

## Summary of NWECC Occupier BID Renewal & Alteration Proposal

### Management: Improve environment to increase dwell time and spend

During the next term NWECC business members have prioritised the following:

- A focus on security, enforcement and cleansing with a zero-tolerance approach to antisocial behaviour, early morning cleansing and enforcement and top-up programmes on rubbish removal
- Integration of a West End-wide management programme with neighbouring BIDs
- Gaining greater powers for BIDs to manage and curate public spaces, including traffic free zones, better way-finding of green spaces and improved rest areas
- Developing business continuity and resilience in both preparation and response
- Evolution of shopper services to be more digital led and improve linkage with customer service and hotels

### Delivery Plan:

During the next term NWECC will continue to be a catalyst for change and to secure funding for environmental and streetscape improvements. Working with the West End Partnership, Westminster City Council and Transport for London to deliver a number of streetscape management, cleansing, security, visitor service schemes across our district, maximising the benefits of the Elizabeth line by increasing consumer spend and future-proofing the area's economic position.

### Key Deliverables for 2018-21:

#### Realise the Oxford Street District Vision

- Realise the Oxford Street District Vision as the world's best outdoor street shopping experience, complementing Regent Street and Bond Street by offering an unrivalled mix of flagship and branded stores.
- Drive forward the West End Partnership's Oxford Street vision that significantly reduces traffic, improves air quality, creates modern retail and leisure spaces, greater employment and an enhanced public realm.
- Be a key partner in the transformation scheme for entire Oxford Street District including West and East Oxford Street, Oxford Circus and Crossrail station gateways securing political support and the £40m of TFL funding committed is implemented.

### **Improve the environment and streetscape**

- Work with Westminster City Council to provide a more robust management and maintenance of the district, with increased investment to tackle issues such as waste and anti-social behaviour.
- Continue to work with the Metropolitan Police and Counter Terrorism units to ensure the district remains safe and businesses are well equipped to handle security issues.
- Secure greater standards for street cleansing.
- Deliver commercial vehicle reductions through freight and waste consolidation and environmental initiatives to improve air quality.
- Secure and part-fund dedicated infrastructure for digital connectivity and resilience for occupiers and visitors.
- Work with the West End Partnership, Westminster City Council and Transport for London to deliver an overall place management strategy for the area.

### **Reduce Traffic**

- Achieve a comprehensive reduction in vehicles of all types with greater use of suitable surrounding streets for loading, servicing and taxi pick-up.
- Improve public realm and prioritisation of pedestrians to create the right ambience for a successful trading environment.
- Drive radical improvements to the district's air quality and additional measures to reduce traffic accidents.

### **Help businesses flourish**

- Promote fundamental reform of the Business Rates system to a fairer, more sustainable model with greater retention of business taxes to the West End.
- Bring district businesses together to allow for improved response planning and Business Resilience.
- Develop customer services offering to deliver what customers expect from a first class shopping and leisure destination.
- Further investment in the successful Recruit London scheme to give even greater job placements within the BID area including enhancing the offer amongst Westminster Schools and Colleges.
- Continue to support start-up and new businesses in the area and encourage established members in the area to inspire the future generation of entrepreneurs.

### **Create modern retail & leisure spaces**

- Drive improvements to the scale and design of buildings.
- Promote a renewed mix of retailer and leisure businesses to provide a compelling shopping and visitor experience.
- Develop a seamless and intuitive system of shopper information online to guide visitors.

- Lead inward investment campaigns with the West End Partnership and neighbouring BIDs to cement the area's brand position both internationally and in the UK to attract occupiers and investors.
- Champion a high quality asset management and tenant mix strategy for the district.

### **Deliver high quality public realm**

- Support the creation of more green spaces and respite areas and scope out opportunities for the new use of public spaces through enhanced commercial activity, digital screens, curated public and private content.
- Create more space for pedestrians including 'oasis' spaces both on Oxford Street, Oxford Circus and nearby side streets.
- Provide a safe, clear and welcoming environment for shoppers with more robust management and maintenance.
- Introduce more safe pedestrian crossing points, including the highly successful diagonal crossing points which will create better pedestrian movement in the street.

### **Prepare for the arrival of the Elizabeth Line**

- Work with Westminster City Council and Transport for London to implement the walking strategy for the core West End, creating more spaces for pedestrians.
- Implement an oasis scheme with Westminster City Council and Transport for London delivering at least five upgrades by 2020 to increase consumer dwell time and greater pedestrian movement.
- Improve the way-finding and signage to encourage greater pedestrian movement north and south of Oxford Street.

### **Complete the Bond Street Development Plan**

- Complete the £10m improvement plan for Bond Street supported by the West End Partnership and delivered by Westminster City Council and Transport for London by December 2018.
- Work with these stakeholders to contribute funds to complete Bond Street Development Plan and deliver a Management Plan to enhance public realm, traffic improvements, street design and landscaping.
- Provide a high quality, easily accessible environment with exemplary public realm, enhanced entrance from Oxford Street and Piccadilly, improvements to public carriageway and new signage.
- Improve parking and reduced traffic; reduced through traffic, facilities for servicing and out of hours, new parking arrangements offering better access to stores and businesses, cycle parking on adjacent street.
- A place to dwell; new street furniture, facilities for temporary events, enhanced surrounding dining offer, new public art.
- A safer environment; new lighting, improved pedestrian crossings and better

way-finding.

## **Marketing: Attract high value customers; focus on international opportunity**

During the next term NWECC business members have prioritised the following:

- Clearly identifying target markets, customers and opportunities to grow
- Uniting three streets into district wide campaigns while also promoting individual offer of streets
- Delivering major global events to drive worldwide profile, enhance brand proposition and commercial income to re-invest back into the district
- Positioning the West End as the greatest fashion, leisure and culture offer globally
- Leveraging West End Partnership and London Tourism platforms
- Developing a partnership plan to drive additional investment

Delivery Plan:

During the next term NWECC provide a robust destination marketing response to global and local competition by raising the West End's retail profile to attract customers, increase spend and encourage a unique retail mix, through above and below the line campaigns, global events and promotions at a West End, district and street specific level.

Key Deliverables for 2018-21:

- Deliver a highly-targeted destination marketing strategy, focusing on customers with the ability to repeat visit and spend over the next three years. Invest appropriately in local, London, domestic, European short haul and International markets to deliver best return on investment based on customer insight and measurable return on investment.
- Convert Elizabeth Line footfall to the area into spend. Ensure this 'gift' is captured and effectively marketed to through area-wide digital campaigns to drive area wide incentive marketing strategies through digital and social channels.
- Lead the charge on the West End consumer marketing programme with Westminster City Council, promoting shopping, culture, dining and entertainment under one 'West End' banner and utilising area wide investment from partners to deliver bigger campaigns, more often.
- Deliver beyond budgets through a strategic partnership plan. Secure investment, customer reach and budget relief through delivering a world class strategic partnerships service with commercial and media partners.
- Continue to work closely with tourism and promotional partners and the Mayor's Office to deliver highly effective campaigns to ensure the West End is the first stop for all tourism operators and incoming visitors.

- Build a digital campaign to make the most of WIFI investment, delivering across all the main social channels and recognising the unique characteristics of each street and neighbourhood.
- Develop an active and engaged membership. An annual programme of events and wider business network initiatives, encompassing the London Luxury Quarter, retail industry platforms and key London policy and business groups. Stage an annual Members summit.
- Inward investment promotion in key markets such as USA, Hong Kong and China.

### **Improved measurements and greater customer insights:**

During the next term NWECC business members have prioritised the following:

- Enhancing measurement matrix for marketing and management programmes
- Undertaking regular qualitative customer surveys assessing impact of programmes and street management issues
- Broadening economic assessment measures to include hotel, airline, dining, occupier demand, investment and competitor data sets

Delivery Plan:

During the next term NWECC will continue to provide its business members and partners with quality trading insights, definitive assessment of the West End visitor and regular benchmarking that measures the BID's return on investment and the wider West End economy.

Key Deliverables 2018-21:

- Deliver a market leading, data driven insights strategy for the West End
- Improve quality and granularity of sales data to more precisely report on New West End Company impact and maximise return on investment for members
- Widen diversity of data sets to include global travel data and journey mapping
- Assist West End businesses to be 'Crossrail ready' by building on partnership with Transport for London data team. Improve frequency of analysis on station entry and exit data.
- Produce detailed customer segmentation and profiling of the West End customer to help advise and influence marketing strategies.
- Use in-house expertise to act as a 'centre of excellence' for other business partnerships, BIDs and Destination Marketing Organisation, with a view to maximising insight value across the West End.
- Review ways to use a wealth of insight data to deliver revenue streams and offer budget relief.

## **Advocacy: An influential business voice that delivers policy reform and investment**

During the next term NWECC business members have prioritised the following:

- Campaigning on issues that will ensure long-term economic growth including influencing the West End's future planning policy in the City and London Plans
- Securing greater public sector investment into managing and maintaining the West End's streets and public spaces
- Working with the West End Partnership to secure greater retention of business rates into the area
- Working with industry to minimise the impact of Brexit and maximise future commercial opportunities

Delivery Plan:

During the next term NWECC will continue to be a leading West End business voice representing occupier and property owner interests locally, in London and nationally to shape policy, secure greater funding, increase turnover and encourage business investment.

Key Deliverables for 2018-21:

- Be the retail, hotel and restaurant and property owner business voice of the district within the West End Partnership to secure funding and policy reforms for the area.
- Engage local, London and national policy makers on core West End retail and real estate issues and seek solutions that encourage economic development, infrastructure commitments and investment.
- Work with the West End Partnership to deliver a collective vision for a growing and more vibrant West End benefiting all those with an interest in the area.
- Encourage members to maximise job opportunities for local residents and support Westminster's 'City for All' ambition to reduce long-term unemployment locally, including supporting the work of Recruit London to supply job ready candidates to employers in the area including Apprenticeship growth in Westminster.
- Support the embedment of high quality careers, education, information, advice and guidance within Westminster schools and colleges.
- Work with the Westminster Property Association and elected members and officers of Westminster City Council to shape and influence local and London wide planning policy to maximise commercial return particularly around street management and enforcement resources, commercial building use, retail and licensing policy.
- Work to secure funding and political support at all levels for radical action to reduce congestion, improve air-quality and create a place for people in the core West End.

- Deliver business, consumer, resident and political consensus for public realm transformational schemes and establish political support for a place management strategy.
- Support the West End Partnership in leading the business case for greater investment and fiscal autonomy for the West End through a dedicated campaign.
- Lead or be a strong partner to industry-wide policy campaigns - on issues such as business rates and visa reform, pro-growth economic development policies, flexible Sunday trading, business taxation, aviation capacity, Crossrail 2 and BIDs.

### **Property Owner BID Support:**

During the next term NWECC business members will continue to receive significant support from the NWECC Property Owner BID as follows:

- Lobbying, public realm and sustainability programmes funded by the Property Owner BID, which Occupier BID members will benefit from.
- Projects including the transformation projects for the Oxford Street district, Oxford Circus, traffic reduction on Regent Street, Bond Street improvements, Hanover Square enhancements, Bird Street pilot and improvements proposed for East Mayfair, north Mayfair and Ramilies Place.
- West End Buyer's Club provides freight and waste consolidation services reducing congestion and saving businesses money.
- International marketing to attract inward investment through new brands to the area and foreign capital investment.