

# BETTER TOGETHER, FOR GOOD.

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City of Westminster

MAYOR OF LONDON



HM Government



VisitBritain™



BAKER STREET  
QUARTER  
PARTNERSHIP



Business Improvement District



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New West End Company  
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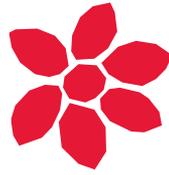


NEW  
WEST END  
COMPANY

NWEC 22/23

NWEC OWNER 22/23

Correct at time of printing, February 2022



NEW  
**WEST END**  
COMPANY



**BETTER TOGETHER,  
FOR GOOD.**

2022/23



# 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.

We enter 2022 with optimism and confidence that our District will continue to bounce back strongly from the ongoing pandemic.

For London's West End, 2022 will be pivotal in our ambition to return to £10 billion annual turnover by 2025. Working with you, our members and partners, we will ensure that our 2022 - 23 BID year offers the platform for success, and make certain that we can deliver our ambitions that will lead us to recover and rebuild strongly.

The ongoing structural changes in retail & leisure are becoming much more visible within our District, with an abundance of construction and transformation

signifying the level of development and change coming to the West End over the next few years. The successful delivery of these changes, including the opening of the Elizabeth Line, the completion of a number of public realm projects, and the momentous brand investments, will be pivotal in ensuring that we remain globally competitive and that we maintain our position as the most diverse, sustainable and inspiring place to visit and do business.

## OUR 2022 PRIORITIES:

### 1. Oxford Street District

**Transformation:** With £5 billion capital investment coming into our District, we will continue to support, with our partners, Westminster City Council's £150m transformation of the Nation's High Street.

**2. Elizabeth Line:** We will continue to work with Transport for London to ensure that the Elizabeth Line is opened in the first half of 2022 so that our District can reap the benefits of the £18 billion infrastructure as we continue our recovery.

### 3. Attract global & local customers, businesses & investors:

We will lead on and support key campaigns to attract back customers and promote London's West End on the world stage to ensure that we retain our global city status and attract new, diverse and sustainable businesses to area.

**4. Business Rates:** With the CBI and partners, we will continue to campaign the Government for a fundamental reform of business rates with a fair revaluation this year that truly reflects the reality of the West End economy.

**5. A Sustainable District:** We will continue to work with partners on our decarbon and zero emission transport zone ambitions with the launch of our Sustainability Action Plan in April 2022.

Alongside these priorities, we will continue to work with our valued partners to provide our member businesses with our key services, including digital & physical destination marketing, street cleaning & security, insights & performance analysis and advocacy.

The full team and I very much look forward to continuing our partnership with you and all our West End colleagues throughout the year as we hopefully begin to move on from the pandemic and continue on our great West End recovery, together.

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

JACE TYRRELL  
Chief Executive

## STREET MANAGEMENT

**343** SUSPICIOUS ACTIVITY  
REPORTS MADE

**57,593**  
SECURITY TEAM  
VISITS TO MEMBER  
BUSINESSES

**6** HIGH PRIORITY  
INCIDENTS  
**1** ASSISTED  
WITH OVER  
**9** THE PAST 12  
MONTHS

**7,710**

INDIVIDUAL NIGHT  
TIME PATROLS  
COMPLETED BY NIGHT  
SECURITY TEAM

WE DEEP CLEANED AND  
FULLY FLUSHED

**82** STREETS FOR  
CHRISTMAS

**18,452** MEMBER REQUESTS  
RESPONDED TO BY THE  
CLEAN TEAM

**EIGHT**

BRAND NEW  
ELECTRIC  
VEHICLES  
ADDED TO  
OUR STREET  
CLEANING FLEET

## PUBLIC REALM & GREEN INFRASTRUCTURE

WE HAVE **21** HAND SANITISER POINTS  
INSTALLED AROUND OUR DISTRICT

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

**£1.1M** BURLINGTON  
GARDENS  
SCHEME  
COMPLETED

**HANOVER  
SQ GARDENS  
COMPLETED**

**ONE**

MEMBER  
SUSTAINABILITY  
AUDIT  
COMPLETED &

**ONE**

DISTRICT  
ACTION PLAN  
DRAFTED

## ADVOCACY & INFLUENCE

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**OVER 50**

MEMBER REPRESENTATIONS AT A LOCAL, LONDON AND NATIONAL GOVERNMENT LEVEL

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NEW WEST  
END COMPANY  
ENGAGED WITH

**OVER 30**

PUBLIC OFFICIALS  
OVER THE PAST 12  
MONTHS

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CONTRIBUTED TO  
THE **LONDON RECOVERY  
TOURISM BOARD** TO  
SHAPE OUR WEST END  
RECOVERY AS DOMESTIC  
VISITORS RETURN

RELAUNCHED  
**ASSOCIATION OF  
INTERNATIONAL  
RETAIL** & ATTENDED  
PARTY CONFERENCES

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## BUSINESS VOICE & GLOBAL PROFILE

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**800** MEMBERS  
ATTENDED

**40**

VIRTUAL EVENTS,  
SEMINARS &  
MANAGEMENT GROUPS

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**3000** PIECES OF TRADE MEDIA  
COVERAGE WORTH **£6.5M**

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## MARKETING & EXTERNAL AFFAIRS

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**£1.2M**  
DELIVERED IN BUDGET  
RELIEF THROUGH  
PARTNERSHIPS

TOTAL PR VALUE OF  
**3.5M**  
FOR CONSUMER  
CAMPAIGNS

OXFORD STREET  
SOCIAL MEDIA HAS  
GAINED  
**5.5K**  
NEW FOLLOWERS

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# Campaigning & Advocacy

Our political representation during the past 12 months 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.



Top: Chief Executive, Jace Tyrrell with Mayor of London Sadiq Khan; New West End Company meets with Metropolitan Police Commissioner Cressida Dick; Bottom: Working with Westminster City Council Cllr Matthew Green on new planning & occupiers in our District.

## 2021 - 2022 Support:

- **Engaged with over 30 public officials** over the past 12 months on how we can continue our West End recovery to ensure that our District continues to thrive as it moves on from the impact of the pandemic;
- Made over **50 representations on behalf of London's West End** at a national, London & local level, responding to key issues covering economic, planning & transport activity;
- Contributed to the **London Recovery Tourism Board** to ensure the West End was represented;
- Relunched the **Association of International Retail** to ensure that our District is prepared to welcome back international visitors. We continued our international campaigns on tax-free shopping & visa reforms;
- Continued to campaign Government on **business rates reform** and highlighted that the latest changes will not benefit our District.

## 2022-23 Recover & Thrive

We will work towards helping West End businesses recover and thrive by influencing public policies to create the most positive environment for trading.

Our four areas of focus for 2022-23 are:

- **Increase international attractiveness** through policy changes on visas, tax-free shopping & Sunday trading
- **Lower costs for West End businesses** through reforms on business rates & onlines sales tax
- **Enhance public realm, transport & sustainability** through the delivery of the Elizabeth Line and the Oxford Street District transformation, while working toward our goal of becoming a net-zero district
- **Enable full recovery & growth** following the Covid-19 pandemic by working with partners to transform city centres across the UK and here in London's West End.

## Placemaking & A Sustainable District



Introduced new e-bikes to our fully electric street cleaning fleet



21 new wayfinding & sanitisation points installed across our District



Lord Mayor of Westminster formally opens the completed Burlington Gardens



Hanover Square Gardens completed in Summer 2021 - the first completion of the wider Hanover Square transformation

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 working with members and partners we have achieved:

- Completion of Burlington Gardens scheme;
- Completion of Hanover Square Gardens;
- Design & installation of new Christmas lights scheme on Oxford Street;
- Installation of public WiFi across Oxford Street & Bond Street;
- Re-installation of wayfinding totems and hand sanitisation points;
- Launched our first electric street cleaning fleet; one of the largest operated by a BID in the UK.

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

- Launch our **West End Sustainability Action Plan** to set out our ambitions to become a more sustainable district;
- Ensure that the **£150 million Oxford Street District transformation** maintains momentum during and following the consultation in 2022;
- Ensure our district is prepared and ready for **the Elizabeth Line opening in Q1 2022**.

# Clean, Safe & Healthy Streets

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 targeted services and enhanced management during core and peak trading periods, ensuring our returning customers feel safe in our District.



## Over the past 12 months, we have:

- 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 welcomed more customers back and ran the first Great West End Clean in the lead up to Christmas.
- Delivered a number of strategic table-top **major incident exercises** alongside Metropolitan Police and partners;
- Delivered **threat assessment reports** to members in the lead up to Christmas and ran joint patrols with Metropolitan Police and New West End Company Security including project Servator.

## We will continue to provide our core services:

- **24/7 security personnel with overnight dog patrols** to support the security of our customers, colleagues and businesses;
- **Deep cleaning** of the West End on a regular basis supporting members safety management on key trading days.



Top: Our Security Team made over 50,000 visits to member businesses; Bottom Left: Our clean team have ensured our district remains safe for all visitors; Bottom Right: Westminster Conservative Councillor Candidates joined local residents and New West End Company Clean Team Drop-In Session as part of our pre-Christmas Great West End Clean campaign

# Data Driven Performance & 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.



We hosted & attended a series of virtual & physical events and seminars to ensure we remain engaged with our key stakeholders & members

We have continued to **promote a positive narrative** on the state of the West End as we recover from the impact of the pandemic. Through proactive national & international media, we have promoted issues that need addressing, highlighted the **resilience of our district and upcoming investment**, and ensured that the West End remains **globally competitive**.

**Our insights offering** has, continued to be a key source in keeping Government, businesses and key stakeholders informed about the **trading conditions and consumer insights**. Our **PwC Insights Programme** as been vital to better inform our businesses as they recover with regular insights into **footfall, sales, travel and consumer data**.

With the reduction of restrictions, we have once again been able to physically represent our District. We attended COP26, LREF & MAPIC, while over **800 members** attended **NWEC-led physical & virtual events** Our event programme continues to draw both inspiring speakers and large audiences offering insightful, topical and valued content.

We've secured over 2,500 pieces of media coverage worth £8.5 million promoting and representing our district.

## Physical & Digital Marketing

Our district-wide communication campaigns aim to boost customer confidence and attract vital footfall back to the West End as we recover and keep people returning again and again.

We saw footfall in our District rise each month in 2021, and we delivered a number of **district-wide campaigns** to enhance the customer experience:

- **West End Club:** Signed up a further 600 offices this year to access our exclusive offers and experiences
- **West End Guide:** Wayfinding across our district with through QR codes generated over 1,800 scans
- **Destination Promotion:** Always on messaging to our customers has promoted our key campaigns and information

throughout the year through our digital and social channels

- **Art installations:** Engaged over 40 Mayfair Galleries and installed 7 pop-up sculptures as part of the Mayfair Sculpture Trail & Art in Mayfair.
- **West End-wide Christmas:** Led the West End Christmas Partnership and coordinated a District-wide Lights switch on and campaign, resulting in over 400 pieces of media coverage.
- **Beyond Now:** Launched our inaugural consumer Sustainability campaign on Oxford Street with over 30 members to raise awareness of sustainable practises in retail.

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 attract firstly our **London and UK domestic customers** as we recover, with a longer term focus on our international visitors.

2022 will be a pivotal year for customer and cultural campaigns as we celebrate the **Queen's Platinum Jubilee and 50 years of Pride**, along with new initiatives and activations coming to our streets.

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 campaigns are as aligned and far-reaching as possible.



Left: 2021's brand new Oxford Street Christmas Lights scheme as part of our Only In The West End...Christmas campaign. Right: The Mayfair Sculpture Trail attracted thousands of visitors to explore the artwork over Summer 2021

# Occupier & Property BID



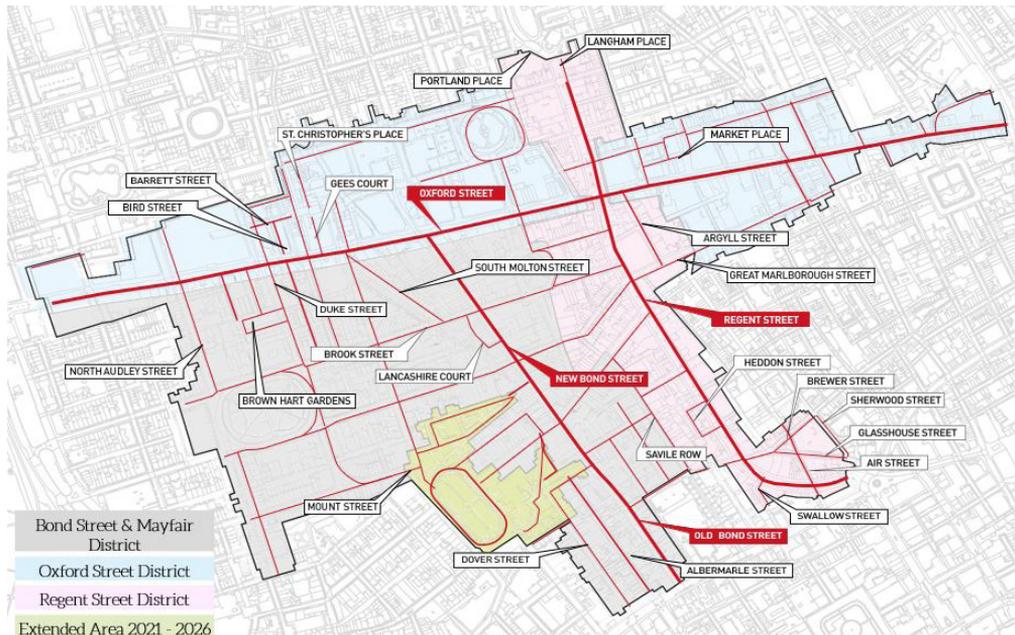
Aerial View of London's West End

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

With over **20 years** experience of working with businesses and strategic stakeholders, our aim continues to be in **protecting and boosting the economic prosperity** of your West End businesses.

Through the delivery of our 2021-2026 Business Plan, our key priority is to return our District to **£10 billion annual turnover by 2025** through our great West End recovery.

Our work evolves 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 for 2021-2026

## Financial Management 2021/22 Forecast

### OCCUPIER FINANCIALS

Safe, Clean & Healthy	52.9%
Physical & Digital	15.0%
Bad Debts	13.7%
Management & Overheads	8.6%
Insights & Innovation	6.4%
Campaigning	2.8%
Levy Collection	0.6%

Income	2021/22
	£K
BID Levy	3,677
Non BID Levy Income	134
<b>Total Income</b>	<b>3,811</b>
Expenditure	2021/22
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	2,300
Physical & Digital	651
<b>Total Spend</b>	<b>2,951</b>
<b>Insights &amp; innovation</b>	
Data Driven Performance	280
<b>Total Spend</b>	<b>280</b>
<b>Campaigning</b>	
Advocacy	123
<b>Total Spend</b>	<b>123</b>
<b>Company Management</b>	
Management & Overheads	374
BID Levy Collection	25
Bad Debts	596
<b>Total Spend</b>	<b>995</b>
<b>Total Expenditure</b>	<b>4,349</b>
Net Profit/(Loss for year)	(538)
Surplus Brought Forward	1,827
<b>Closing Surplus Position</b>	<b>1,289</b>

# Financial Management 2022-23 Budget

## OCCUPIER FINANCIALS

Safe, Clean & Healthy	48.3%
Physical & Digital	20.5%
Bad Debts	11.5%
Insights & Innovation	8.3%
Management & Overheads	8.0%
Campaigning	2.8%
Levy Collection	0.6%

Income		2022/23
		£K
BID Levy		3,839
Non BID Levy Income		60
<b>Total Income</b>		<b>3,899</b>
Expenditure		2022/23
		£K
<b>Customer Experience</b>		
Safe, Clean & Healthy		2,414
Physical & Digital		1,024
<b>Total Spend</b>		<b>3,438</b>
<b>Insights &amp; Innovation</b>		
Data Driven Performance		418
<b>Total Spend</b>		<b>418</b>
<b>Campaigning</b>		
Advocacy		141
<b>Total Spend</b>		<b>141</b>
<b>Company Management</b>		
Management & Overheads		402
BID Levy Collection		28
Bad Debts		576
<b>Total Spend</b>		<b>1,006</b>
<b>Total Expenditure</b>		<b>5,003</b>
Net Profit/(Loss for year)		(1,104)
Surplus Brought Forward		1,289
<b>Closing Surplus Position</b>		<b>185</b>

## Financial Management 2021/22 Forecast

### PROPERTY FINANCIALS

Physical & Digital	28.4%
Campaigning	23.2%
Insights & Innovation	16.0%
Safe, Clean & Healthy	15.6%
Bad Debts	9.5%
Management & Overheads	7.1%
Levy Collection	0.2%

Income	2021/22
	£K
BID Levy	3,810
Non BID Levy Income	124
<b>Total Income</b>	<b>3,934</b>
Expenditure	2021/22
	£K
Customer Experience	
Safe, Clean & Healthy	819
Physical & Digital	1,488
<b>Total Spend</b>	<b>2,307</b>
Insights & Innovation	
Data Driven Performance	840
<b>Total Spend</b>	<b>840</b>
Campaigning	
Advocacy	1,216
<b>Total Spend</b>	<b>1,216</b>
Company Management	
Management & Overheads	374
BID Levy Collection	12
Bad Debts	500
<b>Total Spend</b>	<b>885</b>
<b>Total Expenditure</b>	<b>5,249</b>
Net Profit/(Loss for year)	(1,315)
Surplus Brought Forward	3,350
<b>Closing Surplus Position</b>	<b>2,035</b>

## Financial Management 2022-23 Budget

### PROPERTY FINANCIALS

Physical & Digital	28.2%
Campaigning	20.4%
Safe, Clean & Healthy	16.9%
Insights & Innovation	16.6%
Bad Debts	10.5%
Management & Overheads	7.1%
Levy Collection	0.3%

Income	2022/23
	£K
BID Levy	3,959
Non BID Levy Income	60
<b>Total Income</b>	<b>4,019</b>
Expenditure	2022/23
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	958
Physical & Digital	1,596
<b>Total Spend</b>	<b>2,554</b>
<b>Insights &amp; Innovation</b>	
Data Driven Performance	939
<b>Total Spend</b>	<b>939</b>
<b>Campaigning</b>	
Advocacy	1,156
<b>Total Spend</b>	<b>1,156</b>
<b>Company Management</b>	
Management & Overheads	402
BID Levy Collection	15
Bad Debts	594
<b>Total Spend</b>	<b>1,011</b>
<b>Total Expenditure</b>	<b>5,661</b>
Net Profit/(Loss for year)	(1,642)
Surplus Brought Forward	2,035
<b>Net Position</b>	<b>394</b>