



NEW WEST END COMPANY  
Bond Street | Oxford Street | Regent Street



## Key Performance Indicators 2005-2008



# key performance indicators

In our initial Business Plan communicated during 2005 New West End Company committed to measure its performance in order to demonstrate added value and a return on the investment made by the business community.

Our 2005/08 objectives set out below have been reviewed and performance assessed against the trading environment, success of the individual programmes undertaken and business feedback.

- Achieved
- Partly Achieved
- To Be Achieved

## Marketing

### District Positioning

Develop a positioning strategy to communicate a well-defined brand image of the District as a whole and the distinct and individual characteristics of the streets and areas within it

Position the District as the leading international shopping and leisure destination, the alternative to other world cities such as New York and Paris and the first choice for shopping and leisure

Develop a brand identity for the District

- Achieved £22 million in London, UK and international media coverage reaching over 100 million people
- 200 journalists participated in Press Trips and major West End events
- 'Shop West End' adopted as West End shopping identity
- Working with wider West End stakeholders to develop wider West End brand hierarchy leveraging the overall District offer
- Leading partner in West End Marketing Alliance (including theatre, eating and entertainment interests). The aim being to promote one unique offer
- Developed partnership with Visit London to ensure West End retail remains a priority when promoting London in the UK and overseas
- Participation in World Travel Market & Luxury World Travel Market to promote West End retail to all major tourism providers
- Developed web strategy and launched Shop West End website and refreshed street specific sites. 3 million hits per year (2007)

### Promotion of the District's individual characteristics

Promote the individual nature of the three key streets: Bond Street, Oxford Street and Regent Street and the food and beverage enclaves which exist in their hinterland

- Partnership agreements set up with Street Associations. Bond Street and Regent Street Associations to promote individual characteristics of Streets
- Marketing support of Heddon Street, St Christopher's Place and Market Place. Live music and film events in the summer of 2005, 2006 and 2007. Additional footfall of 50,000 and audience reach of over 2 million
- Inclusion of annual dining promotions in West End media promotions with an audience reach of over 5 million
- Over 500,000 leaflets promoting food areas annually as part of West End Christmas Campaign
- Developed a partnership with Eat London and toptable.co.uk
- Leveraged cross sector promotion with other areas of the West End
- Programme to promote parks, theatres, car parks and cultural activity researched for 2008/09
- Delivered Christmas lighting schemes to each street in partnership with Street Associations
- Luxury brand agency engaged to promote District as luxury destination

### Target marketing to niche consumer groups

Improve the use of the District by niche consumer groups. Target specific audiences through an appropriate media and marketing mix

- Consumer research identified target groups - the 'lost' and 'loyal'
- Promotional campaign targeted workers with incentives to shop during lunchtimes and evenings - Solus email launched in 2006/7
- Family market difficult due to environmental factors: concentration on improving quality of public realm and visitors' perceptions to be delivered as part of ORB Action Plan
- Business travellers targeted via partnership work undertaken with Visit London. More specific work required
- Resident shopping evening launched in 2007 offering discounts from participating retailers

## Promotional Campaigns

Drive footfall into the District using events and promotional activity

- 2 years of sales growth ahead of the UK
- Average transaction values in excess of those in rest of UK
- Promotional programme delivered
  - 4 million visitors to West End events
  - Audience reach of over 100 million
  - £22 million of PR coverage
  - £1 million sponsorship revenue
  - £6 million incremental spend from traffic free events. 90% of retailers reporting enhanced sales
  - 2 million audience reach with annual January sales and Valentine's Day promotions
  - £1 million PR value with major cross sector promotion of Theatre and Shopping
- Partnership with Visit London, Visit Britain and Global Refund to leverage West End profile in their work
  - West End Shopping double page feature in the Official London City Guides with an international audience reach of over 1 million
  - Luxury West End feature in 'Where' Russia Magazine with audience reach of 60,000 and 'Vogue' Italia with audience reach of 100,000
  - 25 major press trips hosted with journalists for London, UK, Europe and Overseas
  - Presence of West End marketing material at London Gateways including 1,500 National Rail poster sites
  - West End shopping promoted in New York and other international cities funded by Visit London
  - Chinese Lantern lighting display at Oxford Circus 2006/07

## Research

Better understand the commercial profile of the District to provide quality information to the business community helping to better inform marketing and development initiatives

- Footfall counting technology introduced
  - 27 cameras across 2 streets
  - Monthly reporting of footfall information
- Sales index being formulated
  - Representative index of sales performance in District
  - To be available summer 2008
- Consumer research undertaken into shopping patterns and visitors view/perception of West End
  - Qualitative focus groups
  - Quantitative street survey
  - Delivered to all members
  - Helping to inform marketing and development work
- Masterplanning study completed to identify changes required with respect to
  - Transport
  - Public realm
  - Built environment
- Partnerships developed with Visit London, Global Refund, London Retail Consortium and Springboard

## Wayfinding

Develop a wayfinding scheme designed to help visitors orientate and find their desired location. Communicate the enriched nature of the District hinterland

- Research in 2005 confirmed signage and wayfinding a priority for West End
- A pilot project set up under the umbrella of Central London Partnership Wayfinding study
- Concept design commissioned for street signage
- District information provision reviewed as part of the ORB Action Plan
- Prototype signage system delivered November 2007

## Operations

### Commercial Activity

Manage commercial activity within the District's public realm. Undertake activity which compliments the retail offer and adds value to the marketing initiatives implemented

- Objective set into the context of ORB Action Plan. Delegated authority is required from Westminster City Council in order to take a greater role in areas such as banners, street trading, busking and event areas
- Recommendations of Action Plan publicly consulted upon during 2007 and implemented during 2008/9

### Community

Engage the wider community and those that work and live in the area to help deliver an improved environment for all to enjoy

- Community programme made a specific team responsibility
- Feedback demonstrated greater effectiveness in communicating to residential groups is required - revised programme undertaken
- Programme of West End Councilor and Amenity Group updates in place
- Student placement scheme put into place
- Corporate Social Responsibility plan formulated
  - Community Day
  - Rough Sleeper initiative
  - 'Light up London' charity campaign
  - Partnership with Westminster City Council campaign 'Killing with Kindness'
  - 'Connexions' initiative to help local people into local jobs
  - Sponsored various Police community projects e.g, Bike Patrols
  - Support Residents Group events such as 'How Green is my City'

### Establishment of Red Cap Warden Team

Develop a Red Cap warden scheme embracing the full geographical area of the BID. Their role as ambassadors for the District will help reduce crime, create a more friendly environment, reduce the perception of crime and create a safer place in which to shop, visit, work and live

- Red Cap warden scheme launched April 2005 - Team of 16, patrolling Oxford Street and Regent Street during core trading hours
- Recognised 2005 Team Of Year by British Security Industry Association
- Achieved Warden Accreditation Certificate
- Retailer survey showed 79% support for team
- Assisted Metropolitan Police on over 150 occasions leading to apprehension and arrests
- Metropolitan Police 'Safer Neighbourhood' scheme delivered focus and additional resources
- Reported crime fallen by 16% since 2005
- Shopper assistance provided to over 100,000 visitors annually
- 45% of street faults dealt with in a more timely manner
- Crime prevention advice provided to 70% of businesses in the District

### Enhanced Enforcement

Invest in enforcement services to enforce fully the existing rules and regulations within the District. Provide a more strict adherence to current operating criteria to facilitate a positive change in behaviour over time

Improve the enforcement of current regulations relating to anti-social, commercial, environmental and transport matters

- Subsequent to our initial business plan it was agreed to invest directly into New West End Company services as no guarantee could be given to control of external resources. The result:
  - Increase in the Red Cap Team
  - Introduction of Crime Intelligence Manager
- Baseline agreement set up with Westminster City Council, which is reviewed quarterly
- Enforcement of the street issues has improved but remains the most significant management issue with Westminster City Council. Further baseline work is required
- Red Caps provided with access to Westminster City Council's reporting system to help speed up action on the street
- Benchmarking undertaken with USA BID's to better understand best practice - new process of reporting trialled during 2007

## Retail Crime Partnership

Develop a retail crime initiative aimed at reducing the level of shop and street crime and deterring acts of an anti-social nature

- Crime Intelligence Partnership launched in 2006
- Membership of Partnership increased from 5 to 120
- New West End Company presented with Safer Shopper Award by Action Against Business Crime - a Home Office initiative
- Priority CCTV monitoring delivered by Westminster CCTV Trust
- Radio communication delivered throughout District - Over 100 retailers participating in radio scheme
- Information sharing protocols set up with Metropolitan Police
- Weekly/monthly reporting to Partnership established
- New technology examined to be reviewed in 2008
- Over 90% of retailers participating report value from the CIP scheme
- Project Griffin and Project Argus training provided to retail members working in partnership with Police

## Development of District-wide CCTV coverage

Deliver a District-wide CCTV solution. As a Board member of the Westminster CCTV Trust, ensure the interests of the District are well represented within the CCTV operation

- Partnership agreement set up with Westminster CCTV Trust
- Priority CCTV services for Oxford Street and Regent Street delivered January 2006
- 21 cameras monitored on a 24/7 basis
- CCTV control responds to 200 incidents in the district per month
- Bond Street coverage being reviewed by Bond Street Association. Delivery agreed for 2008
- New West End Company has maintained a board position on the Trust
- Assisted Metropolitan Police with apprehension and prosecution on 50+ occasions each month
- Westminster CCTV Trust will be replaced by services directly provided by Westminster City Council from 2008 onwards

## Establishment of Clean Team

Develop a Cleansing operation which embraces the full geographical area of the BID. To provide additional services to those provided by Westminster City Council aimed at delivering an enhanced public realm and thus trading environment

- Clean Team launched in April 2005 - Team of 11 operating in Oxford Street and Regent Street and nominated side streets from 6am-7pm
- 86% satisfaction level of services from retailers
- All work benchmarked and additional to those services provided by Westminster City Council
- 350,000 gum deposits removed annually
- 1000 square miles of pavement washed during the past three years
- 13,000 pieces of graffiti and fly-posting removed annually
- 12,000 pieces of street furniture cleaned annually
- Specific services provided to retail members on request

## Improved Street Management

Working with Westminster City Council and its chosen suppliers deliver an enhanced street environment by better monitoring and reporting of issues within the District

- 45% of street management issues dealt with in a more timely manner
- Formal mechanisms set up with Westminster City Council for Red Cap reporting of issues
- Focus and additional resource via the ORB Action Plan work - to be reported in 2008/09
- District given 'Civic Watch' status by Westminster City Council delivering greater focus
- Baseline agreements set up with Westminster City Council to ensure delivery of services and no duplication of tasks

## Leadership and Development

### Advocacy and Lobby

Provide business leadership to the core retail and leisure District of the West End, position the BID as the representative and authoritative voice on issues relating to the District

Help ensure a quality trading environment is maintained to sustain on-going progress, development and investment

Promote change and manage that change for the benefit of the District; respond timely to market changes and local community needs

Help deliver a stable market in which to conduct business and attract investment

Provide advocacy to ensure West End interests are well represented

Ensure that West End issues remain on the agenda of Government, the Mayor of London, the Greater London Authority, Westminster City Council, Transport for London and the Metropolitan Police

- 66% of businesses agree New West End Company is adding value to their businesses
- 54% of business and stakeholders agree New West End Company represents the West End and its issues either well or very well
- A £40m Action Plan has been launched by Westminster City Council in partnership with New West End Company and Transport for London
- West End Commission set up by Mayor to identify strategic change required. Chaired by New West End Company Chairman
- Played key role in facilitating action to regain visitor confidence in the West End after the events of July 2005
  - Enhanced promotional support to West End provided within Visit London campaign
  - 10 point plan delivered by Westminster City Council
  - New West End Company organised 'Dress To Impress' traffic-free event in Oxford Street
- Represented the interests of the West End with respect to:
  - Transportation improvements
  - Public realm improvements
  - London 2012
  - Crossrail
  - Tottenham Court Road Underground works
  - Congestion charge
  - Supplementary Business Rates
  - Planning applications
  - Property inclusion in BID legislation
  - Lyons enquiry into local Government finance
  - Retail crime legislation
  - Planning and energy White Papers
  - Sustainability issues
  - Local Government Bill

### Communication

Develop a business community which is well informed of West End issues and its business indicators

Help develop a positive perception of the West End and communicate its diversity and wealth of offer

- 72% of businesses and stakeholders are aware of New West End Company and its work
- 60% of businesses and stakeholders agree New West End Company communicates its work and objectives well
- Communicated to West End businesses and stakeholders via Weekly E-news, Monthly Business Updates, Quarterly Crime Intelligence Partnership Bulletins, Quarterly Newsletter, Annual Review, Annual Report, Media Releases, Quarterly Networking Events, Focus Groups, Surveys
- Proactive PR strategy delivered as part of marketing activity. Generated over 22m in positive media coverage

### Strategic Intent

Make the three famous streets of the West End - Bond Street, Oxford Street and Regent Street - world-class for shopping and leisure

Provide a framework to inspire, inform and promote the vision of a new West End that achieves its full potential as a world-class experience for those who shop, visit, work and live in the District

- Completed study for West End Shopping District and launched as 'Choices for a Better West End' in November 2005
- Received £9 million funding from Mayor of London set against improvements identified in the £40 million Action Plan led by Westminster City Council, New West End Company and Transport for London
- Outlined strategy to improve issues of congestion and the quality of the public realm
  - 2,000 visited New West End Company Exhibition
  - 700 provided feedback on public consultation
  - Study prompted Westminster City Council to lead an Action Plan of improvement with New West End Company and Transport for London and the establishment of the West End Commission led by New West End Company Chairman, Ian Henderson
- The ORB Action Plan has undergone formal public consultation and will be adopted in November 2007
- The West End Commission recommendation has been incorporated into the draft London Plan, helping to inform policy going forward

## Management

### Management of BID

Provide high quality professional management of BID activities. Attract and retain staff of a high calibre

- Zero staff turnover for first 2 years of operation
- New West End Company office re-located to 320 Regent Street during 2005
- Management requirement for 2008 and beyond to be reviewed in Autumn of 2007
- Head of Marketing & Communications named in top 29 PR professionals under 29 in the UK



NEW **WEST END** COMPANY

Bond Street | Oxford Street | Regent Street

For more information please contact:

**Gary Reeves** - Chief Executive

New West End Company

Morley House

320 Regent Street

London W1B 3BE

**T** 020 7462 0680

**F** 020 7462 0688

**E** [gary.reeves@newwestend.com](mailto:gary.reeves@newwestend.com)

For full details of the Business Plan visit

[www.newwestend.com/renew](http://www.newwestend.com/renew)