



NEW  
WEST END  
COMPANY

A large, light pink watermark of the same seven-petaled flower logo is centered on the page, behind the main text.

# NEW WEST END COMPANY

2024/25



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SPORTS DIRECT

BUS STOP

# Foreword



**At New West End Company, we work on behalf of our 600 members to make the West End the most inspiring, sustainable, and diverse place to live, visit and do business.**

In 2023, we saw a normalisation of both footfall and spend across the district – indicating that, for the first time since the lifting of pandemic restrictions, we have moved past recovery into a new phase of growth. It is a year that should leave us all with a sense of optimism, and renewed confidence in what we can achieve together. Despite the continued presence of challenging economic headwinds, the West End was resilient, and we remain on track to exceed £10 billion annual turnover by end of the BID term 2025/2026.

Reaching this target will require us to work together to ensure we are capitalising on all opportunities available to us, whilst mitigating the challenges ahead. By working closely with our members, partners and wider stakeholders, we will ensure that the 2024-2025 BID year is a successful one, building on

our recent achievements to deliver a West End that we can all be proud of.

**With that in mind, our 2024 priorities are:**

### **Customer Experience.**

Continuing to leverage our Cleansing and Security teams to ensure visitors to the district, whether they are residents, tourists, shoppers or workers, are able to have an excellent West End experience. We will also continue to invest in targeted, multi-channel campaigns to attract tourism from the valuable Middle Eastern and Chinese markets, in addition to our always-on programme of destination marketing activations across the district.

### **Campaigning and Advocacy.**

Working with stakeholders and partners within the West End and across the capital, we will engage the Government on the issues that matter most to our members, including the reinstatement of tax-free shopping, the fundamental reform of the business rates system, and the urgent need to tackle retail crime – all in service of creating a competitive business environment in which our members can thrive long into the future.

**Insights.** Remaining the authoritative source on the West End, and providing our members with a unrivalled access to data from across the district, through our West End Insights Programme.

Further evolving the way we gather data from not only our members, but visitors from across the district, to enable our members to make informed and strategic business decisions to drive consideration, footfall and sales.

**A Sustainable District.** In line with our updated Business Plan for 2023 – 2026, creating an inclusive, accessible and sustainable district remains a core focus for the next twelve months. Shaping our forward strategy in 2024 will be the West End's very first Community Strategy, whilst the delivery of the Oxford Street Programme – the largest public / private sector public realm undertaking in the U.K. – remains a core component of driving forward a once-in-a-lifetime transformation for the nation's high street.

As we look ahead to 2024/2025, myself and the team at New West End Company look forward to working with our members and stakeholders to drive forward the West End, delivering an environment which allows our members to thrive and maintains our district's reputation as a world-leading flagship retail and leisure destination for all.

Warmest regards,

A handwritten signature in black ink, appearing to read 'Dee Corsi', written over a white background.

**DEE CORSI**  
Chief Executive

## CLEAN, SAFE & HEALTHY STREETS

**£50,000** WORTH OF MEMBERS  
GOODS RETURNED WITHIN  
ONE BUSINESS DAY

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**76,669**  
SECURITY TEAM  
VISITS TO MEMBER  
BUSINESSES

**15,432**  
SECURITY INCIDENTS  
DEALT WITH OVER  
THE PAST 12 MONTHS

**14,239**

INDIVIDUAL NIGHT  
TIME PATROLS  
COMPLETED  
BY OUR NIGHT  
SECURITY TEAM

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**1,506,788** RECYCLING &  
WASTE  
COLLECTIONS

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**33,721** MEMBER REQUESTS  
RESPONDED TO BY  
THE CLEAN TEAM

**11,270  
TONNES**

RECYCLING &  
WASTE  
COLLECTED

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## DESTINATION MARKETING

**1.7BN**  
TOTAL  
MEDIA REACH

TOTAL PR VALUE OF  
**£8.9M**  
FOR CONSUMER  
CAMPAIGNS

**3.5K**  
NEW  
WEST END CLUB  
USERS

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**25K** NEW INSTAGRAM FOLLOWERS ACROSS  
OXFORD STREET & BOND STREET ACCOUNTS

## CAMPAIGNING & ADVOCACY

LED THE ONGOING CAMPAIGN TO **RESTORE TAX-FREE SHOPPING**, GENERATING **138** PIECES OF INTERNATIONAL COVERAGE, WITH A REACH OF **£2.7BN**

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**218** PIECES OF INTERNATIONAL MEDIA COVERAGE WITH A REACH OF **4.8BN**

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DELIVERED INDEPENDENT ANALYSIS OF KEY ISSUES, INCLUDING **INTERNATIONAL CENTRE STATUS** AND **SUNDAY TRADING**

PROMOTED AND HIGHLIGHTED WEST END ISSUES THROUGH GOOD WORKING RELATIONSHIPS WITH **WESTMINSTER CITY COUNCIL**, **THE MAYOR OF LONDON**, **CENTRAL GOVERNMENT** AND **TRADE BODIES**

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## INSIGHTS & INNOVATION

**33** SPEND & TRAVEL INSIGHTS REPORTS

**96** INSIGHTS REPORTS ON VISITOR FOOTFALL IN THE WEST END

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**242** MEMBERS ATTENDED **3** DEDICATED INSIGHTS EVENTS

**73** SPECIAL REPORTS PUBLISHED

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## A SUSTAINABLE DISTRICT

**54,000** SUBSCRIBERS TO UPGRADED WEST END FREE PUBLIC WIFI SINCE RELAUNCH IN NOV 2023

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**42** MEMBER BUSINESSES ENGAGED WITH AT WEST END SUSTAINABILITY SHOWCASE

**HANOVER SQUARE** SCULPTURE INSTALLED & SCHEME COMPLETED

# Customer Experience - Clean, Safe & Healthy Streets

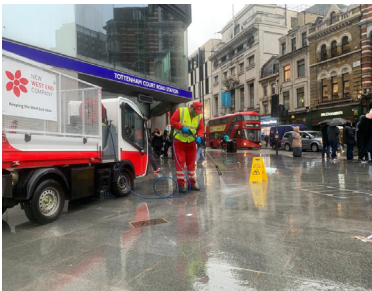
Working in partnership with Westminster City Council, New West End Company provides additional street management, through security and cleansing to support across our district. This includes 24/7 high visibility security patrols and dedicated cleansing teams to ensure that all those who visit and work in the West End are able to enjoy a safe, inclusive and clean environment.



Continued close partnership with Metropolitan Police Service with joint patrols throughout 2023



Security Engagement Day November 2023



Operation West End 2023

## Over the past 12 months, we have:

- Conducted over 76k security visits to member businesses, and dealt with over 15k security incidents.
- Delivered 16 intelligence and strategic meetings with local partners for our members, including a counter-terrorism awareness course, and a table-top exercise to enhance member resilience across the district.
- Managed and mitigated the impact of over 200 protests through our close working relationship with the Metropolitan Police Service, resulting in minimised disruption to member businesses and the public.
- Responded to a total of 33,721 tasks and member requests for cleansing, resulting in 1.5m waste collections, and the deep cleaning of 112,320 square metres across the district.
- Launched a bespoke Cleansing app for New West End Company members, with a 30-minute response time for any in-bound requests.

## In 2024, we will work with our members and partners to:

- Continue to invest significant levels of budget and resource into our Operations delivery across both security and cleansing, reflecting the value that members place on our street services.
- Develop a localised West End Violence Against Women and Girls (VAWG) initiative, in line with the Mayor's refreshed VAWG Strategy 2022 - 2025, and supporting the long-term ambition to eradicate VAWG in London so that every woman and girl can participate fully in public life without experiencing or fearing harassment, abuse or violence. We will develop this strategy through consultation with existing partners, including the Metropolitan Police Service.
- Strengthen our district resilience programme to ensure New West End Company and members are best prepared to deal with incidents as they unfold within the district.
- Share relevant intelligence and impact assessments with the Metropolitan Police Service, in order to inform policing strategy and response across the district in relation to issues such as organised crime, rough sleeping and protests.
- Undertake joint patrols and operations with the Metropolitan Police Service, where there is a need for additional resourcing to support our members to trade in a safe and competitive business environment.

# Customer Experience - Destination Marketing

Through the delivery of strategic multi-channel campaigns, immersive on-street activations and exclusive offers, experiences and loyalty schemes, New West End Company showcases the very best the West End has to offer to new and existing domestic and international audiences.



Images in order from top to bottom: PROUD West End; Art in Mayfair 2023 Flags; Oxford Street Christmas Lights

## Over the past 12 months, we have:

- Unveiled 'PROUD West End', an immersive art installation and the district's first Pride campaign, which celebrated LGBTQIA+ community members from across the district.
- Successfully welcomed Art in Mayfair back to the district for the sixth time, featuring 11 new large-scale sculptures by world-renowned artists.
- Driven a significant uplift in awareness of the West End's festive offering; the 2023 Oxford Street Christmas lighting display was delivered in partnership with children's charity, Starlight, with the support of Millie Bright, Captain of the Lionesses and Chelsea Football Club. In total, our festive lights campaigns across Oxford Street and Bond Street delivered 391 pieces of coverage, an uplift of 22% year-on-year.
- Delivered an exclusive Bond Street festive shopping event, in partnership with over 25 of our luxury retail and hospitality members. On the evening of the event, Bond Street spending saw an uplift of 68% year-on-year, indicating the event's value to both participating and non-participating members.
- Rapidly grown our owned social channels for both Oxford Street and Bond Street, with 25K (net) new followers across both Instagram accounts.
- Made significant upgrades to our West End Club loyalty programme app, driving the onboarding of 3.5k (net) new users.
- Launched a bespoke WeChat channel for the West End, featuring information from members and suggested itineraries for visitors. Since the channel's launch on 15 December 2023, we have onboarded 40 West End brands, had 800k impressions and secured coverage in key media titles including the Robb Report and Elle China.

## In 2024, we will work with our members and partners to:

- Expand our international marketing programme, with a particular focus on the Middle East and China audiences, who represent a significant opportunity for growth and have historically been a key demographic for the West End. This includes further investment into our recently launched WeChat channel, featuring bespoke itineraries for the West End, developed in partnership with participating members, and the expansion of our Middle Eastern influencer strategy.
- Deliver impactful destination marketing activations across the year, with seasonally-led campaigns and events throughout the year to promote our members and boost awareness of the West End as a flagship retail and leisure destination of choice.
- Drive worker behaviour through the upgraded West End Club app, through the provision of exclusive offers and experiences, which boost consideration and loyalty amongst a valuable West End worker audience.
- Enhance and invest in our owned digital channels, ensuring that both core and newer channels – such as the Bond Street Journal, unveiled in 2023 – showcase the very best of what the district has to offer.

# Campaigning & Advocacy

New West End Company seeks to be an influential business voice, campaigning for policies which create a competitive business environment, drive inward investment and secure sustainable economic growth for the district as a whole. We do this through relentless storytelling, a physical presence at global trade shows and conferences, and the delivery of data-led news and reports which contribute to the West End's global reputation as a flagship retail and leisure destination.

Over the past 12 months, we have:

- Seen tangible movement on key campaigns, notably tax-free shopping, as a result of tireless lobbying by New West End Company, and its partners and supporters.
- Achieved Public Affairs campaign milestones including securing a Parliamentary debate on tax-free shopping, giving in-person evidence to the Department of Culture, Media, and Sport Select Committee inquiry into 'Promoting Britain Abroad', the submission of proprietary New West End Company evidence to Treasury, and regular meetings with its officials.
- Maintained a steady drumbeat of media coverage on tax-free shopping, with New West End Company leveraging our proprietary data to drive cut-through within the news agenda. As part of this workstream, we have secured 138 pieces of proactively placed national and international coverage, with highlights including opinion editorials from Dee Corsi in the Mail Online, Evening Standard, City A.M., and news coverage in Bloomberg, The Daily Telegraph and BBC Breakfast.
- Continued to promote the West End as a desirable investment destination, through the use of proprietary insights and forecast figures, and the strategic placement of opinion articles from New West End Company Chief Executive, Dee Corsi, celebrating the district.
- Undertaken a formal review of the benefits of 'International Centre Status' for members, including an exploration of how the status could be used to greater effect than is currently the case – including what potential planning and non-planning interventions the status could deliver, to ensure that the West End continues to thrive in an increasingly competitive marketplace.
- Promoted West End issues by working closely with local and national Government bodies, including the Greater London Authority, Westminster City Council and the Metropolitan Police Service.

In 2024, we will work with our members and partners to:

- Increase the attractiveness of the West End to international visitors by influencing policy on tax-free shopping, business rates reform, retail crime, and sustainability, whether environmental, societal or economic.
- Ensure that New West End Company remains an influential business voice on behalf of our members, promoting issues which are important to them and their continued success.
- Leverage our proprietary insights to underline the vibrancy of the district, and position it as a global benchmark for a flagship retail and leisure destination.



Dee Corsi interviewed on BBC London in December 2023



Media clippings of our Tax-free campaign coverage in 2023

# Insights & Innovation

Through our West End Insights Programme, New West End Company's Insights team provides members with exclusive access to data from across the district – enabling them to make informed strategic decisions and drive business growth. This data also underpins a number of other New West End Company services – from the delivery of world-class destination marketing activations, inward investment, campaigning and advocacy.

## Over the past 12 months, we have:

- Developed and presented a commercial business case for the funding of the £90m Oxford Street Programme, a series of public realm enhancements which will deliver a once-in-a-lifetime transformation for the nation's high street.
- Collated a data-driven submission of evidence to Treasury, to support the campaign to reinstate tax-free shopping, which featured anonymised spend and visitation trend data from members representing 25% of West End trading space.
- Commissioned external reports looking at macro factors impacting West End performance, including the Annual West End Turnover Report which, for the first time in 2023, included catchment area analysis for the district.
- Powered an annual programme of events, roundtables and webinars that provide members with a forum for knowledge-sharing, thought leadership and in-depth analysis.
- Delivered an “always on” flow of district-wide insights, including weekly visitor bulletins and Transport for London traffic patterns and, through our unrivalled West End Insights Programme, additional data on customer spend and visitation patterns.

## In 2024, we will work with our members and partners to:

- Continue supporting members with data-driven insights on the West End's past, present and future performance, as well as in-depth analysis of external economic factors on the district.
- Ensure that New West End Company remains the most authoritative source of information on the West End, through our proprietary West End Insights Programme.
- Leverage our proprietary data and associated analysis to tell the most compelling story about the West End, whether for visitors, members or investors.
- Remain at the cutting edge of data and insights innovation, continuously evolving our insights to stay ahead of member priorities and respond to market trends.



Left: New West End Company Insights Festive Update; Right: West End Turnover Report 2023

# A Sustainable District

A new pillar, introduced as part of our refreshed Business Plan 2023 – 2026, New West End Company is committed to creating a sustainable district, economically, socially and environmentally. Key priorities within this include strengthening our community connections, and working closely with local partners, such as Westminster City Council, to transform the district by prioritising placemaking, by advocating, supporting and delivering public realm enhancement schemes, such as the Oxford Street Programme.

**Over the past 12 months, we have:**

- Successfully collaborated with Westminster City Council and our members to progress the landmark, £90 million Oxford Street Programme. The agreement between New West End Company and Westminster City Council represents one of the largest public / private public realm undertakings in the U.K. Milestone achievements across 2023 include the completion of the public consultation on the Programme, and the early stages of design.
- Unveiled high-quality public realm schemes in Hanover Square (completed in April 2023, and commended by the respected New London Architecture Awards), Clifford Street and Vigo Street.
- Delivered iconic festive lighting displays across Oxford Street, Bond Street and Conduit Street, as well as the 'Starlight Faerie' – an interactive piece of public art, through which visitors to the district could donate to our 2023 charity partner, Starlight.
- Held our very first Sustainability Showcase event, in partnership with Veolia and Westminster City Council's Climate Emergency Team, which was attended by 42 member businesses.
- Appointed a Community Strategy delivery partner, Publica, and engaged 16 members and 20 community representatives as part of the first phase of our Strategy development.

**In 2024, we will work with our members and partners to:**

- Progress to the next phase of the Oxford Street Programme, with works to start on site in Autumn 2024.
- Commence design work for complementary schemes included in the Oxford Street Programme, such as those in the James Street Neighbourhood and Davies Street, in collaboration with Westminster City Council.
- Launch and deliver against the vision laid out in our very first West End Community Strategy, set to be launched in Spring 2024.
- Build on the success of our inaugural Sustainability Showcase, to give our members access to best-in-class sustainability case studies across the district and beyond, in addition to providing access to bespoke resources developed in partnership with members and other stakeholders.
- Continue to champion the voices of our members on sustainability issues and challenges which matter to them.



Left to Right: Westminster City Council Oxford Street Programme CGI; 'Landline' Hanover Square Sculpture; Starlight Faerie

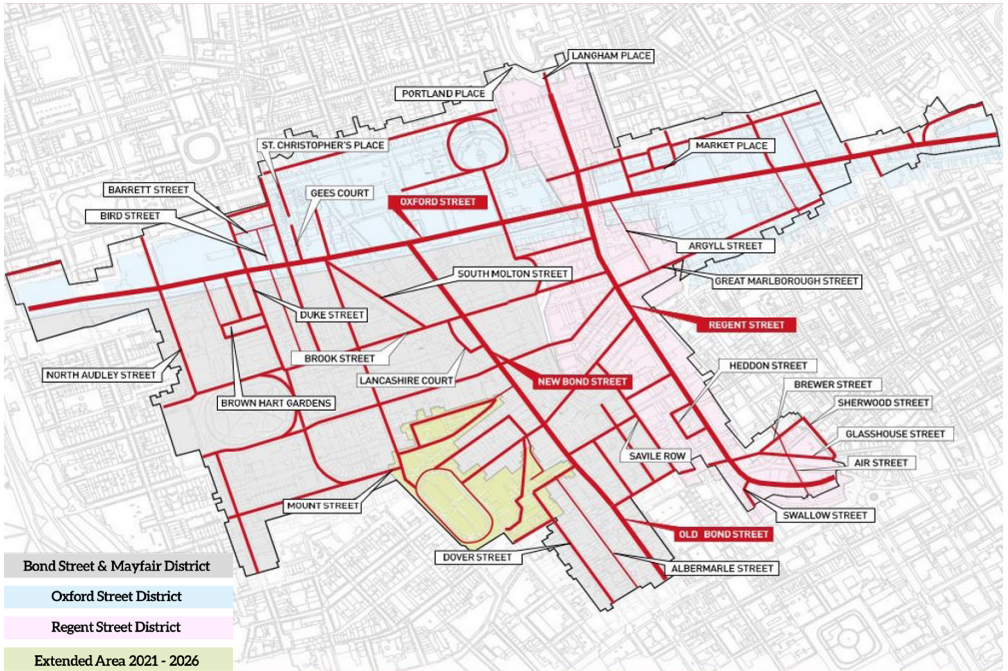
# Occupier and Property BID



We are proud to represent both property owners and occupier businesses in one of the world's leading shopping and leisure destinations.

Our key priority is to build on the more than 20 years' experience that we have working with businesses and stakeholders across the West End, to continue to protect the integrity and boost the economic prosperity of the West End, and the businesses within it.

The community of West End businesses are at the centre of this journey, with over 600 member organisations coming together to achieve our shared goal of making the West End the leading destination for businesses, residents and visitors.



Our current BID area for 2021-2026

# Financial Management 2023/24 Forecast

## OCCUPIER FINANCIALS

<b>Customer Experience</b>	<b>73.0%</b>
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<b>Campaigning</b>	<b>1.2%</b>
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<b>Insights &amp; Innovation</b>	<b>9.0%</b>
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<b>Sustainable District</b>	<b>1.0%</b>
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<b>Company Management</b>	<b>15.8%</b>
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*N.B Percentages are calculated based on total expenditure*

<b>INCOME</b>	<b>2023/24</b>
	£K
BID Levy	3,822
Non BID Levy Income	89
<b>Total Income</b>	<b>3,912</b>

<b>EXPENDITURE</b>	<b>2023/24</b>
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	2,258
Physical & Digital	1,119
<b>Total Spend</b>	<b>3,377</b>
<b>Campaigning</b>	
Advocacy	54
<b>Total Spend</b>	<b>54</b>
<b>Insights &amp; Innovation</b>	
Data Driven Performance	418
<b>Total Spend</b>	<b>418</b>
<b>Sustainable District</b>	
Sustainability	45
Oxford Street	0
<b>Total Spend</b>	<b>45</b>
<b>Company Management</b>	
Management & Overheads	534
BID Levy Collection	22
Bad Debts	175
<b>Total Spend</b>	<b>731</b>
<b>Total Expenditure</b>	<b>4,626</b>
Net Profit/(Loss for the year)	(714)
Surplus Brought Forward	1,941
<b>Closing Surplus Position</b>	<b>1,227</b>

# Financial Management 2024/25 Budget

## OCCUPIER FINANCIALS

**Customer Experience** 70.9%

**Campaigning** 1.2%

**Insights & Innovation** 9.5%

**Sustainable District** 1.1%

**Company Management** 17.2%

*N.B Percentages are calculated based on total expenditure*

INCOME	2024/25
	£K
BID Levy	3,937
Non BID Levy Income	77
<b>Total Income</b>	<b>4,014</b>

EXPENDITURE	2024/25
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	2,316
Physical & Digital	981
<b>Total Spend</b>	<b>3,297</b>
<b>Campaigning</b>	
Advocacy	56
<b>Total Spend</b>	<b>56</b>
<b>Insights &amp; Innovation</b>	
Data Driven Performance	441
<b>Total Spend</b>	<b>441</b>
<b>Sustainable District</b>	
Sustainability	53
Oxford Street	0
<b>Total Spend</b>	<b>53</b>
<b>Company Management</b>	
Management & Overheads	602
BID Levy Collection	23
Bad Debts	177
<b>Total Spend</b>	<b>802</b>
<b>Total Expenditure</b>	<b>4,649</b>
Net Profit/(Loss for the year)	(635)
Surplus Brought Forward	1,040
<b>Closing Surplus Position</b>	<b>405</b>

# Financial Management 2023/24 Forecast

## PROPERTY FINANCIALS

<b>Customer Experience</b>	<b>43.0%</b>
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<b>Campaigning</b>	<b>17.3%</b>
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<b>Insights &amp; Innovation</b>	<b>8.5%</b>
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<b>Sustainable District</b>	<b>15.4%</b>
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<b>Company Management</b>	<b>15.7%</b>
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*N.B Percentages are calculated based on total expenditure*

<b>INCOME</b>	<b>2023/24</b>
	£K
BID Levy	3,822
Non BID Levy Income	166
<b>Total Income</b>	<b>3,988</b>

<b>EXPENDITURE</b>	<b>2023/24</b>
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	1,024
Physical & Digital	1,079
<b>Total Spend</b>	<b>2,104</b>
<b>Campaigning</b>	
Advocacy	847
<b>Total Spend</b>	<b>847</b>
<b>Insights &amp; Innovation</b>	
Data Driven Performance	418
<b>Total Spend</b>	<b>418</b>
<b>Sustainable District</b>	
Sustainability	84
Oxford Street	673
<b>Total Spend</b>	<b>756</b>
<b>Company Management</b>	
Management & Overheads	534
BID Levy Collection	22
Bad Debts	213
<b>Total Spend</b>	<b>770</b>
<b>Total Expenditure</b>	<b>4,895</b>
Net Profit/(Loss for the year)	(907)
Surplus Brought Forward	3,115
<b>Closing Surplus Position</b>	<b>2,208</b>

# Financial Management 2024/25 Budget

## PROPERTY FINANCIALS

<b>Customer Experience</b>	<b>45.7%</b>
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<b>Campaigning</b>	<b>18.8%</b>
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<b>Insights &amp; Innovation</b>	<b>9.7%</b>
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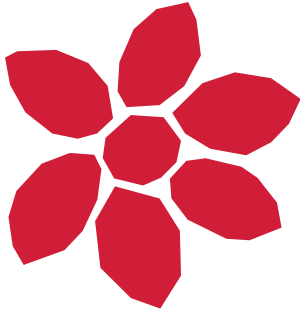
<b>Sustainable District</b>	<b>7.4%</b>
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<b>Company Management</b>	<b>18.4%</b>
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*N.B Percentages are calculated based on total expenditure*

<b>INCOME</b>	<b>2024/25</b>
	£K
BID Levy	3,937
Non BID Levy Income	143
<b>Total Income</b>	<b>4,080</b>

<b>EXPENDITURE</b>	<b>2024/25</b>
	£K
<b>Customer Experience</b>	
Safe, Clean & Healthy	1,047
Physical & Digital	1,038
<b>Total Spend</b>	<b>2,084</b>
<b>Campaigning</b>	
Advocacy	858
<b>Total Spend</b>	<b>858</b>
<b>Insights &amp; Innovation</b>	
Data Driven Performance	441
<b>Total Spend</b>	<b>441</b>
<b>Sustainable District</b>	
Sustainability	99
Oxford Street	238
<b>Total Spend</b>	<b>337</b>
<b>Company Management</b>	
Management & Overheads	602
BID Levy Collection	23
Bad Debts	217
<b>Total Spend</b>	<b>841</b>
<b>Total Expenditure</b>	<b>4,562</b>
Net Profit/(Loss for the year)	(482)
Surplus Brought Forward	2,394
<b>Closing Surplus Position</b>	<b>1,912</b>




# NEW WEST END COMPANY

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