LOCATION

This Action Plan focuses on the West End's major retail streets, and the area nearby. As it covers Oxford, Regent and Bond Streets, the many people who have been involved in developing it have taken to calling it the ORB Action Plan.
I am delighted to present to you the Oxford, Regent and Bond Street (ORB) Action Plan – our shared plan to transform Britain’s, if not the world’s, most iconic retail destination.

Since we published the draft ORB Action Plan last year for consultation, we have had an immense and overwhelmingly positive response from the public and our partners. The ORB concept is rooted in consultation and partnership working as this is the only way we can deliver the improvements needed to reinforce the West End’s reputation in the face of growing competition from around the globe. The past few months have taken to transform and do justice to these world famous streets.

The ORB ‘Planning and Development Group’ is already in the process of delivering a number of strategic projects behind the plan. At Old Quebec Street, for example, the first of the urban ‘Oasis’ concepts has already been delivered, in partnership with the Portman Estate, Great Portland Street area, which are part of a wide range of actions already delivered, together worth some £20 million. This represents a very impressive and successful start to our ambitions.

But whilst we can rightly be satisfied with progress so far, we are determined to increase the pace and significance of change even further over the coming months. By working with our key partners at Transport for London, the New West End Company, the Mayor of London’s Office for Transport, Westminster City Council and New West End Retail Commission will ensure the area remains a world-class retail destination.

In the longer term, the Mayor’s support for the work of the partners in the West End Retail Commission will ensure public transport improvements and civil renewal programmes to be undertaken in the heart of the West End. Our study has proved to be one of the keys to the success of our ORB Action Plan and the partnership between Westminster City Council, Transport for London and New West End Company in collaborating to produce this document.

New West End Company considers that the Action Plan is a vital step forward towards securing the much-needed improvements to the district and would highlight the leading example set by The Crown Estate in transforming Regent Street’s public realm. We welcome its commitment to creating modern, walkable space for businesses, shoppers and residents in the West End.

We recognise that further consultation with landowners will be required with regard to potential development opportunities and feel confident that Westminster City Council will adopt imaginative planning solutions, whilst recognising the primary function of the area within London.

The work commissioned by New West End Company’s Choices for a Better West End brought into sharp focus the urgent need for public transport improvements and civil renewal programmes to be undertaken in the heart of the West End. Although the plan focuses on the main retail streets, it is important to remember that these streets are encompassed in many thriving residential communities, which are so important in maintaining a healthy mix of activities in this central London area.

We look forward to further involvement in the implementation of some of the actions in this plan, and continuing discussion about the other proposed actions. We feel that regeneration of the area should be based on the principle of achieving high levels of sustainability, both in terms of buildings and the transport and servicing arrangements that underpin them. We hope that this document will provide a blueprint for the improvement of the area, respecting the needs of everyone who lives in, works in or visits the area included in this Action Plan.

The Amenity Societies making up the West London End Community Network are pleased to have been involved in the consultative process for the plan, to ensure that the views of residents are taken into account as part of the Action Plan process.

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THE WEST END’S RETAIL STREETS: A UNIQUE PLACE IN HISTORY

The West End has been the UK’s dominant retail and entertainment centre since the early 18th century. It continues to be a vibrant place with a distinctive retail offer and range of attractions, and is now also renowned on an international level. However, some parts of the West End have become rather run-down and dilapidated, giving the appearance that they are uncare-for and unnecessarily cluttered. Westminster City Council want to address these issues. Along with our partners, we intend to relaunch this unique retail centre so that once again, for its special ambience and unrivalled retail offer, the West End is the first choice destination for all.

FROM EARLY BEGINNINGS

Oxford Street was once part of a Roman highway, which linked Hampshire with Colchester, and also formed a westward route out of the City of London to Oxford. It was surrounded by fields, with the River Tyburn flowing to the south. The street later served as the boundary between Westminster and the Parish of Marylebone. In the late 18th century the Earl of Oxford saw the potential in developing the land for a shopping and entertainment district. Other landowners followed suit, although their focus was mainly on residential developments adjacent to the street itself.

Regent Street, with its distinctive style and architecture, was designed by John Nash and built for his client, the Prince Regent, to connect Carlton House in St James’, his London residence, with the newly created Regent’s Park. It was completed in 1825 and quickly became renowned as one of the most fashionable streets in Europe. It was redeveloped in the Beaux-Arts style in the early 20th century at a significantly increased scale.

Oxford Circus is a circular road junction of great historic significance, representing one of the earliest examples of urban renewal in London. The design dates back to Nash’s metropolitan improvements of 1813-20, and skirts the settled estates of Mayfair, Soho and Portland. However none of the four extant quadrants of Oxford Circus date from Nash’s original design – they were all rebuilt to designs by Tanner in 1911-25.

Nash’s influence can also be found at Marble Arch. He originally designed the arch as the gateway to Buckingham Palace, but it was moved to its current site in 1851. Today, Marble Arch is seen as the gateway to Oxford Street from the west. However, in its former years the area was far less pleasant; it was the site of the Tyburn gallows and its numerous public executions, which continued until the 1750s.

Bond Street does not actually exist on any central London maps, except as an Underground station. The name ‘Bond’ originates from Sir Thomas Bond who, along with a group of wealthy bankers and merchants, bought the area from the Duke of Albemarle. Old Bond Street was built in 1686 and, 35 years later, was extended to meet with Oxford Street. This new stretch became known as New Bond Street. Both streets were designed to house smaller shops that supported the largely residential neighbouring areas. By the 18th century these two streets had become haunts of the fashionable and, as a result, had attracted some of London’s finest and most luxurious shops.

In the Georgian period, shops in London’s West End were located in buildings of domestic scale and design, with single-width shopfronts at ground-floor level. Few of these original shops now survive, although some retailers, such as Asprey on New Bond Street, have combined several of these smaller shop units into a single premise.

VALUE OF ORB AREA

▶ Over five million people a week currently visit this area of the West End.
▶ Over half of all overseas tourists to the UK visit London spending more than £1 billion on goods each year; many of these visitors will visit the main retail streets, making this area one of the most popular tourist attractions in the UK.
▶ These three retail streets contain 6.6 million square feet of retail space and more than 600 shops.
▶ The retail industry in this area provides employment for over 45,000 people and 30% of all London jobs in cinema and theatre are in the West End.
▶ At over £4.7 billion a year, retail spend in the West End alone is more than the retail spend of Birmingham and Manchester put together.
▶ 36,000 people live in the immediate area surrounding these retail streets.
shops began to expand, often taking over
of the century.
before the close of the 19th century.
the bazaars were the precursors
of the modern shopping mall. The highly
of West End shopping – also owe their
the suburbs to London’s West End,
and the advent of railway connections
remaining department stores, such as
had their displays at ground-floor level
and staff lodgings above.
the Marshall and Snelgrove store opened
on Oxford Street in 1851 and was the
largest drapers in London. Occupying
a whole block, the shop contained on-site
accommodation for 700 of its 2,000 staff.
The increase in scale of new shops being
had now been replaced with modern,
purpose-built stores along its entire
length; many designed by leading
architects of the day. The 20th century
also saw the introduction of a greater
range of architectural styles in the West
End; Liberty’s Tudor-style building, and
Selfridges’ massive, American Classical-
style building are two notable examples.
and the first purpose-built department
store in Brixton which opened in 1877
Inspired by the model of the Bon Marche
appearance of the first department stores.
were all factors which contributed to the
from the suburbs to London’s West End,
and the advent of railway connections
stimulated by the Great Exhibition of 1851,
goods, the demand for consumer durables
built, the availability of mass-produced
and a whole block, the shop contained on-site
accommodation for 700 of its 2,000 staff.
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had now been replaced with modern,
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End; Liberty’s Tudor-style building, and
Selfridges’ massive, American Classical-
style building are two notable examples.

Larger shops, including department
stores – today such a prominent feature
of West End shopping – also owe their
origin to Georgian and early Victorian
shopping practices. The shopping arcade
was the first example of multiple retailers
grouped together under one roof, and
appeared during the later Georgian period.
The Burlington Arcade, one of the most
successful, opened in 1818.
Meanwhile, bazaars were also
increasing in popularity throughout
England at this time, particularly in
the West End of London. These were
generally great halls, often galleried,
containing individual pitches let to multiple
retailers; the bazaars were the precursors
of the modern shopping mall. The highly
successful Royal Bazaar opened on Oxford
Street in 1828, and bazaars continued
to be popular for the remainder
of the century.
Later in the 19th century, drapers
shops began to expand, often taking over
neighbouring shops. The drapers shops
increased in number and developed
in scope as outlets for the Lancashire
- linen cotton mills in the middle of the 19th
century. Initially housed in typical
London shops of domestic scale
and design, the larger drapers began
to move into purpose-built stores or
‘emporium’. It was compulsory for staff
to live on the premises; most shops
had their displays at ground-floor level
and staff lodgings above.

The Marshall and Snelgrove store opened
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largest drapers in London. Occupying
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End; Liberty’s Tudor-style building, and
Selfridges’ massive, American Classical-
style building are two notable examples.

and the first purpose-built department
store in the UK, large drapers further
diversified their range to include furniture,
food, and even offered house-building
services. Liberty, John Lewis, Debenham
and Freebody, and Peter Robinson had
all established large, purpose-built
department stores in the West End
before the close of the 19th century.
By the start of the 20th century the
department store was an established
concept. By 1914 there were 12 major
stores on Oxford Street, Regent Street
and Bond Street. Most of the Regent
Street shops originally designed by Nash
had now been replaced with modern,
purpose-built stores along its entire
length; many designed by leading
architects of the day. The 20th century
also saw the introduction of a greater
range of architectural styles in the West
End; Liberty’s Tudor-style building, and
Selfridges’ massive, American Classical-
style building are two notable examples.

THE PRESENT MOMENT: THE WORLD’S PREMIER SHOPPING DESTINATION

Today, the area continues to provide an
unparalleled mix of retail and residential
use. Many vibrant residential communities
remain located in and around these famous
retail streets. Bond Street houses LVMH
and Asprey. Regent Street houses Harrods
and Oxford Street is home to world-renowned
department stores, such as
Selfridges and John Lewis. Other large
international retailers have chosen these
streets for their UK and European flagship
stores. More recent arrivals to the area
include the Apple Store, Banana Republic
and Primark.

Regent Street and some of its surrounding
streets are exclusively owned by The Crown
Estate, one of the UK’s largest landowners.
The Crown Estate has been able to
develop and maintain Regent Street in line with
market trends ensuring a strong presence
of European flagship stores, while
preserving its special heritage.

New and Old Bond Streets contain
the highest proportion of ‘haute couture’
stores per square mile in the world,
attracting the rich, the famous, and
the simply curious.

London’s West End is an economic
powerhouse and international destination,
home to global companies, world-class
hotels, theatres, cinemas, museums,
galleries, restaurants, and shops, all
showcasing the best that London has
to offer in terms of retail, leisure and
entertainment. The retail streets of
Oxford Street, Regent Street, and New
and Old Bond Streets are central to that
offer and have become known worldwide
for the unique breadth of their shopping
facilities, flagship stores and otherwise
distinctive shops. Overseas and national
visitors continue to make these retail
streets an essential part of their
itinerary, and Londoners themselves
visit regularly, often combining their
shopping excursions with a meal out,
or a trip to the cinema or theatre.

CHALLENGES OF ORB

- UP TO 1,200 VEHICLES TRAVEL ALONG THESE RETAIL STREETS EVERY HOUR.
- OVER 165,000 PEOPLE GET ON OR OFF BUSES IN OXFORD STREET EACH WEEKDAY.
- FIVE UNDERGROUND STATIONS SERVE THE AREA AND ARE USED BY OVER 100 MILLION PASSENGERS A YEAR.
- THE COSTS OF KEEPING THE STREETS CLEAN AND COLLECTING WASTE, INCLUDING EMPTYPING 300 BINS SIX TIMES A DAY, ARE SIMILAR TO THOSE OF A SMALL TOWNS.
A UNIQUE DESTINATION CREATES UNIQUE CHALLENGES

The vast number of people and high levels of activity in these streets place enormous demands on public services and the local infrastructure, and can threaten enjoyment of the area. In particular, the volume of traffic – both vehicular and pedestrian – results in periods of significant congestion.

Customer demands, along with retail trends, change. As well as a better environment and improved facilities, research suggests that shoppers want extended opening times, more attractive surroundings, and an overall experience that competes with new approaches such as e-shopping.

These retail streets also face increasing competition from new retail developments that are opening outside the centre of London offering modern, carefully managed environments. Although they may not divert many overseas visitors – and cannot replicate the buzz and special feeling of London’s West End – they offer a different type of retail environment which is becoming increasingly popular with shoppers; with reduced noise levels, less congestion, and availability of facilities such as toilets and seating.

The West End’s retail streets are at risk of losing their competitive edge and are not performing to their full potential. Constant investment and improvements are needed to keep these streets at the top of the retail premier league. This district must demonstrate to every visitor that it has the most compelling offer: the widest mix of retailers coupled with the best facilities. These streets must be visually striking, free of congestion, and welcoming to visitors of all ages, from London residents to overseas tourists. Second best is not good enough.

Much has already been done in some parts of the West End, and investment by both landowners and the different agencies involved is not only desirable, but absolutely essential. However, more must be done. In particular, the eastern end of Oxford Street is in need of improvement, and there are other areas which can be greatly enhanced with imagination, belief, and commitment.

THE TIME IS NOW

A variety of recent developments such as the opening of major flagship stores, the BBC Broadcasting House development project on Regent Street north, and a number of forthcoming major projects, for example Crossrail, the Crown Estate’s “Quadrant” development and the relocation of the Photographers’ Gallery in Ramillies Street, are providing us with the necessary conditions to ensure that these retail streets retain their position as the best shopping district in the world. In bringing together this Action Plan for a better West End, the key agencies involved are determined to seize this unique opportunity.

Since the launch of the Draft ORB Action Plan on 1st March 2007 and its formal adoption a year later in March 2008, Westminster City Council (WCC) has worked in close collaboration with Transport for London (TfL) and the New West End Company (NWEC) to bring to fruition a number of early priority actions. These are set out in the “Achievements to Date” section.

With London hosting the 2012 Olympic and Paralympic Games, these retail streets will play a key role in providing one of the city’s showcase destinations for the hundreds of thousands of additional visitors who will flock to London for the Games. The lesson from previous recent host cities such as Barcelona and Sydney is clear: the impact of the experience of those visitors will be far reaching, determining how the world views London and playing a critical role in securing London’s position as one of the world’s top tourist destinations for decades to come. A co-ordinated effort and a substantial joint commitment are needed to ensure that by 2012 these three streets offer a world-class, high-quality environment which will enable visitors to enjoy a truly memorable experience.
The Mayor of London has a statutory responsibility to implement a spatial development strategy, known as The London Plan. In November 2005 a Commission was established to develop policy options for the West End retail area to inform a review of the London Plan and other mayoral strategies. Westminster City Council, TfL, and NWEC were all part of this Commission. The report published by the Commission in November 2006 makes a number of recommendations to inform the revised London Plan and other mayoral strategies, which could set a long term, strategic framework for the development of the area. The work of the Commission has been important in shaping this Action Plan.

Over the past five years, Westminster City Council has initiated a series of Civic Renewal Action Plans for other parts of the West End. Leicester Square, Chinatown, Covent Garden, Edgware Road, and Soho have all seen – or are starting to see – significant improvements through this approach. These improvements are a testimony to the benefits that can be achieved through partnership working. The Civic Renewal Action Plans are a key component of the council’s ‘One City’ vision, which is now in its third year.

At the same time, we’ve seen the advent of Business Improvement Districts (BIDs). NWEC is a business-led partnership working to create a more profitable trading environment for the three famous retail streets. The company was formally established as a BID in April 2005 for an initial three-year period. Large and small retailers in the streets and property owners contribute financially to the company, which works in partnership with the relevant public agencies and associations to deliver leadership along with operational and marketing services to the area. In 2006 NWEC published Choices for a Better West End, which has been key to the development of this Action Plan. In December 2007, NWEC was successfully renewed for a second term, commencing in April 2008 until March 2013. More recently, a new Chief Executive, Richard Dickinson has been appointed.

Alongside the council and NWEC, TfL has been working on a range of transport schemes in the area. The most significant is Crossrail, which will provide major improvements in accessibility to the West End, as well as increased transport capacity with new stations at Bond Street and Tottenham Court Road. The powers to construct Crossrail are currently being sought from Parliament via a hybrid bill that is due to receive Royal Assent in July 2008. The Crossrail Bill also includes powers for a major upgrade of London Underground’s station at Tottenham Court Road.

Crossrail offers valuable opportunities for transport and public realm improvements, particularly around the eastern end of Oxford Street at the junction with Tottenham Court Road, and around New and Old Bond Streets. The Crossrail works will, however, need to be carefully managed and co-ordinated to minimise disruption, noise, and vibration, and keep negative impacts on businesses and residents to a minimum. In addition, TfL is committed to looking at surface transport and ways to improve the balance between vehicles and pedestrians.

A number of other opportunities are also currently being explored that could further enhance these streets and the surrounding area. The Crown Estate has developed a strategy for Regent Street and is currently undertaking a £250 million modernisation programme that will update the area behind Regent Street’s famous facades to provide a mix of modern retail and office space. The Crown Estate has also been very supportive in enabling a number of priority actions to proceed, such as leading on a study to de-clutter Oxford Circus and the immediate surrounding area. The London Borough of Camden is also working to improve the public realm in its adjoining areas of the West End. This work includes the redesign of St Giles Circus as it emerges as a potential major transport interchange. Other Camden public realm measures include reducing the impact of traffic, improving people-movement through efficient public transport, and protecting residential neighbourhoods.
This Action Plan recognises the many pressures and opportunities facing both businesses and residents in this area, and makes over 100 specific commitments to improvements that will ensure these three famous retail streets remain the world’s premier shopping destination.

This Action Plan builds upon the previous work carried out by NWEC and the Mayor’s West End Retail Commission, distilling their earlier reports into specific joint commitments to realise clear, tangible actions. It has been developed through wide discussion with a range of partners and stakeholders.

We have now sought your views through the process of public consultation which was held from 1st March until the end of May 2007. We have taken into account many of your comments and are now delighted to present to you the final ORB Action Plan. We would like to take this opportunity to thank our many stakeholders who not only provided us with valuable observations on our shared vision for the area, but those who provided support in undertaking the consultation, namely The Crown Estate, John Lewis and The House of Fraser.
OUR SHARED VISION

“We need to acknowledge the individual characters and distinctive qualities of the different areas within the West End. It is the lively variety found in the mix of the major retail streets, with their department, flagship and chain stores, together with the vibrancy and distinctiveness of smaller retail destinations, such as St Christopher’s Place, Heddon Street, Avery Row and Market Place, which combine to capture the unique atmosphere of this district. These enclaves have a special spirit and attraction that cannot be found in satellite shopping centres.”

RD Farquhason
Chief Executive
Langham Estate Management Ltd

Together with our partners we have embarked on delivering an inspiring and ambitious vision for the three streets. Throughout the document the term “we” is used; this comprises the three partners, Westminster City Council, New West End Company and Transport for London.

THE GREATEST SHOPPING EXPERIENCE

▶ INVESTING IN HIGH-QUALITY RETAIL SPACE OF ALL SIZES.
▶ TACKLING POOR AND UNDER-USED AREAS.

THE FREEDOM TO MOVE

▶ FREETING PEDESTRIAN MOVEMENT.
▶ PROVIDING ADDITIONAL TAXI RANKS AND STANDS.

AT FIRST SIGHT

▶ CLEARING VISUAL BLIGHT.
▶ TRANSFORMING THE STREET ENVIRONMENT.

A PLACE TO UNWIND

▶ CREATING NEW, ICONIC PUBLIC SPACES.
▶ IMPROVING EXISTING PUBLIC SPACES.

A SPECIAL QUALITY

▶ MAKING THE AREA’S RENEWAL A SHOWCASE OF SUSTAINABILITY.
▶ FOSTERING SAFETY AND SECURITY.
▶ REDUCING THE DISRUPTION FROM CONSTRUCTION AND UTILITIES WORKS.

EVERYONE’S STREETS

▶ ENSURING THESE STREETS ARE GENUINELY WELCOMING AND ATTRACTIVE TO ALL OF LONDON’S RESIDENTS AND VISITORS.
▶ CREATING ACCESSIBLE STREETS FOR ALL, INCLUDING FAMILIES, OLDER AND DISABLED PEOPLE.
▶ DEVELOPING AND MANAGING THE AREA IN A WAY THAT SEeks TO PROTECT AND IMPROVE THE QUALITY OF LIFE OF THE SURROUNDING RESIDENTIAL COMMUNITIES.

LETTING PEOPLE KNOW

▶ A CO-ORDINATED EFFORT TO INFORM PEOPLE ABOUT THE WEST END, ENCOURAGING THEM TO VISIT AND RETURN.

This Action Plan aims to achieve all these things by addressing seven themes that, taken together, deliver our vision for the future of this vital retail hub. Working together, all the partners and key stakeholders involved in this Action Plan will commit themselves to the campaign of co-ordinated actions – based on this series of themes – set out in the following sections.

For this huge effort to succeed, however, it needs the genuine commitment of many others, and investments from both central and local government and local landowners, commensurate with the importance of the area’s future to the whole of the UK’s economy.

“On behalf of The Langham Estate and in our capacity as an Associate member of the NWEC, I would like to express our wholehearted support for all of your proposed initiatives, which will undoubtedly bring enormous and much needed benefits to this vibrant area.”

The Venerable Dr W M Jacob
Archdeacon of Charing Cross
In addition, whilst waiting for the public consultation response to be returned, a range of preparatory activities were identified and agreed by the ORB Planning and Development Group (see glossary) as being usefully undertaken as soon as possible.

This work not only delivered some significant ‘quick wins’, demonstrating all partners’ commitment to action, not just words, but also ensured that this final Action Plan is better informed and more able to be implemented swiftly.

**KEY ACHIEVEMENTS**

Old Quebec Street was formally opened on 1st November 2007 by Councillor Robert Davis, and Councillor Danny Chalkley. We have significantly upgraded a previously unsightly street with new granite paving, trees and lighting.

The Portman Estate is now leading on a management plan for the provision of al fresco dining in Old Quebec Street. The Cumberland will be the main provider of this high quality food offer.

This discreet but significant project has been a testimony to the spirit of partnership working. We have worked in close collaboration with The Portman Estate, Great Portland Estate and The Cumberland Hotel to deliver a new bespoke oasis at the western end of Oxford Street. Each partner committed £100,000 to bring this project to fruition. These principles will now be followed in taking forward a programme of paisse improvements along Oxford and Regent Streets.

Bond to Bond Street Pilot: We have unveiled an ambitious pedestrian wayfinding prototype as part of the London-wide Legible London project, initiated by Central London Partnership. 19 new iconic high quality signs have been installed in an area surrounding Bond Street Underground station.

This is an exemplary illustration of how partners worked in close collaboration to deliver a demanding project. The prototype will be the subject of a comprehensive evaluation and the results of the evaluation will inform the development of the prototype and how the future roll out of a world-class wayfinding system is implemented in the ORB area and across London. These are just two examples of projects already making a real difference on the ground in the ORB area, which are part of a whole range of actions already delivered, together worth some £8m. This we believe is a successful start to realising our ambitions.

Traffic Management: Transport for London together with Westminster City Council has agreed a package of 40 initial traffic management measures which will assist with the flow and movement of people in Oxford Street. To date 30 out of the 40 measures have been completed, including the widening of the footways in key areas, the relocation of a bus stop in Vere Street and relocating resident parking into two inset bays. The bus stop in Vere Street restricted capacity at the junction with Oxford Street and the footways were really too narrow for the number of pedestrians. Although the footway in Henrietta Place is now reduced for the inset resident parking, the footfalls are not high and adequate widths have been maintained. The scheme has greatly improved the operation of the Oxford Street junction.

**ACHIEVEMENTS TO DATE**

The Draft Action Plan was launched for public consultation on 1st March 2007 and contained 100 actions in a timeline covering 2006/07, 2007/08 and 2008 onwards. Most of the actions identified for 2006/07, through an earlier key stakeholder consultation, were common sense initiatives and work had started on these already.
THE FREEDOM TO MOVE

- Bus stop allocations have been reviewed.
- New taxi rank established, one behind John Lewis, another behind Marks and Spencer’s Pantheon store on Great Marlborough Street. An additional rank has been provided outside the Marks and Spencer’s side street entrance in Portman Mews.
- Bus access and traffic flow improved through a series of actions including a new yellow box junction, dedicated right turn lane and a banned turn.
- Completion of A41 diversion feasibility study looking at scope to restrict general traffic entering Oxford Street West.
- Free new cameras installed on Soho Square to increase parking enforcement.
- Late night shopper’s discounted rate for car parking and two free parking days in 2007.
- Additional cycle parking considered within streetscape improvements for Bond Street.
- 757 new motorcycling bays.

THE FIRST SIGHT

- Street trading review completed.
- Enforcement against unlicensed traders has resulted in a significant reduction. Weekly operation continues to be conducted.
- Campaign against forecourt trading and ‘A’ boards has resulted in some improvement but breaches of regulations continue to be a problem.
- Street clutter is being removed.
- Informal agreement around collection and recycling of free literature distributed in the area is being trialled prior to possible licensing control regime.
- Increased levels of enforcement achieved through second officer being regularly tasked to area and weekly operations with police.

EVERYONE’S STREETS

- ORB forum includes residents and local organisation representatives and has met twice so far to enable active engagement.
- Amenity society and residents in Camden also consulted.
- 60 additional blue badge parking bays installed.
- Series of feasibility studies commissioned to look at accessibility issues and accessibility audit brief being developed.

“The Association recognises the importance of wayfinding and signage in the West End and feel this should be implemented sooner rather than later.”

Annie Walker
Director
Regent Street Association Ltd
A PLACE TO UNWIND

» Preliminary consultation on proposals to pave Regent Place have been undertaken and design work will be commencing in March 2008.

» Feasibility studies for improvements to the public realm are underway in a number of oasis locations.

» Consultation exercise on traffic restrictions in Heddon Street completed and works to improve the streetscape have started, including measures to restrict vehicular access between prescribed hours.

» Work has started to remove subways and provide surface level crossings at Marble Arch.

A SPECIAL QUALITY

» Mapping of regular rough sleepers being undertaken and evidence being gathered on anti-social behaviour of beggars. Three ASBOs obtained so far, in addition to ASBO on Oxford Circus preacher.

» CCTV review completed.

» Considerate Builders scheme going from strength to strength.

» Informal agreement reached on numbers and behaviour of street ‘charity muggers’.

» Worst affected parts of Regent Street highway resurfaced.

LETTER TO THE NEIGHBOURS

» All three streets closed to traffic on 1st December 2007 and one million shoppers visited the area on that day spending an estimated £100 million.
Much has been said about the difficulties that are faced in providing the very best in retail in the West End. Too little, though, has been acknowledged in recognising the achievements that have already been made: the transformation of Selfridges, the success of the Apple Store and Abercrombie and Fitch, the improvements to Tiffany & Co., the on-going £15m programme of renovation to the House of Fraser and the £60 million refurbishment of the John Lewis flagship store that now includes the stunning new Food Hall, for example. Successes such as these show that the greatest retail can be, and is, provided here.

What we learn from these accomplishments is that with will and creativity we can continue to improve the area in a way that produces an environment for the greatest shopping experience. This creativity must include consideration of the factors that make the West End unique. It is our ambition to respond to competition from satellite shopping centres in the specific areas where they directly compete with the West End’s business. However, to do this means not to attempt to replicate the satellite offers, but rather to celebrate the unique qualities of the West End: range, diversity, transport connections, vibrancy, and a rich heritage of grand and impressive architecture, as well as more secluded streets and alleys. We also have to respect and build upon the long established residential nature of the surrounding area.

Reflecting the discussions we have had in preparing this Action Plan, we have focused this work on the east end of Oxford Street, where there is both the greatest potential and the most pressing need for improvement. This particular area of Oxford Street lets down the shopping experience in the rest of the street. We must work together to address this in order to bring a fresh impetus and a new retail flavour to the area, which may benefit from one or more new ‘anchor’ tenants or destinations. In addition, streets such as Hanway Place could be given a makeover similar to the kind that has successfully transformed Avery Row.

We must not forget that no amount of improvement to transport infrastructure, the streets themselves, or the way the area is managed and marketed will matter if we lose sight of the core activity of this area: world-class retail. We have to deliver, and continue to deliver, the very highest standard and range of retail that can be offered. If we cannot achieve this, then all our other efforts will be wasted.

“We strongly share Westminster City Council’s aspiration to improve these streets and the wider locality, which are of critical significance to London and indeed the UK.”

Robert M Noel
Property Director
Great Portland Estate

“It is important that every opportunity is taken to encourage investment as early as possible.”

Paul Williams
Derwent London

Funding for the Crossrail proposal has now been secured. This will result in development proposals on Crossrail, including sites at the east end of Oxford Street, this may also encourage other developers in the area to bring forward proposals for their sites. The timing of the construction of development proposals on the Crossrail sites will be determined by the Crossrail construction programme, which is assumed to be from 2010. It is currently anticipated that the Crossrail service will be operational by 2017. Subject to progress, we will secure phased environmental improvements to the areas prior to its completion.

In the interim, the council will take the lead in identifying and implementing a series of short to medium term measures to begin the process of enhancing and revitalising Oxford Street, in particular its eastern end, in time for the 2012 London Olympics. The successful completion of these actions will be based on the council working in partnership with our partners and key stakeholders.

THE GREATEST SHOPPING EXPERIENCE

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Oxford Street Development Opportunities

>> We welcome dialogue on the development opportunities for Oxford Street with all key stakeholders.

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Shop fronts and signs throughout the area need to reflect the image of the greatest shopping experience. This is important at the main ‘entry’ points to ORB, such as the eastern and western ends, including Oxford Circus in Oxford Street. Concerns have been raised that in some cases appropriate permissions and consents have not been secured so as a first step we will carry out an audit of the existing shopfronts and signs and pursue enforcement action against unauthorised works, where appropriate. A townscape assessment will also be undertaken to identify buildings requiring cleaning, improved shopfronts and signs. We will produce a coherent design strategy for shopfronts and signs in the ORB Action Plan area. Finally in this area, we will identify funding and delivery strategies for implementing comprehensive improvements to shopfronts and signage.

We want to ensure that while celebrating the historic buildings we develop a design agenda that includes innovative ideas for street improvements and we will engage with Westminster’s existing Public Art panel to develop options for public art and lighting. We will also enhance the legibility of pedestrian access to Oxford Street particularly whilst works are taking place around the Tottenham Court Road Station Crossrail sites.

Working with our partners is a key component of improving the area and we were pleased to receive strong endorsement and supportive feedback on the need to revitalise the area. We are committed to maintaining and enhancing links with the major landowners in the area for improvements to areas adjoining Oxford Street and Regent Street. We will also undertake a comprehensive review of land ownership at the eastern end of Oxford Street and conduct an audit of upper floors of buildings to establish vacancy rates and identify strategies for bringing buildings back into use.

The improvement of Tottenham Court Road and St Giles Circus, a gateway to the ORB area, is another priority. Sir Terry Farrell was appointed by Design for London, in conjunction with Camden and Westminster, to look at St Giles Circus and Tottenham Court Road area, and particularly at how the public realm could be improved and what implications these changes might have for new development alignments and scale. Potential medium and long term improvements and interventions have been identified in the study, which will now be considered.

In summer 2008, the council will produce a planning addendum to the ORB Action Plan, which will include further information on the above actions and set out our long term (post 2010) planning strategies for Oxford Street, particularly at the eastern end.

“We also are in favour of steps being taken to upgrade the public realm in this important area of London and see the preparation of the Plan as very timely.”

Heather Acton, former Chair
The Marylebone Association
THE FREEDOM TO MOVE

Oxford Street, Regent Street, and New and Old Bond Streets are major visitor attractions. Five million Londoners and visitors from elsewhere in the UK and overseas choose to come and shop in these streets every week. There is a vast transport infrastructure at work to ensure that they arrive and depart easily and safely. However, this infrastructure is under considerable strain, and without addressing transport issues, no significant change in the environment will be achievable.

In the longer term, the progression of Crossrail will also be important in ensuring that the transport needs of the people who come to the West End are met. In October 2007, the Government announced the funding package that will enable Crossrail to be taken forward. The expected cost of £16 billion will be funded by Government, passengers and businesses, each contributing approximately one third. In the meantime, the Crossrail Hybrid Bill is proceeding through Parliament and is likely to receive Royal Assent in summer 2008. Advance works will commence in 2009 and full construction is expected to be underway during 2012 with services commencing by 2017.

In addition to the issues involved in ensuring visitors to the area travel efficiently and safely between their destinations, the vast number of people moving through the area creates a considerable challenge in itself. While Oxford Street east is more often cited as experiencing high levels of pedestrian and vehicular congestion due to narrow pavements and highway, the western end of the street also has to confront significant congestion due to the A41 being routed along this section.

Given the assessments of crowding, it is not surprising that there are many reports of people choosing not to visit the area because of the congestion on the pavements. It is clear that congestion on the pavements is related to congestion on the highway. If vehicular traffic congestion can be eased, not only will the streets feel less crowded, but it will also allow pedestrians much greater freedom of movement – for example, when crossing main and side streets. Further to this, these streets become easier to cross when longer time slots can be allotted to pedestrian phases of traffic lights. If vehicular traffic levels can be reduced, and servicing during core trading hours can be minimised, then an increased area of the highway can be found to allow for wider pavements. All of these improvements would contribute to reducing the stress on the area’s visitors.

The Mayor of London has made clear his interest in exploring the possibility of a transit system for Oxford Street, and TfL is considering the various options for how this could be achieved. Whether a transit system or another major proposal is brought forward, it will take time to be implemented. Until then, and while the long-term options are being reviewed, there is much that can be done to ease congestion on the streets and pavements through successful management of local transport, such as buses, taxis and private vehicles, by reducing traffic levels, clearing pavement obstructions, widening footways, improving crossings, and introducing clear signage to particular destinations.

PEDESTRIAN MOVEMENT

▶ 87% OF SHOPPERS CHOOSE TO MOVE AROUND THE WEST END ON FOOT.
▶ THE HIGHEST PEDESTRIAN FLOWS ON THE THREE RETAIL STREETS OCCUR BETWEEN THE PEAK TIMES OF 3PM AND 5PM ON SATURDAYS.
▶ THE BUSIEST PAVEMENTS IN THE AREA ARE ON OXFORD STREET (EITHER SIDE OF OXFORD CIRCUS), AROUND BOND STREET STATION, AND ON REGENT STREET JUST SOUTH OF OXFORD CIRCUS.
▶ 27% OF ALL SHOPPERS IN THE WEST END OFTEN FEEL LOST, AND 38% OF ALL TOURISTS HAVE DIFFICULTY FINDING THEIR WAY AROUND. MANY OF THESE VISITORS SAY THAT THE NUMBER OF BUSES AND TAXIS ON THE ROADS MADE THEIR SHOPPING EXPERIENCE UNPLEASANT.
▶ 41% OF WEST END SHOPPERS NEVER VENTURE OFF THE MAIN STREETS.
▶ MOST SHOPPERS TEND TO NAVIGATE THESE STREETS WITH REFERENCE TO SPECIFIC STORES, RATHER THAN STREET NAMES OR AREAS.
Improving the traffic flow will enhance the environment for pedestrians. Smooth-flowing traffic along the main streets is less obstructive, improving both pedestrian movement and views. Westminster City Council and TfL have already been working together to identify and implement a series of measures in these areas. These have included changing taxi ranks and bus stops, and alterations to traffic management and turning movements. These measures have already reduced delays and improved movement on the streets, particularly at junctions, and they should also improve safety. We will monitor whether any traffic management alterations result in significantly increased levels of traffic in residential streets.

We will build on this work by implementing proposals following the completion of a study and strategic traffic model for central London which analysed a number of options for further traffic reduction on central London which included diverting general traffic off Oxford Street at the western end, providing taxis with better north-south routes, and looking at how deliveries can be better organised to reduce lorry movements. We will make taxis more accessible by placing new taxi ranks on side streets, particularly beside and behind department stores, and clearly signpost them from the main streets. Working with the taxi trade and the larger stores we will encourage people to use these ranks, and will implement a series of measures to ensure that taking a taxi in the area is as easy and efficient as possible. By carefully considering suitable locations for new taxi ranks, this system will help to reduce the general traffic congestion. Through a number of initial measures we have re-located some taxi ranks off Oxford Street. For example, there is a new taxi rank at the back of John Lewis, which has proved to be popular with shoppers. We will seek to reduce levels of general traffic in Oxford Street, and will undertake a review to inform this process, potentially freeing up additional space in Oxford Street for pedestrians. The review will include consideration of any impact on adjacent streets and walking distances for those with impaired mobility. We will enforce existing and new traffic restrictions aiming to prevent illegal traffic movements in and around the main retail streets. High levels of courier activity and van traffic will also need to be addressed by similar measures. The Crown Estate is commissioning ‘walking plans’ based on the Legible London map (reference below) to be distributed amongst Regent Street offices to encourage walking over motorised transport by office workers for localised journeys.

We have reviewed bus-stop allocations to minimise queuing buses and will now ensure that there are the appropriate number of stops in the right places. To further secure traffic-flow benefits, and improve pedestrian safety, we will review parking controls around junctions. Enforcement against pavement cycling will be addressed within any proposed review parking controls around junctions. Particularly as Tottenham Court Road is particularly as Tottenham Court Road is the main streets, and the needs of cyclists will be addressed within any proposed traffic restrictions. Cycling will be promoted, particularly as Tottenham Court Road is on the London Cycle Network, and other cycle routes will also be considered. Enforcement against pavement cycling will accompany this. Particular attention will be given to New Bond Street, which also forms part of the London Cycle Network, but carries significant volumes of motor traffic and suffers from vehicles both waiting and loading in traffic lanes – creating further obstacles for cyclists. Car and taxi access is often important for many customers in Bond Street and there are no plans to pedestrianise these areas. The sheer number of shops and stores along these streets necessitates significant levels of freight and servicing activity, and in some cases provision for this off the main streets is not available. However, we will work with retailers and landowners to identify ways to improve, and possibly consolidate, freight activity. The Crown Estate will commence a two year pilot of a Service Consolidation Scheme for Regent Street which should deliver a significant reduction in servicing for participating retailers.

In addition, we will seek to agree access options for further traffic reduction on adjacent streets and designated loading and unloading points, as well as aiming to restrict loading before noon. Where necessary we will continue developing suitable locations for new taxi ranks, this system will help to reduce the general traffic congestion. Through a number of initial measures we have re-located some taxi ranks off Oxford Street. For example, there is a new taxi rank at the back of John Lewis, which has proved to be popular with shoppers.

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to install loading pads into extended footways. Once again, enforcement against loading and servicing activity outside these times and places will need to be increased whilst ensuring that there are sufficient safe and legal loading areas. We will liaise with the Central London Freight Quality Partnership and link our work to their recent code of practice, and we are committed to considering the impact of any potential changes on neighbouring streets.

In November 2007 we launched a prototype for the Legible London project in the ORB area which specifically seeks to support the connection of Bond Street Underground station to Bond Street, but more generally begins to address the issue of ‘wayfinding’ around the West End and aims to help people develop a ‘mental map’ of the area. The prototype tests the design principles set out by Central London Partnership in ‘Legible London. A Wayfinding Study’ (March 2006) and seeks to clear up any confusion about how to find three of the most prestigious retail streets and navigate the surrounding areas.

An evaluation of the prototype is being undertaken which will establish whether the system has increased the number of journeys walked, helped people get to their destinations more efficiently and given people the confidence to try new routes. The results of the evaluation will inform the development of the prototype and how the future roll out of a world-class wayfinding system is implemented in the ORB area and across London. Where possible, we will consider widening footways and pedestrian crossings throughout the area, and assess options for the use of shared surfaces. A study has been undertaken into the widening of the footway in Oxford Street east which includes a potential 1.8m additional footway on each side of the street. This would enhance the area enabling greater ease of movement.

We will develop proposals to manage pedestrian safety through the limited use of guard railings. Unnecessary pavement clutter, barriers and railings, including those ‘cattle pen’ style pedestrian crossings, will be removed in Regent Street and other areas. All remaining redundant traffic islands and bollards will be removed, and the road space will be redesigned in Oxford Street, once decisions have been taken regarding the provision of new street lighting. We will also examine ways to prioritise pedestrian movement in Regent Street.

At the heart of London’s shopping district, Oxford Circus is served by three tube lines; Bakerloo line, Central line and Victoria line. The common entrances to, and exits from these, are all at the busy intersection of Regent Street and Oxford Street. No wonder then that this is a popular meeting place and that Oxford Circus is one of the most congested areas in the ORB area with 172,000 people using the tube station and 63,000 people boarding or alighting from buses each weekday.

To ease the movement of pedestrians, we will be opening up the footways, removing obstructions and providing two way diagonal crossings at Oxford Circus – the first in Central London. As part of the Oxford Circus development we will remove the ballustrades, relocate the taxi rank in the centre of Regent Street north of Oxford Circus, give more time to pedestrians and create a better environment which will help pedestrian movement.

“I wholeheartedly endorse the proposal for better signage and routemarking to help visitors to negotiate the streets as pedestrians, and so to remove some pressure from public transport.”

The Venerable Dr W M Jacob Archdeacon of Charing Cross

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AT FIRST SIGHT

Oxford and Regent Streets, with their long vistas and variety of grand buildings, have a unique, dramatic, and inspiring visual impact. Old Bond Street has a different character, but is equally visually appealing. We should protect and enhance the views in all of these areas. Standing at any point on Oxford Street visitors should be captivated by the quality and scale of the street. We will clear and unify the views, thereby increasing their impact.

There is a close connection between the visual impact of a street and the quality of its buildings, and we are keen to retain the distinctive look of these streets. Nonetheless, we welcome and encourage appropriate and innovative developments, whilst at the same time preserving the visual heritage that we see in many of the important frontages.

Harmonised functional and creative lighting can be very effective in drawing our gaze to landmarks and architectural beauty. We will develop the conceptual street lighting proposals included in the Action Plan to achieve a clear, integrated lighting design scheme. Proposals include iconic lighting that reflects the different characters of Oxford, Regent, and Bond Streets. We will trial new lighting in Oxford Street. Lighting will be integrated where appropriate, to minimise clutter and provide improved ambience and localised accent. Designs will provide improved general illumination levels, as well as more consistent and higher quality lighting. This will offer a greater appreciation of the street environment and contribute to improved safety and security issues. We will develop improved lighting for Oxford Circus in discussion with The Crown Estate.

We will look at ways to highlight landmarks through improved architectural lighting, introduce creative lighting around rest areas, and will work to ensure high quality Christmas lighting. The environmental impact of all lighting will be carefully considered; our aim is lighting that is iconic in both design and sustainability. The new five year BID will provide a regular income stream against which new lighting proposals will be sought.

The visual impact of Oxford Street and Regent Street would be improved by uncluttered pavements that contain only the minimum necessary street furniture. We will continue with our programme to audit and remove redundant and damaged street clutter, and review litter bin placement. We will investigate options for harmonious design and clustering of street furniture that enhances the visual experience.

Items will be cleaned and maintained. The trees along Oxford Street provide welcome greenness, although some trees struggle to survive due to their locations and tree grilles can incur problems. We will audit and correct problems with trees and tree grilles and consider planting new trees along Oxford Street.

Oxford Circus is a historic landmark, dating back to when Nash designed the junction as part of his project to create Regent Street. It is an iconic sight, and a key gateway to the area, providing many visitors with their first impression of Oxford and Regent streets. The appearance of this centrepiece is therefore paramount and as part of our commitment to increase the visual impact of the streets, as well as reducing pedestrian congestion, we will be de-cluttering Oxford Circus and its immediate surroundings.

Mobile advertising signs, or ‘golf sale’ signs, and leaflet and free literature distribution do nothing to visually

"We agree that there is a need to reduce street clutter and welcome the proposed audit of street furniture overall..."

Heather Acton, former Chair
The Marylebone Association

VISUAL CLUTTER

- 50 MOBILE SIGNS WERE COUNTED ON THE THREE RETAIL STREETS IN ONE DAY.
- 130 COMPANIES REGULARLY DISTRIBUTE FREE LITERATURE ON WEST END STREETS.
- 73 UNLICENSED STREET-TRADING INCIDENTS WERE RECORDED IN OXFORD STREET ALONE IN ONE YEAR.
enhance the area and cause litter. New legislation allows for leaflet distribution to be controlled by limiting it to licensed pitches, however initially we will seek to control the problem through an informal agreement and negotiation with the distributors. Legislation has also been introduced that enables the council to prosecute for offences involving the display of mobile signage in certain designated areas. These areas have been defined and designations are now in place. Breaches of this regulation will be vigorously pursued.

Piles of commercial waste bags are a further eyesore, as these are often placed on the highway outside collection times. We will continue to target enforcement against people who leave waste on highways outside allotted times.

Cafes and other facilities can sometimes contribute to the sense of clutter and detract from the impact of the streets by allowing tables, chairs, and signs (including A-boards) to drift out beyond their official boundaries and impinge on the public highway. Not only does this have a negative effect on the visual impact of these streets, but it also makes walking along the pavements difficult, and adds to the general sense of crowding. We will continue to take action to enforce against these breaches of the existing regulations. For all these activities, a sustained resource commitment for additional street enforcement staff will be sought.

Oxford Street in particular includes a number of independent street traders with pitches along the street. Whilst these pitches can restrict the views of the area and obstruct movement along the pavements, the traders have been an important feature of the district. The council commissioned an independent, across-the-board review of street trading in the ORB and Heart of London area. The purpose of the review was to consider the strengths and weaknesses of street trading as it currently stands, and suggest improvements. The review included consideration of the location, management and appearance of stalls, the merchandise on offer, and the customers’ views.

The review identified a range of issues that need a resolution and Westminster City Council will take the outcome of this review forward in a separate report.

In addition, we have been successful in increased enforcement to tidy up illegal street trading. This includes licensed traders who are trading outside of their boundaries and breaching other rules, such as selling commodities outside their license. We now have in place a weekly operation that is conducted to tackle unlicensed street trading.

We are keen to enhance the visual appearance of these streets with more public art, where this will fit with the surroundings and add to the attraction of the West End, while taking care to avoid contributing additional visual clutter or further impeding pedestrian movement.
A PLACE TO UNWIND

We recognise that the ‘hustle and bustle’ of the main streets is part of the excitement and draw of this district, however people also require breaks in the pace in order to sustain their enjoyment. We have therefore initiated a programme of creating quiet ‘oasis’ areas with a sense of place, where people can stop and pace in order to sustain their enjoyment.

“A place to unwind”

“We endorse your proposals to introduce a number of ‘oases’ and ‘areas of calm’, ...”

“The proposal for a series of ‘oases’ at various points along Oxford Street is imaginative and constructive.”

The Venerable Dr W M Jacob
Archdeacon of Charing Cross

Simon Barnett
Living Streets

These oases, or rest areas, could have a range of accessible seating, trees or other greenery, and include the provision of facilities such as public toilets. Some areas would be combined with the micro street markets, refreshment facilities or al fresco dining, while others might include pieces of public art. All would provide a haven without having to travel far from the retail streets, and an opportunity to ‘recharge the batteries’ before resuming shopping.

Careful management of these spaces will be required, and the impact on residents carefully considered before going ahead. We have undertaken consultation and will now pedestrianise Regent Place at the junction with Regent Street.

In addition to creating new spaces, several such oases already exist just off these main streets, which could be improved and better signposted. Effective wayfinding has an important part to play as demonstrated by the prototype for Legible London in ORB. Linking to the main streets needs to be carefully considered, not just for simplicity, but also for the potential impact of the route, which may be through a residential area. The recent enhancements of New Burlington Place, and the earlier improvements to St Christopher’s Place, provide examples of what can be achieved.

Opportunities for the development of mini oasis areas exist in the spaces created in several side streets that have been partially pedestrianised at their junctions with Oxford Street, such as Argyll Street, Balderton Street and Lumley Street. Currently the use of these spaces is limited. However, by imaginatively repositioning the existing street traders, areas could be opened up which would make these streets more welcoming.

This work will dovetail into the programme of oasis improvements, based on locations with the greatest opportunities for change and those where it may be possible to use negotiated planning obligations for local environmental enhancements to help with funding. In doing this we would take local identities into consideration, recognising the location and residential aspect of each place, and residents living nearby will be consulted.

A number of schemes are already being discussed to make Marble Arch a more accessible and welcoming place and proposals exist for the establishment of refreshment facilities in a landscaped green space on the eastern island. Enhancement of pedestrian and cycle facilities will depend on the outcome of studies on the Marble Arch gyratory. A programme of works is now nearing completion which will remove the subways and introduce surface-level crossings. This will vastly improve the connectivity of Marble Arch with Oxford Street, and recognise the important link with the great expanses of Hyde Park. Hyde Park is not the only green space adjacent to these retail streets.

PROPOSED AREAS OF CALM

LISTED BELOW ARE EXISTING OR POTENTIAL OASES THAT WE WILL BE EITHER CREATING OR ENHANCING.

▶ ST CHRISTOPHER’S PLACE
▶ THE JUNCTION OF OXFORD STREET WITH BALDERTON STREET (LEADING TO BROWN HART GARDENS)
▶ THE JUNCTION OF OXFORD STREET WITH WOODSTOCK STREET
▶ ARGYLL STREET AND LITTLE ARGYLL STREET
▶ GOLDEN SQUARE
▶ CAVENDISH SQUARE
▶ WARWICK STREET
▶ SWALLOW STREET
▶ GLASSHOUSE STREET AND AIR STREET
▶ OLD CAVENDISH STREET
▶ RAMILIES PLACE
▶ POTENTIALLY HANWAY STREET AND HANWAY PLACE
▶ VRE STREET

The Venerable Dr W M Jacob
Archdeacon of Charing Cross

Simon Barnett
Living Streets

The proposal for a series of ‘oases’ at various points along Oxford Street is imaginative and constructive.”

We endorse your proposals to introduce a number of ‘oases’ and ‘areas of calm’,…”

“We are now seeking to put an al fresco dining management plan in place.

A PLACE TO UNWIND

We recognise that the ‘hustle and bustle’ of the main streets is part of the excitement and draw of this district, however people also require breaks in the pace in order to sustain their enjoyment. We have therefore initiated a programme of creating quiet ‘oasis’ areas with a sense of place, where people can stop and pace in order to sustain their enjoyment.

“A place to unwind”

“We endorse your proposals to introduce a number of ‘oases’ and ‘areas of calm’, ...”

“The proposal for a series of ‘oases’ at various points along Oxford Street is imaginative and constructive.”

The Venerable Dr W M Jacob
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Simon Barnett
Living Streets

These oases, or rest areas, could have a range of accessible seating, trees or other greenery, and include the provision of facilities such as public toilets. Some areas would be combined with the micro street markets, refreshment facilities or al fresco dining, while others might include pieces of public art. All would provide a haven without having to travel far from the retail streets, and an opportunity to ‘recharge the batteries’ before resuming shopping.

Careful management of these spaces will be required, and the impact on residents carefully considered before going ahead. We have undertaken consultation and will now pedestrianise Regent Place at the junction with Regent Street.

In addition to creating new spaces, several such oases already exist just off these main streets, which could be improved and better signposted. Effective wayfinding has an important part to play as demonstrated by the prototype for Legible London in ORB. Linking to the main streets needs to be carefully considered, not just for simplicity, but also for the potential impact of the route, which may be through a residential area. The recent enhancements of New Burlington Place, and the earlier improvements to St Christopher’s Place, provide examples of what can be achieved.

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This work will dovetail into the programme of oasis improvements, based on locations with the greatest opportunities for change and those where it may be possible to use negotiated planning obligations for local environmental enhancements to help with funding. In doing this we would take local identities into consideration, recognising the location and residential aspect of each place, and residents living nearby will be consulted.

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Several garden squares exist within a few minutes walk, but these are often unknown to shoppers. Such squares include Cavendish Square, Hanover Square and Soho Square, as well as the recently opened deck at Brown Hart Gardens.

The existing facilities could be improved in these beautiful squares, and ways of alerting people to their whereabouts put in place. For example, people passing through Cavendish Square may not be aware of their proximity to John Lewis or to Oxford Street. On a slightly smaller scale than this, we will also encourage a similar examination of the potential for identifying and utilising small – and in particular green – spaces along the three retail streets.

Now that Crossrail is closer to proceeding, we will examine opportunities for the resulting developments to create new public spaces, for example around Davies Street, South Molton Street, Stratford Place, Tenterden Street and Dering Street.

Some of the proposed oasis rest areas could also host programmes of events – of a nature appropriate to each space – which would be developed in consultation with local residents and retailers.
We are committed to making the revitalisation of these three retail streets, central as they are to the country’s economy and heritage, a landmark in sustainable renewal, which will serve to provide a striking example for the nation. We will expect new developments to conform to the highest standards of sustainable design. We will take advice on the most appropriate use of materials, fixtures and installations in our public realm improvements, including our lighting programme. We will include recycling services in our plans, ensuring we collect and dispose of litter from these incredibly busy streets in an environmentally friendly way. We will also aim to use recycled materials in our schemes. Appreciating the real importance and complexity of these issues, we will establish a forum of expert observers to advise on the ‘green’ dimension of the renewal programme. Westminster City Council signed the Nottingham Declaration on Climate Change in 2007 and will be preparing climate change mitigation and adaptation strategies over the next two years. This will contribute to the council’s ‘Go Green’ programme which aims to improve the council’s environmental performance and contribute to the increased sustainability of Westminster, by working with others to reduce Westminster’s carbon dioxide emissions.

As they stand, before any improvements are even considered, the unique nature of these streets makes them deserving of special treatment of the very highest standard. All the agencies involved must be prepared to work together in new and better ways to achieve the highest level of delivery in their services.

Westminster City Council has introduced Integrated Street Management, bringing together the responsibilities of three council departments to deliver efficient, effective and coordinated services around patrolling and reassurance (currently provided by the City Guardians and School Crossing Patrol staff); street standards and enforcement and the Street Management Centre. For the ORB area this will mean the duties of two teams (Street Environment Managers and Street Licensing Enforcement) will be merged into a single job role (City Inspectors) providing a highly visible on-street service working from an area base so that services are delivered and managed locally.

We welcome the aspirations in the plan to create high quality spaces, and the comprehensive approach to the built environment, particularly in addressing street clutter, pedestrian movement and enforcement.”

Breda Daly
English Heritage

A SPECIAL QUALITY

Oxford Street, Regent Street, and New and Old Bond Streets have a special quality. They are world-renowned assets with unparalleled historical links to royalty, aristocracy, and prestigious retailers that have attracted a cosmopolitan range of shoppers for over a century. This unique area is vital to the success of the wider West End and to London itself, and must be treasured and protected.

“We welcome the aspirations in the plan to create high quality spaces, and the comprehensive approach to the built environment, particularly in addressing street clutter, pedestrian movement and enforcement.”

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English Heritage
The east end of Oxford Street, which experiences significant pedestrian flows on some of the narrowest pavements, has suffered greatly from disruption and deterioration of pavement materials and has not been properly resurfaced for some time (although some maintenance resurfacing has recently taken place). The worst affected areas in Regent Street, following the completion of the London Underground utilities works in the area, will continue to be rutted. Rutting of bus lanes, particularly in Regent Street, will continue to be an issue. The affected areas of Regent Street have recently been reconstructed using innovative new materials that are more hardwearing and resistant to rutting. Monthly inspections will ensure further carriageway rutting is addressed swiftly.

Crime is relatively low despite the vast numbers of people visiting, working and living in the area, but shop-lifting, pick-pocketing, and fraudulent selling do occur. Thankfully, these do not appear to be a major deterrent to visiting the area. Nevertheless, in a welcome move, the Metropolitan Police and Selfridges department store are working together to establish a short term holding facility within Selfridges. The police have introduced Safer Neighbourhood Policing Teams, which provide a more visible presence on the streets, along with a Civic Watch liaison officer.

Much can be achieved through the use of CCTV. Westminster City Council and NWEC ensure the streets are monitored 24 hours a day, and retailers, visitors, and businesses are kept up to date with the status of CCTV. We will now review the strategic operation of CCTV cameras throughout the area and introduce improvements where appropriate. A CCTV technical study will be undertaken to establish a blend of technologies to establish overall shared goals and support all stakeholders and user groups’ expectations of the CCTV network in the area.

Noisy and intrusive street preaching and regular, sometimes aggressive, begging can be a nuisance and cause distress to visitors. We will continue to proactively map and respond to regular begging, and will use Anti-Social Behaviour Orders (ASBOs) to move noisy and intrusive preachers. In addition, Westminster City Council will continue with its ‘Killing With Kindness’ initiative, encouraging people to donate to homeless charities in a way that will be of long-term benefit and help people escape the cycle of drink and drug abuse.

However, whilst many people are happy to make donations to a particular charity, the recent trend of charities employing companies who accost the public on the street to elicit support has become excessive. There will often be several teams operating along a single street at any one time, and many people find these hard-sell tactics threatening and annoying. Westminster City Council have recently reached an informal agreement to manage the numbers and behaviour of the collectors in the area and if this is not successful will use forthcoming legislation to control these ‘charity muggers’ or ‘chuggers’.

We want the streets to offer a special visual experience at all times of the day and night. Garish signage and advertising
mimics the cut-price activities of down-market high streets, lessening the uniqueness of a shopping trip to the West End. Higher standards of advertising and window shutters used on buildings will be encouraged through a retail plan document to be produced by NWEC, working with its property members. Best practice will be identified and outlined in order to influence standards. We will also seek to improve the visual appearance of hoardings around construction and maintenance work sites.

While there are many ongoing, day-to-day concerns to consider, we must not forget the importance of protection against terrorism in any new proposals for such a high-profile location. In partnership with the Metropolitan Police, Westminster City Council’s Community Protection Department is drafting a borough wide Counter Terrorism Plan for publication in 2008. Once the policy framework has been confirmed a recommendations paper will be commissioned detailing the works required to address potential terrorist threats in the ORB area.
Yet it is clear that not all Londoners think of these streets as places they would choose to visit and spend time in. Research cited in various reports suggests that these streets do very poorly in attracting people over 45 years in age, and people with children. Almost certainly, this is also the case for people with any difficulty in mobility, including disabled people. This is not just a matter relating to the central location of this area; Knightsbridge for example, also in central London, does much better in attracting an older age group.

We consider pavement congestion to be a major factor in discouraging these visitors, together with difficulties in crossing streets, accessibility within shops, the lack of sufficient rest areas with seating, and the need for improved, more accessible, toilet provision. Though these would appear to be the key issues that need to be dealt with, we should not presume that we have identified all the problems. The renewal of these streets presents a genuine opportunity to review and address the access needs of older people, families, and disabled people during every stage of the development of new designs and schemes for this area. We are committed to a comprehensive and ongoing inclusive design process covering all aspects of this initiative, and we believe this will bring wide-ranging benefits to the streets themselves, allowing a greater range of people to enjoy all that they have to offer.

We have already started to bring together an Access Panel which will include disabled people as members, to advise us on the principles of accessibility from the master planning stage through to the detailed design and construction phases. This Access Panel will be kept informed of the overall planning and programming work as it progresses, so that wherever possible, access advice is offered at the appropriate stages.

Work is now in place to take forward a wide reaching accessibility audit and examination of step-free routes. An early access audit of these streets will help us establish the successes and failures of the existing provision, and highlight areas where issues of access have not been dealt with. Families, disabled people, children and older people will be involved in compiling the necessary audit and reports, and working with us on other access-driven initiatives. These audits and reports will inform our future proposals for the area, for example the provision of new street furniture in new and existing areas and the removal of railing. We will continue to extend the provision of Blue Badge parking provision for non-resident disabled people by installing further parking bays for disabled people and we will ensure that these areas are provided for disabled pedestrians in appropriate areas.

We believe it is important to understand the disability and access-related issues that will affect the London 2012 Paralympic Games and the many paralympic athletes and large numbers of disabled spectators and officials from...
around the world who will be staying in and around London. We will target initial access improvements that will complement and support access for the 2012 London Paralympics.

Throughout the implementation of the Oxford Street, Regent Street and Bond Street Action Plan, access information we have gathered will be publicised for use by disabled visitors, and will be available to inform work in other city centres across the world. Improvements in accessibility will make it welcoming not only for more people to visit these streets, but will also make it possible for more people to choose to work and live in the area – bringing direct benefits to all concerned.

As indicated in the previous paragraph, it is not simply the needs of visitors that concern us when we consider the future of the area. One of central London’s great assets is its strong residential community. We are committed not only to improving the streets for visitors, but at the same time, to protecting and enhancing residential amenity. Where there are opportunities for development – although residential developments on the three retail streets themselves might prove difficult – we are keen to encourage further residential use within the buildings in this area, and improved amenity use by residents of all that the area has to offer.

It is important to remember that when these streets are successful they benefit local residents as well as business, providing a pleasant atmosphere, good transport links, regular investment, and world-class facilities on the doorstep. We do recognise, however, that the pressures of a successful retail environment can be a challenge for those living in the vicinity if it is not managed carefully. We are committed, during our efforts to reduce congestion, to consider the impact of any resulting changes on neighbouring streets. This includes the impact of deliveries to the rear of buildings.

Smaller developments, such as improvements and linkages to oasis spaces, must consider the impact of any increased pedestrian numbers along residential streets. We will recognise local residential identities in the operation and design of new oases and larger developments must consider the potential impact of construction on those in the surrounding area. Changes made to the overall environment must consider the cumulative impact they could have on residential neighbourhoods. We will look at whether we might need to offer some special protection to areas north of Oxford Street from the impact of increased restaurant use.

We will continue to work together with residents and local organisations in the Westminster City Council wards covering Marylebone, Fitzrovia, Covent Garden, Soho, Mayfair and St James’ through the ORB Forum. We will continue to liaise and consult with our neighbours in the Camden wards of Holborn, Covent Garden, Bloomsbury and St Giles. We believe that the proposals in our final Action Plan reflect the aspirations of residents in all of these wards for the area in which they live.
Negative, outdated perceptions of an area can persist for a long time. Clearly, there would be little benefit from improving the area if people decide not to visit due to an unfavourable, out-of-date reputation. If people don’t come, investment will be discouraged and the ability to improve the area will be diminished. It is therefore vital that we promote a fresh, strong and positive view of the West End to encourage these visitors and promote all the improvements as they are achieved. Forthcoming retail developments are likely to attract much publicity. It is therefore important to ensure that we continue to promote and market the area appropriately, facilitated by accessing the necessary funds, in order to maintain the West End’s international, competitive edge.

The West End Marketing Alliance (WEMA) brings together key partners to promote the West End’s unique attraction. See glossary for details of the group’s membership. NWEC, Westminster City Council and TfL will maintain their role within WEMA and will help to ensure improvements are promoted through its work.

The Alliance will be crucial to publicising and promoting the improvements to the West End to the millions of potential visitors around the world in preparation for, and later building on, the 2012 Olympic and Paralympic Games to enhance the perception of London as a world-class destination for shopping and being entertained.

The Alliance will also play an important role in ensuring that there is adequate provision of information within the area and at transport nodes across London, in order to make the whole experience of visiting the West End easier and to raise awareness of the range of attractions on offer. The Alliance will promote the wider West End as well as the three retail streets themselves. Our prototype wayfinding scheme as part of Legible London will seek to ensure that people are not only aware of how to navigate their way around the streets, but also where they are in relation to other parts of the West End and central London – reinforcing the diversity and range of activities and entertainment available.

The subsequent roll out of Legible London, the wayfinding scheme, across the capital will ensure that the West End’s close proximity to other areas of central London is clear to visitors and Londoners. We will promote the existence of this scheme and raise awareness of the diversity of attractions.

We will keep people informed regarding the impact of Crossrail developments and access to the area around construction sites.

On the streets themselves, NWEC’s team of Red Caps will continue to act as ‘meeters and greeters’, offering advice and information to visitors. The Red Caps will take part in the London Ambassador scheme, which places a focus on customer service and equips them with the skills to become an integral part of the welcome to London. As London Ambassadors
they will be recognised as providing an exemplary and personal service to visitors. In addition, we will explore the replication of this approach within key shops in the area. Consideration will be given to the placement of information kiosks to supplement the information and advice provided by Red Caps. A fixed information point was trialed successfully at the VIP traffic free event on 1st December 2007.

A programme of retailer-driven attractions and offers should reflect the diversity of visitors, and could include the promotion of initiatives that link the retail streets with other key parts of the West End, for example dining and theatre offers. Regent Street’s recent festival, ‘A Walk Through Spain’, was an example of a successful and fun promotional initiative. A recent brand-mapping study showed that the West End offer has a depth that is not well communicated. NWEC’s new five year BID term will involve a marketing programme aimed at promoting the area, its offer and that of the wider West End in which it operates.

Traffic-free days have been popular with shoppers and retailers, although the impact of diverted traffic, especially through residential areas, needs to be carefully managed. A limited number of initiatives that close Oxford Street and/or Regent Street to traffic for a day, or part of a day, will be considered. Sufficient preparation time will be allowed to ensure that they can be managed efficiently to minimise any potential disruptions to the local and surrounding areas.
The table included in the next section lists every action committed to, spread over a timeline for the next five years and divided into themes as presented in this Action Plan. Westminster City Council has committed £3 million over the lifetime of this initiative to act as a pump-priming measure to encourage further investment from other partners. In addition, NWEC has made a commitment to invest £9 million in the area through TfL. It is currently anticipated that the total cost of this Action Plan will be in excess of £40 million, but that we will seek to use the existing resources – including the City council’s £3 million – as leverage for additional funding and also to realise a number of smaller-scale, immediate actions. Some actions will only happen if there is a genuine commitment to the investment that is required on the part of central Government and local landowners.

We will be calling on central Government and landowners to make a commitment to the West End. This is an area vital to the nation’s economy, which in three streets provides a greater retail contribution to the country than the whole of Birmingham and Manchester put together.

**MAKING IT HAPPEN**

**ACHIEVEMENT THROUGH PARTNERSHIP**

The council, together with its partners, Transport for London and New West End Company are committed to realising our ambitions to achieve our shared vision and deliver the ORB Action Plan. We have been working in close collaboration, together with our partners, since the launch of the action plan on 1st March 2007. In order to realise our ambitious programme of change, we need this collaborative working to remain. The support from our key stakeholders, landowners and property developers, is not to be underestimated, as without their help to underpin this Action Plan, it will not be possible to deliver our vision.

The table included in the next section lists every action committed to, spread over a timeline for the next five years, and divided into themes as presented in this Action Plan. Each action has a partner who is identified as the lead and responsible for ensuring the delivery of the action.

**BUDGET**

Westminster City Council has committed £3 million over the lifetime of this initiative to act as a pump-priming measure to encourage further investment from other partners. The Mayor of London committed £9 million during NWEC’s first term, to match the funding it received from retailers and landowners, which is being invested in the area through TfL. As set out in NWEC’s five year business plan for its second term (commencing April 2008), £17 million will be raised from its members and landowners. In addition, the Mayor has announced that he will be providing match funding of £17 million to address transport and accessibility issues in and around the West End.

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**CENTRAL GOVERNMENT’S CONTRIBUTION – LOCAL BUSINESS RATES**

We will be calling on central government and landowners to make a commitment to the West End. This is an area vital to the nation’s economy, which in three streets provides a greater retail contribution to the country than the whole of Birmingham and Manchester put together.

There needs to be genuine and open consideration given by government to a fairer allocation of the considerable funds generated by local business rates towards these proposals. Currently, only around 13p in every £1 of the business rates collected in the West End is available to be reinvested locally. If just a fraction more were available this would enable us to carry out all the commitments made in this Action Plan. For example,
an extra penny in the pound in business rates made available for local reinvestment would raise £22.7m, and two pence would raise £45.4m. We are looking, therefore, to central government to do its part by allowing a small, further portion of the money collected from the businesses in this area to go towards allowing London’s West End to thrive and fulfill its potential on an international level.

**TIMETABLE**

The timetable we give here, subject as it is to external funding, can only be indicative. It will change as the work progresses, responding to opportunities and funding availability. It is likely, too, that there will be a need for phasing of improvement schemes; there is only so much that can be done at once, and it is also important to recognise the impact of development on the local area and residents. This phasing must remain flexible, however we do need to give attention in the short-term to managing the impact of utilities’ diversion works at Tottenham Court Road station which are necessary for both London Underground and Crossrail in order for them to carry out their works to improve the existing station and build the new one. Apart from the management of the utilities’ diversion and station construction work from 2004 to 2015, required to deliver the improvements to the area, it will be vital to ensure that opportunities are taken to minimise any negative impact. This is clearly related to the proposed improvements to the public realm of the eastern end of Oxford Street – one of our priorities for early attention. As we draw up our timetable, we will also need to remain aware of 2012 and the importance of having the area ready to present to the world for the Olympic and Paralympic Games.

It is worth noting that this is a short-to-medium-term Action Plan for the next five years. However, all partners need to start planning now for the longer-term moves that will be set by the West End Steering and Transport at the council. The current Member for Economic Development, Simon Milton, in October 2006 and chaired by Councillor Danny Chalkley, Cabinet Member for Economic Development and Transport at the council. The current membership of the West End Steering and Co-ordination Group is set out below.

In addition, the Oxford, Regent and Bond Street Forum (ORB Forum), brings residents, businesses and other key stakeholders together to discuss progress on the Action Plan and answer any specific questions around implementation. The ORB Forum is also chaired by Councillor Danny Chalkley.

**MEMBERSHIP OF THE WEST END STEERING GROUP (TO DATE)**

- Westminster City Council
- Greater London Authority
- Transport for London
- Heart of London Business Alliance
- New West End Company
- Society of London Theatre
- Westminster Property Owners Association
- London West End Community Network*  

**MANAGEMENT ARRANGEMENTS**

Oxford, Regent and Bond Street present a complex set of issues; these include challenges on working within complicated policy frameworks at a national, pan-London and borough level, aligning objectives and putting in place effective structures that will equitably deliver to all partners to deliver effectively.

The West End Retail Area (WERA)/ORB Planning and Development Group was established in 2007 and is jointly chaired by the council’s Director of Transportation and a representative of the GLA’s Mayor’s Office. This is an officer group focusing on planning and transportation delivery issues. The function of the group is to share information and discuss and develop proposals to convert the vision of the ORB Action Plan and the West End Retail Commission into reality.

The group also monitors progress on all activities. Reporting to the WERA/ORB Planning and Development Group there will be a number of thematic working groups, led by one of the partners responsible for the implementation of particular aspects of the Action Plan. For example, to bring to fruition the programme of coves, deliver the clean and safe agenda, lead on de-cluttering Oxford Circus and the Oxford Street East widening proposal. The wider context and strategic oversight will be set by the West End Steering and Co-ordination Group, announced by the Leader of Westminster City Council, Sir Simon Milton, in October 2006 and chaired by Councillor Danny Chalkley, Cabinet Member for Economic Development and Transport at the council. The current membership of the West End Steering and Co-ordination Group is set out below.

The ORB Forum is also chaired by Councillor Danny Chalkley.

**THE WERA/ORB PLANNING AND DEVELOPMENT GROUP SEEKS TO REACH CONSENSUS AND MAKE PROPOSALS ON:**

- **HOW TO TAKE THE ORB ACTION PLAN AND RECOMMENDATIONS OF THE WEST END RETAIL COMMISSION FORWARD.**
- **THE OVERALL WORK PROGRAMME, PRIORITIES, PHASING AND TIMING OF ACTIONS.**
- **LIKELY FUNDING SOURCES FOR PROPOSALS AND SUGGESTING WAYS OF PRIORITISING THE SPEND OF FUNDS COMMITTED BY PARTNER AGENCIES TOWARDS THE ACTION PLAN.**
- **DEVELOP AND, AS APPROPRIATE, OVERSEE IMPLEMENTATION OF STRATEGIC PLANNING FRAMEWORKS (INCLUDING THOSE REQUIRED BY THE LONDON PLAN) AND PROPOSALS FOR USE OF LAND REGULATION POWERS TO FACILITATE DEVELOPMENT.**
- **RECOMMENDATIONS TO THE ORGANISATIONS, BUSINESSES AND STAKEHOLDERS OF ORB ON THE PREFERRED APPROACH TO MATTERS WITHIN ITS REMIT.**

Support for all of these groups, and the responsibility for ensuring that the overall delivery of the Action Plan keeps to the agreed timetable, will lie with Westminster City Council’s West End Team, part of the Planning and City Development Department with key support from the Director of Transportation.
TIMELINE OF ACTIONS

The following pages set out a series of actions we would like to achieve. The timeline of actions includes short to medium term priorities, subdivided into seven themes. Together they make up a raft of proposals that will deliver our shared vision.

THE GREATEST SHOPPING EXPERIENCE

2008 / 2009

Actions already underway as part of the City Council and partners’ commitments.

▶ A1 DRAFT IMPROVEMENTS TO THE PUBLIC REALM AND INFRASTRUCTURE IN THE EAST END OF OXFORD STREET TO MATCH INVESTMENT IN RETAIL PROVISION. – WCC

▶ A2 CONTINUE TO MAINTAIN AND ENHANCE LINKS WITH MAJOR LANDOWNERS IN THE AREA, FOR IMPROVEMENTS TO AREAS ADJACENT TO OXFORD STREET AND REGENT STREET. – WCC

▶ A3 UNDERTAKE A COMPREHENSIVE REVIEW OF LAND OWNERSHIP AT OXFORD STREET EAST. – WCC

▶ A4 CARRY OUT AN AUDIT OF UPPER FLOORS OF BUILDINGS TO ESTABLISH VACANCY RATES AND DEVELOP A STRATEGY FOR BRINGING BUILDINGS BACK INTO USE. – WCC

▶ A5 CARRY OUT A TOWNSCAPE ASSESSMENT FOR THE ORB ACTION PLAN AREA TO IDENTIFY BUILDINGS REQUIRING CLEANING, NEW SHOP FRONTS AND SIGNS THAT WILL INCLUDE AN AUDIT OF PERMIS SIONS CONFERRED TO SHOP FRONTS AND SIGNS. – WCC

▶ A6 ENGAGE WITH WESTMINSTER’S EXISTING PUBLIC ART PANEL TO DEVELOP OPTIONS FOR DECORATIVE PUBLIC ART AND LIGHTING AND DEVELOP A DESIGN AGENDA TO INCLUDE INNOVATIVE IDEAS FOR STREET IMPROVEMENTS. – WCC

▶ A7 PRODUCE A PLANNING ADDENDUM TO THE ORB ACTION PLAN SETTING OUT PLANNING STRATEGIES FOR OXFORD STREET, POST 2010, WITH PARTICULAR EMPHASIS ON THE EASTERN END. – WCC

2009 / 2010

Actions being developed as part of the Action Plan process. Implementation may depend on funding being secured.

▶ B1 WHERE APPROPRIATE PURSUE ENFORCEMENT ACTION AGAINST UNAUTHORISED SHOP FRONTS AND SIGNS. – WCC

▶ B2 PRODUCE A COHERENT DESIGN STRATEGY FOR NEW SHOP FRONTS AND SIGNS IN THE ORB ACTION PLAN AREA. – WCC

▶ B3 IDENTIFY FUNDING OR DELIVERY STRATEGIES FOR IMPLEMENTING COMPREHENSIVE IMPROVEMENTS TO SHOP FRONTS AND DAMAGE. – WCC

Post 2010

Actions to be developed as part of the Action Plan process.

▶ C1 ENHANCE LEGIBILITY OF PEDESTRIAN ACCESS TO OXFORD STREET WHILE WORKS ARE TAKING PLACE AROUND THE TOTTENHAM COURT ROAD STATION CROSS RAIL SITES. – WCC

▶ C2 CONSIDER AVERY ROWS STYLE MAKEOVER FOR HANDARY PLACE. – WCC

▶ C3 SUBJECT TO PROGRESS OF CROSS RAIL, LONDON UNDERGROUND AND ACCOMPANYING DEVELOPMENT PROPOSALS, SECURE PHASED ENVIRONMENTAL IMPROVEMENTS TO AREA PRIOR TO COMPLETION IN 2017/8. – WCC

NB

Highlighted entries denote on-going actions
THE FREEDOM TO MOVE

2008 / 2005
Actions are already underway as part of the City Council and partners’ commitments.

▶ A8 COMPLETE AN INITIAL PACKAGE OF PEDESTRIAN AND TRAFFIC FLOW IMPROVEMENTS ON OXFORD STREET – TFL

▶ A9 IMPLEMENT PROPOSALS FOLLOWING COMPLETION OF THE BLUEPRINT STUDY AND TRAFFIC MODELLING ON REGENT STREET AND OXFORD STREET WHICH WILL SEEK TO REDUCE TRAFFIC AND PRIORITISE PEDESTRIAN MOVEMENT – TFL

▶ A10 CONTINUE TO USE TRAFFIC MODELLING TO EXPLORE POSSIBILITIES FOR IMPROVING BUS MOVEMENTS IN OXFORD STREET AND REGENT STREET AND REDUCING TRAFFIC LEVELS – TFL

▶ A11 CONTINUE TO IMPROVE ACCESSIBILITY TO TAXIS BY IDENTIFYING NEW SPACES FOR TAXI RANKS OFF MAIN STREETS, BesIDE AND BEHIND DEPARTMENT STORES – TFL

▶ A12 CONTINUE TO INSTALL LOADING PADS INTO EXTENDED FOOTWAYS AND ENSURE SUFFICIENT SAFE AND LEGAL LOADING SPACE FOR RETAILERS – TFL

▶ A13 MANAGE THE IMPACT OF LONDON UNDERGROUND AND UTILITIES’ DIVERSION WORKS AT TOTTENHAM COURT ROAD STATION IN ORDER TO MAXIMISE ANY OPPORTUNITIES AND MINIMISE NEGATIVE IMPACT – TFL

▶ A14 CONTINUE TO ENFORCE AGAINST PAVEMENT CYCLING – MET POLICE

▶ A15 DEVELOP PROPOSALS TO MANAGE PEDESTRIAN SAFETY THROUGH LIMITED USE OF GUARDRAILS – WCC

▶ A16 AGREE COLLECTION AND DELIVERY TIMES, AND LOADING POINTS, AND RESTRICT LOADING TO NO LATER THAN NOON – WCC

2005/2010
Actions being developed as part of the Action Plan process. Implementation may depend on funding being secured.

▶ A17 COMMENCE TWO YEAR PILOT OF SERVICE CONSOLIDATION SCHEME FOR REGENT STREET – CROWN ESTATE

▶ A18 REVIEW PARKING CONTROLS AT JUNCTIONS TO IMPROVE SAFETY AND TRAFFIC FLOW – WCC

▶ A19 IMPROVE PEDESTRIAN CROSSINGS IN REGENT STREET AND OTHER AREAS, ALWAYS CLOTHE POX STREETS CROSSINGS WHERE APPROPRIATE, AND CONSIDER WAYS TO PRIORITISE PEDESTRIAN MOVEMENT – WCC

▶ A20 CONTINUE TO REMOVE UNNECESSARY BARRIERS AND PAINTS – WCC

▶ A21 CONTINUE TO PROVIDE INCREASED CYCLE PARKING IN CLOSE PROXIMITY TO THE MAIN STREETS – WCC

▶ A22 REVIEW POSSIBLE ACTION TO IMPROVE CONDITIONS FOR CYCLISTS IN NEW BOND STREET AS PART OF THE STREETSCAPE FEASIBILITY STUDY – WCC

▶ A23 EVALUATE THE IMPACT OF THE ORB WAYFINDING BOND STREET BOND PROTOTYPE INCLUDING ENSURING THAT IT IS ACCESSIBLE TO ALL USERS – WCC

▶ A24 INTRODUCE TWO WAY DIAGONAL PEDESTRIAN CROSSINGS ACROSS OXFORD CIRCUS – WCC

▶ B4 WORK WITH TAXI TRADE TO IMPLEMENT A SERIES OF MEASURES TO ENCOURAGE EFFICIENT TAXI USE – TFL

▶ B5 ASSESS OPTIONS FOR USE OF SHARED SURFACES AS PART OF THE OXFORD STREET EAST WIDENING OF ALICTIONS – TFL

▶ B6 SUBJECT TO THE RESULTS OF THE PROTOTYPE EVALUATION, EXPLORE VIALABLE LONDON WAYFINDING PROJECT IN THE WIDER ORB AREA – WCC

▶ B7 REMOVE ALL REDUNDANT TRAFFIC ISLANDS AND BOLLARDS, AND PEDESTRIAN/ROAD SPACE IN OXFORD STREET – WCC

▶ B8 ENSURE THAT THERE ARE THE APPROPRIATE NUMBER OF BUS STOPS OF THE RIGHT LENGTH AND IN THE RIGHT PLACES – TFL

▶ B9 RELOCATE TAXI RANK IN CENTRE OF REGENT STREET NORTH OF OXFORD CIRCUS – TFL

Post 2010
To be developed as part of the Action Plan process.

▶ C4 DEPENDANT ON BLUEPRINT STUDY (A8), REDUCE TRAFFIC IN OXFORD STREET AND REGENT STREET AND ADDRESS LEVELS OF COURIER AND VAN ACTIVITY – TFL

▶ C5 WORK WITH CROSSRAIL TO MITIGATE THE IMPACT OF FUTURE WORKS AT TOTTENHAM COURT ROAD AND BOND STREET UNDERGROUND STATIONS – TFL

▶ C6 REVIEW CYCLE ROUTES IN THE AREA, PROMOTE CYCLING AS PART OF THE LONDON CYCLE NETWORK AND ADDRESS THE NEEDS OF CYCLISTS IN ANY PROPOSED TRAFFIC SCHEME – WCC

▶ C7 IMPLEMENT THE OXFORD STREET EAST FOOTWAY WIDENING STUDY AND MOVE TOWARDS WIDENING FOOTWAYS AND PEDESTRIAN CROSSINGS, HOWEVER POSSIBLE THROUGHOUT THE AREA – TFL

▶ C8 COMPLETE PRELiminary DESIGN AND CONSULTATION ON A41 DIVERSION – TFL
### AT FIRST SIGHT

**2008/2009**

- 20 Actions already underway as part of the City Council and partners’ commitments.

- **A25**
  Produce comprehensive strategy for street trading in Oxford Street with a view to changing, relocating and improving street trading pitches and amending the product offer and improving the quality of the street and overall retail opportunities – WCC

- **A26**
  Continue with programme of targeted street enforcement against people who put waste or merchandise outside allotted times – WCC

- **A27**
  Continue to use street enforcement powers to tidy up illegal street trading – WCC

- **A28**
  Seek sustained resource commitment to enforce against breaches of regulations regarding placement of street furniture by businesses – WCC

- **A29**
  Develop the conceptual lighting designs for Oxford Street included in the City Council’s Action Plan and within this consider environmental impact and sustainability – WCC

- **A30**
  Implement lighting proposals in areas of calm and rest – WCC

- **A31**
  Trial new street lighting in Oxford Street – WCC

- **A32**
  Commission designs for a suite of new street furniture that minimises visual intrusion and can be used in different locations – WMHC

- **B10**
  De-clutter Oxford Circus and its immediate environs – WCC

- **B11**
  De-clutter areas where ORB wayfinding will be installed – WCC

- **B12**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B13**
  Review effectiveness of informal agreement for the control of free literature distribution – WCC

- **B14**
  Ensure all street furniture is cleaned effectively and maintained – WCC

- **B15**
  Consider planting new trees in Oxford Street – WCC

- **B16**
  Develop improved lighting for Oxford Circus in discussion with the Crown Estate – WCC

**2009/2010**

- 32 Actions being developed as part of the Action Plan process. Implementation may depend on funding being secured.

- **A33**
  Continue to audit street clutter in Oxford Street and Regent Street, remove redundant and damaged street furniture, including kiosks, and review placement of furniture and litter bins as part of ongoing initiatives – WCC

- **A34**
  Control distribution of free literature through an informal agreement prior to the use of licensing legislation – WCC

- **A35**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **A36**
  Review effectiveness of informal agreement for the control of free literature distribution – WCC

- **B17**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B18**
  Continue to audit street clutter in Oxford Street and Regent Street, remove redundant and damaged street furniture, including kiosks, and review placement of furniture and litter bins as part of ongoing initiatives – WCC

- **B19**
  Control distribution of free literature through an informal agreement prior to the use of licensing legislation – WCC

- **B20**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B21**
  Review effectiveness of informal agreement for the control of free literature distribution – WCC

- **B22**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B23**
  Continue to audit street clutter in Oxford Street and Regent Street, remove redundant and damaged street furniture, including kiosks, and review placement of furniture and litter bins as part of ongoing initiatives – WCC

- **B24**
  Control distribution of free literature through an informal agreement prior to the use of licensing legislation – WCC

- **B25**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B26**
  Review effectiveness of informal agreement for the control of free literature distribution – WCC

- **B27**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B28**
  Continue to audit street clutter in Oxford Street and Regent Street, remove redundant and damaged street furniture, including kiosks, and review placement of furniture and litter bins as part of ongoing initiatives – WCC

- **B29**
  Control distribution of free literature through an informal agreement prior to the use of licensing legislation – WCC

- **B30**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

- **B31**
  Review effectiveness of informal agreement for the control of free literature distribution – WCC

- **B32**
  Audit and correct problems with tree and tree grilles on Oxford Street – WCC

### AT FIRST SIGHT

**Post 2010**

- To be developed as part of the Action Plan process.

- **C9**
  Install new street lighting, and where possible integrate into other street furniture to minimise clutter – WCC

- **C10**
  Install architectural lighting to accentuate landmarks – WCC

- **C11**
  Provide opportunities for public art – WCC

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**NB**

Highlighted entries denote on-going actions.
## A PLACE TO UNWIND

### Actions already underway as part of the City Council and partners' commitments.

#### 2008/2009

- Implement a management plan for the provision of al fresco dining in Old Quebec Street – WCC
- Pedestrianise Regent Place at junction of Regent Street – WCC
- Continue with programme of creation and improvement of Oases using negotiated planning obligations and Section 106 funding, and including clear signing of existing areas – WCC
- Continue landscape improvements at Marble Arch – WCC
- Complete the infill of subways and introduction of surfacel-level crossings at Marble Arch – TFL
- Organise and promote a programme of events in spaces around these streets in consultation with local residents and retailers – WCC
- Explore opportunities presented by Crossrail developments to create new public spaces with associated public facilities for example around Davies Street, South Molton Street, Stratford Place, Tenterden Street and Dering Street – WCC

### Actions being developed as part of the Action Plan process.

#### 2009/2010

- Consider the repositioning of structures in Argyll Street and create a pleasant rest area alongside other facilities – WCC
- Establish ‘Oases’ along the junctions of Oxford Street with Balderton Street and Umley Street leading to potential improvements associated with the recently opened deck in Brown Hart Gardens – WCC
- Improve existing facilities in and Warham, Cavendish Square, Hanover Square and Soho Square – WCC
- Identify appropriate locations for refreshment facilities on eastern island of Marble Arch and encourage high-quality proposals from suitable operators – WCC

### Post 2010

- Continue the repositioning of structures in Argyll Street and create a pleasant rest area alongside other facilities – WCC
- Establish ‘Oases’ along the junctions of Oxford Street with Balderton Street and Umley Street leading to potential improvements associated with the recently opened deck in Brown Hart Gardens – WCC
- Improve existing facilities in and Warham, Cavendish Square, Hanover Square and Soho Square – WCC
- Identify appropriate locations for refreshment facilities on eastern island of Marble Arch and encourage high-quality proposals from suitable operators – WCC

### Proposed Areas of Calm

- Listed below are existing or potential Oases that we will be either creating or enhancing.
  - ST CHRISTOPHER’S PLACE
  - THE JUNCTION OF OXFORD STREET WITH BALDERTON STREET (LEADING TO BROWN HART GARDENS)
  - THE JUNCTION OF OXFORD STREET WITH WOODSTOCK STREET
  - ARYVL STREET AND LITTLE ARYVL STREET
  - GOLDEN SQUARE
  - CAVENDISH SQUARE
  - WAWICK STREET
  - SWALLOW STREET
  - GLASSHOUSE STREET AND AIR STREET
  - OLD CAVENDISH STREET
  - RAMILLIES PLACE
  - POTENTIALLY HANWAY STREET AND HANWAY PLACE
  - VERI STREET

### NB

Highlighted entries denote on-going actions.
A SPECIAL QUALITY

2008/2009

Actions already underway as part of the City Council and partners' commitments.

A43

AIM FOR BETTER CO-ORDINATION OF SCHEDULED AND NON-EMERGENCY UTILITY CARRIAGE WAY WORKS, AND ENSURE REGULAR MEETINGS OF THE APPROPRIATE OFFICERS WITHIN WESTMINSTER CITY COUNCIL, NWEC AND ETG – WCC

A44

CONTINUE INITIATIVE TO ENCOURAGE DONATIONS TO OFFICIAL HOMELESSNESS CHARITIES – WCC

A45

CONTINUE TO MAINTAIN AND UPDATE EVIDENCE GATHERING IN ORDER TO EXCLUDE ANTI SOCIAL BEGGARS AND PREACHERS – WCC

A46

REVIEW STRATEGIC OPERATION OF CCTV CAMERAS THROUGHOUT AREA – WCC

A47

INTRODUCE IMPROVEMENTS TO CCTV WHERE APPROPRIATE AS RECOMMENDED BY WCC AND PARTNERS – WCC

A48

USE INFORMAL SITE AGREEMENTS TO MANAGE 'CHARITY MUGGERS' PRIOR TO THE INTRODUCTION OF NEW LEGISLATION – WCC

A49

COMPLETE RETAIL PLAN DOCUMENT TO INCLUDE BEST PRACTICE ON ADVERTISING AND SHUTTERS ON BUILDINGS – NWEC

A50

CONTRIBUTE TO PROMOTE CONSIDERATE BUILDERS SCHEME FOR CONSTRUCTION SITES – WCC

A51

ConductMonthly inspections and address further carriage way rutting in Regent Street Bus Lanes as required – WCC

A52

Establish a forum of environmental experts to develop a series of measures to improve sustainability in the area – WCC

A53

Open a short term holding facility within Ulverston – Met Police

A54

PRODUCE A BOROUGH WIDE COUNTER TERRORISM STRATEGY TO PROVIDE ALL STAKEHOLDERS IN ORB A CLEAR PROGRAMME OF DELIVERY IN ORDER TO PREVENT, PURSUE, PROTECT AND PREPARE AGAINST TERRORISM – WCC

Post 2010

To be developed as part of the Action Plan process.

A55

APPROVE VISUAL APPEARANCE OF MAINTENANCE SITES AND MINIMISE THE NEGATIVE IMPACT OF REPAIR AND CONSTRUCTION WORK – WCC

A56

Use informal site agreements to manage ‘charity muggers’ prior to the introduction of new legislation – WCC

A57

COMPLETE RETAIL PLAN DOCUMENT TO INCLUDE BEST PRACTICE ON ADVERTISING AND SHUTTERS ON BUILDINGS – NWEC

A58

A SPECIAL QUALITY

B21

REVIEW EFFECTIVENESS OF INFORMAL SITE AGREEMENTS IN MANAGEMENT OF ‘CHARITY MUGGERS’ AND CONSIDER USING NEW LEGISLATION – WCC

B22

IMPLEMENT MEASURES TO IMPROVE SUSTAINABILITY OF AREA – WCC AND OTHERS

B23

RESURFACE THE EAST END OF OXFORD STREET – WCC

B24

COMMISSION RECOMMENDATIONS PAPER DETAILING THE WORKS REQUIRED TO ADDRESS POTENTIAL TERRORIST THREATS IN THE ORB AREA FOLLOWING PUBLICATION OF BOROUGH WIDE COUNTER TERRORISM PLAN – WCC

B25

WORKING WITH PROPERTY OWNERS, IMPROVED STANDARDS ON ADVERTISING ON BUILDINGS AND SECURITY SHUTTERS ON WINDOWS WILL BE ENCOURAGED THROUGH BEST PRACTICE IDENTIFIED AND OUTLINED IN THE RETAIL PLAN DOCUMENT – WCC

Highlighted entries denote on-going actions.

Actions being developed as part of the Action Plan process.

Implementation may depend on funding being secured.

To be developed as part of the Action Plan process.
EVERYONE’S STREETS

2008/2009
Actions already underway as part of the City Council and partners’ commitments.

2009/2010
Actions being developed as part of the Action Plan process. Implementation may depend on funding being secured.

Post 2010
To be developed as part of the Action Plan process.

LETTING PEOPLE KNOW

2008/2009
Actions already underway as part of the City Council and partners’ commitments.

2009/2010
Actions being developed as part of the Action Plan process. Implementation may depend on funding being secured.

Post 2010
To be developed as part of the Action Plan process.

▶ A64 RED CAPS CONTINUE TO TAKE PART IN LONDON AMBASSADOR SCHEME TO ENHANCE THEIR ROLE AS ‘MEETERS AND GREETERS’, OFFERING INFORMATION AND ADVICE TO VISITORS – NWEC

▶ A65 ALLOW OCCASIONAL INITIATIVES THAT CLOSE OXFORD STREET AND REGENT STREET TOGETHER WITH SOME SIDE STREETS TO TRAFFIC, CAREFULLY MANAGING DIVERTED TRAFFIC THROUGH RESIDENTIAL AREAS – WCC

▶ A66 CONSIDER TRIAL PLACEMENT OF NWEC STAFFED INFORMATION POINT ON OXFORD STREET – NWEC/WCC

▶ A67 WORK WITH THE WEST END MARKETING ALLIANCE TO PUBLICISE AND PROMOTE THE IMPROVEMENTS TO LONDONERS AND VISITORS – NWEC

▶ B31 BRING FORWARD A PROMOTIONAL PROGRAMME OF RETAILER-DRIVEN ATTRACTIONS AND OFFERS TO WELCOME VISITORS – NWEC

▶ B32 PROMOTE INITIATIVES THAT LINK THE RETAIL STREETS WITH OTHER KEY PARTS OF THE WEST END, FOR EXAMPLE DINING AND THEATRE OFFERS – NWEC

▶ B33 PROMOTE WAYFINDING SCHEME TO HELP NAVIGATION AND RAISE AWARENESS OF THE DIVERSITY OF ATTRACTIONS – NWEC AND OTHERS

▶ B35 PROMOTE INFORMATION WITHIN THE AREA AND AT TRANSPORT NODES IN LONDON – TRIVITRENA

▶ C20 KEEP PEOPLE INFORMED REGARDING IMPACT OF CROSSRAIL DEVELOPMENTS AND ACCESS TO THE AREA AROUND CONSTRUCTION SITES – TFL
ACCESS PANEL
A panel which includes disabled representatives and is managed by Westminster City Council’s West End Team, to advise on accessibility issues related to all stages of the development and delivery of the actions committed to in the ORB Action Plan. This has yet to be convened.

ACTION PLAN
A document produced by Westminster City Council setting out proposals for improving a specific area in the West End.

ADOPTED UNITARY DEVELOPMENT PLAN (ADOPTED UDP)
Statutory policy document that sets out the council’s planning policies for developing land, improving transport and protecting the environment within the City of Westminster. The Adopted UDP (formally adopted on 24 January 2007) reflects central Government’s national planning guidance and the Mayor’s planning guidance (The London Plan).

ANTI-SOCIAL BEHAVIOUR ORDER (ASBO)
A court order that restricts an individual from carrying out specific anti-social behaviour that causes, or is likely to cause, harassment, alarm or distress, and can prohibit the offender from entering particular areas. Breaching an ASBO can be a criminal offence.

APARTHOTEL
A flexible hotel that offers fully serviced apartments, rather than rooms or suites. The apartments may be purchased outright by individuals who can then offer them for rent through the managing hotelier.

BLUE BADGE PARKING PROVISION
A scheme providing parking permits and a range of parking benefits for non-resident disabled people, similar to the White Badge parking scheme for disabled residents.

BUSINESS IMPROVEMENT DISTRICT (BID)
A flexible funding mechanism to improve and manage a clearly defined commercial area. This is achieved through an additional levy on all business ratepayers within the defined district following a majority vote.

CENTRAL LONDON FREIGHT QUALITY PARTNERSHIP
A Freight Quality Partnership (FQP) is a collaboration between groups of transport operators and local authorities aiming to develop an understanding of distribution issues at a local level, and to promote constructive solutions for freight access and deliveries. The Central London Freight Quality Partnership is managed by the Central London Partnership.

CENTRAL LONDON PARTNERSHIP
A partnership that brings together some of the key private and public sector organisations operating or responsible for, central London to identify and deliver practical solutions for complex issues at both a strategic and local level. Members include public sector service providers and eight London local authorities.

CHOICES FOR A BETTER WEST END
A document published in 2005 by the New West End Company based on a study of ways in which the reputation of London’s West End as a world-class shopping and leisure destination could be enhanced and protected.

CIVIC RENEWAL
The forerunner of Westminster City Council’s current ‘One City’ vision, the Civic Renewal programme – which ran from 2001 until 2006 – set out a vision based on a number of themes designed to regenerate and improve the social and physical infrastructure of the City, including commitments to the renewal of the West End.

CIVICWATCH
A partnership between the Metropolitan Police, Westminster City Council, and other agencies such as the London Fire Brigade, launched in 2003 to reduce a wide range of anti-social behaviour. CivicWatch tackles local problems by co-ordinating groups to work together, from City Guardians and housing providers, to local residents and businesses. The project is now active in 25 areas within Westminster.

CONSERVATION AREA
An area of special architectural and historic interest, the character and appearance of which it is desirable to preserve and enhance. Conservation Area Audits provide a description of the special qualities of each designated conservation area in order to assist the local council in its protection. Each audit looks at the history, character and architecture of the area to identify which features should be protected, as well as identifying negative features such as buildings, clutter or poor landscaping that detract from the area and could be improved or changed.
THE CROWN ESTATE

Bequeathing to the country's reigning monarch, The Crown Estate is one of the largest land-owning organisations in Britain, with a portfolio including significant holdings in the West End, particularly in Regent Street, Regent’s Park and St James’.

CREATIVE INDUSTRIES SPECIAL POLICY AREA

An area defined in the Adopted Unitary Development Plan that contains the most significant concentration of light industrial floriculture. ‘Creative industries’ refers to a range of businesses related to the creative process that may offer ‘invisible’ services, such as design or advertising, or ‘tangible’ products, such as film, TV programmes or fashion items.

CRESCIA (Business Improvement District) (BID)

A programme that sets up a BID to run between Maidstone and Rainham in the west, right across the capital into Essex and Kent in the east. It would travel underground through the city centre between Paddington and Canary Wharf, with major stations in the West End at Bond Street and Tottenham Court Road forming interchanges with the Underground network. ‘Crossrail’ is being developed by Cross London Rail Link, a 50/50 joint-venture company formed by TfL, and the Department for Transport.

CROSSRAIL BILL

A Parliamentary Hybrid Bill that would give the authority to construct, maintain and operate the ‘Crossrail’ railway, including the necessary roads forming interchanges with the Underground network.

CROSSRAIL

A proposed east-west London rail link to run between Maidstone and Rainham in the west, right across the capital into Essex and Kent in the east. It would travel underground through the city centre between Paddington and Canary Wharf, with major stations in the West End at Bond Street and Tottenham Court Road forming interchanges with the Underground network. ‘Crossrail’ is being developed by Cross London Rail Link, a 50/50 joint-venture company formed by TfL, and the Department for Transport.

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CROSSRAIL BILL

A Parliamentary Hybrid Bill that would give the authority to construct, maintain and operate the ‘Crossrail’ railway, including the necessary roads forming interchanges with the Underground network.
SUPPLEMENTARY PLANNING GUIDANCE FOR ENTERTAINMENT USES

This is currently a draft document produced by the Council for consultation purposes. The initial phase sets out details for the first 18 of a total of 35 sub-areas within Westminster, providing details of area profiles, character, function, and amenity, as well as a summary with guidance on proposed developments involving entertainment uses.

WEST END CENTRAL RETAIL AREA PLANNING AND DEVELOPMENT COMMISSION

A commission set up by the Mayor to develop policy options for the West End to inform the review of The London Plan and other Mayoral strategies. The Commission consists of representatives from local authorities, private stakeholders and advisers, and produced a report in 2006.

WEST END RETAIL AREA/ORB PLANNING AND DEVELOPMENT GROUP

This group guides the overall work programme for the delivery of the ORB Action Plan. It meets monthly and is convened and serviced by the Council. For membership please refer to the Making It Happen chapter. The group is jointly chaired by The Director of Transportation and The GLA Mayor’s Office.

WEST END INTERNATIONAL SHOPPING CENTRE

A term used by the City Council’s Planning and City Development Department to describe the three main retail streets: Oxford Street, Regent Street and Bond Street.

WEST END MARKETING ALLIANCE

An alliance set up by Westminster City Council’s Planning and City Development Department to collectively describe the three main retail streets: Oxford Street, Regent Street and Bond Street.

WEST END STEERING AND CO-ORDINATION GROUP

Convened by Westminster City Council’s West End Team, this high level group involves different organisations, both public and private, with a view to co-ordinating improvements to London’s West End. This group provides the wider context and strategic oversight for the ORB Action Plan.

WEST END TEAM

The team within Westminster City Council’s Planning and City Development department that manages the improvement programme across London’s West End.

WESTMINSTER CITY COUNCIL

The local authority responsible for the London borough of the City of Westminster.

WESTMINSTER PROPERTY OWNERS ASSOCIATION

An association of property owners and advisers in Westminster. It acts as a representative body to protect the interests of its members in relation to planning and environmental matters by liaising with other bodies and individuals, in particular, Westminster City Council. It was formed in 1988 and currently has over 120 members.

WESTMINSTER WAY

Westminster City Council’s draft guidance for street furniture and the public realm.

WEMA MEMBERSHIP (TO DATE)

- CAPITAL & COUNTRIES
- COVENT GARDEN MARKET
- HEART OF LONDON BUSINESS ALLIANCE
- LONDON TRICADERS
- NEW WEST END COMPANY
- SAVILLE ROW BESPOKE
- SHAFTESBURY PLC
- SOCIETY OF LONDON THEATRE
- VISIT LONDON
- WESTMINSTER CITY COUNCIL

WEST END COMMUNITY NETWORK

- BLOOMSBURY ASSOCIATION
- CHARLOTTE STREET ASSOCIATION
- COVENT GARDEN COMMUNITY ASSOCIATION
- FITZROVIA NEIGHBOURHOOD ASSOCIATION
- MARYLEBONE ASSOCIATION
- RESIDENTS’ ASSOCIATIONS OF MAFFIR AND ST JAMES
- SOHO SOCIETY
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