are those that are succeeding in attracting consumers. The offer is more than simply shops and cafes; good quality public realm and environment and even 'art' are integral parts of the experience. This also increases the importance of leisure experiences and multi-purpose linked trips.

Consumers seek **reasons to choose a centre** – they are looking for ease, value, quality and service whilst shopping, as well as during eating / drinking and, as already mentioned, leisure / social pursuits.

Shoppers are increasingly shopping by a variety or combination of multiple channels. Food & beverage usage is becoming more integral to shopping trips. **Shoppers like big stores and small specialists.** Consumers like events and markets which help to differentiate centres, adding extra experiences in their regular place.

Post Pandemic, consumers are increasingly choosing to shop local, be that local to work or local to home. They are typically making more smaller convenience shopping trips, fewer bulk trolley trips. **High quality best in class independent stores** can provide that point of difference as to why consumers will choose one centre over another.

More consumers are working from home, and as a result less time in the office. Tuesday to Thursday office days have become increasingly common.



Attractive external seating and chairs



Mobile sharpening service on a market

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations cont'd.

6.3 Emerging General Retail Trends

Successful retailers are embracing multi-channel opportunities. This is more than 'clicks verses bricks'; retailers are looking at different formats, different location types, temporary and permanent stores, pop up and click & collect. They are increasingly trading in multi-formats, and embracing multiple channels for their offer – both physical and virtual.

Retailers are choosing to locate in and benefit from multi-purpose centres; they both 'feed off' footfall and 'share' footfall. Integration to the rest of an offer in any given place is important.

Retailers and town centres are extending or amending their trading hours, some opening until later in the day. **Service providers are increasingly an important part of the mix** along with the growth in the number and variety of food and beverage offers. This also includes the burgeoning repair and re-use sector.

Leisure offers are evolving / diversifying (including active and passive) and coming back into town centres in different sizes and formats.

Retailers are also diversifying their space requirements, being more flexible and more adaptable. Realising that individual components need to engage with and embrace the towns (places) they operate in, **forming strong ties with other attractors / destinations in the location.**

Measuring, monitoring and seeking to continually improve 'ease of use' for consumers, will help ensure continued appeal.



Attractive and impactful window display, Norwich



Clear product branding and signage, Norwich

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations cont'd.

6.4 Emerging Place Trends

Adapting to changing consumer behaviour and retailers' needs is paramount – this includes the offer and the experience. The Westgate in Oxford is a prime example of the changing sense of place / experience. It is more integrated to the city centre, with more visibility and visual impact (10 years previously all the content would have been inward looking, focussed on keeping consumers in).

Successful centres / places have multiple reasons for use, not just 'retail centres' and not just 'kitchens / dining halls'. The public realm, built environment and linkages between them are key. Heritage, arts, culture, leisure offer and the services provided are all essential components. Even larger centres are welcoming more independent businesses via the service, leisure, catering and retail offers.

'Convenience' is at the heart of the centre's appeal – minimise the deterrents & maximise the ease of use. Town, city and 'retail' centre 'content' will need to change, expand and evolve, as consumer preferences change at an accelerating pace. Indeed they will need to be able to change more quickly and easily. **Convenience is more than a category**, it is visibility, access, ease of use, availability and integration with adjoining attractions.

Many centres currently have the wrong type of space, in the wrong location at the wrong price (rent). Increasing flexibility will be important, for content, pricing, format, management. Local authorities and place managers need to 'facilitate' and stimulate town centre improvement, a collective approach is key to improving assets and places.

Places with **strong local identities** and reputations stand out from the crowd, be that from their mix, environment, collective critical mass or experience. Centres that **build on established strengths** and expand them will prosper.



Clear market / place signage, Paddington



Appealing walkways & routing, Oxford

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations cont'd.

6.6 London Specific Market Trends and Benchmark Locations

In regards benchmark markets across London, there are a number of parallels that Lower Marsh as a centre, as well as its market, can learn from.

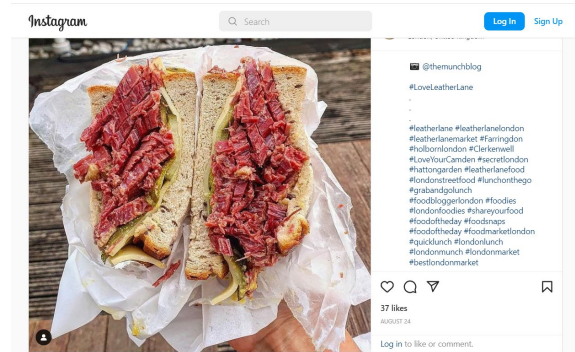
Exmouth Market is also a good reference point in so much the fixed retail and add on market stalls effectively target the food needs of workers and residents. It has a well-deserved reputation for the quality and range of the hot food offer available, much of it from the nearby fixed premises restaurants and to a lesser extent also the market stalls.

Tachbrook Street Market is also a useful reference point given the worker / resident mix of consumers and its mix and offer i.e., household goods, hot food, fresh food / grocery and specialist goods.

Leather Lane provides an extensive mix of non-food, clothing, grocery and hot food stalls targeting the needs of the very large local nearby workforce. Its USP is critical mass, with over 50 stalls trading most days and up to 80/90 on Fridays.

Broadway Market is a popular and successful CIC run market, that contains a wide and extensive mix of hot food, grocery, household goods, artisan / handmade and vintage collectibles. Its main trading day is Saturday and is now a destination for young trendy consumers / families from across East London. A key learning lesson is the close integration between the shops and the market stalls.

In regards lessons learnt for Lower Marsh, these markets have critical mass, well integrated shops and market stalls, wide ranging offers, strong food component and satisfy the needs of residents, workers and visitors.



Excellent promotion of Leather Lane Market



Broadway Market website also features shops

Lower Marsh Future Retail Strategy

6.0 Trends and Benchmark Locations cont'd.

6.7 Summary of Trends / Lessons for Lower Marsh

There are a number of points identified in the preceding trends section that are relevant to the future Lower Marsh offer, these include:

- The offer needs to be more than just retail; add services, catering, wellbeing, leisure, arts
- Good integration with adjoining attractions
- Strong visual impact, clear branding / place making, recognisable identity, good promotion, celebrate what's different and special about the place, easy to use, see and access
- Go big on history and heritage
- The need to make it easy for the customer, on many different levels, access, choice, offer, promotion, usability, services and facilities
- Provide, 'ease, value, quality and service', be available at the right time
- Key stakeholders such as landlords, businesses and market stalls need to understand and buy into the centre strategy
- Strong market with extended choice provides point of difference. Additional events, themed markets and activity add to the experience and repeat visit
- Enable change, be adaptable, good quality facilities and environment
- More shared facilities, including tables and chairs
- Support new start-ups, pop-up, temporary uses, young traders.

Lower Marsh has an excellent location, it has a number of strengths to build on, including a proven history. It has a loyal customer base and trader base, that support it despite the evident issues.

By working together, **to a collective goal**, stakeholders have the potential to apply the trends, help it stand out, evolve and improve its appeal and performance.

Wider Policy Context and Future Customer Need

Lower Marsh Future Retail Strategy

7.0 Wider Policy Context and Future Customer Need

7.1 Introduction

A variety of existing and current local policy and strategy reports / documents have been reviewed, to provide a wider context for the aims, aspirations and role of Lower Marsh, its relationship to Waterloo and the surrounding area. These include Neighbourhood Plan, Local Plan, London Plan, planning policy guidelines, Waterloo Station Masterplan, local activity reports, footfall data and events programme, and local place making strategies from place managers and investors in the area.

The diversity of interest and guidance reflects the importance of the Lower Marsh offer to many stakeholders. The aim of the review is to identify any specific aims that are relevant to the future of the Lower Marsh offer, and to identify opportunities for the future Lower Marsh offer to help achieve the objectives and goals identified.

The aim is not to provide a critique of the available information, but rather to use it to help formulate the options and recommendations for the Lower Marsh strategy.

7.2 Report Review Summary

The following tables provide brief extracts from the various reports / documents and then indicate how Lower Marsh can support or help deliver the various aims / aspirations as well as benefit in regards additional opportunities.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>SoWN Neighbourhood Plan 2020-2035 This is an extensive document based on wide ranging and long-term engagement throughout the area. It provides policies and guidance on seven key Themes.</p> <p>Whilst a number of themes are clearly relevant to Lower Marsh as a commercial 'retail' centre, 'retail & work', 'development. management', Lower Marsh has a role in all seven themes.</p>	<ul style="list-style-type: none">- Lower Marsh is in the middle of the plan area and in the Waterloo Opportunity area- Southbank and Waterloo Neighbourhood includes circa 10,000 residents (similar demographic profile to Lambeth and Southwark), 55,000 workers, 100 million commuters (pre Pandemic), large student population. Projected increase in jobs of 15,000, and 1,500 residential units- Retail & work policy to provide a mix of retail for a range of users including residents, resist loss of office space- Issues listed as independents under pressure, increasing rents, lack of anchors, perceived success being linked to Waterloo station development- Planning application guideline to maintain 50% retail frontages, 30% A3 (F&B) frontages, to protect against more services provision- Support pop-up and meanwhile uses- Developers to make sites available for temporary local use- Small flexible and temporary shops to be supported- Lower Marsh development activity should help the market infrastructure

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>Lambeth Local Plan 2020 - 2035 The Lambeth Local Plan was adopted by the Council in September 2021. It sets out a variety of policies and guidance within the 415 pages of the document. The Council is obliged to produce up to date Local Plans. They should set out policies to meet three core objectives</p> <ul style="list-style-type: none"> - Economic - Social - Environmental <p>Whilst many of the identified policies and aspirations impact on the broad future of Lower Marsh we have concentrated on those listed here for the purposes of this study</p>	<p>Lambeth Local Plan – broad aspiration statements</p> <ul style="list-style-type: none"> - Lower Marsh sits within the Waterloo and Southbank Opportunities Area, as well as the CAZ (Central Activities Zone) retail cluster (in line with the London Plan, referenced later) - Maintaining active street frontages and appropriate mix of ground floor uses are priorities - Local shops, independent businesses and street markets are essential to the identity of different parts of the Borough - A centre specific approach to managing the mix of uses in town centres <p>The specific policy areas identified as being particularly relevant are detailed in the following sections</p> <ul style="list-style-type: none"> - ED7 Town Centres; maintaining the predominant retail function of primary shopping areas in major and district centres and the Central Activities Zone retail clusters - supporting and protecting market areas and areas of specialist shopping including the Lower Marsh/The Cut/Leake Street Special Policy Area - ED8 Evening Economy and F&B uses; support the evening economy in its town centres whilst making sure that any adverse impact on local amenity is minimised - Proposals for evening and food and drink uses should be accompanied by a management plan and a customer management plan - ED 11 Local Centres; support and protect the role of local centres and local shops in meeting the day to day needs of communities - ED 12 Markets; seek to maintain, and support the enhancement of, existing indoor and street markets within the borough. - Encourage a coordinated approach to development and management of street & indoor markets

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>Lambeth Borough Plan The next Borough Plan is under development. The existing Borough Plan ran from 2016-2021, with objectives including, to achieve inclusive growth, reduce inequality and create strong and sustainable neighbourhoods.</p>	<p>Referenced in recent planning approval for 114-118 Lower Marsh, the new Borough Plan will be important in setting direction for planning approvals. Themes expected to include at least:</p> <ul style="list-style-type: none"> - Enabling investment and regeneration - Working with residents and businesses - Creating places for local people to be proud of - Maintaining the mixed and vibrant nature of Lambeth’s neighbourhoods, using growth, regeneration and housing to reduce inequality.
<p>Draft Revised Lambeth Local Plan Topic Paper 4 – Town Centres May 2020 Part of the development of the Lambeth Local Plan. Explains the rationale behind the proposed policy approaches for town centres in the Draft Revised Lambeth Local Plan. Sets policy context and direction for new retail proposals.</p>	<ul style="list-style-type: none"> - Lower Marsh part of the special policy area within the expanded Waterloo CAZ retail cluster - The designation of the Special Policy Area acknowledges and protects the specialist character of Lower Marsh / The Cut / Leake Street and its role as a long-standing and unique cluster of smaller, independent retailers and food and drink uses, with associated street market and cultural uses such as the Old and Young Vic theatres - Proposals must complement and not undermine Lower Marsh area - Resist amalgamation of adjoining small units to create single larger units - Retain small units for independents - Retain 50% of retail frontages guidance for retail purposes.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>Lambeth Local Plan Summary of Ground Floor Use Annual checks of ground floor use, based on Experian Goad data and unit counts</p>	<p>Lower Marsh/The Cut/Leake Street Special Policy Area</p> <ul style="list-style-type: none"> - Local Plan Policy PN1C (iv) and (i)- 50% of ground floor units must be retail and 30% must be F&B - May 2022 Lower Marsh 36.8% retail, 27.9% F&B (food and beverage), 19.1% other class E uses. Note that class E uses includes retail and F&B and they are considered to be suitable for a town centre area. - April 2021 Lower Marsh 40.8% retail, 25.4% F&B (note classification changed) - April 2020 Lower Marsh 47.6% A1, 22% A3
<p>Class MA Article 4 directions (detailed planning policy guidelines)</p>	<p>A detailed and important aspect of Lambeth planning policy, including direction from HMG and a variety of reviews. Complex topic looking to safeguard against misuse of automatic change of use. Those Class E uses likely to be vulnerable to the permitted development right will continue to be protected from automatic change of use to residential within the areas covered by the Article 4 directions.</p>

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>Stanhope PLC North Lambeth Legibility and Connectivity Framework Aim is to aid greater conviviality, accessibility, legibility and ease of wayfinding within North Lambeth.</p>	<p>Excellent assessment of issues, neatly summarised for Lower Marsh as, 1. Islands, 2. Inward looking, 3. Poor edges, 4. Lack of macro connectivity.</p> <ul style="list-style-type: none"> - Promotes be a good neighbour, be connected, sense of place interventions, activate arches Lower to Upper Marsh, improve public realm palette, communicate (maps and guides).
<p>Stanhope PLC Royal Street Commercial Space Planning & Strategy Excellent strategy document that identifies the opportunity and rationale for the commercial activity at the Royal Street development. Report also has area resident lifestyle and demographic information which can be used to direct Lower Marsh activity.</p>	<ul style="list-style-type: none"> - The Royal Street scheme will accommodate circa 10,000 office workers, circa 130 residential units, and circa 53,000 sqft. of commercial space - The commercial space will need to attract footfall into the development - There are circa 36,000 residents within 20 minutes walk of the site, (circa 48,000 by 2027 - 44,000 workers within 10 minutes walk, another 11,000 from Elisabeth House (note the Curve a new pedestrianised street as part of Elisabeth House) - 30 million visitors to the South Bank - The anticipated Royal Street offer will be food & beverage, grocery and services focused, with wellbeing and health. There are also aspirations for improved Arches activity - Lower Marsh is an important attraction for the workers and residents, both the market, the independents and the areas character.
<p>Stanhope PLC Retail and Leisure Impact Statement</p>	<ul style="list-style-type: none"> - Impact statement that references policies already detailed above - It concludes that Royal Street will have negligible impacts on Lower Marsh SPA - The proposed future offer will complement rather than compete - That Lower Marsh is viewed as 'healthy' at time of review and that the additional new workers / residents will outweigh any effects on Lower Marsh, and will not detract from its vitality/viability.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>WaW BID Renewal Business Plan 2021-2026 This is the BID's renewal proposal document, which secured a further 'yes' vote, based on extensive engagement.</p>	<ul style="list-style-type: none"> - Excellent BID renewal document, delivered in a style and format that matches the perceived brand identity (of many) for Waterloo and Lower Marsh - Four themes for ongoing activity, a few examples listed below - Enhanced environment – more greening, more and better street furniture / public realm - Events and promotion – wayfinding, signage, information, pop-ups, events, footfall - Business support – networks, individual and collective support, recycling - Grow and improve the market – variety, choice, layout, entertainment - Waterloo Walkway, a very exciting proposal to improve direct connectivity to station.
<p>Revealing Waterloo – Placemaking Strategy Excellent and detailed report. Based on extensive engagement. Over 150 placemaking ideas for whole BID area. All parts of BID area treated equally.</p>	<ul style="list-style-type: none"> - Area is Waterloo's (London's) 'not so obvious destination...' - The area serves many audiences - Area has many positive attributes, and also many less positive (negative) attributes - Report identifies 5 themes for placemaking, identity, activation, public realm, connectivity and brand. Used to assess current issues and direct future activity - Identified 'wants' are signage, wayfinding, events and activity, safer, cleaner & tidier, more choices / shops, better pedestrian environments, more green spaces - Issues include exiting stations, difficulty in navigating the area - Lower Marsh to be animated, welcoming, pedestrian friendly, branded, street dressed - Lower Marsh receives 14 specific suggested improvements, plus linked improvements from adjoining areas, approach signage and public spaces, and Waterloo Walkway - Worth noting that improvements to wider areas may impact on appeal of Lower Marsh, if left behind.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

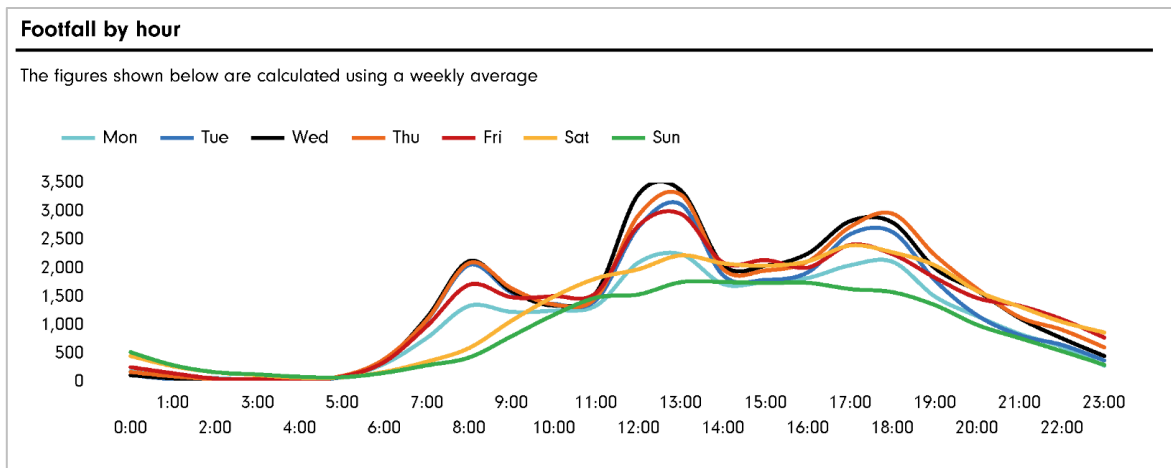
Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>WaW Footfall Reports Reviewed September 2022 Monthly report and weekly for w/c 5/9/22. 3 locations counted, La Barca, Co-op, Frazier Street. Good history of count information. Further analysis of hourly data is contained overleaf.</p>	<ul style="list-style-type: none">- Footfall is up on both 2021 and 2020- Footfall is getting closer to 2019 (pre Covid levels) circa 9%-12% below 2019- Busiest day is Thursday 29/9 @ 36,565. A strong footfall level- Busiest hour recorded on Wednesday 28/9 at midday @ 3,773- La Barca is up on 2019 levels, +17%, Co-op is down at -33%, Frazier Street is about level- La Barca and Co-op are main count points, Frazier Street low count point, almost a fifth of the main points

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Further analysis of Hourly Footfall from September 2022 – Extracted from WaW Footfall Report



Currently La Barca is at circa 98,000 per week and Co-op at 88,000 per week. Pre covid Co-op was the dominant count, circa 30% above La Barca. Local patterns have changed. Looking at the weekly pattern, Wednesday, Thursday and Fridays are busiest days @ circa 31K-34K. Monday, Tuesday and Saturday are similar @ 25K-30K (Saturday above Monday).

Lunchtimes are peak hours on Tuesday to Friday circa 3K-3.6K. Morning peak is around 08.00 with circa 2K, pm peaks are Tuesday to Thursday at circa 2.5K. Fridays have a mini peak at 15.00. The Saturday peak is from 13.00 to 17.00.

Footfall pattern is clearly influenced by nearby transport hub, it has a typical transport short morning and longer early evening peak. Footfall pattern also has the busiest peak for a short lunchtime period on key weekdays, influenced by workers serving lunchtime needs. Strong levels of footfall on Saturdays is a positive indicator. The change in the peak footfall location from pre pandemic to current day is noteworthy, shifting from Co-op to La Barca.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>South Bank and Waterloo Developments Summary August 2022. Detailed list of 28 Developments with accompanying map of area.</p>	<ul style="list-style-type: none"> - 28 developments across South Bank and Waterloo area - 10 are approved (1 under construction) - 2 are rejected (both on Westminster Bridge Road) - 14 include 'commercial' - 6 include residential - 5 include public realm or parks - 10 are either in or adjacent to Lower Marsh - All will result in additional consumers to the area.
<p>The London Plan 2021 The London Plan is legally part of each of London's Local Planning Authorities' Development Plan and must be considered when planning decisions are taken in any part of Greater London. This London Plan runs from 2019 to 2041 Good Growth – growth that is socially and economically inclusive and environmentally sustainable – underpins the whole of the London Plan and each policy. The London Plan sets out policies for all development across London.</p>	<ul style="list-style-type: none"> - London Plan anticipates 1,500 new homes and 6,000 jobs in Waterloo area - Waterloo is designated an opportunity area. Waterloo CAZ retail cluster has 'medium commercial growth projected and incremental residential growth. The NTE classification is NT2 - St Thomas's a specialist cluster - Policy SD6 Town centres and high streets has several elements relevant to Lower Marsh - The adaptation and diversification of town centres should be supported - The management of vibrant daytime, evening and night-time activities should be promoted to enhance town centre vitality and viability - Tourist infrastructure, attractions and hotels in town centre locations, especially in Outer London, should be enhanced and promoted - The varied role of London's high streets should be supported and enhanced - There continues to be a 'town centre first' policy - Vacant property / land should be made available for pop-up / meanwhile uses

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Lower Marsh Opportunities
<p>Waterloo Station Masterplan (November 2022)</p> <ul style="list-style-type: none"> - Creating a world class public realm and interchange - Setting a roadmap to a net zero carbon station - Providing a catalyst for sustainable inclusive growth <p>Completed by a group of leading consultants.</p>	<ul style="list-style-type: none"> - Lower Marsh is identified as part of the 'interface' area between station and neighbourhoods - Report describes Waterloo area now as having much to celebrate, including: 30 million visitors, 43,000 jobs, 1,300 businesses, 10,000 residents. It describes Waterloo as having a young and diverse population - Emerging specialisms for creative services and ICT / digital sectors - Waterloo is a key growth place for Lambeth - Report identifies issues including: the station acts as a barrier with inactive frontages, poor air quality, lack of cohesive identity, poor wayfinding - Lower Marsh is one of 8 identified character areas around the station, each character area is assessed for 32 different criteria - Lower Marsh review identifies 'stakeholder issues / opportunities' (stakeholders not listed) that include: <ul style="list-style-type: none"> • Need to grow as a destination in its own right • Severed connectivity, taxis, busses and traffic • Poor wayfinding and visibility • Protect Leake Street as a unique location - Report concludes with Waterloo feels fragmented, there is a need to integrate people place and opportunities - Report doesn't outline any plans for the station itself, instead focuses on the integration, improvement and connectivity to its immediate surrounding areas.

Lower Marsh Future Retail Strategy

7.0 Policy and Strategy Reports Review

7.3 Summary

Lower Marsh is included as the focus or shared subject of a wide number of reports and information sources. The review of these various information sources (and we are thankful for the provision of so many) has identified a number of consistent themes, as well as important information to take forward in the strategy development. The volume of reports and information is an indicator of the importance to many of Lower Marsh.

- Lower Marsh is considered an important area, it is part of a Special Policy Area.
- The mix of independent businesses, retail, food and beverage, hospitality and the market is to be protected and enhanced. It is its USP.
- Lower Marsh serves many audiences, residents (10,000 to 36,000), workers (55,000 and increasing), visitors (30m to 100m), students (lots and growing).
- The target populations of each audience will be growing and increasing (at different rates / quantum's), resulting in increased demand.
- Need to maintain a vibrant mixed economy, a place for people to be proud of, a place in keeping with future customer needs.
- Recognised issues include access, visibility, impact, information, wayfinding, awareness, connectivity, green spaces, cleaning, public realm, distribution and dispersal of footfall.
- Improving localised competition and adjoining centres / offers may impact on future appeal of Lower Marsh.
- Future use of units and use class management needs control / a collective vision for decision makers.
- Lower Marsh is often viewed as being 'healthy' but also having lots of room to improve.
- BID has strong plans to improve management and delivery of Lower Marsh.
- Footfall is improving and returning to near pre-Pandemic levels.
- The 'not so obvious destination...' tag line is both a strength and potentially a weakness.

Study Conclusions

Lower Marsh Future Retail Strategy

8.0 Conclusions

Introduction

The following key conclusions are based on the bespoke research workstreams undertaken as part of the study, and together form the framework on which the Lower Marsh Future Strategy has been developed.

Lower Marsh's customers have many reasons to be in area

One of Lower Marsh's greatest strengths is that for nearly 200 years it has benefitted from a variety of customer groups that use it for their retail, food, service and social needs. Historically, residents formed the primary customer group, living within a short walk of the centre and accessing the offer there (including an extensive market) for their day-to-day needs.

After the station was built the customer base was swelled by visitors keen to access St Thomas's Hospital as well of course Central London. As the area around the station evolved over many decades as a commercial centre, more and more office workers were based in the area.

A further important aspect to highlight, is that for many consumers, the Lower Marsh 'retail' offer is often / typically not the main reason to be in the area. For many users its not the destination, it's a support facility.

The challenge going forward is help Lower Marsh continue to satisfy the needs of its various customer groups, regardless of their primary reason to be in the area. The historic success has been achieved by adapting to meet the needs of diverse customers, this will be even more important going forward.

The area around LM has changed significantly. More is coming!

The area between Lower Marsh and the River Thames has changed over the last couple of decades quicker than at any time since its original construction. From the continued evolvement of St Thomas' Hospital to the redevelopment of the Shell Centre, to the ongoing development of the station, nearby retail offers are improving and upping their game.

Having said that, Lower Marsh has withstood the massive changes highlighted above over the last 25 years, so it must be doing something right!

The trend and particularly that of new and additional workspace provision, is set to continue with the redevelopment of Stanhope's mixed use Royal Street Development, as well as Elisabeth House adjoining Waterloo Station.

The combined effect of these developments is twofold; one it creates additional retail and leisure facilities that could nibble away at Lower Marsh's existing customers. Secondly and more importantly, they will generate additional customers in the area, that Lower Marsh could benefit from providing it evolves and continues to provide an appealing, visible and attractive offer and experience.

As neighbouring areas improve it will be even more important that the offer and appeal of Lower Marsh is clear, visible and easy to access / understand.

Lower Marsh Future Retail Strategy

8.0 Conclusions

The market generates many more benefits than negatives

There is lots to like about Lower Marsh's market. It generates significant footfall and awareness. It provides many and repeated frequent reasons to use the offer. It provides a major and distinctive benefit in generating a reason to stay and enjoy the place. It provides great opportunities to promote the place and of course is a springboard out of worklessness for local residents.

It literally puts Lower Marsh on the map and is a major differentiator for Lower Marsh against the ever increasing and improving competition nearby. Having said all of that, it doesn't benefit the whole street, is arguably exacerbating the dichotomy in vitality between the two halves of the street. The current dominance of the hot food offer, and the narrow window of trading ensures it feels like a worker-oriented lunchtime market. These market stalls can also cause blockages from their queues as well as generate much waste and litter, from customers and traders. Whilst there are a few non-hot food traders, their remote location and limited critical mass means they are easily missed, overlooked and forgotten about.

Furthermore, the average bar of standards needs to improve. Whilst many of the hot food traders are very good, if not best in class, some of them are dragging standards down with poor quality fixturing, basic signs, cluttered cooking areas and dirty gazebos. This also includes the Lower Marsh branded gazebos, which need replacing or at very least deep clean and repair. Finally, the market needs better integration with permanent retail offer so that they can complement and benefit each other much more.

Lower Marsh's biggest strength is its independent businesses

Lower Marsh has for a long time had a positive reputation as somewhere a bit different / quirky. This is in no small part due to the number of specialist and unique independent businesses, be they retail, food & beverage, service or more recently market stalls.

Although unfortunately several of these businesses didn't survive the pressures of trading through the Pandemic (and indeed some closed just before it), many still remain, including Greensmiths, Maries Cafe, Rivers Remedies, Cubana and Honour to name but a few of the circa 45 independent businesses operating at the time of the review.

Many of independent food & beverage businesses cover both the day and nighttime economy or indeed focus on the nighttime. Whilst a strong nighttime offer could be a benefit to Lower Marsh and a clear reason to visit, given the high numbers of residents it would not be recommended to focus on it. The daytime activity is a key growth area and one to focus on.

Distinctive high quality independent businesses are an intrinsic element of the DNA of Lower Marsh and are fundamental to its future success.

That said, Lower Marsh has a small number of destination multiple businesses for many decades. These multiples typically provide a mix of everyday and affordable basic goods that are important for local residents, workers and visitors. Co-op, Iceland and Boots are important elements of the street's offer to retain going forward.

Lower Marsh Future Retail Strategy

8.0 Conclusions

LM customer 'experience' needs major improvement

Lower Marsh's existing customer experience is frequently poor, for a variety of reasons. This includes poor hygiene & litter management, dumping of commercial rubbish near bins, excessive graffiti, fly posting and stickering and other ASB including aggressive begging and street urination.

Furthermore, the sense of arrival from all directions is poor, especially from the south-west, where vacant premises and non-active frontages dominate sightlines. It is fair to say that Lower Marsh's customer environment and experience require significant and urgent improvement.

The current 'sum of the parts' feels less than the 'whole'

The Lower Marsh offer benefits from having lots of variety / constituent parts, including convenience retail, specialist comparison goods retail, daytime focused food businesses, nighttime food and beverage businesses, service retailers and so on.

However other than being located on the same street, these components don't really combine to create critical mass. They are not clustered or promoted as strengths (in centre, near centre on indeed online), nor are they visible externally. In fact, given the current configuration and layout of the market, many of them are hidden or easily missed whilst in the centre.

Furthermore, other than the market and Iceland, the offer is missing evident / well promoted anchors. As a result of the above, the offer appears to have little holistic appeal and combined critical mass. This will result in missed / reduced customer visits and missed consumer expenditure.

There are many stakeholders with conflicting interests

It is clear that Lower Marsh has many stakeholders which have a vested interest in its future success. All want to see a thriving future offer.

Unfortunately, the aims of some groups seem to conflict, for instance the market stalls want max revenue in as short as period as possible. Businesses on the other hand want trade spread across the day and do not want their windows or doors impeded by stalls. The representative of resident groups we have spoken to want a smaller market, yet many businesses would prefer a bigger one. Businesses want more choice in offer and more start ups / unique businesses, yet landlords want to maximise rents and covenant strength. A major challenge for the strategy will be to synergise ambitions and aspirations.

Lower Marsh 'the place' is being lost

Lower Marsh is currently easily missed on approach or arrival. Either the signs are too high (on Waterloo Road), too one dimensional or covered in fly stickers. Given the very busy pedestrian environment the name reference does not stand out or achieve much share of voice.

Furthermore, it has little consistent 'place' face. Its most seen as a prefix for the market. Lower Marsh as a centre and collective entity hardly gets a mention. There is no consistent brand or symbol that represents Lower Marsh. This is compounded by businesses mainly promoting themselves with little reference to the place (in situ, on signage and online). As a result, the centre is easily missed / lacks impact when consumers are nearby.

Lower Marsh Future Retail Strategy

8.0 Conclusions

How consumers buy goods is changing

A general trend, and one that has been occurring well over ten years plus, is that many consumers are buying more of their basics online, e.g. grocery, household items, pet goods etc. This has increasingly also included low value easy decision commodity products such as books, music, toiletries, health & beauty products and so on.

Post Pandemic, changes to consumer purchasing patterns and trends have accelerated. Partly as consumers weren't allowed to visit shops, but also because workers are typically visiting the office less and buying less locally to their offices. Although there is some evidence to suggest that consumers are shopping more frequently locally for daily needs and services.

These trends are unlikely to reverse. Therefore, to attract consumers to visit and spend, the reward and visit experience must be worth the effort, as well as offer those goods or services that can't be bought online or are better bought in person, e.g. haircuts, health & beauty services, alterations, quality food, flowers, dry cleaning, daily top up purchases, catering, hospitality and leisure etc.

The ongoing monitoring of the Lower Marsh offer is showing that pure retail uses are reducing in number, F&B uses are increasing. However the wider accepted uses of town centres that make up use class E do account for circa 20% of units. In many ways Lower Marsh is already evolving.

'Retail' places are changing

As a result of the above trends, the more successful retail places are also evolving and adapting to be more multi-purpose in their offer and experience. Given that we're spending more on food, more often, those places that offer a good combination of food & beverage of different styles and price points are thriving most. Especially those that can also accommodate takeaway and delivery options too.

Consumers like and choose places that offer something a little different or special, be that great independent businesses, specialist product options, high-quality customer service, pleasant physical environment or additional experiential factors such as events or seasonal activities. Indeed, the overall experience is increasingly as important as the offer.

These trends should play into the strengths of Lower Marsh, given its historic strength in its independent offer and wider mix of uses.

Other growth areas include health & beauty services, tailoring / alterations as well as the repair economy.

Well curated meanwhile stores and pop-ups as well as new product launches can all add to the visitor experience and provide additional visit reasons, that can't typically be accessed online. Many such stores and experiences have been delivered in Hackney Wick, Finsbury Park, Brick Lane / Trumans Brewery and of course Box Park (Shoreditch, Wembley, Greenwich and Croydon). These are normally delivered by brands directly or the various specialist delivery agencies that exist.

Lower Marsh Future Retail Strategy

8.0 Recommended Future Retail Strategy

Summary of Priority Issues That Need Addressing

There are several factors that are limiting the current performance and growth potential of Lower Marsh, and these can be summarised under the following headings.

Management of offer & experience

- Cleaning / hygiene standards (including adjoining arrival routes)
- Limited visible security
- Visibility of offer
- Limited tables & chairs provision
- Excessive amounts of graffiti
- Aggressive beggars
- Promotion and marketing of whole offer (not just market)
- Promotion and marketing of individual and collective assets & anchors / reasons to visit and use the offer
- Visible place branding
- Litter management
- Piles of rubbish by bins
- Targeting of target tenants
- Current lack of engagement and buy-in from landlords and agents / advisors
- Vans blocking sightlines

Physical offer and environment

- Poor sense of arrival
- High number of vacant units
- Less non-active frontages
- Lack of shops
- Lack of attractors / anchors
- Lack of integration to nearby attractors
- Poor quality public realm
- Ineffective / lack way finding
- Many shop fronts need investment
- Limited greening / trees
- External and internal sightlines of offer

Market

- Poor integration with shops
- Lack of non-food stalls
- Lack of ambient food & drink
- Lack of grocery / convenience goods
- Dominance of hot food
- Existing non-food stalls are remote
- Existing layout causing blockages
- Some stalls are poor quality
- Dirty gazebos
- Offer is clustered in only one location
- Food waste management by stalls
- Excess litter from customers
- Limited provision of visiting markets / themes

Recommended Future Retail Strategy

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

Introduction to Recommendations

We begin the recommendations of the study with a future vision statement that succinctly describes the future offer and role of Lower Marsh. When delivered this will enable its businesses to trade successfully and sustainably for the benefit of workers, residents, visitors and of course the businesses themselves. A series of strategic themes is then mapped out, not necessarily in priority order, but by those that will deliver the greatest and most visible change.

Each strategic theme is broken down into a series of recommended actions and initiatives which will enable the required project outcomes and deliverables to be satisfied.

Together, the vision, recommended themes and actions form the future recommended retail strategy for Lower Marsh.

Future Vision for Lower Marsh

Based on the research undertaken for the project, the findings and conclusions highlighted, the recommended future vision for Lower Marsh is summarised as:

'Lower Marsh is a great place to visit, shop, eat, dine and spend a little of your time. Everyday, or on the way. It has the best independent businesses, street food, grocery stores, market stalls, and super personal service providers, with more restaurants and bars than you can want to visit.

There's always something different and special to find at Lower Marsh'.

Future Strategic Themes for Lower Marsh

As highlighted opposite, the following strategic themes (and the actions within as identified over the next few pages) will enable the recommended strategy for Lower Marsh to be delivered:

1. **Improve the customer experience**
2. **Develop and extend the critical mass of Lower Marsh**
3. **Extend and improve the appeal of the market**
4. **Improve the marketing and promotion of Lower Marsh**
5. **Improve the management and communication of the whole Lower Marsh Offer**

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

1. Improve the customer experience

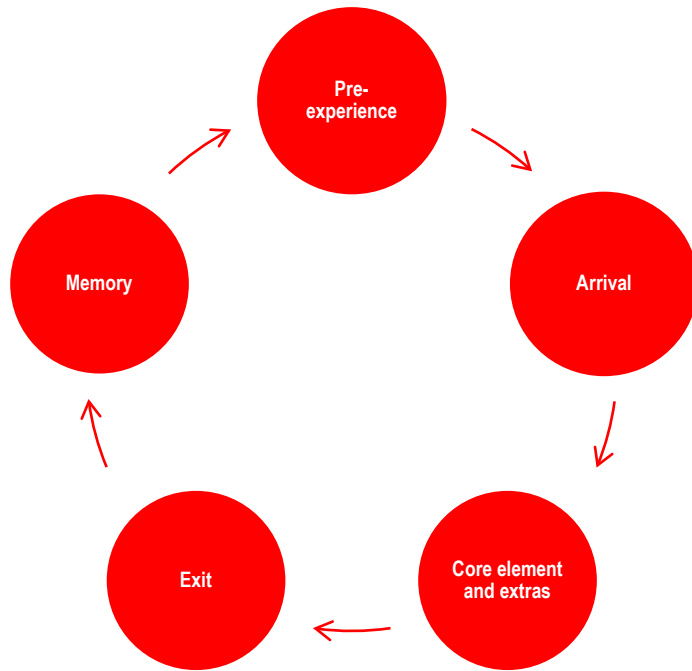
For the future success and sustainability of Lower Marsh, the existing experience needs urgent and significant improvement. This includes:

- A. Deep clean centre and approaches, particularly from Station / Waterloo Road to LM, WBR to LM and Leake St to LM
- B. Add more trees and greenery
- C. Engage with station to improve the external areas outside its entrances
- D. Work with Council to review and improve existing street cleaning regime, this includes pre and post trading day as well as during the trading day. The current system is some distance from being good enough
- E. Declutter the main arrival points at each end
- F. Deter vans from parking by entrance points
- G. Remove the excessive the graffiti throughout and adjoining the centre, including the fly stickers.
- H. Fully pedestrianise the offer, including the rerouting of cycles (at least during the trading day)
- I. Encourage businesses to provide more tables and chairs (includes retail, service and F&B).
- J. Provide more shared seating that can be removed / demounted at the end of the trading day (by LBL / WAW as a shared and managed facility)
- K. Engage with landlords to mitigate the impact of the non active frontages (see also theme 4)
- L. Develop and action a 'hot line' to report fly tipping / rubbish dumping for priority attention and mitigation
- M. Review all stages of the customer experience journey to review opportunities to improve experience of Lower Marsh

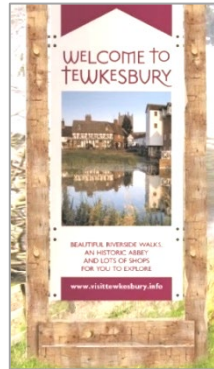
Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

1. Improve the customer experience cont'd.



Experience at each part of journey to be defined



Strong welcome signage



Directional / category signage to emphasise offer / variety



Clear place branding



Well delivered & managed external dining

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

2. Develop and extend the critical mass of Lower Marsh

The optimum future Lower Marsh offer is one where the constituent parts combine cohesively to be stronger than the whole. Its also one which contains a wide selection of leading and specialist independent stores. There are lots of parts of Central, Inner and Outdoor London where similar businesses can be found, including and by no means limited to Islington, Putney, Richmond, Clapham, Battersea, East Dulwich, Greenwich, Crystal Palace, Deptford, Victoria Park, Shoreditch, Dalston and so on. With this in mind, the following actions are recommended:

- A. Target more choice in existing categories and fill gaps (both in premises and market stalls), including in the following categories:
 - i. More convenience – more grocery, fruit & veg, bread / bakery / cakes / patisserie, sweet specialist / confectioner, cheesemonger, charcutier. Could also include new specialist Asian / oriental / continental convenience store, e.g. Longdan
 - ii. More specialist comparison goods – children's gifts / toys / clothes / accessories, pet accessories, more homewares / home fashion, knitting / haberdashery, pottery cafe
 - iii. More service & repair – beauty products & services, osteopath, barbers, chiropody, quality dry cleaners / alterations, gallery / framers
 - iv. More food & beverage – coffee specialist egg Department of Coffee and Social Affairs, quality 'dirty' burgers / fried chicken e.g. Coqfighter or Patty & Bun, ice cream, ramen (e.g. Bone Daddies or Tonkotsu), healthy fast casual (e.g. Pod or Pure)
- B. The centre would benefit from a few more recognised branded destinations (either emerging or recognised brands, that share independent aspirations), e.g. Ollie & Steen, Lounges, recognised bookshop, Joy / Oliver Bonas, Kaspars (Ice Cream Parlour), Coqfighter
- C. Note there are more opportunities than available units!
- D. In terms of a 'red list', Lower Marsh certainly doesn't need any more bookies, vape shops, estate agents or branded mainstream coffee or sandwich chains
- E. As a quick win action, there is priority need to promote existing strong categories (which will also attract more choice and diversity, and get the attention of landlords / agents)

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

2. Develop and extend the critical mass of Lower Marsh cont'd.



Activity in front of non active units



Additional health and wellbeing



Specialist pâtissier



Promoting the whole street offer and extended choice



Additional specialist Asian food-store

Curated events and activity, can be small scale



Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

3. Extend and Improve the Appeal of the Market

The market is one of Lower Marsh's greatest potential strengths and differentiator. A strong and diverse market will underpin Lower Marsh's future appeal, success and sustainability, therefore recommendations for an improved market include:

- A. Ensure trader vans do not block market entrances after 10.00
- B. Facilitate a deep clean of LM branded canopies. Encourage traders with their gazebos to do the same
- C. Introduce new minimum stall quality standards / work with existing stall holders to improve their stalls and fixturing
- D. Improve the quality of food being sold
- E. Extend the offer of the market, particularly more grocery, more convenience food, more ambient food and drink (e.g. cheese / charcutier, cupcakes, brownies, fruit juices, ice cream, sweets etc), more services / repair (e.g. bikes, watches)
- F. Extend the offer to include more 'value' and 'budget' food ranges to cater for those residents facing the cost of living crisis
- G. Extend the offer along the whole street, to add benefit to all businesses and be a strong visible attraction. This will need careful and holistic planning of course, to incorporate effective sightlines of the permanent shop offer, permeability / movement, seating areas, existing and new street furniture etc
- H. Encourage more regular weekly, monthly visiting markets, e.g. vintage, collectables, farmers market etc.
- I. Encourage more one-off markets e.g. young traders, London Fashion Week, Pride
- J. Target and encourage existing businesses to also take stalls outside their units
- K. Curate a cluster of street food stalls and other products (mix of hot and non-hot food) in front of non-active frontages at WBR end of street. This could include contemporary / purpose built vehicles

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

3. Extend and Improve the Appeal of the Market cont'd.



More ambient food



The Hip Hop Chip Shop!



Additional visiting services



Funky 'market is on' signage



Mobile knife sharpening



Additional community service



Themed markets

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

4. Improve the Marketing and Promotion of Lower Marsh

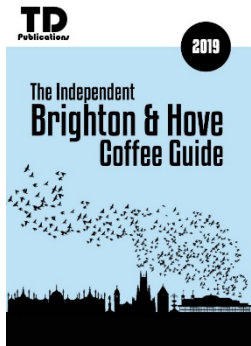
Marketing and promoting **the whole offer** is a key area that needs attention and improvement. Lower Marsh's customers are already nearby, and are getting bombarded with messages for them visit, shop and spend elsewhere in the area. This includes:

- A. Review way findings signs, particularly with a view to providing more signs at eye level
- B. Review the approach from all major attractions and footfall generators nearby, to identify opportunities to increase awareness of Lower Marsh as a place, as well as better communicate its strengths and assets
- C. Develop new Lower Marsh brand / icon for all stakeholders (particularly WAW, market, market stall and fixed businesses to use). Use it in and near centre at every available opportunity (plus online)
- D. Promote all categories to increase reasons to use and visit, plus expand 'visibility of offer – see Broadway Market and Exmouth Market websites. Broadway Market has a very useful shop by shop interactive map / guide too
- E. Encourage businesses and market traders to always use the place reference when promoting them selves, e.g. XXXX @Lower Marsh
- F. Encourage more trading businesses to engage with, participate in and indeed create or facilitate events
- G. In regards getting landlords and their agents on board with the strategy
 - i. Prepare a prospectus for landlords and agents to help them target appropriate new businesses to trade on Lower Marsh. This needs to clearly identify the right types of businesses needed, the benefits of securing them, and some 'bullets' to fire at target businesses to attract them.
 - ii. Encourage landlords to offer short term licence deals (rolling monthly or fixed 1 / 2 / 3 years) as opposed to long term institutional leases, as well as turnover / performance related rental deals. Encourage flexible leasing, e.g. 2 or 3 start up operators sharing units / trading costs.
 - iii. Host event with landlords & agents to publish and communicate strategy as well as share prospectus. This is a priority action.
 - iv. Secure buy-in from LBL planning and regen teams to strategy, esp. in helping to influence and control the mix & type of businesses identified
 - v. Publish 'requirements' list to property sector. Send to target businesses and landlords. Target appropriate business in other similar locations.
 - vi. Use decals on non active premises with Lower Marsh brand references
 - vii. Target appropriate businesses in other areas and introduce them to opportunities in Lower Marsh

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

4. Improve the Marketing and Promotion of Lower Marsh cont'd.



Local business guides



Dressing empty units



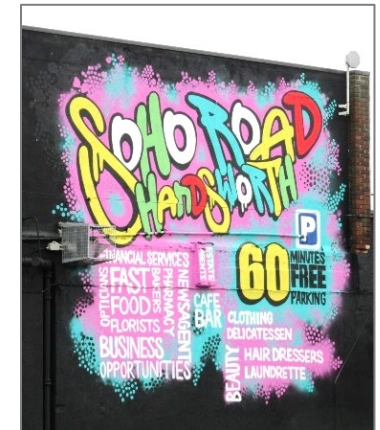
Clear place branding



Lunchtime recitals



Vlogs and waking tours (shops and market)



Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

5. Improve the Management and Communication of the Whole Lower Marsh Offer

To ensure that the needs of Lower Marsh's customers come first, the collective 'management' of the Lower Marsh offer has to be much more co-ordinated, communicated and effective. This includes:

- A. Share findings of report, prepare cascade presentation, convene a workshop, include advisors, agents, landlords, stakeholders
- B. Engage with resident groups to take them through the broad strategy and ensure their buy-in
- C. Promote the strengths, emphasise what already works, outline rationale for direction and collective benefit
- D. Introduce Lower Marsh best business awards, multiple categories, both premises and stalls, voted for by customers and peers. Serves two purposes, first to promote awareness of offer, second to improve standards and collective thinking
- E. Create Lower Marsh Steering Group, similar to Broadway Market CIC Model, e.g. equal numbers of business / market traders, residents, and other representative bodies (e.g. BID, Councillor, Landlords). 15 members max, to meet bi-monthly
- F. Publish list of target retail categories for the permanent units (including convenience, specialist comparison, service and daytime food and beverage)
- G. Publish list of target categories for the market
- H. Work with Lambeth Planning Team to help protect Lower Marsh, such as maximum size limits for new units (200 sqm?), resist against amalgamation of smaller retail units
- I. Work with landlords and advisors to include meanwhile, pop-up and visiting uses. Target empty units to occupy / cover to provide fresh visiting uses. Think broadly as to uses, beyond more retail / commercial to community and place based uses.

Lower Marsh Future Retail Strategy

9.0 Recommended Future Retail Strategy

5. Improve the Management and Communication of the Whole Lower Marsh Offer cont'd.

Havering
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Find information, advice and more...

Voting for Small Business Award

You can vote for as many categories as you like, but can only select one finalist per category

Best Small or Independent Business	<input type="radio"/> Mr P's Cornershop <input type="radio"/> Worldwide Signings
Best Beauty or Service Business	<input type="radio"/> The Vanilla Room <input type="radio"/> The Beauty Room <input type="radio"/> Elliott Dean Salon
Best Take Away	<input type="radio"/> NUGS <input type="radio"/> Ped's Pizza <input type="radio"/> Tandoori Lounge
Best Hospitality Business	<input type="radio"/> RM5 Lounge <input type="radio"/> El Mono <input type="radio"/> Ciao Bella
Best Tradesperson	<input type="radio"/> ADL Air Conditioning <input type="radio"/> B&B Heating Ltd <input type="radio"/> Wings Plastering
Best Customer Experience	<input type="radio"/> Upminster Sports Massage and Pilates <input type="radio"/> Natural Bean Speciality Coffee Ltd <input type="radio"/> F Barnes Solicitors
Best Shopfront	<input type="radio"/> Best Sellers <input type="radio"/> Romford Flower Shop

Small Business Awards

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Featherstones Ltd
THE RETAIL GROUP
M&M's
Serving You
Funded by
Historic England

Unique trading opportunity in Georgian mansion with flexible terms!

Prospectus to target new businesses

UP THE GREEK
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Rent a retail unit in a prime High Street Location
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enterprise@rcade@bsupplied.co.uk

Meanwhile uses

Lower Marsh Future Retail Strategy

9.0 Recommended Future Strategy

Lower Marsh's Future Outlook

The research completed as part of this project confirms that Lower Marsh is a special place in the wider Waterloo offer and area. It is recognised for its independent 'retailers' and wider 'retail' / non-retail businesses, which includes the current market offer. It is recognised as being important and as somewhere that needs nurturing and supporting. It is also accepted that it serves a variety of customer groups. Indeed it is the appeal and attraction to the variety of customers that has enabled it to continue to operate, evolve and prosper at current levels. As identified in the findings, indeed from a variety of findings, on many levels / measures Lower Marsh is currently doing 'ok' in the minds of many businesses and stakeholders.

That said, Lower Marsh is facing ever improving (and increasing) competition which is continuing to nibble away at its customers and their usage of Lower Marsh. There are also many issues that need addressing so as to improve its appeal and visibility to all potential customers.

The report has identified many actions and opportunities to improve the appeal, attraction and usage of Lower Marsh, alas there is no single silver bullet that will provide the answer. Whilst a few of the identified actions can be delivered by individual stakeholders, majority will need careful planning and joined up activity from the BID, the Council, local investors and landlords, residents and consumers even.

There is need to share the findings and identified actions / direction of the report, with residents, workers, stakeholders, landlords, agents and advisors. Not only once as the report output but ongoing over time as updates and feedback on actions implemented and benefits achieved.

The good news is that the action plan is not starting on the bottom rung of the ladder, Lower Marsh already has much to build on and shout about. So the promotion to consumers, businesses, landlords and advisors of existing strengths and positives can start straight away.

The ongoing engagement with residents, workforce and consumers will add to the planned actions and activity and also help to refine the identified actions.

The collective and shared approach to managing, promoting, evolving and expanding the offer and reasons to visit will underpin the long-term sustainability and vitality of this cherished and important centre.

Appendix I

Business Survey Questionnaire

The Retail Group has been appointed by SoWN on behalf of key local stakeholders (including We are Waterloo BID, Lambeth Council and local landlords) to identify an optimum future vision and growth strategy for Lower Marsh. As a business trading in the area, we are very interested in your views as to the priority improvements that need delivering to unlock the future potential of the area. We are also interested in recent performance trends, your future outlook and your future trading plans in the area. All responses will be treated as confidential and only analysed collectively. **Please complete the survey and our researcher will collect it later today or tomorrow.**



2022 LOWER MARSH BUSINESS SURVEY

1. Name of business:

2. What type of business do you operate?

- Retail shop
- Restaurant / café / bar
- Market stall
- Leisure venue
- Hotel / B&B / Guest House
- Commercial office (Accountant, Estate Agent, Solicitor, etc.)
- Service provider – consumer (Hair, Beauty, etc.)
- Service provider – business (Printing, IT, Advertising, etc.)
- Public / voluntary sector
- Financial services
- Other (please state) _____

YOUR CUSTOMERS

3. In your opinion and experience, what are the main reasons for customers to be in Lower Marsh these days? Tick all that apply

- | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Shopping in general | <input type="checkbox"/> | Leisure/cinema/gym | <input type="checkbox"/> |
| Market specific shoppers | <input type="checkbox"/> | Tourist | <input type="checkbox"/> |
| Eating / drinking | <input type="checkbox"/> | Transport links | <input type="checkbox"/> |
| Health & beauty services | <input type="checkbox"/> | Meet friends / socialise | <input type="checkbox"/> |
| Financial services | <input type="checkbox"/> | Study nearby | <input type="checkbox"/> |
| Work nearby | <input type="checkbox"/> | Other (please state) | <input type="checkbox"/> |
| Live locally | <input type="checkbox"/> | | |

4. Which of the following best describe your customers? Tick all that apply

- | | | | |
|---------------|--------------------------|-------------------|--------------------------|
| Regulars | <input type="checkbox"/> | Value seekers | <input type="checkbox"/> |
| Family groups | <input type="checkbox"/> | Fashion oriented | <input type="checkbox"/> |
| Young | <input type="checkbox"/> | Quality seekers | <input type="checkbox"/> |
| Elderly | <input type="checkbox"/> | Browsers | <input type="checkbox"/> |
| Time pressed | <input type="checkbox"/> | Other pls specify | <input type="checkbox"/> |

5. How often do your regular customers typically visit you?

- | | | | |
|--------------|--------------------------|------------------|--------------------------|
| Daily | <input type="checkbox"/> | Once a fortnight | <input type="checkbox"/> |
| Twice a week | <input type="checkbox"/> | Once a month | <input type="checkbox"/> |
| Once a week | <input type="checkbox"/> | Less often | <input type="checkbox"/> |

6. Is the frequency of your regular customers typically higher or lower than this time last year?

- | | | | |
|--------|--------------------------|----------------|--------------------------|
| Higher | <input type="checkbox"/> | About the same | <input type="checkbox"/> |
| Lower | <input type="checkbox"/> | Don't know | <input type="checkbox"/> |

7. How long has your business been trading in Lower Marsh?

- | | | | |
|------------------|--------------------------|---------------|--------------------------|
| Less than a year | <input type="checkbox"/> | 6-10 years | <input type="checkbox"/> |
| 1-5 years | <input type="checkbox"/> | Over 10 years | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> | | |

8. Roughly what percentage of your turnover relates to spending by customers who work locally?

- | | | | |
|------------|--------------------------|--------|--------------------------|
| 0>10% | <input type="checkbox"/> | 11>20% | <input type="checkbox"/> |
| 21>30% | <input type="checkbox"/> | 31>40% | <input type="checkbox"/> |
| 41>50% | <input type="checkbox"/> | 51% + | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> | | |

RECENT PERFORMANCE AND FUTURE OUTLOOK

9. How satisfied are you currently with the overall performance of your business?

- | | | | | | | | | | |
|----------------|--------------------------|-----------|--------------------------|---------------|--------------------------|--------------|--------------------------|-------------------|--------------------------|
| Very satisfied | <input type="checkbox"/> | Satisfied | <input type="checkbox"/> | Neither / nor | <input type="checkbox"/> | Dissatisfied | <input type="checkbox"/> | Very dissatisfied | <input type="checkbox"/> |
|----------------|--------------------------|-----------|--------------------------|---------------|--------------------------|--------------|--------------------------|-------------------|--------------------------|

10. How are you currently trading compared to pre Covid pandemic levels?

- | | | | |
|----------------|--------------------------|-------------|--------------------------|
| Down > 20% | <input type="checkbox"/> | Up < 5% | <input type="checkbox"/> |
| Down 10% - 20% | <input type="checkbox"/> | Up 5% - 15% | <input type="checkbox"/> |
| Down < 10% | <input type="checkbox"/> | Up > 15% | <input type="checkbox"/> |
| Level | <input type="checkbox"/> | | |

11. How satisfied are you with Lower Marsh as a place to trade these days?

- | | | | | | | | | | |
|----------------|--------------------------|-----------|--------------------------|---------------|--------------------------|--------------|--------------------------|-------------------|--------------------------|
| Very satisfied | <input type="checkbox"/> | Satisfied | <input type="checkbox"/> | Neither / nor | <input type="checkbox"/> | Dissatisfied | <input type="checkbox"/> | Very dissatisfied | <input type="checkbox"/> |
|----------------|--------------------------|-----------|--------------------------|---------------|--------------------------|--------------|--------------------------|-------------------|--------------------------|

12. Over the next two years do you think business performance in Lower Marsh will?

- | | | | | | | | | | |
|---------------|--------------------------|------------------|--------------------------|---------------|--------------------------|------------------|--------------------------|---------------|--------------------------|
| Improve a lot | <input type="checkbox"/> | Improve a little | <input type="checkbox"/> | Stay the same | <input type="checkbox"/> | Decline a little | <input type="checkbox"/> | Decline a lot | <input type="checkbox"/> |
|---------------|--------------------------|------------------|--------------------------|---------------|--------------------------|------------------|--------------------------|---------------|--------------------------|

Is there any particular reason why you say that?

13. What are your business's future plans for ongoing trading in Lower Marsh?

- Expand range of merchandise offered
- Reduce the range of merchandise offered
- Add more services
- Remain in current premises
- Expand
- Move / relocate within Lower Marsh
- Move / relocate away Lower Marsh
- Close
- Other (please specify)

Please turn over!

The Retail Group has been appointed by SoWN on behalf of key local stakeholders (including We are Waterloo BID, Lambeth Council and local landlords) to identify an optimum future vision and growth strategy for Lower Marsh. As a business trading in the area, we are very interested in your views as to the priority improvements that need delivering to unlock the future potential of the area. We are also interested in recent performance trends, your future outlook and your future trading plans in the area. All responses will be treated as confidential and only analysed collectively. **Please complete the survey and our researcher will collect it later today or tomorrow.**



2022 LOWER MARSH BUSINESS SURVEY

YOUR VIEWS ON THE MARKET

14. In your opinion, how much of a draw / benefit is the market to your business in regards generating footfall? Please tick one only

- It's a significant draw / generator of footfall for my business
- It generates moderate levels of footfall for my business
- It doesn't really generate footfall for my business
- Don't know

15. How would you like the market on Lower Marsh to be improved? Tick all that apply

- More stalls / bigger
- More hot food
- Better quality stalls
- Better quality food / products
- More seating and tables
- Open earlier
- Trade longer / close later
- Less hot food
- Fewer stalls / smaller

YOUR VIEWS AND ASPIRATIONS ABOUT LOWER MARSH

16. Which specific operators or brands do you feel would benefit Lower Marsh and its customers if they traded here?

17. How would you like the mix and offer of Lower Marsh to be improved? Tick all that apply

- More multiple operators (chains)
- More independent shops
- More shops overall
- More cafes and restaurants
- More pubs and bars
- More / better markets
- More cultural attractions
- More / better leisure facilities
- More / better events
- Other? Please state

18. How would you like the environment of Lower Marsh to be improved? Tick all that apply

- Better lighting
- Better sense of arrival
- More public art
- Cleaner / tidier
- More trees / green space
- Public realm improvements
- More focus on heritage
- Other? Please state

19. How would you like overall experience of customers who visit Lower Marsh to be improved? Tick all that apply

- Improved signage
- Improved pavements
- More customer toilets
- More customer information
- Improved safety and security
- More customer seating
- More / better CCTV
- Better traffic management
- Improved facilities for cyclists
- Other? Please state

20. Please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
I am happy to recommend Lower Marsh as a place to trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am concerned about the future trading prospects in Lower Marsh	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market on Lower Marsh is the street's biggest attraction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The recent pedestrianisation works on Lower Marsh had a major negative affect on my business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower Marsh needs to be more family friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourists and visitors are important for the centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower Marsh offer needs more promotion / awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. And finally, is there anything else you wish to add about Lower Marsh and / or its market, especially in regards your future improvement aspirations?

Thank you for your assistance, it is much appreciated.

Please return the completed survey back to the researcher that handed it to you later today.

If this is not possible, then email the completed survey as a photo / image to paul.frater@theretailgroup.co.uk or by text / WhatsApp to 07753 824042.

The Retail Group, Dunnings Oak Offices, Dunnings Road, East Grinstead, West Sussex, RH19 4AT444

Appendix II

Stakeholder Survey Questionnaire

The Retail Group has been appointed by SoWN (on behalf of We are Waterloo BID, Lambeth Council and local landlords) to identify an optimum future vision and growth strategy for Lower Marsh. As a key stakeholder in the area, we are very interested in your views as to the current strengths and priority improvements that need delivering to unlock the future potential of the area. We are also interested in your views on the future outlook of the centre. All responses will be treated as confidential and only analysed collectively. **Thank you in advance for providing your views.**



2022 LOWER MARSH STAKEHOLDER SURVEY

1. Your Name: _____
2. Your Organisation: _____
3. What is your involvement with Lower Marsh?

4. What do you consider are the strengths and weaknesses of Lower Marsh?

Strengths	Weaknesses

5. In your opinion and perspective, how do you feel Lower Marsh is performing these days?

Trading very well	Trading OK	Neither / nor	Trading poorly	Trading very poorly
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Over the next two years do you think the performance of Lower Marsh will?

Improve a lot	Improve a little	Stay the same	Decline a little	Decline a lot
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is there any particular reason why you say that?

YOUR VIEWS AND ASPIRATIONS ABOUT THE MARKET

7. In your opinion, how much of a draw / benefit is the market in regards generating footfall to businesses?
Please tick one only
 - It's a significant draw / generator of footfall for businesses
 - It generates moderate levels of footfall for businesses
 - It doesn't really generate footfall for businesses
 - Don't know
8. How would you like the market on Lower Marsh to be improved? *Tick all that apply*
 - More stalls / bigger
 - More hot food
 - Better quality stalls
 - Better quality food / products
 - More seating and tables
 - Open earlier
 - Trade longer / close later
 - Less hot food
 - Fewer stalls / smaller

YOUR VIEWS AND ASPIRATIONS ABOUT LOWER MARSH

9. Which specific operators or brands do you feel would benefit Lower Marsh and its customers if they traded here?

10. How would you like the mix and offer of Lower Marsh to be improved? *Tick all that apply*
 - More multiple operators (chains)
 - More independent shops
 - More shops overall
 - More cafes and restaurants
 - More pubs and bars
 - More / better markets
 - More cultural attractions
 - More / better leisure facilities
 - More / better events
 - Other? Please state
11. How would you like the environment of Lower Marsh to be improved? *Tick all that apply*
 - Better lighting
 - Better sense of arrival
 - More public art
 - Cleaner / tidier
 - More trees / green space
 - Public realm improvements
 - More focus on heritage
 - Other? Please state
12. How would you like overall experience of customers who visit Lower Marsh to be improved? *Tick all that apply*
 - Improved signage
 - Improved pavements
 - More customer toilets
 - More customer information
 - Improved safety and security
 - More customer seating
 - More / better CCTV
 - Better traffic management
 - Improved facilities for cyclists
 - Other? Please state

The Retail Group has been appointed by SoWN (on behalf of We are Waterloo BID, Lambeth Council and local landlords) to identify an optimum future vision and growth strategy for Lower Marsh. As a key stakeholder in the area, we are very interested in your views as to the current strengths and priority improvements that need delivering to unlock the future potential of the area. We are also interested in your views on the future outlook of the centre. All responses will be treated as confidential and only analysed collectively. **Thank you in advance for providing your views.**



2022 LOWER MARSH STAKEHOLDER SURVEY

13. Are there any other centres or places you feel the Lower Marsh could learn from or emulate aspects of?

14. Why do you say that?

15. Please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
I am happy to recommend Lower Marsh as a place to trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am concerned about the future trading prospects in Lower Marsh	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market on Lower Marsh is the street's biggest attraction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower Marsh needs to be more family friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourists and visitors are important for the centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower Marsh offer needs more promotion / awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. And finally, is there anything else you wish to add about Lower Marsh and / or its market, especially in regards your future improvement aspirations?

Thank you for your assistance, it is much appreciated.

Please email your completed survey to paul.frater@theretailgroup.co.uk or as a photo / image by text / WhatsApp to 07753 824042.

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informed solutions

The Retail Group

Informed Solutions

Dunnings Oak Offices
Dunnings Road
East Grinstead
West Sussex, RH19 4AT

Tel. 0844 209 8480
Web. www.theretailgroup.co.uk
Email. info@theretailgroup.co.uk