

NEW  
WEST END  
COMPANY

# BETTER TOGETHER, FOR GOOD.

2021/22

A blue banner is suspended in front of a classical building facade. The banner features the text 'THANK YOU' in large, bold, white capital letters, with '#OURHEROES' in smaller white capital letters below it. The building behind the banner has multiple stories with windows, decorative moldings, and classical architectural elements like columns and capitals. The scene is brightly lit, suggesting a sunny day.

THANK  
YOU  
#OURHEROES

# Foreword



New West End Company works on behalf of you, our 600 members, to make the West End International Centre the most diverse, sustainable & inspiring place to visit and do business.

As I write this, the West End has just gone through its third and hopefully final reopening of the last 12 months. While we saw the most successful reopening of the year, with footfall rising to 50% of its usual levels, I am still acutely aware of the ongoing pressures that you and your business are continuing to face after a year that no one could have foreseen.

The impact that the pandemic has had on the West End has been truly unprecedented. Prior to 2020, the economy was growing, the West End secured major capital commitments on infrastructure and we could credibly say we were in the **premier league of destinations in the world to visit and do business.**

As we enter our new five-year BID term, it is this position that is at the forefront of our plans. We will strive to return our district to its pre-Covid economic levels of £10 billion annual turnover.

To achieve this, over the next 12 months, our top priority will be to **bring customers back and support the recapitalisation of West End businesses.** In addition, we will be working closely with our members and partners on our five key advocacy asks:

- 1. Maintain momentum on the £150 million Oxford Street District transformation led by Westminster City Council;**
- 2. Push the Mayor & TfL to open Crossrail as soon as possible;**
- 3. Present and activate temporary uses & empty voids across the West End to encourage customers back;**
- 4. Continue with the business rates holiday until fundamental reform;**
- 5. Reverse the decision to abolish tax-free shopping;**

These run in parallel to our core services; **Covid-secure place management for our re-opening, key infrastructure improvements, customer communications and insights.**

The West End is facing **long-term structural challenges**, and we

have a long way to go to before our district fully recovers from the impacts of the pandemic.

However, while we have been witness to one of the most challenging years on record, we **cannot ignore what we have achieved in 2020.**

The past 12 months have shown us at our best. We have all drawn on **collaboration and flexibility to respond stoically.** As a district we have come together to turn the risks and challenges of the pandemic into new opportunities; to engage with customers in new and innovative ways, and to renew our drive to keep the West End going.

What this booklet shows, is that even in the face of adversity, we have achieved remarkable results as a district over the past 12 months, and I am immensely proud to work in partnership with such resilient businesses, individuals and team members of New West End Company.

It is a privilege to be the unified business representative for our area, and the Chairman and I would like to thank you, our members and partners, for your ongoing support.

**We are better together, for good.**

A handwritten signature in black ink that reads "Jace Tyrrell". The signature is fluid and cursive.

JACE TYRRELL  
Chief Executive

## STREET MANAGEMENT

**3000** FACE COVERINGS  
DISTRIBUTED

**16,772**  
CLEANING REQUESTS  
RESPONDED TO BY  
OUR **CLEAN TEAM**

**1** BIKES  
**SECURELY**  
**4** **MARKED &**  
**REGISTERED ON**  
**2** THE NATIONAL  
BIKE REGISTER

**6** ANTI-SOCIAL  
BEHAVIOUR  
INCIDENTS  
**7** RESPONDED  
TO BY OUR  
**SECURITY**  
**3** **TEAM** ON  
BEHALF OF  
**5** OUR MEMBER  
BUSINESSES

OUR FUNDED OUTREACH  
WORKER ENGAGED WITH **681** VULNERABLE  
INDIVIDUALS

**4116** PROACTIVE PATROLS  
COMPLETED BY OUR **DOG**  
**PATROL UNITS**

**£1022**  
RAISED  
FOR "**OUR**  
**FRONTLINE**"  
**MENTAL HEALTH**  
**CHARITY**  
THROUGH THE  
GIVING BEAR

## PUBLIC REALM & GREEN INFRASTRUCTURE

WE HAVE **28** HAND SANITISER POINTS  
INSTALLED AROUND OUR DISTRICT

**930** DIGITAL DOWNLOADS OF OUR  
DISTRICT WAY-FINDING QR CODE

**£10M** BOND ST  
SCHEME  
COMPLETED

NORTH & EAST  
**HANOVER SQ**  
FOOTWAYS  
COMPLETED

**1000**  
ADDITIONAL  
BIKE  
PARKING  
SPACES  
INSTALLED  
IN THE WEST  
END

## ADVOCACY & INFLUENCE

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**£150M** COMMITMENT SECURED FROM WESTMINSTER CITY COUNCIL FOR THE OXFORD STREET DISTRICT

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WITH KEY TRADE BODY PARTNERS, WE SUCCESSFULLY CAMPAIGNED FOR BUSINESS RATES RELIEF SAVING WEST END BUSINESSES

**£360M**

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CONTRIBUTED TO NATION-WIDE **GOVERNMENT GUIDANCE FOR NON-ESSENTIAL RETAIL & HOSPITALITY REOPENING**

WORKED WITH WESTMINSTER CITY COUNCIL TO **EASE PLANNING & LICENSING REGULATIONS** FOR OUTDOOR HOSPITALITY SPACE

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## BUSINESS VOICE & GLOBAL PROFILE

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**500** MEMBER COMPANIES & **6000** PARTICIPANTS ATTENDED

VIRTUAL EVENTS, SEMINARS & MANAGEMENT GROUPS

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**6000** PIECES OF MEDIA COVERAGE WORTH **£30M**

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## MARKETING & EXTERNAL AFFAIRS

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**5M**  
IMPRESSIONS OF OXFORD ST DIGITAL CHRISTMAS CAMPAIGN

TOTAL REACH OF **3.5M** FOR MY WEST END CAMPAIGN

BOND STREET INSTAGRAM FEED GENERATED **1.2M** IMPRESSIONS

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# Advocacy & Influence

Our political and media representation during the pandemic has been at a national, London and Local level to ensure our members' positions were clearly understood by policy makers and to provide real-time flows of information.



## Lockdown & Reopening Support:

- Worked with trade association to win business support measures, specifically **business rates holiday & furlough scheme**
- Contributed to **Government guidance on reopening** of non-essential retail and hospitality, creating a re-opening guide for West End businesses
- Worked with the Government and Westminster City Council to **ease planning and licensing regulations**, to allow greater use of outdoor space for hospitality and funding for frontages and activations in empty units
- Sought movement out of national lockdown by early December in order for the West End to **trade some part of Christmas**
- Advocated for more positive messaging from Government to **restore consumer and employee confidence**

## 2021 Recovery & Beyond

- **Extend the business rates holiday** and complete a fundamental review to implement a system that is fit for purpose and that will help, not hinder, economic recovery
- Call for the **West End International Centre** to be exempt from **Sunday Trading** regulations
- Agree to an **independent review of the decision to end tax-free shopping**, given the potential net loss of tax revenue and the negative impact on businesses and jobs
- Provide **targeted support for commercial centres** with funding allocation for each local authority that takes account of the level of commercial activity, not just resident numbers.
- **Support capital schemes** that will re-energise the economy, provide a good return on investment and contribute to UK wide de-carbon targets
- **Kickstart the local economy** & promote initiatives, such as the "Eat Out To Help out Scheme" once COVID-19 is under control.
- Our Chairman also sits on the **London Transition Board** and will continue to represent West End businesses to the Mayor, London Minister and Secretary of State for Local Communities.

Chief Executive, Jace Tyrrell with Cllr Rachael Robathan, Leader of Westminster City Council & Mayor of London Sadiq Khan; Gareth Eighteen, General Manager, Schuh & Chair, Oxford Street Management Group with Deputy Mayor for Business, Rajesh Agrawal

# Public Realm & Green Infrastructure

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In collaboration with public and private sector partners, New West End Company works to transform our district by enhancing public spaces in a sustainable way.

Over the past 12 months we have worked closely with our partners on installing a number of temporary measures across our district, working with Westminster City Council and major property owners, to **ensure visitor safety with social distancing** in place over the summer. We are now working to make these more permanent and continue to **support different ways of accessing** and getting around the West End.

We will continue to work with our members and partners to:

- Ensure that the **£150 million Oxford Street District transformation** maintains momentum and remains on schedule following the completion of the Temporary Works Scheme
- Ensure our district is prepared and ready for **Crossrail opening in Q4 2021**
- Seek permanent installations and interventions that **prioritise pedestrians and provide increased green infrastructure** (i.e. secure bike and scooter parking, electric vehicle charging points) along with enhanced public realm for outdoor dining areas and transport hubs;
- Support the **enhancements to Regent Street** by The Crown Estate with increased paving space, greening and access;
- Improve **walking and cycling** infrastructure;
- Partner with Westminster City Council and property owners on **freight & vehicle reduction** schemes;
- Complete the installation of our **public WiFi** across our district



Improved greening, accessibility and pedestrian space delivered by The Crown Estate on Regent Street



We have worked to enhance our green infrastructure, prioritising installations for pedestrians and cyclists

# Street Management & Services

New West End Company works in partnership with local authorities to provide support and additional street management and security in our district.

We provide West End customers and colleagues with **re-assurance of our Covid-secure district** with targeted services and enhanced management both during lockdown and when visitors return. This is key to rebuilding confidence.

## Over lockdowns and during reopenings, we:

- Maintained and enhanced **high levels of security** through both daytime patrolling and overnight dog patrols, to ensure our district was protected during this vulnerable period.
- **Enhanced our cleansing regimes** to ensure a high standard as we moved to re-open and maintained a robust presence to ensure both the actual and perceived level of cleanliness remains high.
- Worked quickly to install **over 25 hand sanitisation points**, queuing protocols & pavement stickers, additional signage, PPE for colleagues and customers returning and additional **infrastructure for walking & cycling** into the West End.

## We will continue to provide:

- **24/7 security personnel with overnight dog patrols** to support the security of premises and non-essential personnel working during the lockdown
- Enhanced **cleaning, sanitisation spots and face mask distribution**
- High 'visible' **deep cleaning** of the West End on a regular basis Supporting members safety management on key trading days
- **Resilience** plans throughout re-opening & recovery



In partnership, New West End Company, Veolia & Westminster City Council installed hand sanitisation points, signage and ensured the streets were deep cleaned constantly throughout lockdown and during reopening

# Business Voice & Global Profile

Part of our role is to encourage investment into London's West End by providing a positive narrative for our area and businesses domestically and overseas and delivering unique insights on our customers.

Pressure piles on Rishi Sunak to scrap tourist tax...as French ask why London is 'shooting itself in the foot'

They MP backlash as Treasury accused of failing to fully assess damage to jobs and economy



**Evening Standard**  
Established 1827



## Shops must innovate to prosper in future

THE reopening of many shops today has brought a welcome rush of enthusiasm, with queues outside some even before their doors opened, accompanied by appeals for people to return to the high street and spend for the good of the economy. This newspaper hopes, of course, that plenty do, and are pleased that retailers big and small finally have the chance to begin to rebuild their businesses after two gruelling months of lockdown which have, according to the Office for National Statistics, cost non-food shops a frightening £17 billion a week.



We've secured over £30 million of media coverage promoting and representing our district

Despite retail & leisure businesses being closed for a large part of 2020, we have continued to **promote a positive narrative** on the state of the West End. Through proactive national & international media, we have promoted issues that need addressing, highlighted the **resilience of our district**, and ensured that the West End remains **globally competitive**.

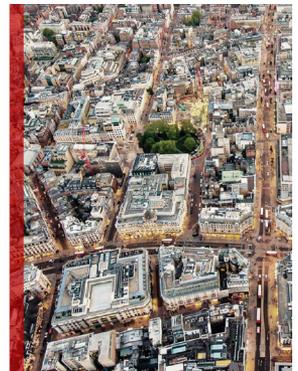
**New West End Economics** has, throughout 2020, been a key source in keeping Government, businesses and key stakeholders informed about the **trading conditions and consumer insights**. Our **PwC Insights Programme** will be vital as we reopen and recover to ensure that our businesses have regular insights into **footfall, sales, travel and consumer data** to best inform and shape strategies.

While we may not have been able to travel to our usual global conferences, over **500 members companies and 6,000 participants** attended and viewed our **virtual events & seminars** and management group calls. Our **West End Recovery LIVE** series continues to draw both inspiring speakers and large audiences offering transparency between policymakers, business leaders & West End colleagues.



# WEST END RESILIENCE LIVE

Moderated by Martin Poplewell  
Journalist and former Sky News Presenter



We held a series of virtual events and seminars to ensure our members are kept informed and engaged

# Marketing & External Affairs

Our district-wide communication campaigns aim to boost customer confidence and attract vital footfall back to the West End when we re-open; working with the ever-changing Government guidelines and restrictions.

Despite the low visitor figures that we saw in 2020, we delivered a number of **district-wide campaigns** to enhance the physical environment:

- **My West End:** Promotional campaigns with destination partners achieved a reach of 3.5million
- **West End Club:** Launched app with offers and experiences to encourage our office colleagues back
- **West End Guide:** Wayfinding across our district with car parking & cycle offers and walking routes through QR codes

- **Destination Promotion:** Always on messaging to our customers during lockdown and encouraging visitors to return when reopened through our digital and social channels
- **Art installations:** Mayfair Sculpture Trail attracted over 10,000 visitors to view iconic sculptures across Mayfair in Summer
- **Community Christmas:** Shout out to the nation's heroes through our Christmas campaign encouraging visitors to see the Christmas lights & windows for themselves when we reopened.
- **Traffic-Free West End Days** in December on Regent Street & West Soho with our partners at The Crown Estate & Shaftesbury Plc

Without a major shift in Government policy on social distancing, overseas travel & home working, we will continue to trade sub-economically.

Our package of promotions and activations are continually being developed with members and partners and are **informed by intelligence from our Consumer Pulse surveys**. Our strategy aims to **encourage our London and UK domestic customers to return safely** after the current lockdown and into our recovery in 2021.

We will continue to work closely with our **wider West End destination partners and tourism bodies** including London & Partners and VisitBritain to ensure that our recovery campaigns are as aligned and far-reaching as possible.



Left: This year's Oxford Street Christmas Lights were a "Love Letter to London" in partnership with Selfridges and celebrating #OurHeroes. Right: The Mayfair Sculpture Trail attracted thousands of visitors to explore the artwork over Summer.

# Occupier & Property BID Renewal

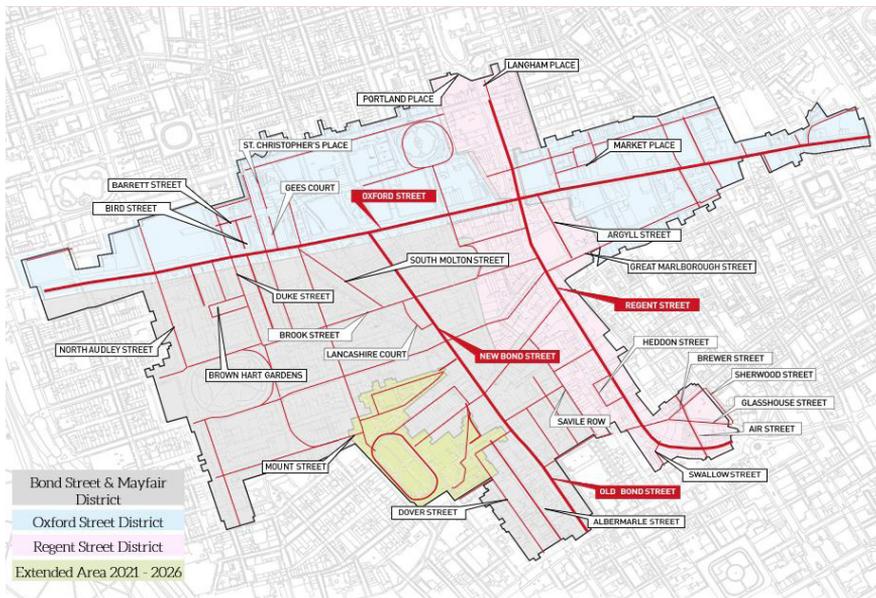
New West End Company is privileged to represent property owners and businesses in one of the world's most renowned shopping & leisure destinations.

With a **20-year track record of working with businesses and strategic stakeholders**, our aim continues to be in **protecting and boosting the economic prosperity** of your West End businesses.

In order to continue representing and providing services to you, the Government required New West End Company to hold a renewal ballot with our levy payers in March 2021, when you, our 600 members, **renewed our mandate for a further five years**, with no levy discount or refund, to ensure that we can deliver the services and programmes outlined in our 2021-2026 Business Plan, which you can read at [www.newwestend.com/renew](http://www.newwestend.com/renew)

Our plan includes a **two-year action plan for our recovery**, part of our five-year strategy - striving to **return our district to £10bn annual turnover once again**.

The plans were evolved with you at the heart, reflecting the needs of over 600 West End businesses to help realise our shared vision **to make the West End's International Centre the most diverse, sustainable and inspiring place to visit and do business.**



Our current BID area, with the extended area for 2021-2026 marked in green

# Financial Management 2020/21 Forecast

## OCCUPIER FINANCIALS

Street Management & Services	49.1%
Bad Debts	20.0%
Marketing & Membership	10.5%
Christmas Lights	7.6%
Management & Overheads	7.7%
Research & Insights	3.6%
Levy Collection & Renewal	1.5%

NOTES: The New West End Company Board approved the investment of the 2020/21 financial surplus into recovery programmes and contingency provisions following consultation with our Management and Steering Groups. The 2021/22 Budget was approved by the New West End Company Board in March 2021.

Income		2020/21
		£K
BID Levy		4,448
Non BID Levy Income		758
<b>Total Income</b>		<b>5,206</b>
Expenditure		2020/21
		£K
<b>Street Management &amp; Services</b>		
Place Management		2,902
<b>Total Spend</b>		<b>2,902</b>
<b>Marketing &amp; External Affairs</b>		
Marketing & Membership		621
Research & Insight		213
<b>Total Spend</b>		<b>834</b>
<b>Christmas Lights</b>		
Design & Implementation		450
<b>Total Spend</b>		<b>450</b>
<b>Office, Staffing &amp; BID Running</b>		
Management & Overheads		454
BID Levy Collection		24
BID Renewal		65
Bad Debts		1,185
<b>Total Spend</b>		<b>1,728</b>
<b>Total Expenditure</b>		<b>5,914</b>
Surplus/(Deficit)		(708)
Surplus Brought Forward		1,573
Net Position		865

# Financial Management 2021-22 Budget

## OCCUPIER FINANCIALS

Safe, Clean & Healthy	49.9%
Bad Debts	16.8%
Physical & Digital	13.8%
Insights & Innovation	8.5%
Management & Overheads	7.7%
Campaigning	2.7%
Levy Collection	0.5%

NOTES: Budget income figures are indicative based on the anticipated levy income using the 2017 rateable values with 90% occupancy rate. Budget expenditure figures assume 3% annual inflationary increase and 90% levy collection rate. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.

Allocation reflect current priorities; these may change causing variances and reallocations across the five-year term. Any material variations of the budget will be approved by the Board.

As part of the West End COVID recovery, there may be requirement for a budget provision for higher bad debt in the first few years of the new BID term. This amount will need approval by the Board on an annual basis.

The Board has approved payment plans but no discount or return of the BID levy that is liable by eligible businesses.

Income	2021/22
	£K
BID Levy	3,600
Non BID Levy Income	60
<b>Total Income</b>	<b>3,660</b>
Expenditure	2021/22
	£K
Customer Experience	
Safe, Clean & Healthy	2,373
Physical & Digital	657
<b>Total Spend</b>	<b>3,030</b>
Insights & Innovation	
Data Driven Performance	406
<b>Total Spend</b>	<b>406</b>
Campaigning	
Advocacy	129
<b>Total Spend</b>	<b>129</b>
Company Management	
Management & Overheads	368
BID Levy Collection	25
Bad Debts	800
<b>Total Spend</b>	<b>1,193</b>
<b>Total Expenditure</b>	<b>4,759</b>
Surplus/(Deficit)	(1,099)
Surplus Brought Forward	865
Net Position	(234)

# Financial Management 2020/21 Forecast

## PROPERTY FINANCIALS

Sustainable Placemaking	37.6%
Business Voice & Global Profile	32.0%
Bad Debts	18.3%
Management & Overheads	9.9%
Levy Collection & Renewal	2.2%

NOTES: The New West End Company Board approved the investment of the 2020/21 financial surplus into recovery programmes and contingency provisions following consultation with our Management and Steering Groups. The 2021/22 Budget was approved by the New West End Company Board in March 2021.

Income	2020/21
	£K
BID Levy	3,975
Non BID Levy Income	329
<b>Total Income</b>	<b>4,304</b>
Expenditure	2020/21
	£K
<b>Sustainable Placemaking</b>	
Bond Street Development	480
Placemaking	331
Sustainability, Community & Local	
Employment	544
<b>Total Spend</b>	<b>1,355</b>
<b>Business Voice &amp; Global Profile</b>	
West End & Corporate Partnerships	137
Inward Investment	77
Advocacy & Influence	304
Corporate Affairs & Insights	637
<b>Total Spend</b>	<b>1,155</b>
<b>Office, Staffing &amp; BID Running</b>	
Management & Overheads	357
BID Levy Collection	14
BID Renewal	65
Bad Debts	660
<b>Total Spend</b>	<b>1,096</b>
<b>Total Expenditure</b>	<b>3,607</b>
Surplus/(Deficit)	698
Surplus Brought Forward	1,686
Net Position	2,384

# Financial Management 2021-22 Budget

## PROPERTY FINANCIALS

Physical & Digital	23.8%
Campaigning	24.1%
Safe, Clean & Healthy	15.7%
Insights & Innovation	15.1%
Bad Debts	14.4%
Management & Overheads	6.6%
Levy Collection	0.2%

NOTES: Budget income figures are indicative based on the anticipated levy income using the 2017 rateable values with 90% occupancy rate. Budget expenditure figures assume 3% annual inflationary increase and 90% levy collection rate. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.

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The Board has approved payment plans but no discount or return of the BID levy that is liable by eligible businesses.

Income	2021/22
	£K
BID Levy	3,600
Non BID Levy Income	60
<b>Total Income</b>	<b>3,660</b>
Expenditure	2021/22
	£K
Customer Experience	
Safe, Clean & Healthy	875
Physical & Digital	1,321
<b>Total Spend</b>	<b>2,195</b>
Insights & Innovation	
Data Driven Performance	790
Sustainable District	50
<b>Total Spend</b>	<b>840</b>
Campaigning	
Advocacy	1,340
<b>Total Spend</b>	<b>1,340</b>
Company Management	
Management & Overheads	368
BID Levy Collection	12
Bad Debts	800
<b>Total Spend</b>	<b>1,180</b>
<b>Total Expenditure</b>	<b>5,555</b>
<b>Surplus/(Deficit)</b>	<b>(1,895)</b>
Surplus Brought Forward	2,384
Net Position	488

# BETTER TOGETHER, FOR GOOD.

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City of Westminster

MAYOR OF LONDON



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NEW  
WEST END  
COMPANY

NWEC Owner 21-22  
NWEC Occupier 21-22  
Correct at time of printing; May 2021