

Oxford Street transformation

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your
say



Guide to the Management Plan

Developing the Management, Maintenance, Activation & Funding Plan (MMAF Plan) for the Oxford Street District

1.0 Business Need/Opportunity

From December 2018, the first phase of the Elizabeth Line (also known as Crossrail) is expected to bring significantly more visitors to the Oxford Street District from new stations at Bond Street and Tottenham Court Road. In addition to this the opportunity of traffic removal from Oxford Street will also present new challenges within the new spaces it will create. Together these events give rise to the need for Westminster City Council (WCC) to ensure that there is a long term approach to keep the district clean, safe and attractive for all those who live, work and visit the area.

The West End Partnership (WEP) and Westminster City Council (WCC) is therefore reviewing the current services and opportunities for improvement to ensure that the new pedestrianised spaces, are managed and offer an 'experience' in a way that fulfils the Oxford Street aspiration to be the world's greatest outdoor shopping district.

The service review and delivery of a finalised service plan for the Oxford Street District can be broken down into four elements which must be considered and developed in partnership:

- **Management:** delivering public services that sustain a safe, accessible, and clean environment
- **Maintenance:** delivering effective long term partnerships and financially sustainable services
- **Activation:** developing a district that is welcoming, interactive, and promotes arts and culture to create an 'experience'.
- **Funding:** resourcing the new services and activated spaces for the long term.

2.0 The MMAF Plan Phases

The finalised MMAF plan will be published in parallel with the completed works (anticipated in 2022). However, the council has a unique opportunity to

test, evolve and adapt its proposed street services prior to the implementation of the fully transformed district. This 'test' phase is known as transition. Transition will also provide the opportunity for MMA to adapt to other public realm changes in the area, such as Bond Street, Hanover Square etc.

The first phase of Oxford Street Transition works are anticipated to be complete by December 2018 in line with the opening of the Elizabeth Line, therefore an initial MMAF Plan for district transition must be in place by this date.

3.0 The MMAF Plan

At this early stage, the design of the Oxford Street District is subject to consultation and not yet defined, therefore the council is currently working with the emerging design to scope and consider the following elements of a MMAF Plan:

3.1 Management and Maintenance

- *Surfacing infrastructure*: sourcing easy to clean and hardy material that do not break easily and cost less to maintain
- *Traffic Management*: designing emergency vehicle access; the management of parking and servicing on surrounding side streets, taxi ranks, mobility access and the enforcement of traffic restrictions. The management of the kerbside will be through the use of a flexibly deployed team of Marshals as well as the use of cameras to enforce Moving Traffic Contraventions including failing to comply with restrictions on vehicles entering pedestrian zones, and failing to comply with prohibitions on certain types of vehicles..
- *Cleaning and Waste collection*: defining an efficient and green schedule that keeps the district clean and waste free. Education and enforcement measures will be implemented alongside this to encourage responsible behaviour, compliance with legislation and act as a deterrent to repeat offenders.
- *Street Management and Enforcement*: developing plans that help to combat crime, anti-social behaviour and unlicensed activity; designing a tailored approach to supporting rough sleepers. Issues will be managed via the local problem solving partnership process with targeted plans

developed and their impact monitored. Interventions will see the use of combined tools, powers and resource from the Council, Police and other agencies including joint deployments where appropriate and other powers may be considered.

- *Management Partnerships*: designing effective teams or 'one point of contact' to ensure effective neighbourhood working and improved management of long term issues.
- *Codes of Practice*: defining what businesses can do to support the efforts of the council and its partners in keeping the area clean, safe and attractive

3.2 Activation (Experiential Retail)

- *Streetscape*: delivering bespoke art, sculptures, and trees which create meeting points, talking points and encourage the flow of pedestrians.
- *Street Trading*: developing floor space and design improvements to existing street trading kiosks and agreeing locations where the new proposals require some changes
- *A place that that is 'alive for longer'*: designing space for restaurants; al fresco dining areas; programme of late evening activity such as pop up theatre
- *Places to dwell*: delivering accessible benches that are fit for purpose for those with mobility concerns; benches that are interactive for children to encourage a family focussed environment.
- *Seasonal lighting and displays*: delivering overhead seasonal lighting displays in the autumn and winter; to be replaced in the spring and summer with a planned portfolio of artwork.

3.3 Funding

- *Modelling costs*: identify the costs for implementing agreed management and activation proposals

- *Resource identification*: identifying where existing resources can be deployed, where extra resources are needed, and where savings can be made
- *Resource Revenue*: identifying supplementary revenue for sustainable management and activation

4.0 MMAF Plan Delivery

The following steps define how the MMAF Plan will be developed and delivered:

1. Research and Consult

Early engagement is key to understand the service areas stakeholders highlight as priority areas for improvement, as well as those services that currently perform well but are anticipated to be impacted by a transformed district. The MMAF Plan, led by WCC and WEP will work in partnership with the following extended team of stakeholders to develop viable services that will keep the district safe, clean, attractive and within council budgets:

- Local Residents
- Camden Council
- Greater London Authority
- Local Businesses
- New West End Company
- Police
- Transport for London

Specific consideration will also be given to the shared learning that can be gained from other current and future infrastructure and public realm projects where these are known, and from the management of issues in other locations.

2. Introduce changes and develop a MMAF Plan for district transition

Where improvements and changes in service delivery are identified and are able to be made immediately to improve the area they will do so. The council's initial proposals for a MMAF Plan for Oxford Street transition will provide our baseline agreements for the services that manage the district and these will be 'tested' for a period of 12 months.

3. Learn from Transition

The council will test the transition MMAF Plan through monitoring and consultation, to ensure its suitability for the final transformed Oxford Street District. The MMAF Plan will evolve and be amended within budgets to meet needs and ensure long term sustainability.

4. Develop a final MMAF Plan for Oxford Street Transformation

A finalised MMAF plan will be published in preparation for the completion of the construction of the newly transformed Oxford Street. By capturing the various arrangements and agreed service levels that apply to management, maintenance, activation and funding of the site, the plan will set expectations, clarify roles and responsibilities and provide an unambiguous accountability mechanism to keep the district safe, well maintained and attractive.