

New Hart Local Plan



Town Centre Health Check

October 2026

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1 Introduction

1. Hart's town, district and local centres play a vital role in the economic, social, and cultural life of the district. They are the places where residents meet, shop, work, and access essential services, where local businesses grow and where the character of Hart's communities is very visible. As patterns of living, working and spending continue to evolve, shaped by changing consumer behaviour, the growth of online retail and wider economic pressures, it is important to understand how well these centres are performing and how they can continue to thrive.
2. By assessing the vitality and viability of each centre, Town Centre Health Checks identify what is performing well, where pressures or weaknesses may be emerging and what opportunities exist for improvement. The findings provide valuable evidence to inform planning policy, guide investment and support long-term decision-making.
3. The [Hart Local Plan \(Sites and Strategy\) 2032](#), adopted on 30 April 2020, sets out policies to promote the vitality and viability of centres within the district.
4. Policy ED4 of the Local Plan sets out a retail hierarchy, reflecting the role and relationship of the six centres in the district's retail network:

Town Centre: Fleet

Fleet serves as the primary town centre and is the focus for shopping, leisure, employment and community activity. It accommodates the broadest and most diverse range of retail outlets, cafés, restaurants, financial and professional services, and cultural and leisure facilities.

District Centres: Blackwater, Hook and Yateley

The district centres typically offer a balanced and varied mix of shops, services and facilities. They perform an important role by providing accessible, everyday services and reducing the need for residents to travel long distances for essential goods.

Local Centres: Hartley Wintney and Odiham

The local centres play a vital role in meeting the day-to-day needs of their communities. The centres typically contain a smaller cluster of shops and essential services such as pharmacies, post office functions, cafés and other small businesses.

5. There are also several smaller neighbourhood parades located across the district, though their limited scale means they are not monitored.

2 Methodology and Terminology

6. National planning guidance on [Town Centres and Retail](#) sets out a range of indicators designed to help monitor the health, vitality and resilience of town centres. This Health Check focuses on seven of these indicators that are most relevant to understanding current performance of the centres in Hart.
7. The national indicators used in this health check are outline in Table 1.

Table 1: Town Centre Key Performance Indicators

Indicator	Definition
Diversity of uses	The number and scale of different uses such as convenience, comparison, retail services and leisure.
Proportion of vacant street level property	The number and scale of vacancies in a centre.
Pedestrian flows	The levels/movement of people on the streets. Fleet Town Centre only.
Accessibility	How easy a centre is to access, reviewing public transportation (frequency and quality) as well as town centre car parking provision.
State of town centre environmental quality	An assessment of environmental quality (including cleanliness and attractiveness, air pollution, noise, clutter, litter, graffiti, security, treatment of buildings and open spaces).
Balance between independent and multiple stores	The balance of independent stores to multiple/high street chain stores. A multiple is defined by Experian Goad as being part of a network of nine or more outlets.
Opening hours/availability/extent to which there is an evening and night time economy offer	The number and scale of uses for restaurants, cinemas and performance venues.

8. The Town Centre Health Check provides an evidence-based assessment of the current vitality and viability of the district's centres, forming a key component of the wider planning and place-shaping process.

2.1 Diversity of Uses

9. Understanding the mix of uses within each centre is central the health check. Diversity of uses is assessed through detailed surveys of commercial units,

enabling identification of gaps, surpluses and opportunities to strengthen the role of each centre. This includes potential to broaden the retail offer, support leisure and cultural uses, encourage community-based activities and reinforce complementary services.

10. Uses are recorded using nationally defined planning use classes. The use class definitions referenced throughout this document are set out in Table 2.

Table 2: Use Classes

Use Class	Definition of Use
B2	General industry. Industrial process other than one falling within the uses described in Class E, sub-paragraph (g)
B8	Storage & Distribution
C1	Hotels, boarding and guest houses (where no significant element of care is provided)
C2	Residential Institutions (Residential accommodation and care to people in need of care, residential schools, colleges or training centres, hospitals, nursing homes)
C3	Dwelling Houses
E(a)	Display or retail sale of goods, other than hot food
E(b)	Sale of food and drink for consumption (mostly) on the premises
E(c)	Provision of:
E(c)(i)	Financial services
E(c)(ii)	Professional services (other than health or medical services), or
E(c)(iii)	Other appropriate services in a commercial, business or service locality
E(d)	Indoor sport, recreation or fitness (not involving motorised vehicles or firearms or use as a swimming pool or skating rink,)
E(e)	Provision of medical or health services (except the use of premises attached to the residence of the consultant or practitioner)
E(f)	Creche, day nursery or day centre (not including a residential use)

E(g)	Uses which can be carried out in a residential area without detriment to its amenity:
E(g)(i)	Offices to carry out any operational or administrative functions,
E(g)(ii)	Research and development of products or processes
E(g)(iii)	Industrial processes
F1	Learning and non-residential institutions
F2	Local Community Uses a) A shop of not more than 280 square metres, mostly selling essential goods, including food, where there is no other such facility within 1000 metre radius of the shop's location b) Community halls and meeting places c) Outdoor sport or recreation (not involving motorised vehicles or firearms) d) Swimming pool or ice-skating rink
Sui- generis	Uses which do not fall within the specified use classes above, including those specifically identified in Article 3(6) of The Town and Country Planning (Use Classes) Order 1987: (a) theatre, (b) amusement arcade or centre, or a funfair, (c) launderette, (d) petrol filling station, (e) sale or display for sale of motor vehicles, (f) taxi business or business for the hire of motor vehicles, (g) as a scrapyard, or a yard for the storage or distribution of minerals or the breaking of motor vehicles (h) for any work registrable under the Alkali, etc. Works Regulation Act 1906, (i) hostel, (j) waste disposal installation, (k) retail warehouse club, (l) nightclub, (m) casino, (n) betting office, (o) pay day loan shop, (p) public house, wine bar, or drinking establishment, (q) drinking establishment with expanded food provision, (r) hot food takeaway, (s) live music performance venue, (t) cinema, (u) concert hall, (v) bingo hall, (x) dance hall

11. To enable a more detailed assessment of retail performance, these classes are further disaggregated into two sub-categories.

Table 3: Town Centre sub-categories

Sub-Category	Definition
Comparison	Premise selling non everyday goods where customers often compare products before buying e.g. clothing, electronics, homeware.

Convenience	Premise selling everyday essential goods, usually food and household items e.g. supermarkets, corner shops, newsagents.
Financial & Business Services	Non-retail services such as banks, building societies, estate agents, and professional services accessible to the public.
General Offices	Office premises not normally providing retail or direct public facing services e.g. administrative or corporate offices.
Health & Medical Services	Health related premises accessible to the public e.g. clinics, dentists.
Leisure Services	Public accessible leisure e.g. gyms, salons, cafes
Public Services	Government or community run facilities e.g. libraries
Religious Service	Places of worship and associated activities.
Retail Service	Commercial premises selling goods or providing direct customer services, e.g. hairdressers, dry cleaners.
Transport Node	Stations or interchanges.
Unclassified Building	Use is unknown or does not fall into a standard retail or non-retail category.
Vacant	Premises that are empty

Table 4: Retail specific sub-categories

Bars, Pubs & Nightlife
Building Supplies, DIY & Household Goods
Cafés & Coffee Shops
Clothing, Footwear & Fashion
Convenience Retail
Electrical & Durable Goods
Financial Services (Banks, Societies)
Food: Fast Food & Takeaway

Health & Beauty
Jewellery & Accessories
Medical & Pharmacy
Offices
Other (Entrance & Stores, Dry Cleaners & Launderettes, Post Office, Vehicle Repairs & Services, Religious Institutions, Travel Agencies, Petrol Stations)
Property Services & Estate Agents
Restaurants
Specialist Retail (Books, Gifts, Stationery, Hobby)
Sports, Leisure & Camping Retail
Vacant

12. It is important to quantify the number of vacant units within each retail centre, as vacancy levels represent a key indicator of vitality and overall health.
13. Retail floorspace data used in the Health Check is sourced from the Goad database.

2.2 Pedestrian flows

14. The movement of people into and through the town centre, whether as residents, workers, visitors or shoppers, is fundamental to the success and vitality of local businesses. Higher levels of footfall generally support stronger trading performance, enabling businesses to prosper where there is sufficient consumer spending power within the population. Consistently measuring pedestrian activity, in the same locations and at comparable times, provides a reliable picture of how the town centre is functioning. Over time, this data helps to illustrate patterns in town centre use, the performance of businesses, and broader trends in town centre health.
15. Footfall data was previously recorded in Fleet in 2012 and 2018. New data, recorded in 2025, enables comparison over time. No equivalent footfall data however is available for the district's other centres.

2.3 Accessibility

16. Available data on town centre car parking provision and the range and frequency of public transport services have been collated. This data provides an indication of how easily residents, visitors and businesses can access the centres by different modes of travel.

17. For a more comprehensive analysis of accessibility, including pedestrian and cycle network quality, barriers to movement and proposed infrastructure improvements, reference should be made to the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#). The LCWIP sets out the strategic approach to enhancing sustainable travel links to and within the town centre.

2.4 Town centre environmental quality

18. The [Healthy Streets tool](#) provides an evidence-based and structured framework for assessing the state of town centre environmental quality, a key performance indicator within the town centre health check. The Healthy Streets approach is a recognised, human-centred methodology designed to evaluate how well streets support public health, comfort and usability, and is widely used in England. It focuses on improving people's experience of streets by strengthening factors such as air quality, noise conditions, safety, public realm quality, and ease of movement for all users.
19. At the core of the tool are 10 Healthy Streets Indicators, which outline the essential elements needed to make streets attractive, accessible and welcoming places to spend time. These indicators guide assessments of the physical and environmental quality of town centre spaces, including cleanliness, maintenance, seating, shelter, greenery, and the overall feel of the street environment. The indicators are designed to reflect the human experience of streets and are embedded in modern transport and public-realm planning practices.
20. The Healthy Streets tool supports a consistent and transparent assessment method by using structured questions and criteria that help measure how well a street performs against each indicator. This ensures that evaluations are comparative, repeatable and able to be monitored over time, providing valuable insight into the town centre's evolving environmental quality.
21. The Healthy Streets scores for each of the district's centres are provided below.

3 Centre Analysis – Fleet Town Centre

22. Fleet functions as the district's principal town centre and acts as the primary focus for shopping, leisure, employment and community activity. It accommodates the broadest and most diverse range of retail outlets, cafés, restaurants, financial and professional services, and cultural and leisure facilities. Fleet's role extends beyond serving its immediate population, it attracts visitors from across the district due to the depth and variety of its offer, the concentration of key services and its accessible public transport links. The town centre also provides important civic functions and serves as a key location for events and community engagement, reinforcing its role as the district's strategic centre.
23. The following data sets relate to the Primary Shopping Area within Fleet Town Centre.

3.1 Diversity of uses

Table 5: Breakdown of use classes within Fleet's Primary Shopping Area

Use Class	Number of Units	Percentage of Units
C	10	4%
E(a)	73	31%
E(b)	22	9%
E(c)	44	19%
E(d)	6	3%
E(e)	7	3%
E(f)	1	0%
E(g)	10	4%
ESG	27	11%
F.1	1	0%
Vacant	36	15%
Total	237	100%

Table 6: Breakdown of sub-category uses within Fleet's Primary Shopping Area

Category	Number of Units	Percentage of Units	National Average %
Comparison	52	22%	33%
Convenience	13	5%	10%
Financial & Business Services	19	8%	7%
Leisure Services	57	24%	20%
Retail Service	38	16%	15%
Vacant Retail	36	15%	15%
Total	497	91%	100%

Graph 1: Breakdown of sub-category uses within Fleet's Primary Shopping Area

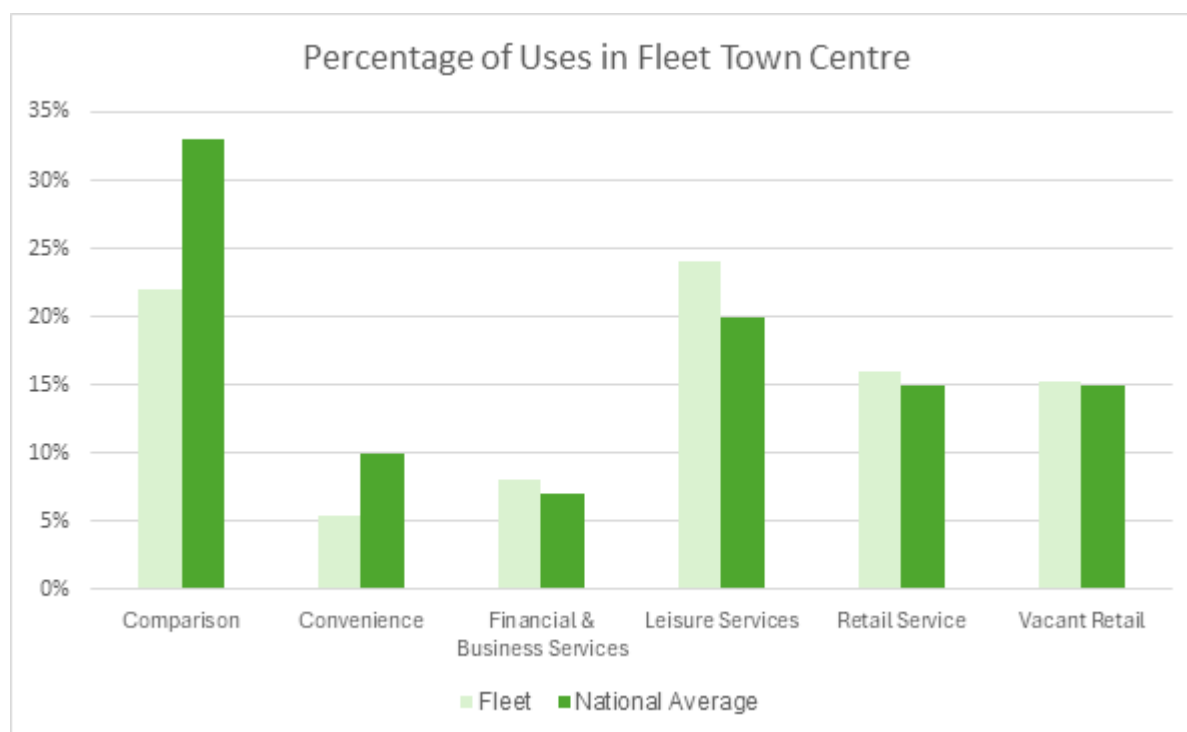
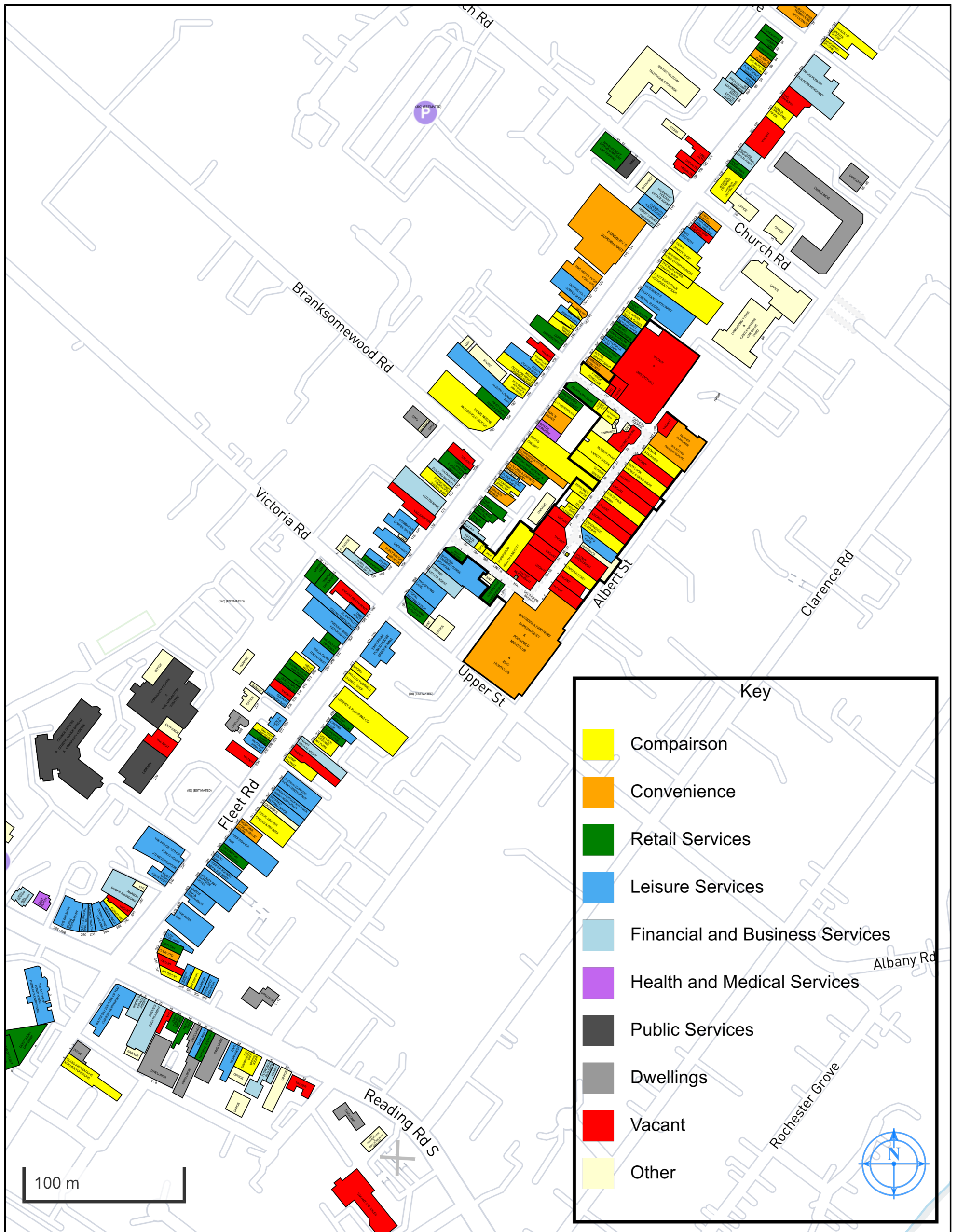


Table 7: Breakdown of sub-category uses within Fleet's Primary Shopping Area

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	12	5%
Building Supplies, DIY & Household Goods	13	5%
Cafés & Coffee Shops	10	4%
Clothing, Footwear & Fashion	8	3%
Convenience Retail	8	3%
Electrical & Durable Goods	8	3%
Financial Services (Banks, Societies)	3	1%
Food: Fast Food & Takeaway	15	6%
Health & Beauty	26	11%
Jewellery & Accessories	4	2%

Medical & Pharmacy	8	3%
Offices	9	4%
Other	25	11%
Property Services & Estate Agents	10	4%
Restaurants	13	5%
Specialist Retail (Books, Gifts, Stationery, Hobby)	20	8%
Sports, Leisure & Camping Retail	9	4%
Vacant	36	15%
Total	237	100%

Map 1: Fleet Town Centre



3.2 Proportion of vacant street level property

24. Vacant units account for 15% of the Primary Shopping Area within the town centre, which aligns with the national average. The majority of vacant units are within the Hart Shopping Centre, with 19 of the 46 units vacant.

3.3 Balance between independent and multiple stores

Table 8: Number of independent and multiple stores within Fleet's Primary Shopping Area

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	141	60%	63%
Multiple	60	25%	22%
Vacant	36	15%	15%
Total	237	100%	100%

3.4 Evening and night time economy offer

Table 9: Number of units with an evening/night time offer within Fleet's Primary Shopping Area

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	38	16%	21%
Total No. of Units	237	100%	

3.5 Pedestrian flows

25. The following tables provide detail of the individual count point locations and the days on which footfall counts occurred. Each figure provides a total of the people passing through the count point location in a ten-minute segment between a set time period, e.g. 10am to 11am, 11am to 12am and 12am to 1pm.

26. Data is provided for 2012, 2018 and 2025:

Table 10: Pedestrian Flows by Emporium to Golden Triangle, Fleet Road

Date	10 min period between 10am-11am	10 min period between 11am-12am	10 min period between 12pm-1pm	Average
Monday 19 November 2012	147	143	164	151
Thursday 22 November 2012	119	164	143	142
Monday 2 July 2018	164	161	167	164
Thursday 28 June 2018	171	177	199	182
Monday 13 October 2025	45	45	80	57
Thursday 16 October 2025	41	57	65	54

Table 11: Pedestrian Flows by Waitrose to Costa, Hart Shopping Centre

	10 min period between 10am-11am	10 min period between 11am-12am	10 min period between 12pm-1pm	Average
Monday 19 November 2012	165	151	129	148
Thursday 22 November 2012	148	149	154	150
Monday 2 July 2018	164	161	167	164
Thursday 28 June 2018	171	177	199	182
Monday 13 October 2025	164	161	167	164
Thursday 16 October 2025	171	177	199	182

Table 12: Pedestrian Flows by Sainsburys/ M and S to McDonalds, Fleet Road

Time	10 min period between 10am-11am	10 min period between 11am-12am	10 min period between 12pm-1pm	Average
Monday 19 November 2012	164	175	186	175
Thursday 22 November 2012	128	159	186	158
Monday 2 July 2018	164	161	167	164
Thursday 28 June 2018	171	177	199	182

Monday 13 October 2025	105	152	210	156
Thursday 16 October 2025	99	137	170	135

27. Aside from the pedestrian flows between the Emporium and the Golden Triangle on Fleet Road, the data indicates that pedestrian activity has remained broadly consistent over the years.

3.6 Accessibility

Table 13: Town Centre Car Park Details

Car Park address	Type of Car Park	Chargeable Spaces	Disabled	Total Spaces
Ghurka Square Car Park, Fleet Road, Fleet	Surface	50	2	52
Church Road Car Park, Fleet	Surface	273	12	285
Victoria Road Car Park, Victoria Road, Fleet	Surface	137	9	146
Birchayes Car Park, Branksomewood Road, Fleet	Surface	18	2	20
Central Courtyard Car Park, Fleet	Surface	31	2	33
Civic Office Car Park Fleet (Staff)	Surface	52	2	54
Admiral House Car Park Fleet (Saturday only)	Surface	18	0	18
Flagship House Car Park Fleet (Saturday only)	Surface	39	1	40
Hart Shopping Centre, Albert Street, Fleet	Multi-storey	520	17	537

Table 14: Public Transport to/from Fleet Town Centre

Route details	Bus	Train
Number of routes into the centre	2	N/A

Access	Church Crookham to Hartley Wintney Church Crookham to Fleet	London to Basingstoke/Southampton
Frequency of service	1 bus per 2 hours 1 bus per 1 hour	2.75 trains per hour in each direction

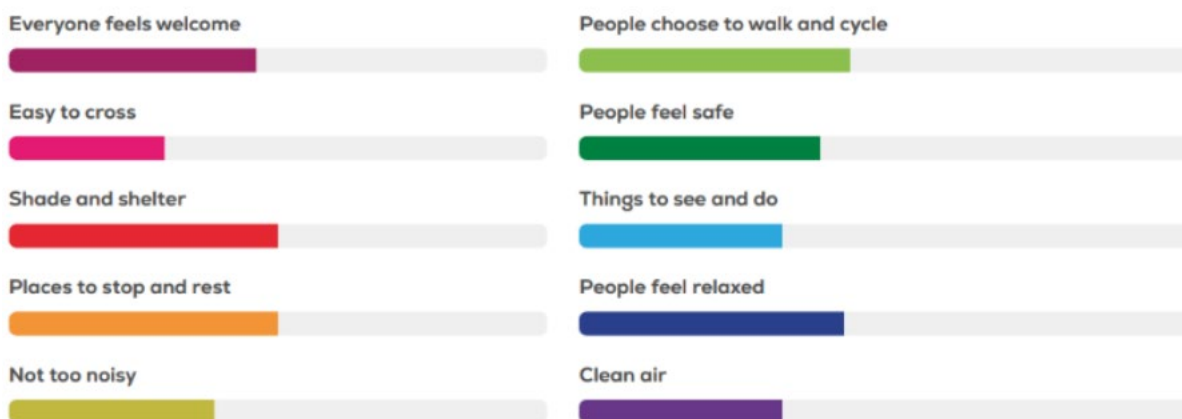
28. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the Town Centre.

3.7 State of town centre environmental quality

29. The Health Streets assessment was undertaken on 16 October 2025 at 10.45 and the score is identified below:



How your street performed across the Healthy Streets Indicators



3.8 Summary

30. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Fleet's current performance, the challenges it faces and the potential areas for future improvement.

Table 15: Strengths, Weaknesses and Opportunities of Fleet Town Centre

Strengths	A strong strategic role within the district • Functions as Hart's principal town centre, drawing visitors from across the district. • Hosts the widest range of retail, leisure, civic and community services, reinforcing its strategic importance. Diverse mix of uses • Broad spread of use classes, with particularly strong representation in: • Leisure services (24%) – above the national average. • Retail services (16%) – slightly above national average. • Health & beauty, specialist retail and cafés, contributing to a varied offer. Healthy balance of independents • 60% independent businesses, close to the national average and supporting local character and resilience. Stable pedestrian activity in key areas • Footfall around Waitrose–Costa and Sainsbury's–McDonald's has remained broadly consistent over time, indicating stable movement patterns around the larger/anchor stores. Good accessibility and parking provision • Strong parking supply • Strong rail connectivity with 2.75 trains per hour to major destinations. • Bus routes provide essential links to surrounding settlements.
Weaknesses	High vacancy concentration in a key asset • Overall vacancy rate 15%, in line with national average, but Hart Shopping Centre has 19 of 46 units vacant, creating a visible cluster of

	under-used space. This risks undermining the perception of vitality. Under-representation of comparison retail - Comparison goods at 22%, significantly below the 33% national average, reduces Fleet's competitiveness as a shopping destination and limits dwell time. Limited evening and night-time economy - Only 16% of units contribute to the evening economy, below the 21% national average, which restricts activity after 5pm and reduces vibrancy. Declining footfall in parts of Fleet Road - Emporium–Golden Triangle footfall has fallen sharply between 2018 and 2025, which suggests shifting movement patterns or declining attractiveness in this section. Weak bus frequency - Bus services are infrequent Moderate Healthy Streets score - Score of 41, indicating a pedestrian environment with room for improvement.
Opportunities	Revitalisation of the Hart Shopping Centre - High vacancy concentration presents a major regeneration opportunity: - Mixed-use redevelopment (residential, workspace, leisure). - Reconfiguration of units to modern formats. - Potential for community, cultural or health uses. Strengthening the evening and night-time economy - Scope to expand the number of restaurants, bars, cultural venues, family-friendly evening uses, which could increase dwell time and diversify the offer. Capitalising on stable anchor-based footfall

	• Consistent activity around major anchors (Waitrose, Sainsbury's, M&S) can be leveraged by: • Strengthening linkages. • Improving wayfinding. • Encouraging complementary uses nearby. Events and community activation • Fleet's strong civic role creates opportunities for: • Markets, festivals, pop-ups • Seasonal events • Cultural programming to increase vibrancy Enhancing the public realm • Improvements to Fleet Road and key pedestrian routes could: • Boost footfall • Improve safety and comfort • Support active travel and reduce car dependency Sustainable transport improvements • LCWIP implementation could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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4 Blackwater

31. Blackwater functions as one of Hart's three district centres, serving both local residents and neighbouring communities. Its position near key transport corridors gives it an accessible and convenient role within the district's wider network of centres. Blackwater offers a mix of day-to-day retail, services and community facilities, providing an important focal point for essential shopping and local activity. While smaller in scale than Fleet, it plays a valuable part in supporting local choice, sustaining independent businesses and contributing to the district's overall retail hierarchy.

4.1 Diversity of uses

Table 16: Breakdown of use classes within Blackwater District Centre

Use Class	Number of Units	Percentage of Units
C	0	0%
E(a)	14	39%
E(b)	3	8%
E(c)	9	25%
E(d)	1	3%
E(e)	1	3%
E(f)	0	0%
E(g)	1	3%
ESG	6	17%
F.1	0	0%
Vacant	1	3%
Total	36	100%

Table 17: Breakdown of sub-category uses within Blackwater District Centre

Category	Number of Units	Percentage of Units	National Average %
Comparison	8	22%	33%
Convenience	5	14%	10%

Financial & Business Services	2	6%	7%
Leisure Services	10	28%	20%
Retail Service	9	25%	15%
Vacant Retail	1	3%	15%
Total	36	97%	100%

Graph 2: Breakdown of sub-category uses within Blackwater District Centre

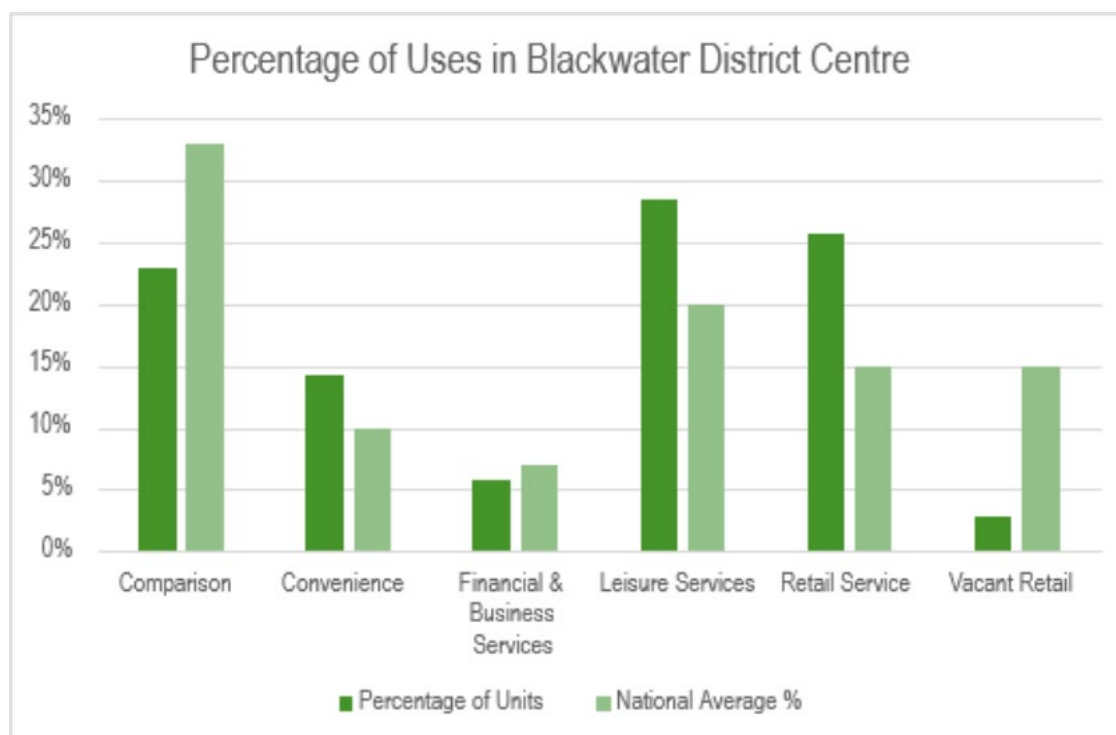
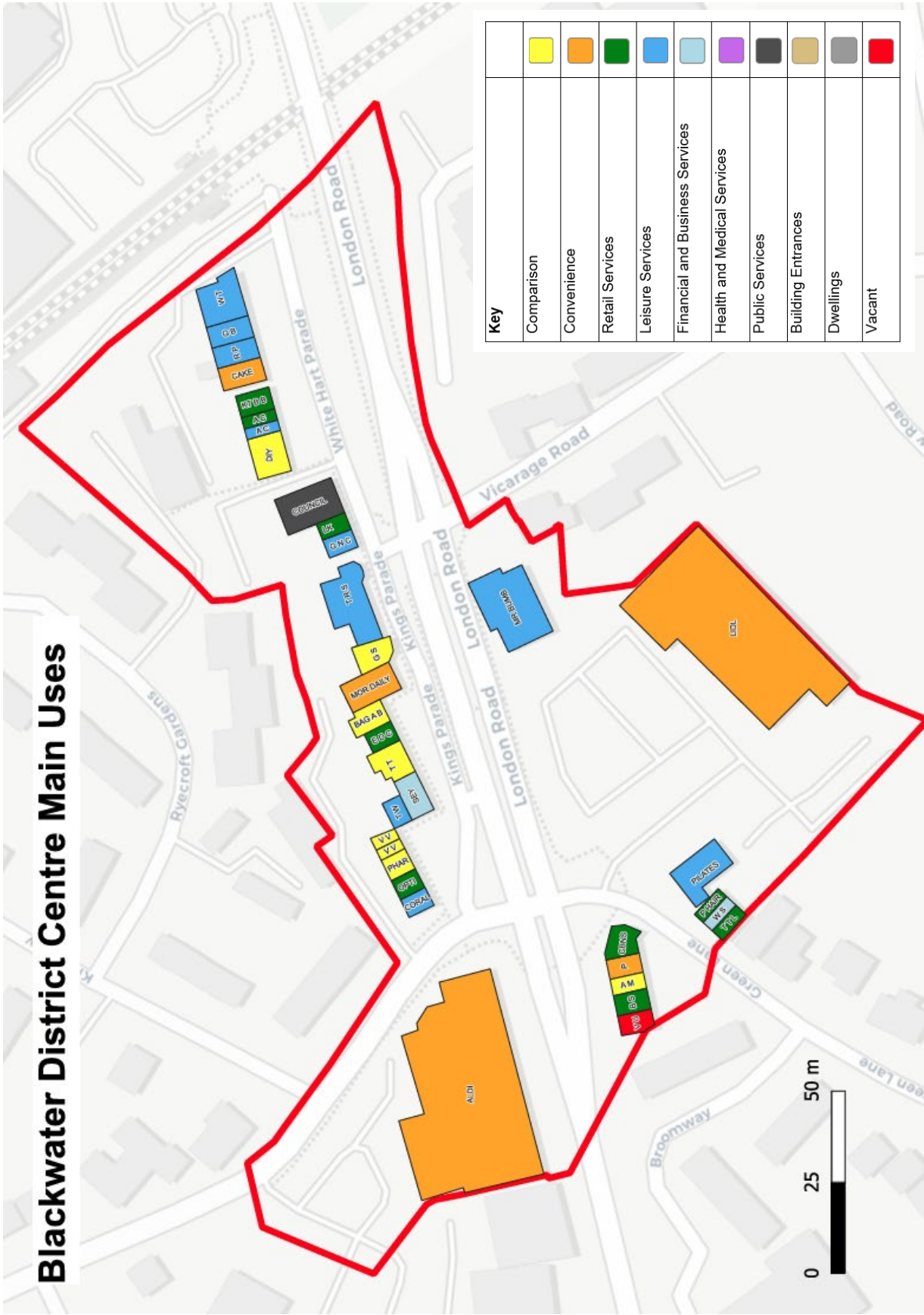


Table 18: Breakdown of sub-category uses within Blackwater District Centre

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	3	8%
Building Supplies, DIY & Household Goods	3	8%
Cafés & Coffee Shops	1	3%
Clothing, Footwear & Fashion	1	3%
Convenience Retail	4	11%

Electrical & Durable Goods	1	3%
Financial Services (Banks, Societies)	0	0%
Food: Fast Food & Takeaway	3	8%
Health & Beauty	7	19%
Jewellery & Accessories	0	0%
Medical & Pharmacy	2	6%
Offices	0	0%
Other	3	8%
Property Services & Estate Agents	1	3%
Restaurants	2	6%
Specialist Retail (Books, Gifts, Stationery, Hobby)	3	8%
Sports, Leisure & Camping Retail	1	3%
Vacant	1	3%
Total	36	100%

Map 2: Blackwater District Centre



4.2 Proportion of vacant street level property

32. There is only one vacant unit within the district centre, which is significantly below the national average.

4.3 Balance between independent and multiple stores

Table 19: Number of independent and multiple stores within Blackwater District Centre

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	30	83%	63%
Multiple	5	14%	22%
Vacant	1	3%	15%
Total	36	100%	100%

4.4 Evening and night time economy offer

Table 20: Number of units with an evening/night time offer within Blackwater District Centre

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	7	19%	21%
Total No. of Units	36	100%	

4.5 Accessibility

Table 21: Town Centre Car Park Details

Car Park address	Type of Car Park	Chargeable Spaces	Disabled	Total Spaces
Station Approach Car Park, London Road, Blackwater	Surface	121	2	123
Community Centre Car Park, London Road, Blackwater	Surface	20	1	21

Table 22: Public Transport to/from Blackwater District Centre

Route details	Bus	Train
Number of routes into the centre	1	N/A
Access	Yateley to Blackwater/Aldershot	Reading to Guildford/Gatwick
Frequency of service	3 buses per hour	2 trains per hour in each direction

33. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the town centre.

4.6 State of town centre environmental quality

34. The Health Streets assessment was undertaken on 17 October 2025 and the score is identified below:



How your street performed across the Healthy Streets Indicators



4.7 Summary

35. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Blackwater's current performance, the challenges it faces, and the potential areas for future improvement.

Table 23: Strengths, Weaknesses and Opportunities of Blackwater District Centre

Strengths	Strong role as a district centre - Provides essential day-to-day retail, services and community facilities for local residents and neighbouring areas. - Highly accessible due to its position on key transport corridors and proximity to the railway station. Healthy and diverse mix of uses - Strong representation of leisure services (28%) and retail services (25%) creating a balanced and functional offer. - Convenience retail (14%) is above the national average, supporting frequent local trips. Low vacancy rate - One vacant unit, significantly outperforming the national average of 15%, which indicates strong demand, business stability and a resilient local economy. High proportion of independent businesses 83% independent traders, well above the national average, which contributes to local character, distinctiveness and economic resilience. Balanced evening and night-time economy - Evening economy representation (19%) just below the national average. The mix of pubs, takeaways and restaurants supports activity beyond daytime hours. Good accessibility - Strong public transport links:
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	• 3 buses per hour. • 2 trains per hour connecting to Reading, Guildford and Gatwick. • Adequate parking provision
Weaknesses	Limited depth of comparison offer • Lower proportion of comparison retail (22%) compared with the national average (33%), reducing shopping choice. Limited café and social spaces • Only one café/coffee shop, reducing opportunities for dwell time and social interaction. Minimal presence of financial services and offices • No banks limiting service diversity Reliance on independent businesses • While a strength, it also creates vulnerability as independents may be more sensitive to economic shocks and fewer national multiples reduces brand draw. Low Healthy Streets score • Score of 24, indicating: • Poor pedestrian environment. • Limited comfort, safety or attractiveness. • Barriers to walking and cycling
Opportunities	Expanding the leisure and café offer • Additional cafés, restaurants or social spaces could: • Increase dwell time. • Support the evening economy. • Strengthen the centre's role as a community hub. Leveraging transport connectivity • Strong rail and bus links create opportunities to:

	• Attract passing trade. • Promote sustainable access. • Position Blackwater as a convenient local destination. Enhancing the public realm • Improving the pedestrian environment could: • Increase footfall. • Support healthier travel choices. • Strengthen the centre's attractiveness and safety. Sustainable transport improvements • LCWIP implementation could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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5 Hook

36. Hook operates as a district centre with a growing residential population and a strong emphasis on convenience retail, services and community amenities. The centre plays an important role in meeting the everyday needs of local residents, supported by good transport links and its proximity to the railway station. As Hook continues to evolve, its centre provides a platform for supporting local enterprise, expanding its service offer and enhancing the sense of place for its community.

5.1 Diversity of uses

Table 24: Breakdown of use classes within Hook District Centre

Use Class	Number of Units	Percentage of Units
C	4	7%
E(a)	15	25%
E(b)	3	5%
E(c)	14	24%
E(d)	0	0%
E(e)	3	5%
E(f)	0	0%
E(g)	8	14%
ESG	10	17%
F.1	1	2%
Vacant	1	2%
Total	59	100%

Table 25: Breakdown of sub-category uses within Hook District Centre

Category	Number of Units	Percentage of Units	National Average %
Comparison	8	14%	33%
Convenience	6	10%	10%
Financial & Business	5	8%	7%

Services			
Leisure Services	11	19%	20%
Retail Service	15	25%	15%
Vacant Retail	1	2%	15%
Total	59	78%	100%

Graph 3: Breakdown of sub-category uses within Hook District Centre

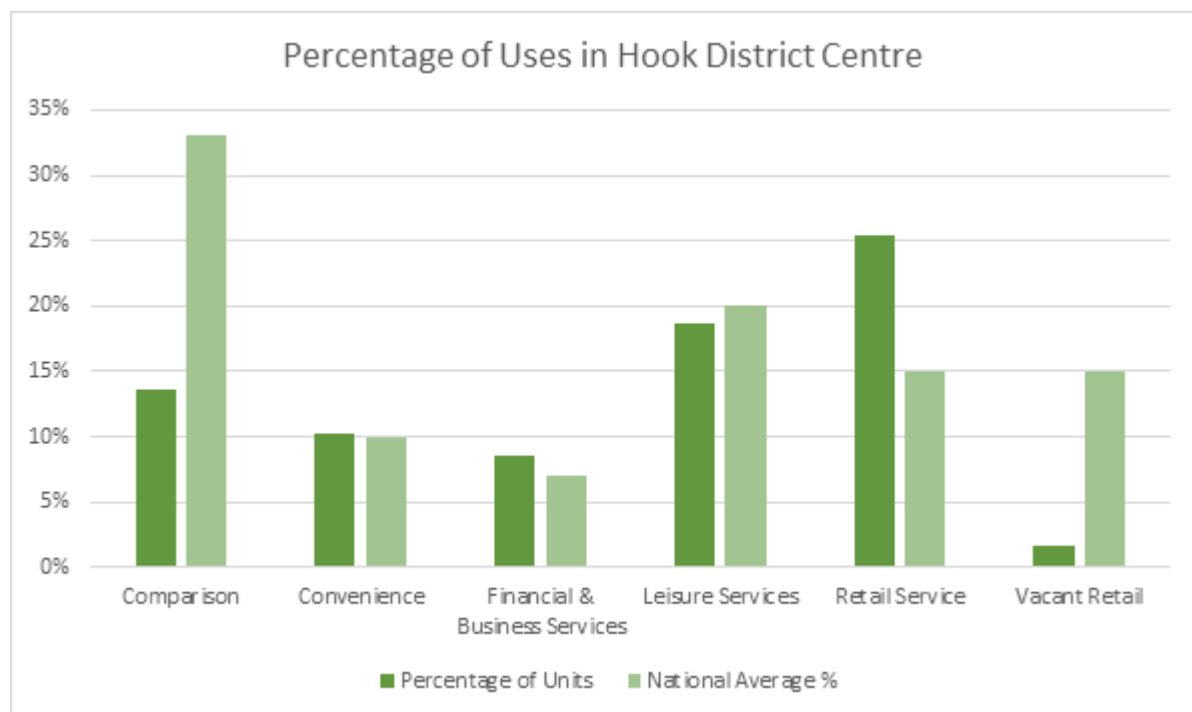
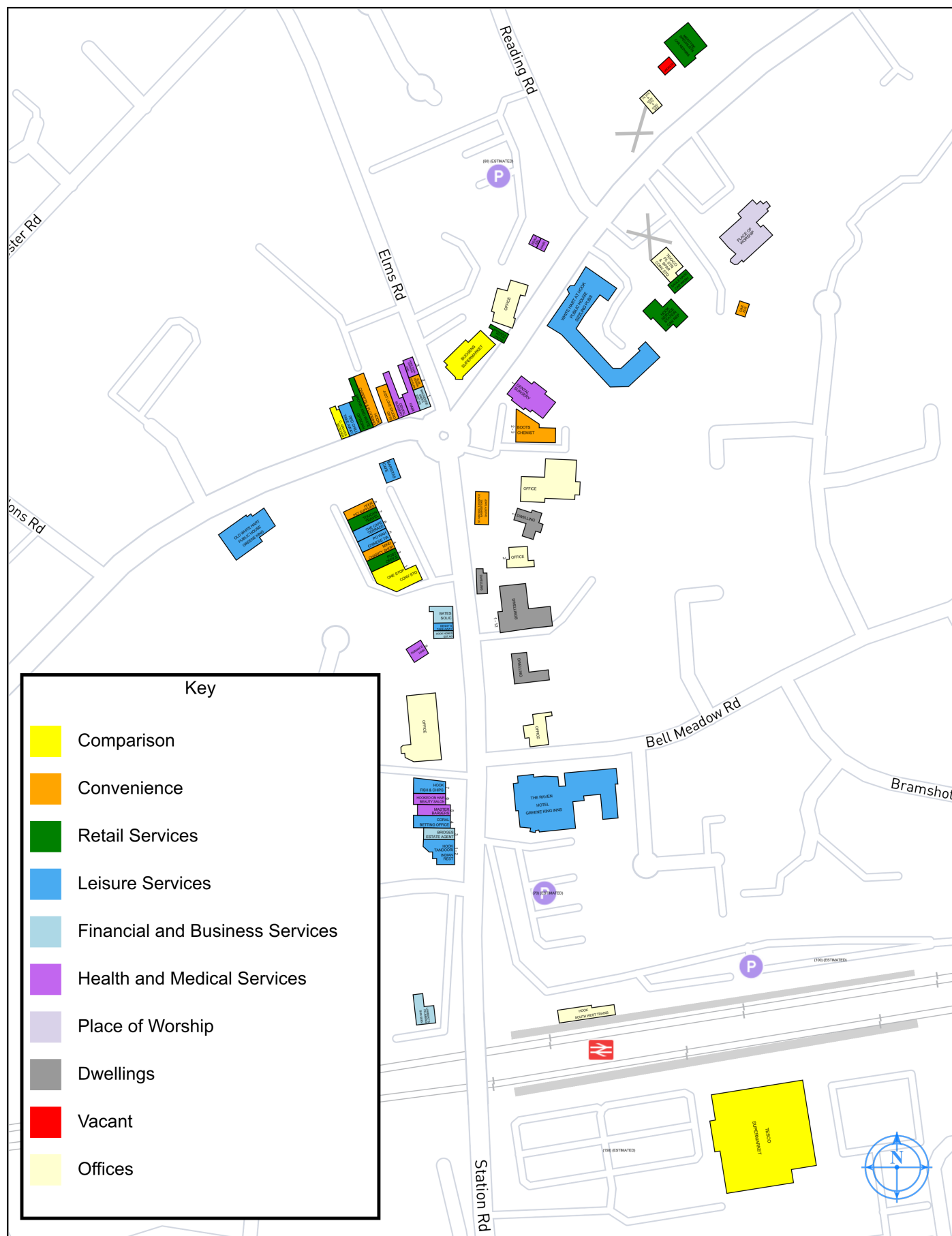


Table 26: Breakdown of sub-category uses within Hook District Centre

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	4	7%
Building Supplies, DIY & Household Goods	2	3%
Cafés & Coffee Shops	2	3%
Clothing, Footwear & Fashion	0	0%
Convenience Retail	5	8%
Electrical & Durable Goods	0	0%

Financial Services (Banks, Societies)	0	0%
Food: Fast Food & Takeaway	4	7%
Health & Beauty	7	12%
Jewellery & Accessories	0	0%
Medical & Pharmacy	4	7%
Offices	5	8%
Other	17	29%
Property Services & Estate Agents	3	5%
Restaurants	1	2%
Specialist Retail (Books, Gifts, Stationery, Hobby)	4	7%
Sports, Leisure & Camping Retail	0	0%
Vacant	1	2%
Total	59	100%

Map 3: Hook District Centre



5.2 Proportion of vacant street level property

37. Vacant units account for 2% of the district centre, which is significantly below the national average.

5.3 Balance between independent and multiple stores

Table 27: Number of independent and multiple stores within Hook District Centre

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	46	78%	63%
Multiple	12	20%	22%
Vacant	1	2%	15%
Total	59	100%	100%

5.4 Evening and night time economy offer

Table 28: Number of units with an evening/night time offer within Hook District Centre

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	9	15%	21%
Total No. of Units	59	100%	

5.5 Accessibility

Table 29: Town Centre Car Park Details

Car Park address	Type of Car Park	Chargeable Spaces	Disabled	Total Spaces
Crossways Manor Car Park, Reading Road, Hook	Surface	61	3	64
Station Road Hook	Surface	5	1	6

Table 30: Public Transport to/from Hook District Centre

Route details	Bus	Train
Number of routes into the centre	1	N/A
Access	Bordon to Basingstoke	London to Basingstoke/Southampton
Frequency of service	1 bus per hour	2 trains per hour in each direction

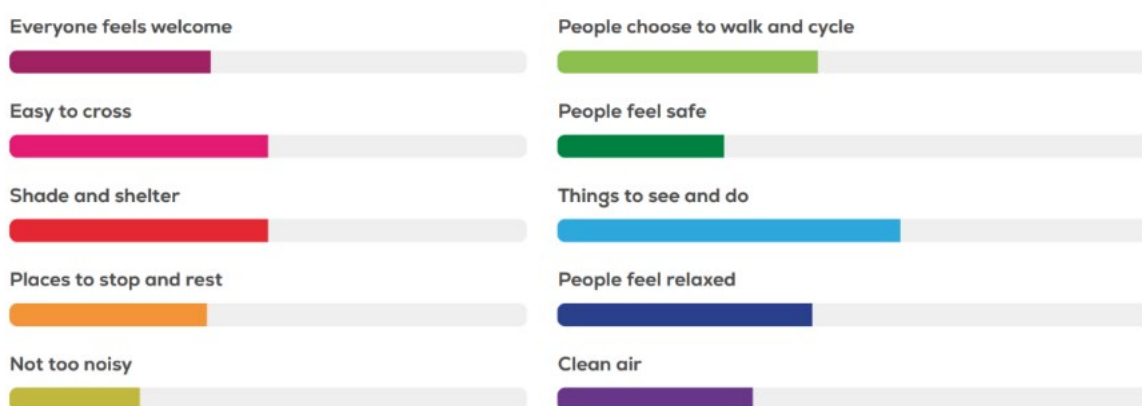
38. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the district centre.

5.6 State of town centre environmental quality

39. The Health Streets assessment was undertaken on 17 October 2025 and the score is identified below:



How your street performed across the Healthy Streets Indicators



5.7 Summary

40. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Hook's current performance, the challenges it faces, and the potential areas for future improvement.

Table 31: Strengths, Weaknesses and Opportunities of Hook District Centre

Strengths	Strong role as a district centre - Provides essential day-to-day retail, services and community facilities for a growing residential population. - Well-located close to the railway station, enhancing accessibility and supporting commuter-linked activity. Balanced and diverse mix of uses - Retail services (25%) exceed the national average, supporting local needs and frequent trips. Low vacancy rate - Only 2% vacancy, significantly below the national average of 15%, which indicates strong demand and a stable trading environment. High proportion of independent businesses 78% independent traders, well above the national average, which supports local enterprise, distinctiveness and economic resilience. Growing leisure and service offer - Leisure services (19%) close to the national average, with a mix of pubs, takeaways, health and beauty, and specialist retail provides a foundation for increased vibrancy and community activity. Good accessibility - Rail services provide 2 trains per hour to major destinations. - Adequate parking provision - Bus services offer hourly connections to
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	surrounding settlements.
Weaknesses	Limited comparison retail - Comparison goods account for 14%, well below the national average of 33%, which reduces shopping choice and limits Hook's ability to retain spend locally. Limited depth of offer - Few cafés (3%) and restaurants (2%) limit dwell time and social activity. Under-representation of certain key uses - No banks or financial institutions. - No clothing, electrical goods or sports retail, reducing diversity. Evening economy below national average - Evening/night-time uses represent 15%, compared with the national average of 21%, which limits activity after 5pm and reduces vibrancy. Moderate Healthy Streets score - Score of 41, indicating: - A pedestrian environment with room for improvement. - Limited comfort, attractiveness or ease of movement. Limited public transport frequency - Only one bus route serving the centre, with one bus per hour, reduces sustainable access and may constrain footfall.
Opportunities	Enhancing the café, restaurant and social offer - Scope to expand food, drink and social spaces to: - Increase dwell time. - Support the evening economy. - Strengthen Hook's sense of place.

	Leveraging rail connectivity • Strong rail links offer potential to: • Attract commuter-linked services (e.g., cafés, convenience retail). • Promote Hook as a convenient local destination. Enhancing the public realm • Enhancing pedestrian routes, crossings and public spaces could: • Improve safety and comfort. • Encourage walking and cycling. • Support local businesses through increased footfall. Sustainable transport improvements • LCWIP implementation could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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6 Yateley

41. Yateley is a key district centre serving one of Hart's largest settlements. Its retail and service offer is geared towards meeting local needs, with a mix of convenience shopping, specialist services and community-based uses. The centre comprises of several small parades located along Reading Road, which collectively act as an important hub for social interaction and everyday activity, reflecting the character and scale of the surrounding residential areas. Yateley plays a strong community-focussed role and remains a significant contributor to maintaining accessible services within the district.

6.1 Diversity of uses

Table 32: Breakdown of use classes within Yateley District Centre

Use Class	Number of Units	Percentage of Units
C	3	4%
E(a)	23	33%
E(b)	5	7%
E(c)	15	21%
E(d)	2	3%
E(e)	0	0%
E(f)	0	0%
E(g)	2	3%
ESG	15	21%
F.1	2	3%
Vacant	3	4%
Total	70	100%

Table 33: Breakdown of sub-category uses within Yateley District Centre

Category	Number of Units	Percentage of Units	National Average %
Comparison	11	16%	33%
Convenience	7	10%	10%

Financial & Business Services	6	9%	7%
Leisure Services	16	23%	20%
Retail Service	19	27%	15%
Vacant Retail	3	4%	15%
Total	70	89%	100%

Graph 4: Breakdown of sub-category uses within Yateley District Centre

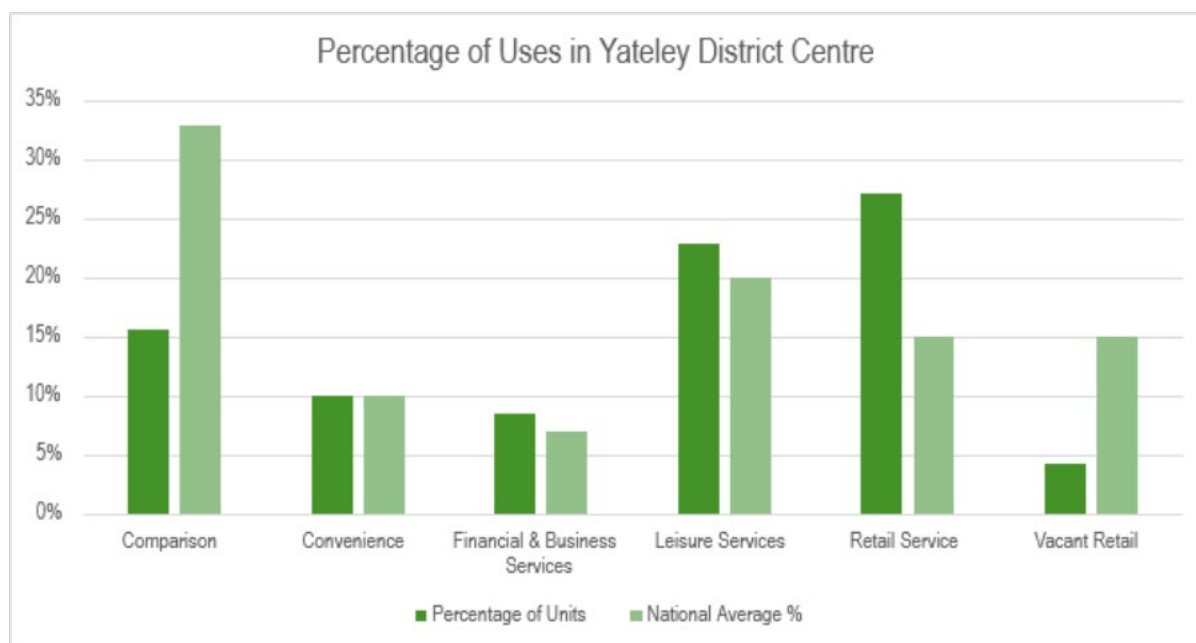
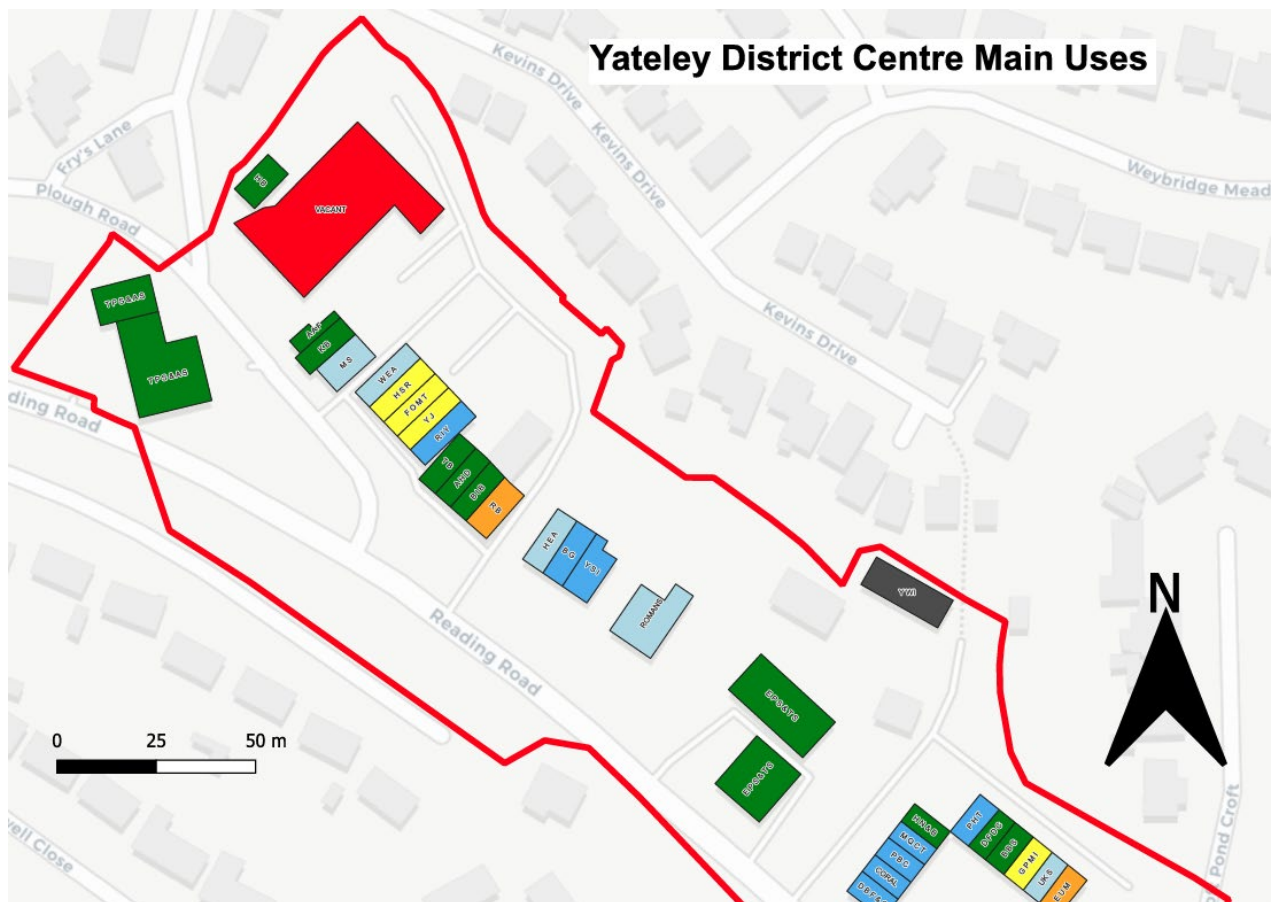


Table 34: Breakdown of sub-category uses within Yateley District Centre

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	4	6%
Building Supplies, DIY & Household Goods	5	7%
Cafés & Coffee Shops	3	4%
Clothing, Footwear & Fashion	0	0%
Convenience Retail	4	6%
Electrical & Durable Goods	0	0%

Financial Services (Banks, Societies)	0	0%
Food: Fast Food & Takeaway	7	10%
Health & Beauty	9	13%
Jewellery & Accessories	1	1%
Medical & Pharmacy	5	7%
Offices	0	0%
Other	17	24%
Property Services & Estate Agents	4	6%
Restaurants	2	3%
Specialist Retail (Books, Gifts, Stationery, Hobby)	5	7%
Sports, Leisure & Camping Retail	1	1%
Vacant	3	4%
Total	70	100%



Key	
Comparison	
Convenience	
Retail Services	
Leisure Services	
Financial and Business Services	
Health and Medical Services	
Public Services	
Building Entrances	
Dwellings	
Vacant	



6.2 Proportion of vacant street level property

42. Vacant units account for 8% of the district centre, which is significantly below the national average.

6.3 Balance between independent and multiple stores

Table 35: Number of independent and multiple stores within Yateley District Centre

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	17	24%	63%
Multiple	50	71%	22%
Vacant	3	4%	15%
Total	70	100%	100%

6.4 Evening and night time economy offer

Table 36: Number of units with an evening/night time offer within Yateley District Centre

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	14	20%	21%
Total No. of Units	70	100%	

6.5 Accessibility

43. There are a series of smaller car parks linked to the individual parades of shops that make up the district centre.

Table 37: Public Transport to/from Yateley District Centre

Route details	Bus	Train
Number of routes into the centre	1	N/A
Access	Yateley to Blackwater/Aldershot	N/A

Frequency of service	3 buses per hour	N/A
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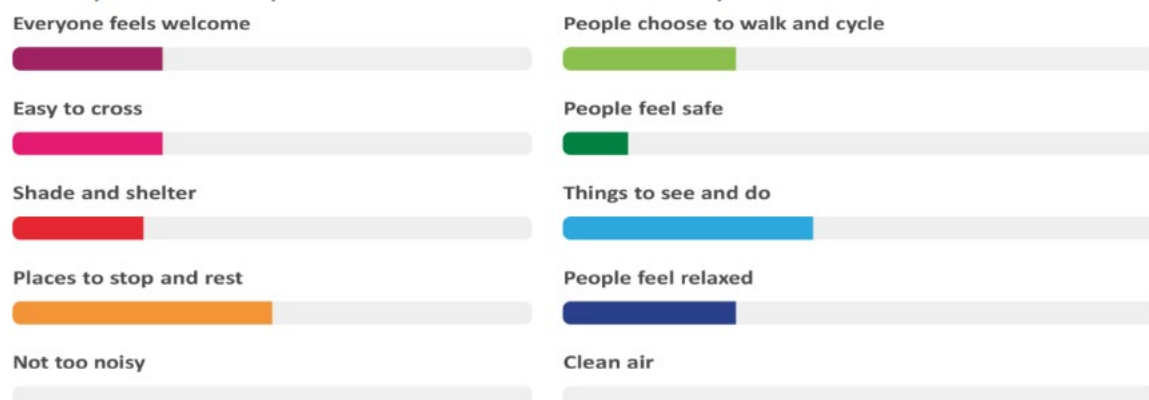
44. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the district centre.

6.6 State of town centre environmental quality

45. The Health Streets assessment was undertaken on 16 October 2025 and the score is identified below:



How your street performed across the Healthy Streets Indicators



6.7 Summary

46. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Yateley's current performance, the challenges it faces, and the potential areas for future improvement.

Table 38: Strengths, Weaknesses and Opportunities of Yateley District Centre

Strengths	Strong community-focused role • Serves one of Hart's largest settlements and provides a broad mix of convenience retail, specialist services and community-based uses. • Functions as a key hub for social interaction and everyday activity, reflecting the character of the surrounding residential areas. Diverse mix of uses • Strong representation of retail services (27%), and leisure services (23%), creating a balanced and functional centre. Vacancy rate below national average • Vacancies account for 4%, compared with the national average of 15%, which indicates relatively healthy demand and business stability. Strong presence of multiple retailers • 71% multiple retailers, well above the national average, provides brand recognition, reliability and a stable anchor for footfall. Reasonable evening economy • Evening/night-time uses represent 20%, close to the national average. The mix of pubs, takeaways and restaurants supports activity beyond daytime hours. Good local accessibility • Served by 3 buses per hour, providing regular links to Blackwater and Aldershot. • Multiple small car parks across the parades support convenient short-stay visits.
Weaknesses	Limited comparison retail • Comparison goods account for 16%, well below the national average of 33%, reducing shopping choice and limits the centre's ability to retain local expenditure. • No clothing, electrical or sports retail, reducing

	diversity and choice. Under-representation of cafés and social spaces - Only 3 cafés and 2 restaurants, limiting opportunities for dwell time and social interaction. Gaps in key service categories - No banks, financial institutions or office uses. Fragmented centre structure - Composed of several small parades rather than a single cohesive core, which can dilute footfall, reduce visibility of businesses and weaken the sense of place. No rail access - Unlike other district centres, Yateley has no railway station, which limits sustainable access and reduces potential catchment. Low Healthy Streets score - Score of 24, indicating: - Limited comfort, safety or attractiveness. - Barriers to walking and cycling.
Opportunities	Leveraging strong multiple presence - National retailers can act as anchors to attract complementary independent businesses and support coordinated marketing and events. Strengthening the café, restaurant and social offer - Expanding food, drink and social spaces could: - Increase dwell time, - Support the evening economy and - Enhance Yateley's role as a community hub. Repurposing vacant units - Vacancies provide scope for:

	• Pop-up uses. • Community spaces. • Flexible workspace. • Health, wellbeing or cultural uses. Expanding leisure and wellbeing offer • Strong leisure base provides a platform for: • Fitness, wellbeing and family-oriented activities. • Community events and cultural programming. Enhancing public realm and creating a stronger sense of place • Improvements to pedestrian routes, signage and landscaping could: • Better connect the dispersed parades. • Improve the overall visitor experience. • Support local businesses through increased footfall. Sustainable transport improvements • LCWIP implementation could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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7 Hartley Wintney

47. Hartley Wintney is a local centre with a distinctive village character and a strong sense of identity. Its high-quality environment, independent shops, cafés and community facilities make it a valued destination for residents and visitors. The centre provides a mix of essential services and specialist retail, supporting the day-to-day needs of the community while contributing to the village's unique charm. Its role extends beyond shopping, offering a pleasant setting for leisure, socialising and local events.

7.1 Diversity of uses

Table 39: Breakdown of use classes within Hartley Wintney Local Centre

Use Class	Number of Units	Percentage of Units
C	0	0%
E(a)	23	58%
E(b)	2	5%
E(c)	5	13%
E(d)	0	0%
E(e)	3	8%
E(f)	0	0%
E(g)	0	0%
ESG	2	5%
F.1	0	0%
Vacant	5	13%
Total	40	100%

Table 40: Breakdown of sub-category uses within Hartley Wintney Local Centre

Category	Number of Units	Percentage of Units	National Average %
Comparison	13	33%	33%
Convenience	8	20%	10%

Financial & Business Services	2	5%	7%
Leisure Services	4	10%	20%
Retail Service	5	13%	15%
Vacant Retail	5	13%	15%
Total	82	93%	100%

Graph 5: Breakdown of sub-category uses within Hartley Wintney Local Centre

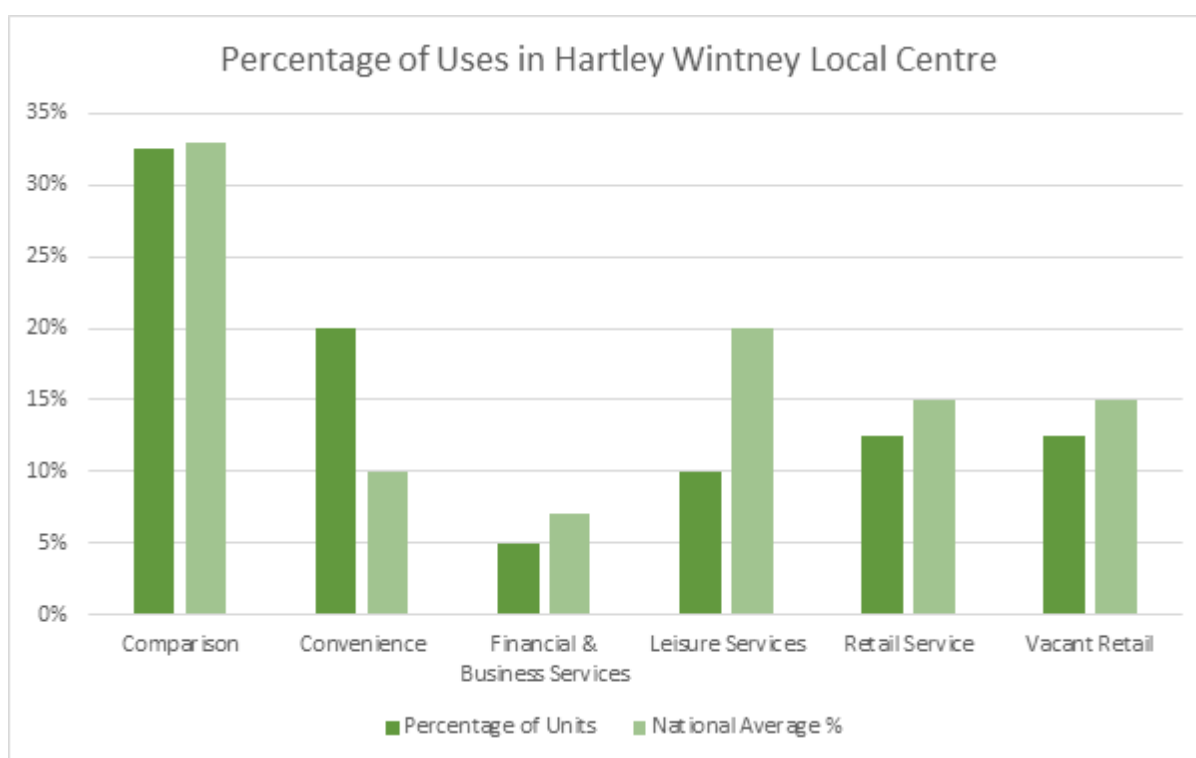


Table 41: Breakdown of sub-category uses within Hartley Wintney Local Centre

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	1	3%
Building Supplies, DIY & Household Goods	4	10%
Cafés & Coffee Shops	2	5%
Clothing, Footwear & Fashion	4	10%

Convenience Retail	3	8%
Electrical & Durable Goods	0	0%
Financial Services (Banks, Societies)	0	0%
Food: Fast Food & Takeaway	1	3%
Health & Beauty	3	8%
Jewellery & Accessories	2	5%
Medical & Pharmacy	4	10%
Offices	0	0%
Other	2	5%
Property Services & Estate Agents	1	3%
Restaurants	0	0%
Specialist Retail (Books, Gifts, Stationery, Hobby)	8	20%
Sports, Leisure & Camping Retail	0	0%
Vacant	5	13%
Total	40	100%

Map 5: Hartley Wintney Local Centre



7.2 Proportion of vacant street level property

48. Vacant units account for 13% of the district centre, which is just below the national average.

7.3 Balance between independent and multiple stores

Table 42: Number of independent and multiple stores within Hartley Wintney Local Centre

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	30	75%	63%
Multiple	5	13%	22%
Vacant	5	13%	15%
Total	40	100%	100%

7.4 Evening and night time economy offer

Table 43: Number of units with an evening/night time offer within Hartley Wintney Local Centre

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	5	8%	21%
Total No. of Units	61	100%	

7.5 Accessibility

Table 44: Town Centre Car Park Details

Car Park address	Type of Car Park	Chargeable Spaces	Disabled	Total Spaces
Monachus Lane Car Park, High Street, Hartley Wintney	Surface	136	2	138

Table 45: Public Transport to/from Hartley Wintney Local Centre

Route details	Bus	Train
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Number of routes into the centre	1	N/A
Access	Church Crookham to Hartley Wintney	N/A
Frequency of service	3 buses per day	N/A

49. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the local centre.

7.6 State of town centre environmental quality

50. The Health Streets assessment was undertaken on 3 October 2025 and the score is identified below:



How your street performed across the Healthy Streets Indicators



7.7 Summary

51. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Hartley Wintney's current performance, the challenges it faces, and the potential areas for future improvement.

Table 46: Strengths, Weaknesses and Opportunities of Hartley Wintney Local Centre

Strengths	Distinctive village character and strong sense of place • High-quality environment and attractive village setting create a unique and appealing destination. • Independent shops, cafés and specialist retailers contribute to a strong local identity and visitor appeal. Diverse retail and service mix • Strong representation of convenience and comparison goods. Convenience retail (20%) is double the national average, supporting frequent local trips. Whilst comparison retail (33%) aligns with the national average, offering a broader range of goods than many local centres. • Specialist retail (20%) and clothing/fashion (10%) enhance the centre's niche appeal. Strong independent business base • 75% independent traders, well above the national average, supports local enterprise, distinctiveness and economic resilience. Essential services • Good provision of medical, pharmacy and health & beauty services. Attractive leisure and social environment • Cafés, pubs and community facilities create a pleasant setting for socialising and local events. • The centre's character encourages dwell time and repeat visits. Good parking provision • The main car park provides ample parking for a centre of this scale.
Weaknesses	Higher-than-ideal vacancy rate • Vacancies account for 13%, slightly below the national average but still visible within a small centre

	of 40 units. Limited evening and night-time economy - Only 8% of units contribute to the evening economy, well below the national average of 21%, which reduces activity after 5pm and limits opportunities for socialising. Gaps in key service categories - No bank or financial institutions. - No restaurants, limiting dining options. - No electrical, sports or durable goods retailers. Poor public transport accessibility - Only 3 buses per day, significantly limiting sustainable access. - No rail access, reducing catchment and visitor potential. Moderate Healthy Streets score - Score of 49, indicating: - A generally pleasant environment but with room for improvement. - Potential issues around pedestrian comfort, safety or connectivity.
Opportunities	Opportunities Strengthening the café, restaurant and social offer - Scope to expand food and drink uses to: - Increase dwell time. - Support the evening economy. - Enhance the centre's role as a social hub. Expanding community and cultural activity - The centre's strong identity and community focus create opportunities for:

	• Events, festivals and seasonal markets. • Heritage-based initiatives. • Partnerships with local groups and organisations. Repurposing vacant units • Vacancies provide opportunities for: • Pop-up shops. • Artisan and maker-led businesses. • Community uses or flexible workspace. • Independent food and drink operators. Enhancing public realm and village character • Targeted improvements to reinforce the centre's distinctive identity and improve visitor experience such as: • Streetscape quality. • Seating, planting and lighting. • Pedestrian routes and crossings. Improving sustainable access • Enhancements to walking and cycling routes (via LCWIP) could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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8 Odiham

52. Odiham is a local centre rich in historic character, offering a diverse range of shops, restaurants, services and community uses within a traditional village setting. Its attractive high street and strong heritage appeal make it an important focal point within the district. Odiham provides essential amenities for local residents while also drawing visitors from the wider area. The centre's blend of independent businesses and community-orientated services helps sustain its vitality and reinforces its important role in Hart's centre hierarchy.

8.1 Diversity of uses

Table 47: Breakdown of use classes within Odiham Local Centre

Use Class	Number of Units	Percentage of Units
C	20	35%
E(a)	12	21%
E(b)	6	11%
E(c)	9	16%
E(d)	0	0%
E(e)	2	4%
E(f)	0	0%
E(g)	0	0%
ESG	2	4%
F.1	0	0%
Vacant	6	11%
Total	57	100%

Table 48: Breakdown of sub-category uses within Odiham Local Centre

Category	Number of Units	Percentage of Units	National Average %
Comparison	9	16%	33%
Convenience	2	4%	10%

Financial & Business Services	2	4%	7%
Leisure Services	8	14%	20%
Retail Service	9	16%	15%
Vacant Retail	6	11%	15%
Total	57	63%	100%

Table 6: Breakdown of sub-category uses within Odiham Local Centre

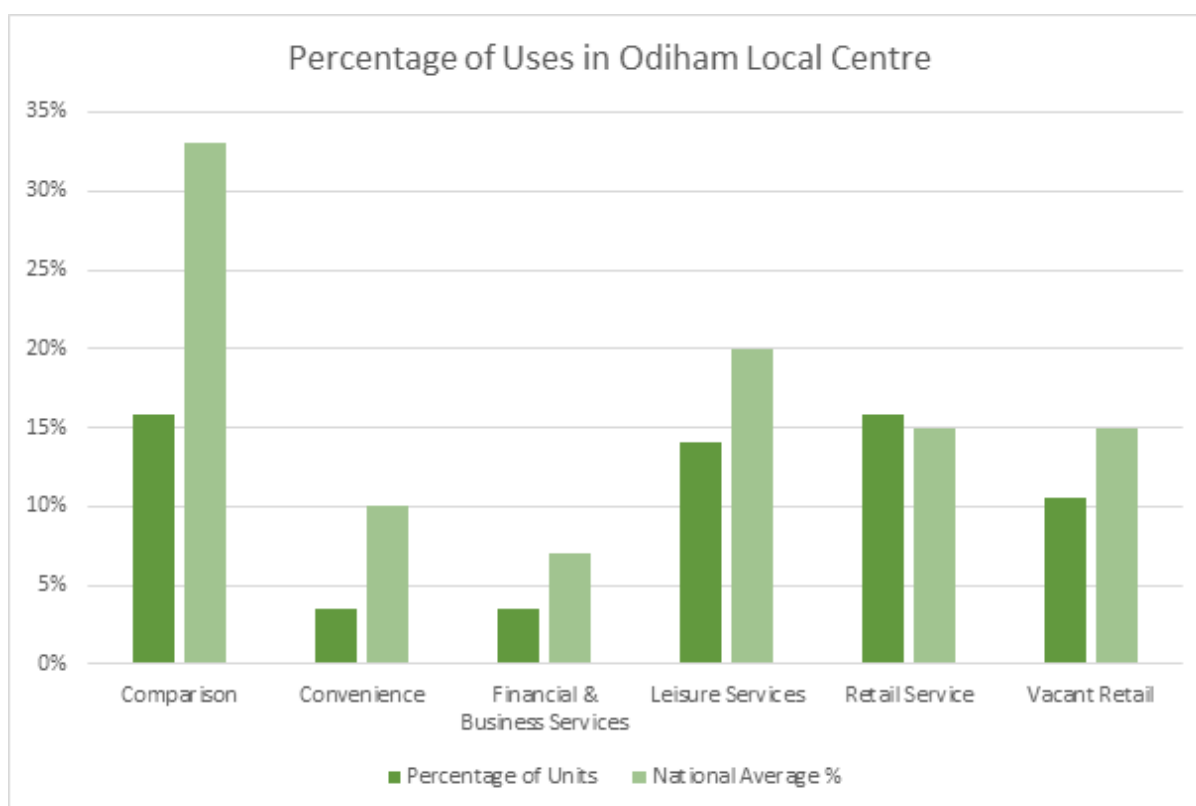
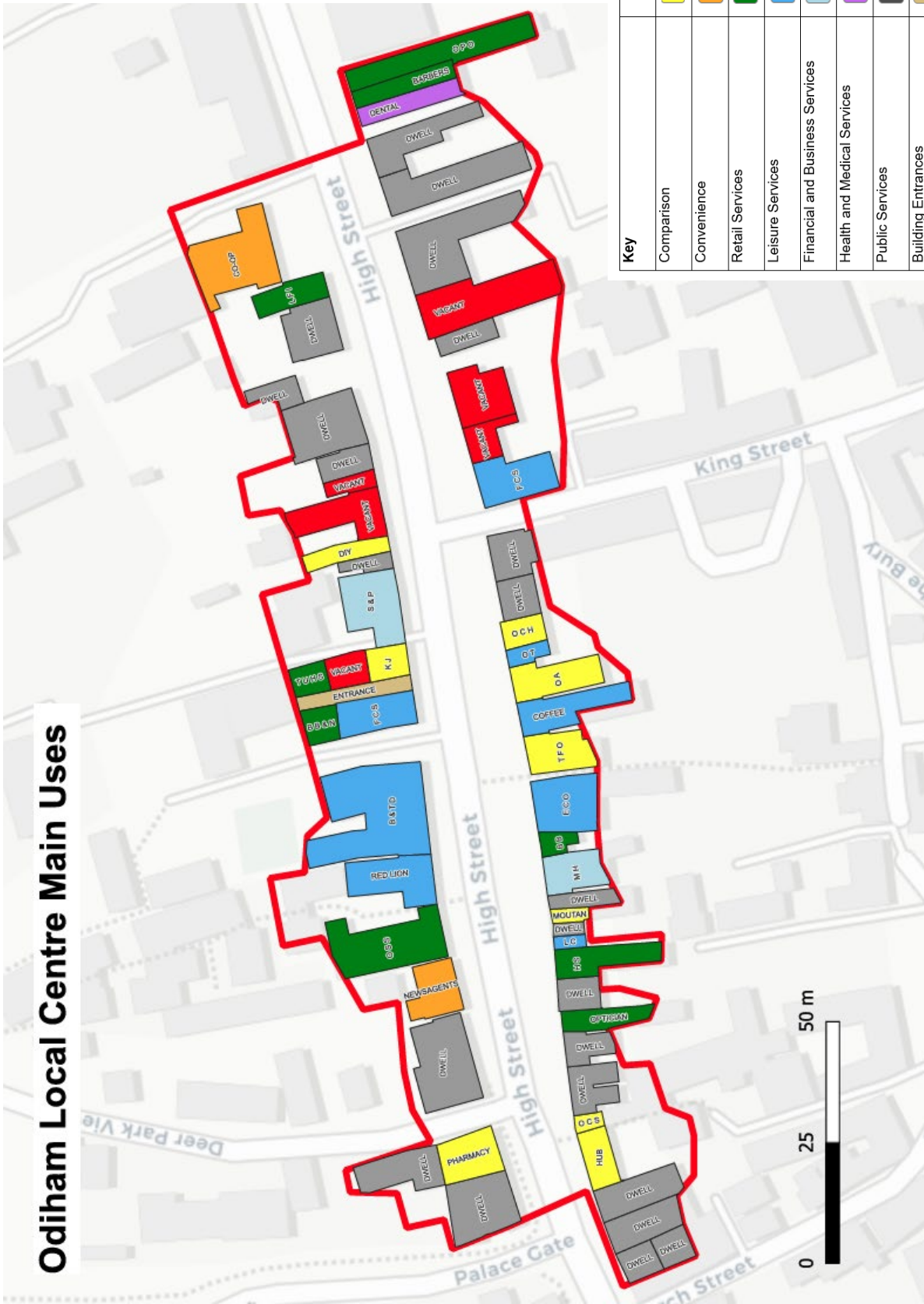


Table 49: Breakdown of sub-category uses within Odiham Local Centre

Category	Number of Units	Percentage of Units
Bars, Pubs & Nightlife	2	4%
Building Supplies, DIY & Household Goods	2	4%
Cafés & Coffee Shops	2	4%
Clothing, Footwear & Fashion	1	2%
Convenience Retail	2	4%

Electrical & Durable Goods	0	0%
Financial Services (Banks, Societies)	0	0%
Food: Fast Food & Takeaway	0	0%
Health & Beauty	7	12%
Jewellery & Accessories	0	0%
Medical & Pharmacy	3	5%
Offices	0	0%
Other	21	37%
Property Services & Estate Agents	2	4%
Restaurants	4	7%
Specialist Retail (Books, Gifts, Stationery, Hobby)	5	9%
Sports, Leisure & Camping Retail	0	0%
Vacant	6	11%
Total	57	100%

Map 6: Odiham Local Centre



8.2 Proportion of vacant street level property

53. Vacant units account for 1% of the district centre, which is significantly below the national average.

8.3 Balance between independent and multiple stores

Table 50: Number of independent and multiple stores within Odiham Local Centre

Multiple	Number of Units	Percentage of Units	National Average %
Non Multiple	46	81%	63%
Multiple	5	9%	22%
Vacant	6	11%	15%
Total	57	100%	100%

8.4 Evening and night time economy offer

Table 51: Number of units with an evening/night time offer within Odiham Local Centre

Evening and Night Time Economy Offer	Number of Units	Percentage of Units	National Average %
Evening and Night Time Economy Offer	6	11%	21%
Total No. of Units	57	100%	

8.5 Accessibility

Table 52: Town Centre Car Park Details

Car Park address	Type of Car Park	Chargeable Spaces	Disabled	Total Spaces
Deer Park View Car Park, Odiham	Surface	33	2	35
The Bury Car Park, Odiham	Surface	11	1	12

Table 53: Public Transport to/from Odiham Local Centre

Route details	Bus	Train
Number of routes into the centre	1	N/A
Access	Bordon to Basingstoke	N/A
Frequency of service	1 bus per hour	N/A

54. Please see the Council's [Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) for more information on the accessibility of the local centre.

8.6 State of town centre environmental quality

55. The Health Streets assessment was undertaken on 3 October 2025 and the score is identified below:



How your street performed across the Healthy Streets Indicators



8.7 Summary

56. The following strengths, weaknesses and opportunities analysis draws together key findings from the town-centre health check to provide a clear understanding of Odiham's current performance, the challenges it faces, and the potential areas for future improvement.

Table 54: Strengths, Weaknesses and Opportunities of Odiham Local Centre

Strengths	Rich historic character and strong sense of place • Attractive high street, heritage buildings and traditional village setting create a distinctive and appealing environment. • Strong identity helps draw visitors from beyond the immediate catchment. Diverse mix of uses • Broad spread of retail, services, restaurants and community uses. • High proportion of residential properties within the centre uses (35%), reflecting a strong residential and mixed-use character within the centre. Strong independent business base • 81% independent traders, significantly above the national average, which supports local enterprise, niche retail and a unique village character. Attractive food, drink and leisure offer • Restaurants (7%), cafés (4%) and pubs (4%) contribute to a pleasant social environment. • Health & beauty (12%) and medical/pharmacy services (5%) support local wellbeing. Vacancy rate below national average • Vacancies account for 11%, below the national average of 15%, which indicates relatively healthy demand and business resilience. Visitor appeal and destination role • Heritage, specialist retail and independent businesses combine to create a destination that
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	attracts visitors from the wider area.
Weaknesses	Limited convenience and essential retail - Convenience retail accounts for only 4%, well below the national average of 10%, which reduces the centre's ability to meet day-to-day shopping needs. Under-representation of key service categories - No banks or financial institutions. - No electrical, durable goods or sports retail. - Limited clothing and fashion (2%). Evening economy below national average - Evening/night-time uses represent 11%, compared with the national average of 21%, which limits activity after 5pm and reduces vibrancy. Public transport limitations - Only one bus route, with one bus per hour. - No rail access, limiting sustainable travel and visitor catchment.
Opportunities	Enhancing the food, drink and social offer - Scope to expand cafés, restaurants and evening-oriented uses to: - Increase dwell time. - Support the evening economy. - Strengthen Odiham's role as a social and leisure destination. Repurposing vacant units - Vacancies provide opportunities for: - Pop-up shops. - Artisan and maker-led businesses. - Cultural or community uses. - Flexible workspace.

	Building on heritage and specialist retail strengths • Potential to position Odiham as a destination for: • Heritage-led tourism. • Boutique and specialist retail. • Local produce, craft and artisan markets. Strengthening community and cultural activity • Opportunities for: • Events, festivals and heritage-themed activities. • Partnerships with local groups and organisations. • Expanded use of public spaces for community gatherings. Enhancing public realm and village character • Enhancing the high street environment through: • Improved pedestrian routes. • Seating, planting and lighting. • Traffic calming and better crossings. To reinforce the village's historic character and improve visitor experience. Improving sustainable access • Enhancements to walking and cycling routes (via LCWIP) could: • Improve cycling and walking access to the town centre. • Reduce congestion. • Increase footfall from local residents.
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