



New West End Company Refreshed Business Plan

2023-2026

DUKE STREET W1

adidas

adidas

Year 3 of 5

**Time to
pause and
reflect.**



Our results to date

130,482

SECURITY TEAM VISITS TO MEMBER BUSINESSES

41,890

MEMBER REQUESTS RESPONDED TO BY THE CLEAN TEAM

29,900

NEW OXFORD STREET SOCIAL MEDIA FOLLOWERS

£7.9M

TOTAL PR VALUE FOR CONSUMER CAMPAIGNS

200

BI-WEEKLY FOOTFALL UPDATES

21

MONTHLY SPEND & TRAVEL REPORTS

270

INSIGHTS REPORTS

11

SPECIAL REPORTS ON PROJECTS, VISITOR SENTIMENT AND FORECASTS

BUSINESS RATES VALUATIONS REDUCED FOLLOWING SUCCESSFUL CAMPAIGN

5,496 PIECES OF TRADE AND BUSINESS MEDIA COVERAGE WORTH **£19.1M**

WESTMINSTER WORKS RECRUITMENT PROGRAMME LAUNCHED

1,800 MEMBERS ATTENDED **86** IN-PERSON EVENTS, VIRTUAL SEMINARS AND MANAGEMENT GROUPS

ROAD TO ZERO ACTION PLAN LAUNCHED

MEMBER SUSTAINABILITY AUDIT COMPLETED

SUSTAINABLE CITY CHARTER SUPPORTED AND LAUNCHED

PUBLIC REALM SCHEMES COMPLETED ON OLD BURLINGTON STREET, BURLINGTON GARDENS, PHOTOGRAPHY QUARTER & HANOVER SQUARE GARDENS

A year in pictures...



Climate summit - April 2022



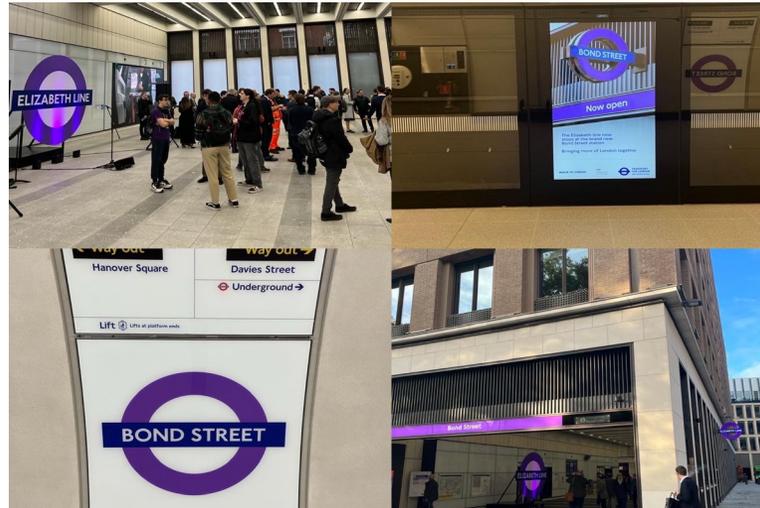
Jubilee Celebrations - June 2022



Art in Mayfair - July 2022



Clean Power Campaign - August 2022



EL Bond Street Opening - October 2022



Westminster Works - November 2022

A year in pictures...



Operation West End - November 2022



Bond Street Christmas Lights - December 2022



Creating Infinity on Bond Street - January 2023



West End Turnover Report - March 2023



Hanover Square Completion - April 2023

Our vision remains the same

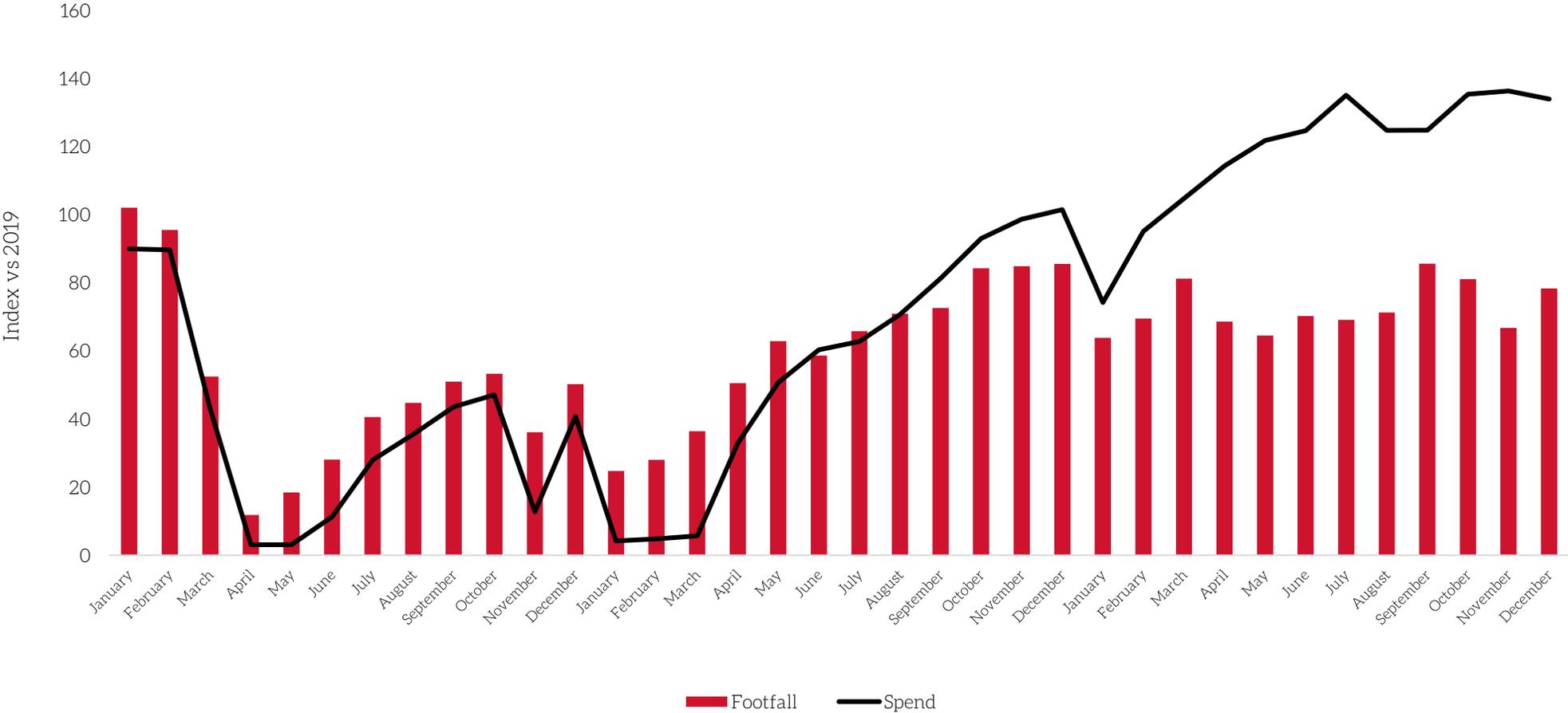
To make the West End's International Centre the most diverse, sustainable and inspiring place to visit and do business. Our mission is to create value for all our members, supporting sustainable growth.

In order to do this, we will continue to work closely with, and on behalf of, our 600 members.



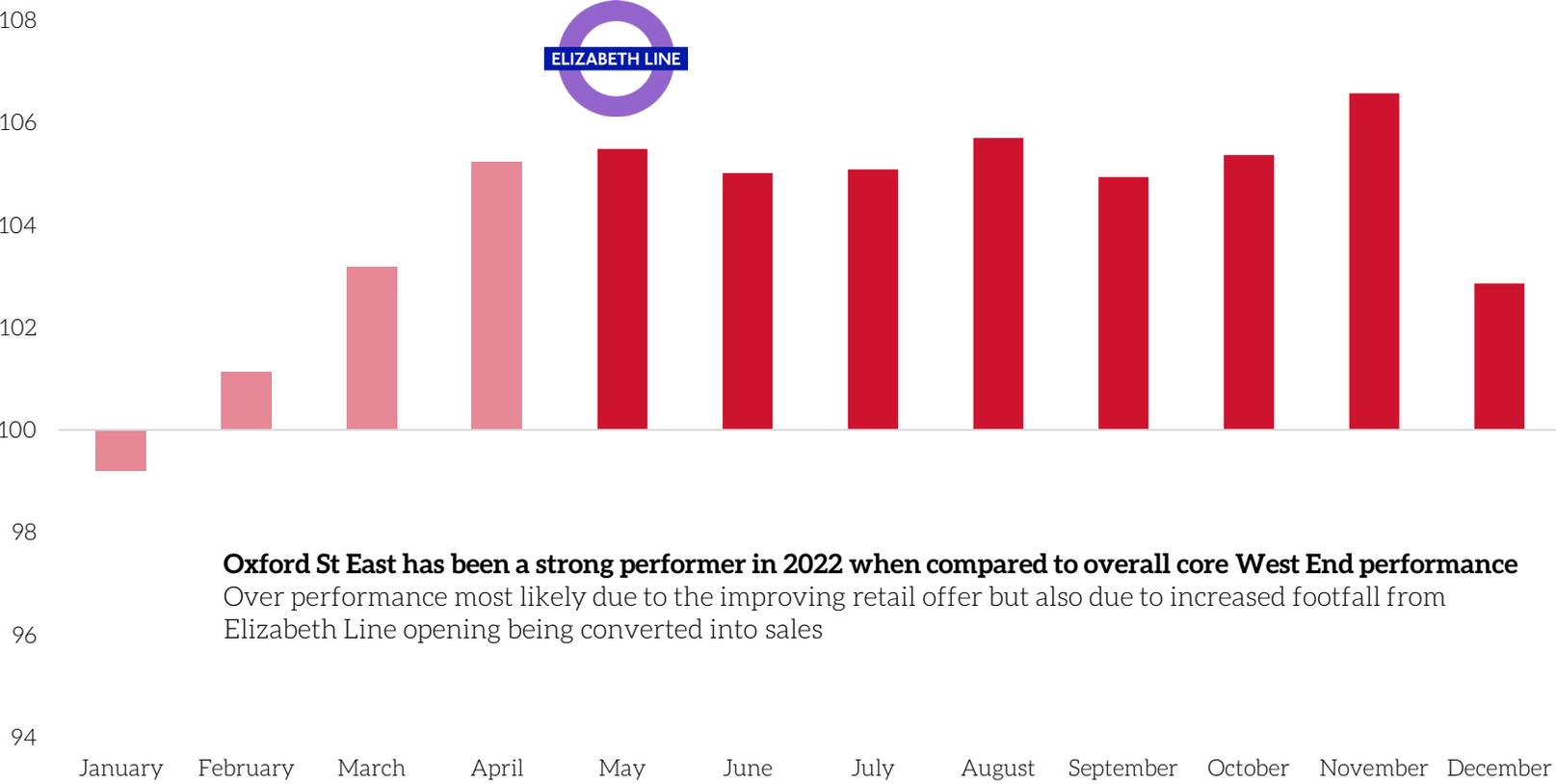
2022 West End sales £8.0bn.

Second half of the year exceeded expected levels of performance given the challenging economic situation



Source: Colliers forecasts / Core West End Area / forecast is for Retail & F&B and excludes hotels, galleries, and auction houses | Chart - Colliers LocateFootfall | Mastercard

Elizabeth Line impact on West End performance



£800m

Forecast annual sales influenced by Elizabeth Line by 2031

+13%

Increase in annual Entries & Exits at West End stations(*)

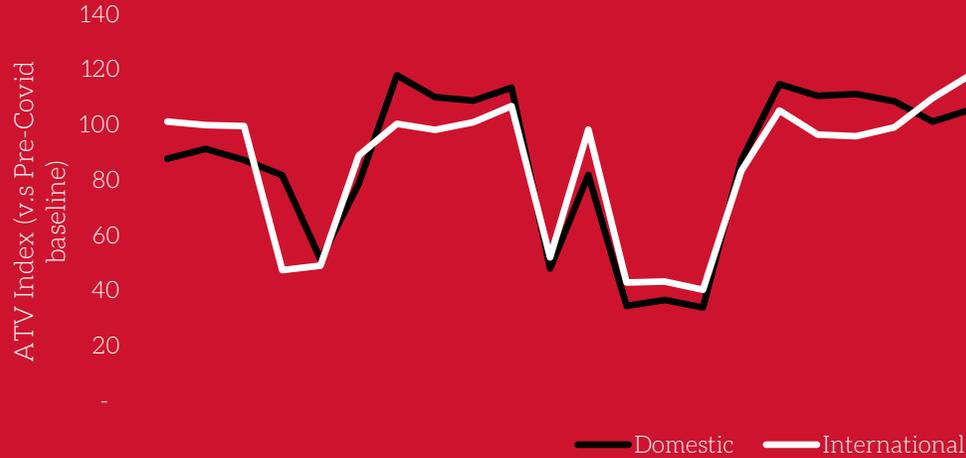
80%

of West End visitors expect to have some sort of interaction with the Elizabeth Line

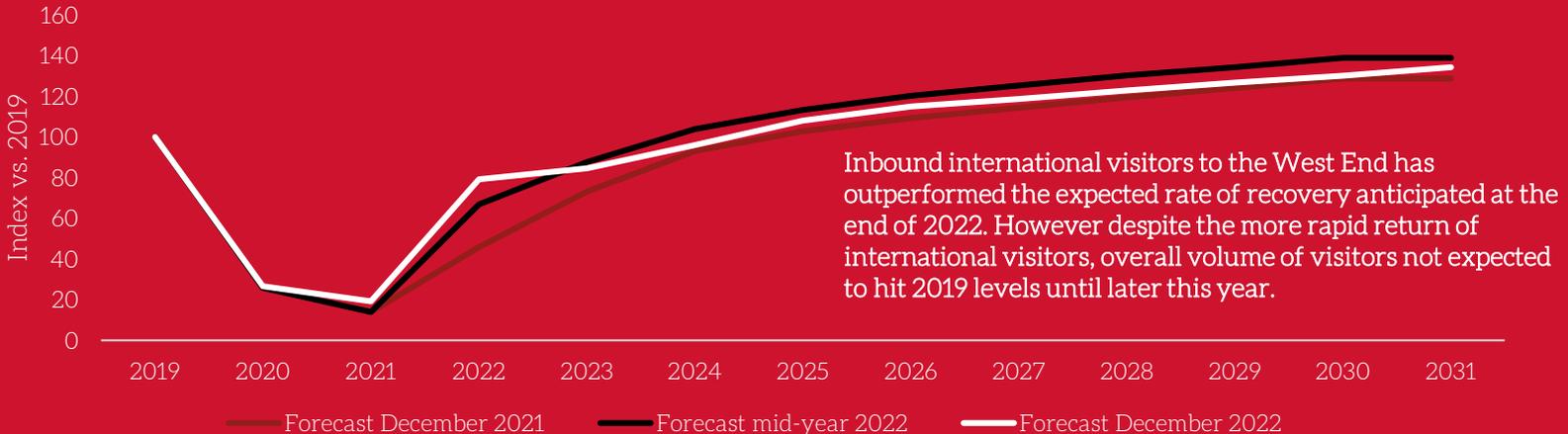
Source: (*) TFL 'Business as Usual' scenario | Colliers Elizabeth Line Survey | MasterCard

International visitors are returning at an increasing rate with overall volume to fully recover by around mid 2023 onwards

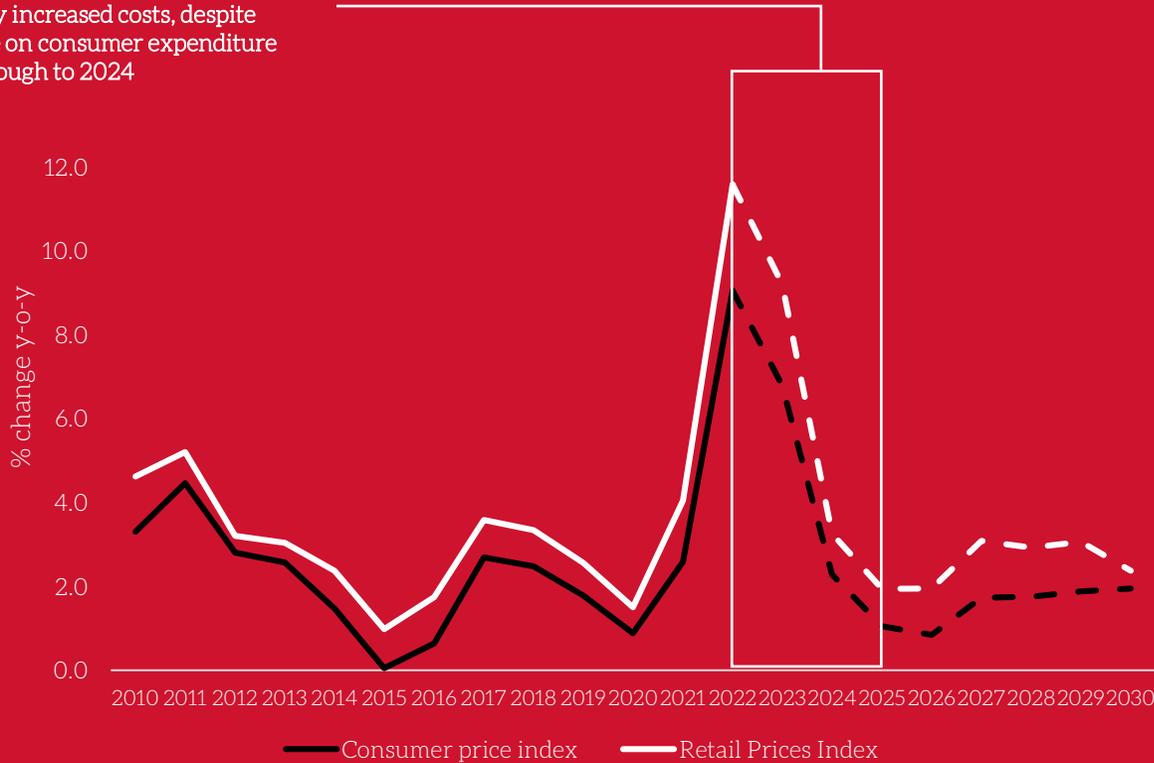
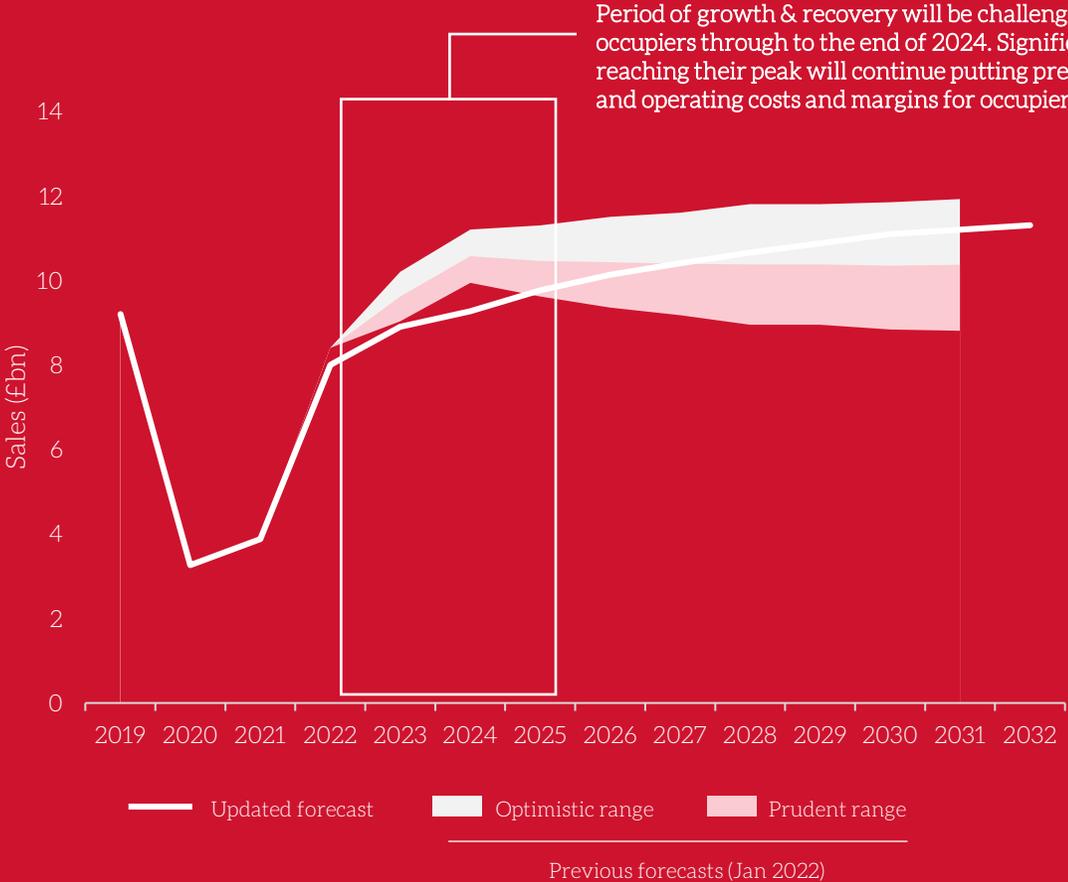
Core West End: ATV trend



London: International Visitor Forecasts



Trading dynamics for West End occupiers will be challenging throughout 2023 and into 2024



Seven core areas make up the Member experience each with a subset of questions to measure experience levels

Insights



Infrastructure



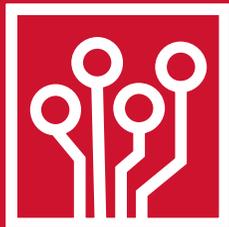
Street Services



Marketing



Policy & Advocacy



Member Engagement

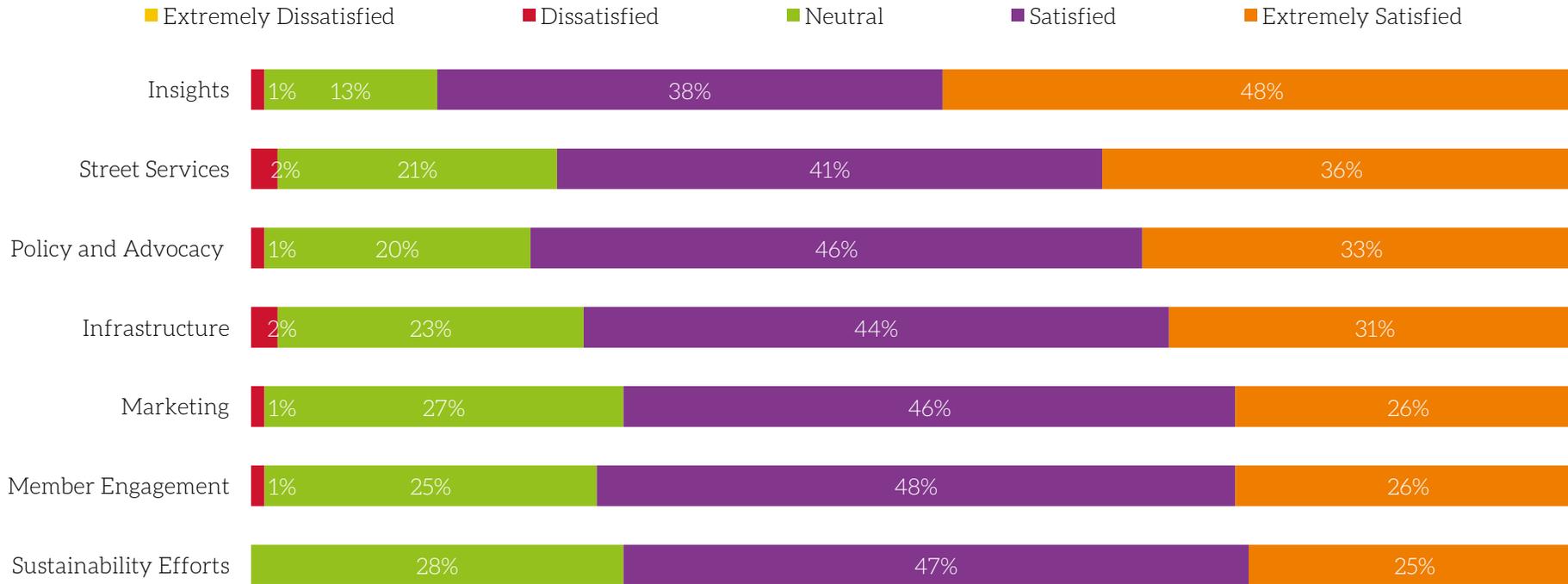


Sustainability Efforts



What our members have told us

We can see from our annual member survey that satisfaction with NWECE services remains high. Satisfaction levels across all services are between 72 and 87 for total satisfied and extremely satisfied.



Q6. how satisfied are you with the overall member experience provided by New West End Company as a member organization in each of the following functions?
Base: Those who are aware or engaged with each NWECE service (143 - 242)

Street services and Campaigning are the highest priority for our members

- The chart opposite shows member priorities ranked in order of importance.
- Security & Resilience Management remains the top priority with campaigning and sustainability also a key focus
- We continue to ensure your core priorities are reflected in our refreshed Business Plan.



What our visitors have told us through our surveys

Visitor satisfaction remains high across the District for both domestic and international visitors.

Personal safety

scored well across multiple streets

Satisfaction

86

General atmosphere

scores have increased on multiple streets

44%

cite shopping as the main reason for visiting the West End

General appearance

scored well across the entire district

Cleanliness

of the West End resonated well with visitors

However, there are some areas for us to continue to focus on.

Our visitors would like a West End that provides...

More **leisure** options, promoting **wellbeing**, in a **healthy** and **sustainable environment**.

41%

of visitors would like to experience more places to relax,

78%

said that a zero emissions transport zone would positively impact their desire to visit the West End

38%

would like a greater variety of places to eat and drink

Encouraging active lifestyles, **physical and mental wellbeing** was the most common top priority

More street entertainment

43%

would like to see a greater reduction in waste and more reusable, second hand or rented products on offer

Half of international visitors said that tax free shopping will be a factor when deciding where to visit next

More access to **visitor support/wayfinding**

52%

would like to see more green space

Same goal, different journey

- Our key target of returning to an annual turnover of £10 billion by the end of 2025 has not changed.
- We are still on course to achieve this goal, having made strong progress over the last 12 months.
- While the destination remains the same, in the face of a changing economic, environmental and social environment, we have reviewed how we get there.

This refreshed approach will allow us to move from continued recovery into growth, and is underpinned by five principles.

We must:

01

Harness the power of partnership now more than ever

02

Place an even greater focus on sustainability in all that we do

03

Ensure that we collectively employ a data driven approach to all decision making

04

Be single-minded in our approach to campaigning, to unlock growth and attract international visitors back

05

Support a vibrant and diverse West End community



Our New Fourth Pillar

A Sustainable District

Sustainability must be at the heart of everything we do.

In our latest Member Survey, over 50% of respondents ranked sustainability as their top priority.

There is an opportunity for us to expand our support to a wider membership base.

We believe in the power of partnership and want to be the driving force in the creation of a west end community, that delivers equally for visitors as it does for residents and local workers.

To drive this pillar forward, we will enhance our dedicated resource to enable a cohesive and effective delivery of workstreams.



Our Revised 2025 Strategy

Harnessing the power of
partnership through a data-driven
approach

Prioritising recovery, resilience
and renaissance



Campaigning And Advocacy

An influential business voice that drives forward economic and social progress, leveraging our international centre status



Customer Experience

Improving physical and digital environment and services, to drive footfall and spend



Insights & Innovation

Providing tools to gain a competitive edge, equipping members to make better informed decisions



Delivering A Sustainable District

Reducing the environmental impact of our services, member businesses and visitors

Our refocused priorities for each pillar

Customer Experience

1. Outstanding street services
2. Destination marketing
3. Dedicated Tourism Programme

Insights & Innovation

1. Equipping our members to make informed decisions by using our data
2. Providing a deeper understanding of changing customer behaviour by adding a greater range of valuable data sets to our Insights Programme
3. Utilise our own data for our West End lobbying and advocacy work

Campaigning

1. Doubling down on our work with the Government
2. Continuing to push for growth measures e.g. return of Tax-free shopping and Sunday Trading
3. Defining and leveraging our International Centre status

Delivering A Sustainable District

1. Ensuring Sustainability is at the core of all we deliver through our Road to Zero Action Plan
2. Develop and strengthen our West End & Mayfair community connections
3. Drive forward the Oxford Street Public Realm Programme

Involving you in the process every step of the way

FINANCE &
GOVERNANCE GROUP

THE BOARD

THE NEW WEST END COMPANY

PROPERTY STEERING GROUP

OCCUPIER STEERING GROUP

HOTEL STEERING GROUP

INFRASTRUCTURE & KEY
PROJECT GROUPS

Oxford Street District, Public Affairs,
Sustainability

MANAGEMENT GROUPS

Bond Street & Mayfair, Oxford Street,
Regent Street

SPECIALIST STEERING GROUPS

Restaurants & Private Member Clubs
Galleries & Auction Houses

