

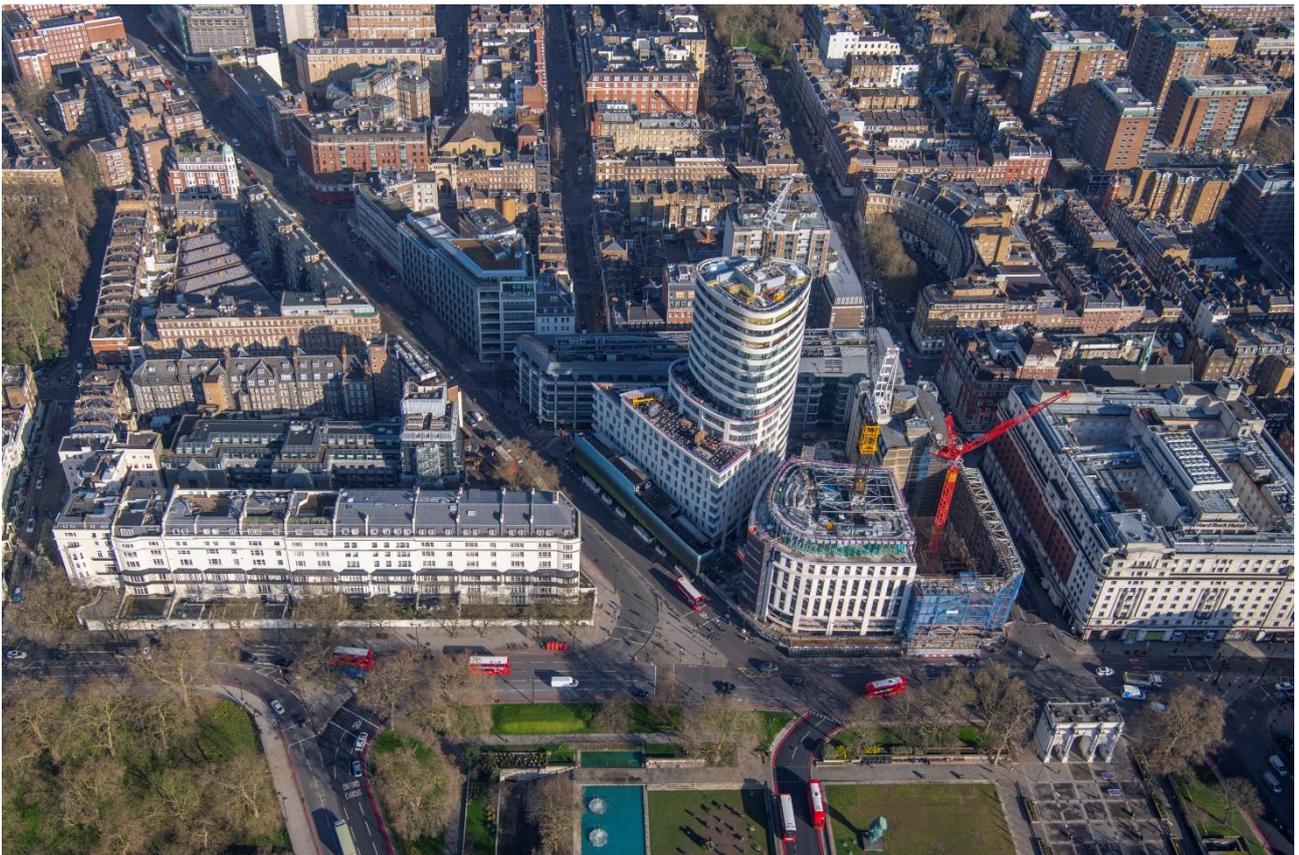


MARBLE ARCH
LONDON

Edgware Road Insights Study

Invitation to Tender

29 June 2020



Hyde Park
Paddington



Confidentiality

The Marble Arch Partnership is the limited company that runs Marble Arch London BID. It is the legal entity that is issuing this Invitation to Tender and will be the client and the contracting body for the Study. For ease this document refers simply to the Marble Arch BID.

The recipient of this document shall treat this Invitation to Tender (ITT), the contents of this document and any information appertaining to the subjects herein contained and obtained during the tender process as strictly confidential. Such information must not be disclosed to any party not directly involved in responding to this ITT. The Marble Arch Partnership and invited parties agree to treat all information provided in relation to this document as strictly confidential and to limit circulation of the information only to persons involved in the evaluation of this ITT.

Introduction and Purpose

Edgware Road is a key retail and commercial centre within Westminster, providing shopping facilities, financial services and hospitality amenities to local workers, residents and visitors. Starting at the western end of Oxford Street, the study area extends along both sides of Edgware Road as far as the junction with the A40 which separates it from the Church Street District Centre.

Marble Arch BID, along with the two Neighbourhood Forums that have Edgware Road as their boundary, consider that this area requires a bespoke set of planning policies. We wish to commission an Insights Study that provides a clear evidence base to support a bespoke policy approach; sufficiently robust to stand up to interrogation at an Examination in Public for both Neighbourhood Plans. The need for this study was identified pre Covid 19 and while we expect data and analysis to reflect the position before the lockdown began and draw on figures pre-2020, we would like early thoughts on how the pandemic might impact the district in the medium to long term.

The Insights Study will examine the current commercial character of the district, identify challenges and opportunities, and recommend planning policies to sit within Neighbourhood Plans for Hyde Park Paddington and Marylebone Forums, both to be developed.

Project Brief

The Insights Study should take the form of a single report, with an executive summary and multiple appendices. We envisage the following components:

1. An audit of every ground floor premises fronting Edgware Road, starting from Marble Arch Underground Station and ending at the Marylebone Flyover. This should include shops on side roads near to their junction with Edgware Road, and the whole of Chapel Street and Old Marylebone Road (see map in appendix 1). This should record any heritage designations and immediate environmental considerations that add to or detract from the pedestrian experience. The ground floor premises should be marked according to their use and size. The audit should record each unit in premises that have been subdivided and show where the unit trades outside its premises, whether with tables and chairs or goods. We anticipate this to be presented as GOAD maps and written up in a short report with some analysis.
2. An audit of commercial premises fronting Edgware Road occupying basements and/or upper floors, recording whether it is ancillary to the ground floor use or simply a separate use. We can supply local knowledge and will endeavour to accompany the consultant team when on-site. This should also be mapped and written up as a short report.
3. Details of property ownership, including details of the current lease length remaining on every ground floor retail included in their audit. We can supply these details for many of the properties whose freeholder is the Church Commissioners or The Portman Estate. This should be costed in your proposal.
4. An analysis of retail rental values in the area, and how they vary along the street.
5. A detailed description of the district's catchment, by sector (retail and hospitality in particular), daytime and night time, geography and demographics, including customer demographics.
6. Provide a sense of how people move around the district and how people access the district if from further afield. Where do they come from and how do they arrive in the area?
7. An analysis of international visitors to the area and how they spend money and use services locally.
8. Employee numbers in the BID area, broken down by sector and how they spend locally.
9. Data on local GVA, GDP (ideally with economic sector components) and around the area's economic contribution in relation to other Westminster locations, wider London Boroughs and the UK.
10. Residential catchment area, how and when residents use the district.
11. Detail of spend, footfall and dwell time by time of day, day of week, time of year in the retail and hospitality sectors. How often do customers visit the area and where else do they go for their shopping and leisure time? Special attention must be given to variations during summer, Christmas, Ramadan and Eid.

12. Consideration should be given to dividing Edgware Road and its side streets into zones following this analysis in order to make more geographically specific recommendations in the latter part of the study, such as environmental improvements, or policy interventions.
13. An analysis of opportunities for growth, threats and constraints on growth. This should include forecasts based on the local development pipeline and early ideas on the impact of Covid 19 and its consequences.
14. Where the competition lies, by sector i.e. competing centres for hospitality and retail and also examples of comparisons with other areas with similar catchments and footfall to help us communicate our aspirations.
15. Analysis of current and future interdependencies highlighting synergies and vulnerabilities. Including Elizabeth line, on-line retailing, medical tourism amongst others.
16. Suggestions for planning policies that will allow the district to meet its full potential, widen its appeal, diversify the ground floor businesses and reduce the vacancy rate.

Study Context

Planning and Land Use Context

Edgware Road has been a designated shopping centre in various versions of Westminster City Council's land use plans for over 30 years, sharing its designation with other centres in Westminster. During this time, despite the policy presumption being to protect A1 uses, the proportion of A1 uses has declined.

Ground floor retail is accompanied by financial and professional services such as banks, estate agents and personal services like hair/beauty/massage. A disproportionate number of bureau de change outlets operate on Edgware Road, with 26 units to be found.

Staples of the high street thrive the length of Edgware Road, including a stationer, ironmonger, electrical retailer, luggage and travel goods, a catalogue retailer, charity shop and a local branch of a UK-wide fashion and food retailer. All high street banks have branches here, as well as two Arabic banks.

There are three supermarkets (with a fourth in the pipeline) on Edgware Road alongside other well-known and independent convenience grocery stores. Independent specialists sell pianos, fabrics and menswear.

Close by in Connaught Village and around south Seymour Place are designer boutiques selling fashion, arts and crafts and independent, artisan food and wine shops.

A large hotel and venue offer ranges from luxury 5 star to boutique townhouses, homely bed and breakfast properties and budget hostels offering more than 2,800 rooms combined. Our larger hotels bring hundreds of thousands of visitors to the area each year and are among some of the biggest employers in the district. The hotel sector is the second biggest contributor to the annual BID levy income.

There is more than 7,850 sq metres of combined meeting and event space for hire in Marble Arch and Edgware Road, from hotels and specialist venues. We are home to the UK's largest conference and meetings hotel, an award-winning ballroom, a dedicated meeting room provider and a unique members' club as well as restaurants with private dining facilities and a major casino that attracts international visitors.

Planning permission has also been granted for a further three hotels in the BID's footprint, two on Old Marylebone Road and one on Edgware Road, potentially delivering a further 500 rooms (294 at Premier Inn Hub; 120 at Zedwell Edgware Road; 86 at Motto by Hilton). A further application is in the pipeline on Chapel Street.

A flourishing restaurant and café sector sits alongside retail. The BID area has a diverse and vibrant food and drink scene, ranging from the usual high street hot food takeaways and coffee shops to independent artisan cafes, popular chain eateries and fine dining establishments. There are numerous thriving Middle Eastern restaurants as well as traditional pubs serving food from Marble Arch to the Marylebone flyover.

The office sector contributes approximately 45% of the total BID levy each year, from around 65 different companies. Global and European head offices in multi-let offices sit alongside London and local offices including charity organisations, above shops or below residential uses, operating in virtually every industry:

1. Real estate, property, architecture, construction, facilities and asset management.
2. Private equity, venture capital, fund and wealth management.
3. Insights, intelligence, trend analysis, research, data management and consulting.
4. Media, PR, communications and publishing.
5. Recruitment and executive search in retail, leisure, health and financial sectors.
6. Shipping, travel and tourism.
7. Energy, fuel and natural resource management.
8. Technology, with specialisms in IT, materials and gaming.
9. Fashion, beauty, medical and health retail and distribution.
10. Food and beverage groups.

The area is well-served by dentists and doctors, both private and NHS and there are two opticians. Edgware Road is home to several pharmacies, from a UK high street brand to independent, premium pharmacies catering for Arabic speakers and linked to nearby specialist medical centres and hospitals.

High-end beauty, hair salons and nail spas can be found in Connaught Village and the streets around Seymour Place. There are a number of skin clinics on Edgware Road.

Our larger hotels offer gym and spa facilities to guests and members, as does the local leisure centre, which also has a sports hall, pool and climbing wall.

The 'Wicked Issues'

The area has long been a centre for short-term lets, attracting anti-social behaviour and damaging community cohesion. This commercial activity drives residential property prices and challenges the legitimate hotels' viability. Concerted efforts by City of Westminster and freeholders has seen localised improvement, but problems continue to persist.

Sections of Edgware Road suffer from extensive retail sub-division, clutter and poor visual merchandising, leading to a poor townscape. This is exacerbated by the dominance of bureau de change in particular stretches, which can be garish and exhibit poor quality retailing.

Shisha is offered in numerous cafes and restaurants, which attracts associated problems of pavement clutter and nuisance for residential properties above. Shisha smokers are often a target for persistent and organised aggressive beggars, including women with young children, many of whom are part of organised crime gangs.

Rough sleeping is also noticeable in the area both during the day and at night and there are issues with human fouling, sometimes in association with telephone boxes that are also used to store sleeping equipment and clothes during the day.

The vibrant night time economy is not, unusually, driven by alcohol based activities but nonetheless does attract the anti-social behaviour that is generally associated with night time activities such as drug dealing and taking, pedicabs, litter, noise and prostitution which seeps into side roads and the residential hinterland.

Whilst these are largely non-planning issues, they do attract the most complaints from people who live and work in the district. Design issues with larger historic residential blocks, poor management and intensive uses result in social issues on side streets and at the rear of properties. In addition, the fact that Edgware Road is part of the Inner Ring Road and the edge of the Congestion Charging Zone (and ULEZ until autumn 2021) means traffic is a dominant feature, along with associated congestion on the side roads and poor air quality which could be exacerbated to the west with the extension to the operational hours of the CCZ. The road acts as a physical and mental obstacle, restricting movement between neighbourhoods either side of Edgware Road.

These all deter from any "village type" of ambience and Edgware Road is seen by residents as a place to go for logistics (such as shopping) but not to linger. The road itself prevents a more communal feeling and adds to the transient nature of the area.

The Footfall Picture

The BID deploys 16 footfall counters across the district. These are unobtrusively sited within local restaurants, hotels and shops and track pedestrian numbers from Marble Arch to the flyover 24/7.

Installed in the first year of the BID's operation, we now have 3 years' worth of data. Insights from this data have proved invaluable in making the case for more pedestrian crossings at our busiest junctions and in supporting funding applications to improve the local trading and operating environment.

Footfall data helps us to make forecasts, to identify seasonal variations, to shape our services to businesses and the local community, to assess the impact of highway works or construction activity, to monitor our own activities and to measure impact.

Looking at highlights from 2019:

- The busiest month in 2019 was July with 4.8 million visitors, the quietest month was February with 2.7 million visitors.
- The busiest day was Thursday 18 July 2019 with 184,160 people visiting the area and the quietest day was Sunday 26 May 2019 with 105,321 visitors.
- The busiest day of the week is Thursday, averaging 136,872 visitors a day and the quietest day of the week is Sunday with 103,207 visitors, closely followed by Saturday.
- The busiest hour is from 5:00-6:00pm, closely followed by 6:00-7:00pm and 4:00-5:00pm. The quietest hour of the day is from 4:00-5:00am. Interestingly, it is as busy at 8:00-9:00am as it is at 8:00-9:00pm.
- During Ramadan the restaurants' lunchtime trade almost ceases and the night-time activity starts in earnest. The nature of the street changes with many more people present as they break their fast.

We expect footfall to change with the arrival of the Elizabeth line, more development at Paddington, Chiltern Lines upgrades and new employment space at Marble Arch Place, Regent House and 1 Great Cumberland Place.

Catchment and Appeal

Marble Arch has both a local and international appeal, serving local residents and businesses, Londoners and overseas tourists.

Part West End, part district centre, the location fulfils a number of functions – home, community hub, high street, business centre, eating out quarter, workplace, visitor destination.

Many uses have grown up to support the visiting Middle Eastern population.

Local Governance Context

Edgware Road is an administrative boundary for so many designations – congestion charge, ULEZ, electoral wards, police teams and postcodes. Hyde Park Ward lies to the west and Bryanston and Dorset Square Ward lies to the east.

Postcodes are important; Edgware Road itself is entirely W2 (sharing its post code with Paddington) and is the fringes of London's West End. Side roads leading east of Edgware Road have a W1 postcode (south of Old Marylebone Road) and hence properties attract higher values and rents – all the office buildings that front onto Edgware Road are addressed to the side roads for this reason. Landlords seek to maintain an uninterrupted retail frontage and provide a better setting for office space on the upper floors. Old Marylebone Road and Chapel Street have NW1 postcodes.

Edgware Road westward is covered by the Hyde Park Paddington Forum – comprising, among others, representatives from Marble Arch BID, PaddingtonNow BID, The Paddington Partnership, Paddington developers, the Hyde Park Estate Association and The Church Commissioners. The Forum has recently decided to start work on drafting a Neighbourhood Plan, with a focus on its three main shopping streets – Edgware Road, Praed Street and Connaught Village. A study has already been undertaken for Praed Street.

Edgware Road eastward is covered by the Marylebone Forum – comprising, among others, representatives from Baker Street Quarter Partnership, New West End Company, Marble Arch BID, The Portman Estate, The

Howard de Walden Estate and the Marylebone Association. The Forum has already started to draft policies for a wide variety of issues on which it has concerns.

Development Context

Significant local changes are taking place that will impact on this unique location:

- The completion of Marble Arch Place and 1 Marble Arch (inc 1 Great Cumberland Place) in early 2021 and 2022 respectively will effectively wrap Oxford Street into Edgware Road. This will include flagship retail and a cinema.
- Major public realm enhancements at Marble Arch, seeking to join the space to Oxford Street at the top of Park Lane, and the part pedestrianisation of Oxford Street.
- The expansion of the ULEZ to the whole of Inner London in autumn 2021 will see an improvement in air quality and a possible decline in vehicle numbers using Edgware Road (the Inner Ring Road, a TfL managed ring road).
- The completion of a new office (136 George Street) and residential (25 Nutford Place) development at Regent House on George Street, with retail fronting Edgware Road.
- The development of three new hotels, two (potentially three) along Old Marylebone Road and one at the Water Gardens on Edgware Road, adding to the demand for visitor services.
- Further afield outside the BID area the development of 1 Merchant Square at Paddington Basin, Paddington Square on Praed Street, the expansion of St Mary's Hospital, the completion of West End Gate and the redevelopment of the Paddington Green Police Station all in the next five years will bring more residents, workers and visitors to the area.
- The as yet unknown impact of Covid-19 on local and international appeal and what recovery looks like for the district. Notably the short or medium term impact on international visitors, so important to the area.

The Study Area

The BID area extends from Marble Arch and the top of Park Lane in the south to the northern side of Marylebone flyover.

This study is for the frontage of Edgware Road, including the corner with Marble Arch and Oxford Street, plus Chapel Street and Old Marylebone Road (see map in appendix 1).

The study area therefore starts from Marble Arch Underground Station, includes 1 Marble Arch, Marble Arch Place and continues as far as Marks & Spencer and the Hilton London Metropole in the north, and corner properties and retail on side streets adjacent to Edgware Road. This area broadly fits the definition used by Westminster City Council, although the City Council tends to put the very south of Edgware Road into CAZ and the West End. Clarity should be maintained on the area identity in the study as Edgware Road travels further north still.

It is important to stress that the Insights Study applies to any premises open to passing members of the general public, whether it be a shop, café, bank, restaurant, estate agent, health care, beauty, restaurant, pub, cinema or casino.

Given that the Insights Study is intended to form the basis of planning policy, the scope of the study area needs to have regard to particular side streets, to ensure that policies also fit the character and needs of these streets:

- Praed Street
- Star Street
- St Michael's Street
- Burwood Place
- Kendal Street
- Connaught Street
- Seymour Street

- Crawford Place
- Harrowby Street
- George Street
- Upper Berkeley Street

East of the Edgware Road, the BID area includes part of the twinned Seymour Place (southern retail) and New Quebec Street, distinct areas of boutique shops, cafes and restaurants owned by The Portman Estate. To the west lies Connaught Village owned by The Church Commissioners, typified by a mix of local amenities, independent designer and artisan shops. These are outside of the scope of this study however commentary on synergies between these offers is anticipated as elsewhere.

The Commissioning Partners

The lead partner and contract signatory for this study is Marble Arch London BID.

The BID was established in April 2016 and is nearing the end of its first term. We have spent the first term realising transformational projects included in the BID's original prospectus on which businesses voted back in 2016.

Marble Arch London BID has a modest levy income, less than a tenth the size of some other Westminster BIDs. Our role on major public realm schemes is therefore one of lobbyist, enabler and promoter. Working with Westminster City Council, Transport for London, The Portman Estate and The Church Commissioners, the BID provides a critical mechanism for leveraging funding, generating support and building consensus. Developments at Marble Arch, on Edgware Road and on Old Marylebone Road are gathering pace and soon new occupiers will join us as business members. Confidence in the market locally remains strong and it is the BID's job to ensure that the setting of these developments is sustainable, high quality, welcoming and safe.

For the first time Edgware Road will have signalised pedestrian crossings on its side arms from the Marylebone Flyover to Seymour Street, now that work has started on site to deliver safer junctions. We have successfully secured Community Infrastructure Levy (CIL) funding for schemes at two junctions to complement this work, creating a better environment for everyone who uses Edgware Road.

Both ends of the BID area have benefited from high profile projects. At Edgware Road underground station, we funded the biggest Legible London map on the TfL network. At Marble Arch a 43-panel heritage installation now lines the subway between the ticket hall and the monument, telling the story of the district and showcasing the location.

Business members have embraced our Community Programme with a surge in employer-supported volunteering in our school and charity partner organisations, fostering a growing community spirit.

The Marble Arch Street Team patrol from 8am until midnight Monday to Saturday all year round. Our security partnerships provide alerts and reassurance to our business members and our Business Crime Group tackles day to day concerns.

As we approach the BID's renewal ballot in early 2021 the Insights Study is perfectly timed to lay the groundwork for the BID's next term and Neighbourhood Plans linking east and west of Edgware Road.

Methodology

We expect to see a range of primary and secondary data used, including the use of fieldwork in the form of on-street and business surveys, and stakeholder focus groups.

Stakeholder engagement is critical – including Ward Councillors, Amenity Societies, Residents' Associations, both Neighbourhood Forums, businesses, hotels and venues, office tenants. These will be facilitated by Marble Arch BID. Consultants should budget for five engagement meetings, potentially via Zoom until at least October.

We can make available the City Council's previous retail health checks, to aid comparison over time.

We anticipate the consultants, or a consortium of consultants, will have access to their own data sources, or be able to buy in bespoke data sets, e.g. from companies such as Experian.

Output

Consultants are asked to present draft findings and analysis to Marble Arch BID Board and the two Neighbourhood Forums. We can facilitate this.

We would like the final report electronically and 100 hard copies, which should include an executive summary.

The final report should include maps, charts, graphic representations and, where appropriate, photographs. Marble Arch BID has an extensive photograph library.

The final report will be published on the BID's website and also made available to the two Neighbourhood Forums for the same.

Tender Instructions

There is a maximum of £50,000 available, which includes costs associated with holding stakeholder engagement and consultation events (not exceeding five separate events).

The timetable for the selection process is set out below:

Distribution of ITT document	Monday 29 June 2020
Tender responses returned	Monday 20 July 2020 (noon)
Short list interviews	Wednesday 29 July &/or Friday 31 July 2020
Notification to winning respondent	Friday 31 July 2020
Contract start date	August 2020
Draft Report	January 2021
Final Report Sign-off and Delivery	March 2021

Mike Fairmaner mikefairmaner@marble-arch.london at Marble Arch BID will answer all supplier questions via e-mail. The response will be shared to all those invited to tender. These must be made by 5pm on Friday 10 July.

Suppliers are asked to submit all tender documents electronically to Mike Fairmaner at Marble Arch BID by 12:00 hours on Monday 20 July. Any submissions received after this time will not be considered.

Please include the following in submission documents:

- Details of the lead consultant and any sub consultants you intend to use to deliver the project, with everyone named. Please include the CVs of those involved in the project.
- An outline of how your organisation will manage the various work strands and deliver the services.
- How you will fulfill the requirements of the specification, giving examples from other appropriate experience, with details of referees and testimonials.
- A price breakdown by work strand, including the number of days/hours per individual and their daily/hourly fee for all those people involved in the project, alongside the total cost of the project.
- A detailed timetable for delivery.
- Reasons why you should be chosen as the preferred supplier for the services to Marble Arch BID.
- Any potential conflicts of interest, work with stakeholders.
- A billing timetable, showing key milestones and when invoices will be sent.

The award of the contract will be subject to references.

Appendix 1



Edgware Road Insights Study Area

BID Boundary

