

Finance, Planning & Economic Development Policy and Scrutiny Committee

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Classification:	General Release
Title:	Meanwhile Activations Programme
Report of:	Stella Abani, Director of Economy and Skills
Cabinet Member Portfolio	Cabinet Member for Planning and Economic Development
Wards Involved:	All
Policy Context:	Fairer Economy – A reimagined and revived Oxford Street and West End that delivers a World class offer and experience to residents, businesses and visitors supporting a diverse, resilient, and successful economy that delivers growth in Westminster. Westminster Cultural Strategy (2021 – 2025)
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1. Executive Summary

- 1.1 The purpose of this report is to provide an overview and update on the City Council's Meanwhile Activations Programme (formerly known as Voids Activation and Pop-ups project).
- 1.2 The Meanwhile Activations Programme was originally envisaged as a pilot scheme to enliven the empty retail units and rapidly address the negative impact that empty properties had on visitors' perception of the West End.
- 1.3 To date, the programme has activated 12 void units in the West End, supporting over 43 brands, emerging artists, social enterprises, and start-ups.
- 1.4 The Cabinet Member Report (CMR) of 21st September 2022 outlined a strategy and approach for phase 3 of the programme and gave approval to apply NNDR Localism Relief to ratepayers of eligible premises, who meet certain criteria, for a minimum period of six months and a maximum period of two years from the date of activation and to end for each premises when the property ceases to be part of the programme e.g. if the landlord finds a suitable long-term tenant.

- 1.5 This new phase of the programme will primarily focus on tackling the proliferation of low-quality retail on prominent high streets, with an initial focus on Oxford Street. It is seeking to secure units for up to 2 years and incubate brands from pop-up occupiers into long-term, rent paying tenants, creating a pipeline of high-quality future tenants.
- 1.6 Expanding the programme beyond the West End neighbourhoods into local high streets and district centres is a longer-term aspiration. Activations here will have a greater focus on arts and culture with a local feel.

2. Key Matters for the Committee's Consideration

- 2.1 The committee is invited to note and comment on the contents of this report and appendices. This is a highly visual / experiential programme as such, we have included an accompanying slide deck (See Appendix A and B) to help bring it to life, provided case studies and to assist with visualising the activation concepts for Phase 3.
- 2.2 The committee is particularly invited to review and comment on the activation concepts for the Phase 3.
- 2.3 The committee is also asked to input to help shape early thinking on the longer-term aspiration to expand the programme to other key high streets in the borough.

3. Background & overview of the first two phases of the programme

- 3.1 In early 2021, West End faced retail vacancy rates of over 30%. As lockdown lifted, footfall remained at an all-time low as commuters and visitors stayed at home. This presented an opportunity to utilise empty shops, support some of the UK's most exciting start-ups and artist and draw people back into the West End.
- 3.2 Working with property owners and Business Improvement Districts, the City Council rapidly developed an innovative approach that secured vacant units rent-free, applied NNDR Localism Relief on business rates to remove rates liability, and provided grant-funding for the high-quality fit-out of spaces. Curation strategies were developed with partners and identified the types of brands and activations that could make a positive impact on each locality and set out the requirement for each occupier to have a link to Westminster. This ensured the project opened opportunities to residents who have traditionally been unable to access the wealth and prospects that the West End presents.
- 3.3 The first phase sought to enliven vacant premises and test innovative concepts through a curated programme of cultural activations delivered by UK-based emerging artists and local organisations. The cultural activations performed as experimental platforms for a different demographic of businesses. These unique spaces, where art was produced and consumed, encouraged property owners and visitors to use vacant spaces in different ways, diversifying the existing offer and creating opportunities for in-person interactions. A total of 6 activations were delivered as part of this phase. To ensure that Phase 1 was financially viable, NNDR Localism Relief of 100% of the net NNDR liability was awarded to pop-up ventures in the borough during a fixed period of four months, comprised between 1st July and 31st October 2021, with the 30% cost to the council of the localism relief being offset by a project partnership fee payment from the property owner.
- 3.4 The second phase sought to attract up-and-coming local and UK-based small businesses to deliver experiential retail – transforming larger vacant stores on Oxford and Regent Streets into mini-department stores. This included a store dedicated to sustainable brands and another focused on inclusive fashion, bringing together businesses that complemented each other, and aligned with consumer demand. This

phase delivered 6 activations and combined with Phase 1, supported a total of 43 small brands who would not have had the capital to be able to operate from the West End. To ensure viability during this second phase, the previous NNDR Localism Relief of 100% of the net NNDR liability was extended for a period of 5 months comprised between 1st November 2021 and 31st March 2022. In addition, New West End Company (NWECC) and Heart of London Business Alliance (HOLBA) BIDS waived the BID levy for participating brands during previous phases. Ahead of the third phase, NWECC and HOLBA have agreed they would move to offering 70% reduction in levy for activated units.

- 3.5 To date, the programme has activated 12 void units in the West End, supporting over 43 brands, emerging artists, social enterprises, and start-ups. Most pop-up brands supported were pleased with the sales performance during their participation, with at least 3 securing permanent residencies elsewhere and several seeking long-term premises, having proven concept of retailing in the West End.
- 3.6 The programme is recognised externally winning Best Programme of Business Support in London' – Federation of Small Businesses Awards 2022 and was a key contributor to the City Council winning 'Best Arts Project' – Heart of the Arts 2022 (National Campaign for the Arts).
- 3.7 Below are a couple of quotes from the brands that participated in phase 1 and 2. See Appendix C for more case-studies.

We're thrilled we took part in The Regent Street Edit and learned a lot from this invaluable experience. Having a space in The Regent Street Edit allowed Petit Pli to host events with long term academic and industry partners in which our users could attend. Along with this, it gave Petit Pli's team the opportunity to expand, test and iterate Petit Pli's brand identity in a physical space. Through these experiences, Petit Pli's team were able to gain a stronger resolve of its expansion plans and future landscape if it were to continue expanding its physical retail presence.
- Arabella Turek, Petit Pli

It was a really great opportunity to meet like-minded creatives and brands and share a space together - bringing an alternative shopping experience to the general consumer. Personally, as a brand we really enjoyed putting on events and workshops within our space, we found this brought a brilliant energy and onlookers / customers were really keen to get involved. General shoppers came in to have a look at the workshop, which was amazing as they got an insight into how our designers work and to see the process behind the brand. This is something really pivotal and important to us and the space worked perfectly for facilitating such events.
- Shannen Samuel, Bleaq

4. Lessons learned

- 4.1 The programme started as a pilot scheme which meant there were a few teething problems at the beginning. Below is a summary of some key lessons learned from the earlier phases:

Security – One of the early lessons learned was that security is going to an issue on a busy street like Oxford Street. A couple of brands reported thefts during earlier

phase of the programme. As an initial response, security was hired to prevent thefts and to ensure safety and security of staff and visitors. Going forward, security is now one of the key considerations in selecting premises for activation.

Trading during Christmas period – Some brands wanted to take time off and were refusing to trade during the holiday period. In earlier phases, brands were offered to activate the units on a rent and rate free basis. Moving forward in phase 3, we will select brands who have the resources and are able to commit for the duration of the activation. We will also seek contribution from the brands towards rates liability which will mean only brands that are serious will apply to participate in the programme.

Managing brands expectations – In early stages of the programme, brands were shortlisted before units were secured. Whilst this was communicated as part of the application process for brands to participate in the programme, brands still assumed that units will be made available to them straight away and this led to some frustration. We will make this very clear in the application call out to brands for phase 3 so they have realistic expectations around timescales. We have already started discussions with BIDs and will work with them to secure units early for initial activations in phase 3.

5. Scope for future Phase 3

- 5.1 For phases 1 and 2, the project's focus centred around short-term activations (maximum tenancy duration of three months). However, during phase 2 the direction changed as we were offered larger units and longer leases, with the following three spaces being made available:
- 12 Piccadilly Arcade: this unit was activated for a period of one year by "12|12" (a working studio welcoming a new brand each month).
 - 127 -131 Regent Street: this immersive space sold goods made of recycled materials to raise awareness of climate change and was operational for a period of nine months.
 - 23-25 & 27 South Molton Street: these units had become available for a period of one year and has been turned into a sustainable department store, the first of its kind.
- 5.2 Pivoting the programme into more meanwhile use activations enables us to provide a quality, credible alternative to the rapid growth of low-quality occupiers along Oxford Street in particular, as well as other key high streets across the borough. This repetition and proliferation of such businesses are impacting upon the attractiveness of the borough and have, in many cases, been found to be evading the payment of business rates or undertaking illegal activity. Some property owners agree to leases with such businesses as part of a rates mitigation strategy, but the subsequent non-payment of business rates shifts the burden from the private sector to the public purse.
- 5.3 Moving to a focus on meanwhile activations enables the programme to address concerns of property owners who have expressed willingness to allow us to activate their premises on a rent-free basis, however, they have raised concerns around rates liability and the costs that they will have to incur to activate their units, especially in the case of listed buildings, where rates are not payable if the property remains empty. Property owners would like to secure high quality occupiers and are open to terminating agreements with these low-quality occupiers, however, they cannot risk losing a tenant that covers their rates liability for a 3-month occupancy as the owner would become liable for full rates if the premises remains vacant after a short pop-up occupation. As such, Phase 3 offers property owners certainty around business rates

through the application of NNDR Localism Relief for any new activations we take forward.

- 5.4 This shift enables brands to test their ideas for a longer period, with the aim of making our high streets more experiential by delivering tactical activations driven by the most innovative up and coming brands which otherwise could not afford the costs of operating in the West End and supporting them through the transition into long-term tenants.
- 5.5 The above considerations have led to a change in direction of the programme from the initial focus on short term pop-up activations to a more longer-term activation approach and change in name from West End Voids Activation and Pop-up project to Meanwhile Activations programme.
- 5.6 Phase 3 has been envisioned to deliver two clear objectives; the first one being to tackle the rapid proliferation of low-quality occupiers on key high streets, with a focus on Oxford Street as the most prominent example. At present, the City Council has a key focus on undertaking enforcement activity to address illegal activity taking place within these businesses and a co-ordinated approach will see property owners afforded the opportunity to participate and offer these units to the Meanwhile Activations Programme. The second objective will seek to incubate brands that have the potential to become long-term occupiers in the future.
- 5.7 Throughout phases 1 and 2, we prioritised applicants who had been able to demonstrate clear links to Westminster, had the potential to create a high-impact or make a meaningful contribution within the borough and align with core values such as local recruitment, diversity, inclusion, sustainability, and ethical practice. Phase 3 would look to uphold these principles and prioritise applicants who have the potential to deliver on these.

6. Oxford Street Delivery Model

- 6.1 Although the longer-term aspiration will be for the programme to deliver across key locations throughout the borough, a priority focus is required for Oxford Street, where, as mentioned, the proliferation of low-quality occupiers is particularly evident.
- 6.2 We have worked in close collaboration with New West End Company Business Improvement District (BID) to identify units in strategic locations along Oxford Street whose property owners may be open to being part of the programme.
- 6.3 The City Council will apply the NNDR Localism Relief to units that form part of the programme. A cost neutral position will continue to be realised whereby the City Council's costs of granting the proposed NNDR Localism Relief to vacant units designated to the programme will be met from a contribution by the property owners and end occupiers. Property owners who agree to participate in our programme will still realise significant savings on their full business rates liability.

7. Westminster-wide delivery

- 7.1 It is proposed that the scope of the project will also look to re-invigorate other key high streets across the borough whether void or occupied by low quality tenants. Where established, we will work with other BIDs or business associations to develop localised strategies and anticipate a greater focus on arts and culture to achieve the highest impact.
- 7.2 It is acknowledged that we will need to explore options to secure further funding to expand the programme's geographic scope. In the instance that further funding was secured, or in the event of Phase 3 resulting in an underspend and the project

expanded, a condition covering this has been included in the contract with the appointed space operator, and we will not need to go through a separate procurement process.

- 7.3 The committee is asked for input to help shape this early thinking on the other areas beyond the West End and give suggestion on areas to consider for the programme going forward.

8. Phase 3 Activation concepts and financial models

- 8.1 The following activation concepts have been developed to ensure the activations are driven by the most innovative up-and-coming, independent UK brands. The intention is to offer unique in-person experiences that cannot be replicated online. Activations are envisaged to fall into but are not strictly limited to the following concepts:

Invention and Production Spaces – turning units into a highly creative, experimental, and futuristic hive of activity where the consumer journey becomes a visual and tangible experience on advanced methods of design, manufacturing, and fabrication. These spaces will give visitors an insight into the full production chain enabling them to buy the goods created on site in front of a live audience. Brands will be on the pulse of research, innovative creation, and invention, giving consumers insight into their processes, linking design, science, prototyping, sampling through to end products.

Intersectional Spaces – these cutting-edge spaces will blur the boundaries between reality and the metaverse by combining digital fashion and virtual design with physical production whilst incorporating immersive experiences and technologies such as augmented or virtual reality. Digital native brands will be able to showcase and sell digital pieces with the opportunity to create physical products on-site to help consumers delve into the concept as well as having something physical to relate to.

Hyperphysical Experiences – these settings aim to rethink the purpose of brick-and-mortar stores and appeal to the senses by elevating the in-store experience via the creation of powerful multi-sensory experiences around a brand's concept. Developed by experiential businesses who transact through retail and/or by brands who are looking to solidify their presence; these stores will perform as beautiful backdrop/playgrounds where people can socialise, shop, have fun and share their experience.

Practised Places – these spaces are designed for like-minded individuals and organisations to work in close proximity and co-design participatory experiences. An interactive workshop, where people can gather, participate, enjoy an experience, and purchase items. These spaces will create an ecosystem that supports entrepreneurial innovation whilst fostering encounters between individuals and groups via the creation of communal experiences that combine workshops, installations, talks and participatory exhibitions to improve the way in which people from different backgrounds communicate and interact.

- 8.2 Four categories have been defined based on the size as well as on the spatial configuration of units.

Concept Boutiques (up to 500 sq. ft) – Single tenancy space for emerging brands which are changing the way we shop by offering unique in-store experiences and services. These boutiques have a strong visual identity and a selection of goods to evoke a particular lifestyle.

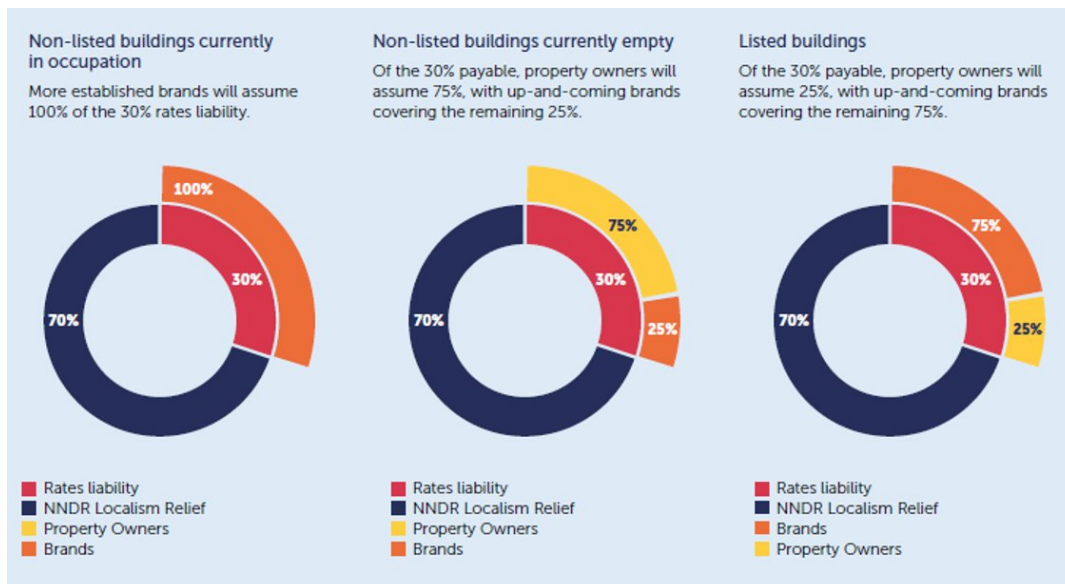
Design Labs (up to 2,000 sq. ft) - Cluster of up to 3 brands with a strong focus around invention that work together to develop more efficient/cleaner design

processes. These spaces will showcase the production chain through its different phases.

Concept Stores (up to 4,000 sq. ft) – A place for up to 8 brand interactions that features an eclectic mix of designers who share a mission, all convening to tell a story to appeal a specific target audience. A highly curated space where design, material, performative, and technological qualities envelop visitors within a particular concept.

Microcities (up to 10,000 sq. ft) - Multilevel spaces for 10+ brands that enable customers to meet most of their needs under the same roof by making accessible services and spaces that the area lacks such as activity rooms, hangout hubs and areas dedicated to children's play and engagement. Whilst we are not actively seeking this space category, should an opportunity arise, we will assess scope on a case-by-case basis.

- 8.3 For delivery of phase 3, we have developed a tiered financial model as well as the creation of incubation support for brands who have the potential to sustain tenancy beyond the activation period. For example, brands could receive a short, rent-free period at a designated activation space, then move into a meanwhile unit where a nominal rent contribution will be determined, then depending on level of success, brands would progress on an incremental route toward paying full rent and thus securing permanent or longer-term occupancy.
- 8.4 Eligible premises will receive the proposed NNDR Localism Relief for a maximum period of two years from the date of activation and to end for each premises when the property ceases to be part of the programme.
- 8.5 National Non-Domestic Rates (NNDR) are a statutory tax levied by central government on those responsible for commercial property. These rates are also referred to as Business Rates. The application of the NNDR Localism Relief is granted under Section 47 of the local Government Finance Act 1988, as amended by Section 69 of the Localism Act 2011. Under this scheme, a relief of 100% of the net NNDR liability is awarded to eligible premises for the duration of any participation as part of the programme. This relief is provided after all other applicable reliefs have been applied first, such as Retail, Hospitality and Leisure Business Rates Relief.
- 8.6 Technically, applying the NNDR localism relief has financial implications as the City Council would be liable for paying 30p of each pound of any relief granted. However, a cost neutral position will continue to be realised whereby the City Council's costs of granting the proposed NNDR Localism Relief to vacant units designated to the programme will be met from a contribution by the property owners and end occupiers, equalling 30%. The contribution from the property owners and end occupiers will depend on the type and current situation of the units - as shown in the charts below:
- 8.7 The programme relies on property owners willingness to participate in the programme and to offer their premises for activations on a rent free basis. They have raised concerns around rates liability and the costs they will have to incur to activate their units, especially in the case of listed buildings, where rates are not payable if the property remains empty. The financial model has been developed to ensure the offer is affordable to up and coming brands whilst also attractive for the property owners.



9. Working with Partners

- 9.1 The programme delivery team has worked closely with the relevant BIDs right from the start of the programme. They have played a major part in bringing property owners on board with the programme, carrying out audits of their respective areas to identify units which are suitable for the purpose of the programme and property owners who would be amenable to participation. This is a key aspect of programme delivery and partnership working with BIDs as the programme relies on property owners' willingness to participate in the programme and to offer their units for activations on a rent-free basis.
- 9.2 The team has also worked closely with BIDs in developing activation strategies and selection of brands for activations in their areas so that specific activations can be delivered in line with and area's brand pillars. BIDs have also helped to promote the launch of the programme and open applications via their networks to expand reach, forming part of the brand selection panel and ongoing promotion of store launches and activities via social channels.
- 9.3 In Phases 1 and 2 of the programme, BIDs have waived BID levies entirely for the end occupiers. For Phase 3, they are still prepared to provide a 70% discount on BID levies for the end occupiers, in line with the NNDR localism relief applied.
- 9.4 The experimental feature of the project has seen a successful trialling of new frontage and a new approach to the high street, with participating property owners now looking to accommodate the successes highlighted through the project and re-evaluate the type of brands housed within their units.
- 9.5 The project has seen a more collaborative effort between the City Council, BIDs and property owners and has evolved into not only addressing voids within the borough but has brought about real change in terms of diversity in activity which in turn has allowed audiences to have meaningful input on the narrative moving forward, outlining preferences for the types of business, services and practices which should take precedence in high profile locations. Property owners and BIDs have participated with an openness, showing ongoing support to young start-ups and creatives who would not have the capital to be able to afford tenancies at prime locations.

9.6 The project has successfully navigated the need of both the BIDs and property owners but has done so in a way which has been in-theme with each district's narrative whilst also continually bringing something new and exciting to the area.

10. Delivery Framework

10.1 The current delivery framework is divided into two key roles: Operations & Leasing, which will be delivered by the appointed space operator and the programme management and curation led by WCC's Business & Enterprise Service.

10.2 The City Council will continue to deliver the programme under the current operational framework whereby a space operator enters into a standardised lease agreement directly with the property owner and licenses each premises to one or various end occupiers.

10.3 A back-to-back agreement between the City Council and the space operator will ensure the space operator confirms the commitment of the property owner and end occupier to 30% of the net business rates liability specific to each unit after expanded retail relief, where applicable.

10.4 The programme seeks to help rebuild a Fairer Economy through the activations. It prioritises local brands and those with a clear association with the borough whilst still meeting the calibre of activation required. Throughout phases 1 and 2, we prioritised applicants who had been able to demonstrate clear links to Westminster, had the potential to create a high-impact or make a meaningful contribution within the borough and align with core values such as local recruitment, diversity, inclusion, sustainability and ethical practice. Phase 3 would look to uphold these principles and prioritise applicants who have the potential to deliver on these.

10.5 The City Council has carefully curated activation concepts, and will run an application process, and alongside a selection panel comprising representation from WCC, BIDs and property owners, plus industry experts. The panel will select the most appropriate brands who meet the specific criteria, but have the potential, through participation in the programme and incubation, to go on and become longer-term tenants of the West End.

10.6 The application process has been designed to be transparent, clear, timebound and to maximise the opportunity to support local and up-and-coming businesses. All applications are assessed against the following scoring criteria:

- 1) Concept originality and inventiveness
- 2) Context and connection to site
- 3) Feasibility and delivery
- 4) Preparedness and scalability
- 5) Applicant's track record and mission
- 6) Brand/entrepreneur story
- 7) Audience engagement
- 8) Applicant's connection to Westminster

10.7 In addition to brand's own marketing activity, the City Council will support with consumer-focused campaigns to increase awareness amongst relevant audiences to drive footfall and spend. Participants will also benefit from free promotion through the various partner channels including BIDs, property owners and the space operator.

11. Programme Funding

- 11.1 Costs associated with the delivery of the activations during phases 1 and 2 such as delivery team staff, space operator fees and white boxing and fit-out costs were funded through the Additional Restrictions Grant.
- 11.2 In September 2022, a Cabinet Member decision approved the allocation of £2.45m to support delivery of phase 3. £2.39m is from the existing Stimulating the Economy capital programme and £60k from the Thriving Economy revenue budget will cover insurance costs. The capital budget is non-replenishing and so delivery and the number of activations will not exceed this allocation.

12. Programme update and Next Steps

- 12.1 With the news that HMV will be returning to their original site on Oxford Street, and with some new brands also set to make an entry this year, there is a feeling that this will start the much-anticipated revival of Oxford Street. The revaluation of business rates has also certainly helped with that. Although it is encouraging to see the likes of HMV returning later this year, there is still a long way to go with vacancy rate at the end of Q1 2023 at 16% and 60+ empty shops or unfavourable retailers still on the street. There are some void units, where property owners are not able to offer the lease terms that brands require, whilst they are waiting for investment. There is also still lot of work to be done to tackle the problem with units which are cycling through the candy/souvenir/luggage/currency exchange rotation and avoidance schemes. There are potential occupiers/investors who are declining to invest due to the current condition of the street.
- 12.2 We continue to work closely with the BIDs, building momentum around our programme and targeting units that are currently vacant or have/had low-quality occupiers. Our programme is bold in its endeavours as although it looks to return Oxford Street to its “former” glory, we are not looking to bring back the “same old”, instead seeking to diversify the offer and harbour in a new, relevant generation which will attract existing and new audiences. Our activation concepts are generating a lot of excitement among partners, recognising the need for collective stewardship of Oxford Street in particular.
- 12.3 It is also worth noting that the programme is flexible, and the intention is to be “meanwhile” and enliven units either vacant or in current, low-quality occupation, not to block negotiations with any viable, long-term occupiers. If successful, tenants who come through the programme could themselves become long-terms occupiers..
- 12.4 NVEC have given us a list of around 20 units along Oxford Street which could potentially form the basis for the programme, all of which are owned by parties who would be amenable to negotiating and taking part in the programme. Along with our appointed space operator, we have shortlisted a total of 7 units which we would like to prioritise initially. These units have been prioritised based on their location, condition as well as their current occupancy situation. There also a couple of units that are on the radar of our enforcement team.
- 12.5 There is lot of interest in our programme as we are getting ready to launch phase 3 very soon. We will however continue to monitor market conditions and have purposefully built in flexibility to adjust the focus of the programme as needed.

13. Long-term benefits of the scheme

- 13.1 This programme is helping to curate and influence the future of the West End. It is doing so whilst enabling our local residents and businesses to access the opportunities the West End can provide.

- 13.2 Void units have a detrimental effect on the attractiveness of the West End. Visitors seeing voids will lose confidence in the West End as a destination and this will impact their likeliness to visit again in the future. Pop-up brands and meanwhile occupiers offer a new experience and attract a new audience to their stores, bringing vitality in the short-term and act as an incubator for potential long-term occupiers. Many brands will have a large following online and the short-term nature of the pop ups mean these audiences are drawn to visiting them. The programme is supporting the creation of experiential high streets, adding value to the shopping experience to give visitors a reason to come to the area.
- 13.3 New companies contribute to Westminster's balanced and mixed economy, raise the level of enterprise to even greater levels, retain and grow the skills base, make communities more dynamic and aspirant, and create new opportunities for residents.
- 13.4 Pop-up and meanwhile occupiers are testing a business model that could then be applicable for a longer-term occupation. Property owners and brands are both given a low-risk opportunity to test the viability of the offer before making a longer-term decision – this supports both brand and property owner.
- 13.5 The programme has allowed us to explore alternative business models that enabled the creation of mixed-use facilities for example blending retail with culture to harness culture as a driver of footfall and spend booster.
- 13.6 Phases 1 and 2 of the programme supported a diverse range of businesses and founders, including 58% being female-led businesses and 19% being Black, Asian or minority ethnic-led.
- 13.7 The activation at 500 Oxford Street saw a highly curated mix of brands who celebrated inclusion and inclusivity. This community of like-minded businesses took the opportunity to showcase gender neutral and empowering pieces, for example, as well as running workshops and hosting talks, opening the debate around fashion, sustainability and equality in the industry. Phase 2 activations created social value and employment opportunities for residents.
- 13.8 Phase 3 of the programme will continue to hold this inclusive ethos and support a diverse range of business owners and brands.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author Gaurav Choksi
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APPENDICES:

- Appendix A – Meanwhile Activations Programme Phase 1 & 2
- Appendix B – Phase 3 Activation Concepts and Financial Model
- Appendix C – Case-studies – Benefits Realisation

BACKGROUND PAPERS

N/A