



Bond Street | Oxford Street | Regent Street

RENEWAL MANDATE BUSINESS PROPOSAL 2021 – 2026

Better Together, For Good.

December 2020

DISCLAIMER: THE FINAL BUSINESS PROPOSAL WILL BE PRESENTED AS AN INTERACTIVE DIGITAL PLAN, WITH THE ABILITY TO ENTER AND REVIEW DIFFERENT PARTS DIRECTLY FROM THE MAIN NAVIGATION. AS A RESULT, THERE MAY BE REPETITION IN PLACES TO REFLECT THE DIFFERENT ENTRY POINTS. SUPPORTING ENDORSEMENTS WILL BE IN VIDEO FORMAT WHERE POSSIBLE. QUOTES ARE SUBJECT TO APPROVAL. OUR RESPONSE AND TONE TO COVID WILL BE IN A DIFFERENT STAGE WHEN THIS PROPOSAL IS PUBLISHED IN 2021.

This proposal has drawn on the experience and guidance of over 100 West End businesses on our Steering & Management Groups which comprises:



 **Lord Bruce Dundas**
Buccellati
Chair of Bond Steet & Mayfair

 **Gareth Eighteen**
Schuh
Chair of Oxford Street

 **Ian Grout**
Hackett
Chair of Regent Street

 **Paul Jackson**
Claridge's
Chair of Hotel Management

These include
80 businesses
representing retail,
restaurants, hotels
and **property owners**

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BETTER TOGETHER, FOR GOOD.

For **two decades**, we have put our 600 members at the forefront of everything we do.

We were set up by businesses in the West End to achieve what **could not be accomplished by one business or one organisation alone.**

Our shared vision is 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.**

At the start of a new decade, on our recovery journey from COVID 19, we set out our **Business Proposal** to secure your ongoing commitment for our renewal mandate, so that we can continue to work together to deliver **five further years of district transformation and progress.**

DRAFT

CHAIRMAN, Sir Peter Rogers

I am conscious as I write this of the **intense ongoing pressure** on you and your businesses as a result of the **unprecedented restrictions** on individuals both from this country and internationally as a result of the pandemic. There is **not a single West End business that has been able to trade normally and plan with any certainty for the future.**

Whilst we are grateful for the help the Government has provided, **London's West End needs more to enable it to survive and grow again into the economic powerhouse that has led a national recovery through every other economic crisis.** It is now time for the Government to pay us back with targeted support and if it does any support will be returned with interest over the years. **The West End is no longer a cash cow which will survive whatever burdens are placed on it.**

The immediate challenge is now to get Government to recognise this. Decisions to help businesses survive, like the **extension of business rate relief, removal of some of the archaic regulations restricting trading or measures to encourage the world back to this unique place are top of our lists for action.** The New West End Company has been making these points to Government at the very highest level. We have the support of our MPs, the Mayor and the City Council who are joining us to make the case.

The short run actions of the Council have helped. Outdoor space is being reinvented to create a better experience as well as helping businesses survive. We need to build on that through the **£150m Oxford Street District plans** or through further redesignation of space for the people who will flock to the West End in the future. We must have the **Elizabeth Line open soon.** No more excuses, no more delays and we have a Transport Commissioner promising that. More importantly, none of the cost overrun can fall on hard pressed businesses who have already paid their share.

This is an **opportunity to create a West End for the future.** Upgrading the physical image of the West End can now be done efficiently. We need **plans and pace of implementation,** but we also need to ensure that the area is clean and safe for all that come while it is happening. Positive experience and personal recommendation will do far more to fill the area than clever straplines.

The **Board of the New West End Company and their organisations are suffering as you are.** However, they have also given more and more of their time to support actions to secure the future of the entire district. Redirection of activity, adapting operations, dealing with financial realities and seeing valued colleagues leave so that others may have jobs has become almost a way of life. They have ensured that the **New West End Company** does the same – **slimmer, sharper and more relevant to the needs of you, our members.**

I am confident that there are better times ahead and we must start work now to ensure they arrive as quickly as possible. We will continue to challenge Government to give us the tools to do so whether that is tax free shopping, a reformed system for business rates or extending Sunday Trading hours. We will continue to push the Mayor on things that matter like the opening of the Elizabeth Line and iconic improvements around Marble Arch and Oxford Circus. And we will not forget what you have told us. Clean, safe streets creating an experience to repeat and to share with others require daily attention and we will provide it.

You have a promise from me, the Board and all the staff of the New West End Company that we will **continue to listen to what you want, do it and strive to do even more.**



Sir Peter Rogers

Chairman, New West End Company

CHIEF EXECUTIVE, Jace Tyrrell

My introduction to our next five-year business plan **was not meant to read like this.**

Up until the beginning of 2020, things were looking up. We had achieved most of our five-year targets up to 2020, the economy was growing; the West End was in much better shape with major capital commitments on infrastructure and enhancements in touching distance. We could credibly say **we were in the premier league of destinations in the world to visit and do business.** Our plan was to not stop there but **continue to make things better.**

But in Spring 2020 everything changed.

The pandemic changed everything. Our priorities, our five-year plan disappeared overnight. With our members, partners and Westminster City Council, and residents, we refocused on the things that mattered most – **everyone's health and safety.** And what a team effort. I cannot thank you all enough for doing whatever was needed to keep our customers, colleague and community safe.

And, if we thought it was difficult to shut things down, the **process of opening again and living with COVID was always going to be one hundred times more difficult and so it proved.**

Once again, as a consequence of the **strong relationships** we have between the many different and diverse partners within our district, we have **risen to the challenge** and whilst we are nowhere near where we all want to be today, we are **confident that through delivery of this plan, with our COVID response priorities and with you and our partners, we will get back to 2019 economic levels within five years.**

Over the next 12 months our top priority is to return customers to the West End and push the Government & London authorities on a series of support measures;

1. **Reverse decision to abolish Tax Free Shopping**
2. **Continue with Business Rates holiday until fundamental reform**
3. **Get started on £150m Oxford Street District Scheme**
4. **Push Mayor and TfL to Open Crossrail as soon as possible**
5. **Present and activate temporary uses & empty voids across West End to encourage customers back**

So, our plan is not yesterday's document but today's. It is a plan based on what we learnt over the last twenty years, but it is also **building on the collaboration** we have truly valued and strengthened in 2020 with a collective focus on making things happen.

The West End is facing long-term structural challenges now accelerated as a result of COVID. Much has changed as a result of the pandemic. How we work is changing; what we shop for, and who we shop with and when; how we spend our time in dining and leisure is on a new path; the world and people's purpose is moving faster than ever before, and **we must keep ahead.**

Our business plan, **summarised** in our **manifesto to you, our members**, seeks to focus on the areas where we know we can make a difference and at the same time support all our partners in delivering our shared sustainable goals. I and the full team at New West End Company, **look forward to working together with you to enable it to get done.**



Jace Tyrrell

Chief Executive, New West End Company

MANIFESTO COMMITMENTS TO OUR MEMBERS

Working with our members and partners, our aim is to return the West End's International Centre to 2019 levels of sustainable economic performance

Our customers will benefit from **excellence and convenience when they visit**, with streets that are clean, safe and healthy with seamless digital and physical interactions.

We will lead campaigns and initiatives that support **economic, environmental and social progress**.

We will deliver **cutting edge data and insights** around social, environmental and economic impact for our members that allow them to make better informed, and more responsive, businesses.

£10bn District turnover enabled by:

- **Bringing the world together:** Investment in new festive lighting; creating a year-round programme of campaigns & events in a safe and welcoming environment highlighting our diversity, sustainability and richness;
- **Data driven insights:** build a world-renowned data and insights platform that gives members access to an expanded suite of information across economic performance and environmental best practice;
- **Zero emissions by 2025:** deliver the first Zero Emissions Transport Zone in London by 2025, in partnership with members, partners, Transport for London and the City of Westminster.

We will continue to deliver key programmes already underway:

- **Campaign for change:** advocate for further changes in regulations around our global competitiveness; tax **free shopping, business rates, tourist visas** and **Sunday Trading reform**.
- **Best place to Visit:** invest in street cleaning, security services and digital infrastructure for our customers;
- **Transform Oxford Street District:** support Westminster City Council's plan to deliver the £150 million regeneration of the Oxford Street district and wider West End;
- **Open Up the West End:** ensure that the district is ready to welcome the million more visitors when the Elizabeth Line opens and advocate for its earliest opening;
- **Fit for purpose trading environment:** build on our International Centre status to continue to campaign for changes in planning, licensing and development policy for post COVID retail/leisure requirements;

THE BOARD OF NEW WEST END COMPANY

“New West End Company do a remarkable job of uniting over 600 businesses in the area and have twenty years of delivery and results to their name. However, to ensure we recovery fully from COVID-, future-proof our district sustainably and continue to promote a renewed West End to customers and investors worldwide, we must continue to support them.”

The Board – New West End Company



Sir Peter Rogers | Chairman,
New West End Company



James Cooksey | Chair Property Group NWEC;
Director Central London, The Crown Estate



Paul Jackson | Chair Hotel Group NWEC;
General Manager, Claridge's



Meave Wall | Stores Director,
Selfridges & Co.



Katherine Russell | Head of Real Estate
John Lewis & Partners



Jayesh Patel | Portfolio Manager UK,
Norges Bank Investment Management



Hugh Milward | Chair Public Affairs Group NWEC;
Director of Corporate, External & Legal Affairs,
Microsoft



James Raynor | Chief Executive,
Grosvenor Britain & Ireland



David Silverman | Director,
Derwent London Plc



Toby Courtauld | Chief Executive,
Great Portland Estates plc



Sacha Berendji | Chair Oxford St Group NWEC,
Director of Retail, Marks & Spencer Plc



Manuel Criado-Romero | Chair Finance &
Governance Group NWEC;
Managing Director, Pontegadea UK



Barratt West | Chair Occupier Group NWEC;
Vice President & Managing Director UK &
Ireland, Tiffany & Co.

OUR RECORD OF RESULTS

From day one our vision and focus has been driven by businesses working together across our 600 retail, hotel, leisure and property-owner members. **Significant results** have been achieved, with more work still to do.

Our Top Ten: 2018 - 2021

- Secured '**International Centre**' policy status for our district in the West End
- **50% fewer buses** on **Oxford Street & Regent Street**
- **£150m Oxford Street improvement plan confirmed** in 2019 following a complex cross party working and advocacy campaign
- **£10m Bond Street Scheme** completed
- **£2m extra funding raised** for the **£12m** transformation of **Hanover Square**
- **£18m East Mayfair public realm** enhancement programme secured with partners
- **£10m additional non-BID levy raised** and re-invested into our area
- **£20m in local business rates relief fund returned** in 2018 to West End businesses through our advocacy and facilitated through Westminster City Council
- Implemented a pilot **West End freight and waste consolidation service** which **reduced** number of waste vehicles in **East Mayfair by 17.5%**
- **£60m District reputation media coverage** reaching 250m people locally & globally

“With two flagship stores in the West End, we can already see the benefits of reduced traffic and better air quality as a result of the work done by New West End Company and its partners. It has made a huge difference to the area but there is still more work to be done ”

**Sacha Berendji – Director of Retail M&S
Chair Oxford Street Steering Group**

“It is more important than ever to work together as one retail community to encourage visitors from the UK and all around the world into the vibrant and unique West End of our city. We strive to achieve this by creating memories and delivering excellence in all that our customers touch and feel within in our stores and this is complemented by the work New West End Company undertakes in our streets and surrounding destination ”

Anne Pitcher, Group Managing Director, Selfridges

COVID 19 RESPONSE

We are all responding to an **exceptional health** and **economic emergency**.

The pandemic has led, and will continue to lead, to new models for many business sectors; not least retail, leisure and commercial real estate.

There is a pronounced shift to online and customers wanting to spend their money and time in a more sustainable way. Public policy around social and environmental **purpose** will be a permanent fixture and will require **evolved business models**.

We will respond by working with our members and partners to ensure the West End has the best possible opportunities to thrive in a **post-COVID and post-Brexit economy**.

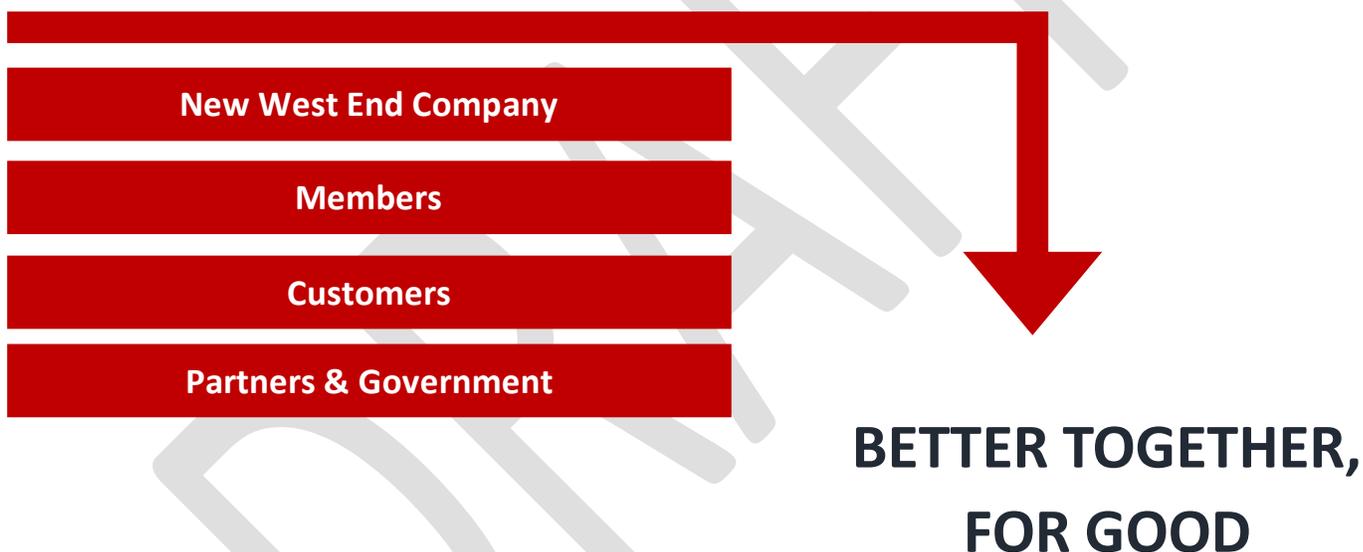
It has been a challenge to **finalise our five-year strategy in the middle of a global pandemic**. Our plan is agile with both immediate and longer-term targets. We will be responsive to the trading and political conditions we will all have to navigate, together.

Our immediate priority is to continue to rebuild West End customer demand and support working capital for businesses. We will campaign for policies that build up our future resilience and lead to the revival of the West End's International Centre.

PURPOSE THROUGH PARTNERSHIP

We share our **vision** with **members** and **partners** and will work together to help the **West End to thrive.**

Our business proposal sets out our commitment to five more years of district transformation and progress, delivered through our **operating partnerships** with our members, customers & partners at the core of this.



“London’s West End is a shopping magnet attracting visitors from all over the world, driving jobs and growth and boosting London’s economy. Bringing together the energy and experience of businesses in this flagship retail hub and drawing up a clear strategy for its future through New West End Company is essential to its continued success”

Boris Johnson, Prime Minister

“The West End is the engine room of the national economy and home to one the finest retail and leisure offers in the world. As the member of parliament for this unique global centre, I am wholly committed to working with trusted and reliable partners such as New West End Company to enhance this national treasure as we recover from COVID”

Nickie Aiken MP, Cities of London & Westminster

Parliamentary Private Secretary at Ministry Housing, Communities & Local Government

“ London’s West End makes a huge contribution to our city and New West End Company is to be commended for its remarkable job in supporting its members and advocating for the area’s businesses. I am committed to working with New West End Company to doing all that I can to help the districts road to recovery and to restore this most exciting and vibrant part of our capital to thrive once again”

Sadiq Khan, Mayor of London

“Partnership working is at the heart of the City of Westminster’s ethos and our long-standing support of New West End Company since its inception is something we value enormously. The renewal of its mandate will ensure the delivery of a range of initiatives across the West End's International Centre and safeguard the district’s future supporting the return to economic growth in Westminster’s commercial heart”

Clr Rachel Robathan, Leader Westminster City Council

“Oxford Street and the West End are so important – not just for London, but the whole UK economy. It therefore really should be the showpiece of London – and New West End Company is the right choice to deliver on this for businesses in the area. As a partner, New West End Company has fully supported and pushed hard for the opening of the Elizabeth Line, which will mark the beginning of a new era for the West End. Working together with New West End Company, Westminster City Council and other partners, we will transform Oxford Street, Regent Street and its district into an unrivalled place to live, work and visit”

Andy Byford, Commissioner Transport for London

NOTE: QUOTES ARE SUBJECT FOR FINAL APPROVAL. DISPLAY WITH BE DIGITAL SO WILL NOT APPEAR IN LINEAR ORDER

OUR 2025 STRATEGY

As we set aside our existing plans to support the recovery of our district in 2020, we revisited and refreshed our future business proposals to take account of the challenges that a post-COVID and Post-Brexit West End will face. Our five-year strategy prioritises recovery, resilience and renaissance.

Working with our members and partners, we will strive to **return our district to £10bn annual turnover by 2025** but within the new environment create by COVID and in a more sustainable way which responds to global consumer trends.

- **CUSTOMER EXPERIENCE:**

Improved environment and services, enhancing business performance

Our customers will benefit from **excellence and convenience with every visit**, with streets that are clean, safe and healthy with seamless digital and physical interactions and services.

- **CAMPAIGNING:**

An influential business voice, with results

We will lead campaigns and initiatives that support **economic, environmental and social progress** leveraging our **International Centre** status.

- **INSIGHTS & INNOVATION:**

Providing tools to gain a competitive edge

We will deliver **cutting edge data and insights** around social, environmental and economic impact for our members that allow them to make better informed, and more responsive, business.

OUR 2025 TARGETS

OUR TOP GOAL: Working with our members and partners, we will strive to **return our District to £10bn annual turnover by 2025** enabled by:

- Elizabeth Line fully open and operating
- £150m Oxford Street District Transformation Complete
- Flexible approach to planning, licensing & development in our ‘International Centre’

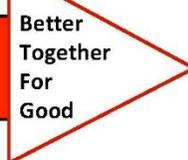
OUR SHARED OUTCOME 1: Increase Customer Satisfaction by 2025 (Target Set Q1 2021)

OUR SHARED OUTCOME 2: Zero Emission Traffic Zone by 2025 (Targets Set Q1 2021)

OUR SHARED OUTCOME 3: Digitally Enabled ‘Smart’ District by 2025 (Target Set Q1 2021)

Our business proposal will be delivered with and through our operating partnerships with our members, customers & partners with progress reported annually.

Three Pillar Delivery Plan	New West End Company	Members	Customers	Partners & Government
Customer Experience: Clean, Safe & Healthy Streets	Cleaning, Security, Enforcement, Resilience & Outreach services Member Code of Conduct	Use NWEC services & adopt Code Invest in higher impact services Participate wellbeing programme Encourage Walk & Cycle for Staff	Use NWEC services Provide feedback via Surveys (x2 pa) Use health, wellbeing & services from members to stay longer	Invest in greater Policing, Enforcement / Maintenance Healthy Street recommendations funded & adopted Residents engage & advocate
Customer Experience: Physical & Digital	Platforms & Services for members & customers, Christmas Lights, Celebratory ‘moments’	Participate in campaigns, services & innovative the customer ‘offer’	Join Privilege Scheme Visit & Stay longer	Greater flexibility to innovate & activate in ‘International Centre’
Campaigning: Oxford St & Regent St District Transformation	Campaign for core completion by 2025 with Regent St improvements	Invest £80m scheme through planning gain and co-funding	Increase visitors London & UK	Deliver E230m full district wide scheme by 2025
Campaigning: Elizabeth Line Readiness	Campaign full opening & district improvements outside stations 2022	Prepare opening, invest & resilience	Increase visitors from Greater London	Open full scheme by 2023 Invest Accessible Transport & Space
Campaigning: Economic	‘International Centre’ Advocacy Campaigns - EU Tax Free, Sunday Trading, Rates, Police Resources	Support Advocacy Campaigns	Increase visitors and spend from London, UK and Globally	Adopt policies for COVID recovery & sustainable district growth
Campaigning: Inward Investment	Promotional & District Campaigns Income Generation	Partner NWEC Campaigns Invest in West End business/building	Advocate West End as ‘innovative’ and ‘transformative’ global district	Promote District: GREAT, Visit Britain, London & Partners
Campaigning: Social & Environmental	Advocate Sustainable Programmes Convene members & partners NWEC Responsible Procurement	Commit to Renewable Energy Use Consolidation Scheme Join Food Waste Scheme Reduce plastic to customers	Participate; food waste, recycle & re-use, reduce plastic, car-free days & carbon offset campaigns	Zero Emission Traffic Zone by 2025 Policies & investment to reach net zero carbon city by 2040
Insights & Innovation: Sustainable District Showcase & Reporting	Base Data Sets (2021/22) Audit & Best Practice annually with Progressive Targets	Set out Zero Carbon, Waste & Air, Resilience - Progressive Targets pa	Recognition through annual survey of members progress & commitments	Cite NWEC audit & members’ best practice in addressing climate change
Insights & Innovation: Data Driven Performance	PwC Insights & Measurements to support members, investment and policy campaigning	Sign Up & Use Evolve programme & feedback value	Participate Customer Surveys (x2 pa)	Economic prosperity improved through Govt action and relevant trade bodies using our Insights



Our focus will be to push for speedier delivery of key projects and policy reforms that requires Government & Partners support. This will deliver a higher return for members in a shorter period.

YOUR PRIORITIES

Since summer 2019, **New West End Company** has met and spoken to over **300 retail, hotel, restaurant and property owner businesses** across our district to develop and set the priorities for our renewal business proposal for 2021 – 2026; since summer 2020 we have evolved our plans based on the West End responding to a post-COVID and post-Brexit trading environment.

A significant proportion of **West End** businesses are long-term holders of assets and businesses and they want a strategic approach that is aligned for sustainable success with social and commercial returns benefitting both owners and occupiers in the area.

As well as responding to the recovery and repurposed needs of the West End, the BID will also focus on several long-term strategic goals along with responding to tactical day-to-day requirements of members.

What you told us you wanted (Note: These sections will link directly to the delivery plan in our digital version)

Sustainable District

- Strive to create a truly sustainable district of international recognition with members and partners across economic, social and environment programmes; supporting the City Council in its aim of achieving a net Carbon Neutral City by 2040.
- A repurposed and diverse West End offer of business, services and experience that continues to attract customers, employees and investors; locally and globally.
- Position the West End as the most innovative and greatest fashion, leisure and cultural offer worldwide

Customer Experience – Management & Marketing

- Hold the authorities more to account and focus our resources on enhanced security, enforcement and cleaning with a zero-tolerance approach to anti-social behaviour and plan ahead for peak periods such as summer and Christmas to lift the quality and presentation of our district
- Integrate a West End wide management programme working collaboratively with neighbouring BIDs and major property owners
- Gain greater power for BIDs to manage and curate public spaces, including traffic-free zones and activations within newly created public realm areas; particularly with the Oxford Street District proposals
- Develop robust business continuity and resilience across the district building on the experience of COVID, counter terrorism and knife crime in London; focus on both preparation and response
- Evolve shopper services to be more digital led and improve the linkage with customer service and hotels
- Clearly identify target markets, customers and opportunities to growth in a post COVID economy
- Unite the three streets and the wider West End into district wide campaign while also promoting the individual offer of the streets and neighbourhoods
- Deliver celebratory moments, building on our international offering and diverse mix of people and cultures, enhancing the districts brand proposition and raising commercial income to re-invest back into the district

Campaigning

- Continue to campaign on issues leveraging our 'International Centre' status; building our resilience and future growth through planning, taxation and international competitiveness regulation
- Secure greater public sector and partnership investment into managing and maintaining the West End's streets and public spaces
- Focus on a few major campaigns that will benefit members bottom line in the most impactful way
- Work with London and national bodies to ensure the West End benefits from sector and city centre policies
- Promote the work of both occupier and owner members on sustainability; to protect and enhance our district's reputation amongst customers, employees, stakeholders, policy makers and advocacy groups

Insights & Innovations

- Enhance the measurement metrics for marketing and management programmes delivered
- Continue to undertake regular qualitative customers survey assessing impact of programmes and street management issues; also drawing out customer innovations to support destination loyalty and dwell time
- Broaden New West End Economics to build a robust set of data points and forward forecasting across hotels, airlines, occupier demand, investment and competitors; keep ahead of the market on new data sets and innovations in the programme

“The safety and security of the West End is of great importance to us, but we are unable to do this with the support of key and trusted partners. New West End Company are integral in the work we do together, sharing intelligence and reporting issues, which allows us to act promptly and efficiently”

Chief Superintendent Helen Harper, Metropolitan Police

“Tiffany and Co’s clients expect stunning streetscapes, unsurpassed service and renowned collection of the world’s finest and most luxurious brands. As a result of the tireless work by New West End Company on the regeneration of Bond Street and with the arrival of the Elizabeth Line, the brands of the West End and Mayfair need to work collaboratively and in partnership to bring clients and customers back into our area”

**Barratt West – UK Vice President & Managing Director, Tiffany & Co
Chair Occupier Steering Group**

“The property industry of London’s West End has long been a supporter of Business Improvement Districts (BIDs). As we have greater competition locally and around the world for people’s time and investment, we must continue to work collectively post COVID to restore the value of our assets and drive the future commercial success of London’s retail and leisure heartland”

Toby Courtauld, Chief Executive, Great Portland Estates plc

“The West End’s popularity will return but we must work together to maintain its position as the world’s more relevant and best destination in the world. We support New West End Company in renewing their BID and their continued aim to promote the areas attractions, improve the street environment and champion the interests of businesses to all levels of Government”

James Raynor, Chief Executive, Grosvenor Great Britain & Ireland

OUR DELIVERY 2021 – 2026

CUSTOMER EXPERIENCE

OUR AIM: We will continue to transform our district by prioritising placemaking to enrich the space for our local communities, attract customers and boost dwell time and investment through additional street management services, enhanced experiences and public realm innovations.

OUR ACTIVITY: Presentation and management of our district from New West End Company services; street cleaning, security, outreach and resilience, with enhanced marketing through new festive lighting, celebratory moments, loyalty programmes, services and promotions.

New West End Company Measures of Success:

- Consumer Surveys – Satisfaction Radar Scores with Annual Increases
- Member Survey – Satisfaction with New West End Company Services above 70%
- Response by Public Agencies to improve overall customer satisfaction
- Increase share of West End voice in London, national and international campaigns

“As our District recovers from COVID, we are going to ensure that we continue to improve the presentation and experience of all our streets and strive for excellent customer service with digital integration and sustainable infrastructure investments that are unsurpassed around the globe. This will build on our partnership approach with members and the authorities; taking our operating model to new heights.”

Dee Corsi, Chief Operating Officer New West End Company

Clean, Safe & Healthy Streets

“An impactful district place management plan requires investment, ongoing management and effective partnerships to problem solve with our members, police and authorities. The safety and cleanliness of the West End should reflect its status as an International Centre for retail and leisure, and our street management services with a member code of conduct will absolutely strive to that aim.”

James Lawley Barrett, Associate Director of Place Management

We will:

- Provide a safer and more secure district with dedicated security Officers, night-time dog patrols and security zones with joint tasking enabling a better response from the Police and authorities with standardised security criteria for members to help reduce crime through information sharing
- Seek to provide dedicated West End Outreach Officers through St Martins in The Field to support Westminster City Council's outreach programme for vulnerable members of our street community
- Expand our Street Cleaning Services to include members' own external property ensuring higher standards of cleanliness across our district, responding within 30 minutes to every request
- Deliver deep cleaning programmes every night across the district, and provide a full deep clean of Bond Street, Oxford Street and Regent Street once every quarter, per annum
- Work with members and partners to reduce waste and increase recycling rates across our district
- Launch a Member Code of Conduct in the first year of the new term to encourage all members to take ownership of the cleansing of public areas across our district

Enhanced Digital & Physical Customer Experience

"The future of retail and leisure is all about experience, and we will enhance the West End's global reputation as a leading destination for customer experiences and create exceptional and continually improving customer journeys both online and in our district. A place to celebrate and be delighted on every visit."

Luciana Magliocco & Katie Thomas Associate Directors of Marketing

The Digital Experience:**We will:**

- Create digital optimisation to direct more customers to the West End's destination channels for Oxford St, Bond St, and with the Crown Estate, Regent St, including investing in social media marketing to promote customer innovations and experiences, build the visitor community with 'West End Advocates' and convert leads into footfall and spend
- Deliver geo-fencing apps to guide visitors around our district, offering a virtual concierge service so customers can book experiences and services, and access inventory data so shoppers, hotel guests and diners can check the availability of products and services before they arrive
- Continue our China Welcome programme ensuring visitors from China can easily navigate our destination through the WeChat mini programme and use their preferred payment methods. We will support an increase in the number of Chinese speaking staff in member businesses.
- Expand our West End Club to offer value-added experiences and exclusive offers to 150,000 people who work in the West End

The Physical Experience:

We will:

- Invest into Westminster City Council's Oxford Street District Transformation scheme; advocating for high quality design, a strategy linked to economic development, enhanced management and major completion by the full opening of the Elizabeth Line
- Collaborate with artists, designers and commercial partners to create unique, innovative and interactive experiences beyond the realm of pure retail
- Support the development of Visitor Lounges for each district to enhance our customers' experience. These lounges will offer tourists services, mobility support, bag drop, phone-charging stations and local information
- Work with members to create a suite of "West End standard" services, including aligned trading hours, hands-free shopping, mobile payments systems, dedicated Click and Collect zones and customer signage

Celebrations & Experiences:

We will:

- Enhance the experience of celebrations from different cultures, religions and other groups throughout the year, including Pride, Tokyo Olympics 2021, Paris Olympics 2024 and various festivals from Diwali to Eid
- Invest into enhancing the West End Christmas experience with the first augmented and virtual reality lights display across Oxford Street and Bond Street launching in 2021

OUR DELIVERY 2021 – 2026 CAMPAIGNING

OUR AIM: We will strive for the West End’s International Centre to remain globally competitive, economically prosperous, environmentally progressive and a socially responsible district through our campaigning and advocacy.

OUR ACTIVITY: Campaigns to reduce business costs, enhance members revenue and conduct business sustainably;

- **Economic:** Planning, Licensing & Development, Sunday Trading, Tax Free shopping, Infrastructure, Rates
- **Environmental:** Cleaner Air, Path to Zero Carbon, Less Waste – ‘West End Green Warriors’
- **Social:** Healthy & greener streets, workforce diversity and mental wellbeing

New West End Company Measures of Success:

- Flexible planning, licensing and development policies in the West End’s ‘International Centre’
- A West End wide freight & vehicle reduction scheme operating with partners delivering tangible results
- Campaign results leading to either reduced business costs or enhanced revenue streams
- Local communities and policy makers supportive of our aims

“We will get results and continue to champion the West End’s international retail and leisure sector to all levels of local and national government, securing funding and pushing for policies that support the interest of our members to ensure that the West End remains a globally competitive, economically prosperous and socially responsible district.”

Paul Barnes, Head of Advocacy

Campaigning for Economic Sustainability

Our campaigns are chosen to create the best returns for West End businesses based on the probability of success and the positive impact they will have on increasing customer demand and reducing business costs.

Our campaigning work will include:

- **Extending Sunday trading hours in the International Centres of West End and Knightsbridge:** We will seek exemption from Sunday trading regulations in the International Centre, to bring us in line with our global competitors. This will add an estimated additional £260 million in customer spend annually
- **Reforming Business Taxation:** We will continue to call for a review of all business taxes to create a modern system that helps our members thrive in post COVID & Brexit Britain.
- **Tax-free shopping:** We are urging the Government to reverse or at least postpone tax-free legislation changes in the UK.

- **Repurposing West End Uses:** we are working with the Westminster Property Association (WPA) to promote greater flexibility in planning use classes between retail, leisure and hospitality to enable the West End' International Centre to respond to new consumer and retail trends and secure future resilience.
- **Increasing Middle East visitors to the West End:** We are a founding member of the Association of International Retail (AIR) which aims to increase Middle Eastern visitor numbers by working with Government to simplify the visa application process. We will continue to work with national Government, industry bodies and marketing agencies to explore practical initiatives to attract this valuable market to the UK.
- **Inward Investment & District Reputation:** Through our inward investment and our district reputation programme (building & protecting), we will provide a district-wide proposition that promotes the West End's global competitiveness, the sustainability achievements of our members and provides a compelling narrative as the first choice for visitors and investment.
- **Income Generation & Partnerships:** We will have a dedicated resource to build our corporate & commercial partnership income to support both the core member services of New West End Company and to build up strategic district-wide projects. Building our commercial office voluntary membership base will also be a priority to potentially extend the BID footprint to the office sector sometime in the future.

Campaigning for Environmental Sustainability

New West End Company will play a key leadership role in our sustainable district programmes, convening and campaigning through public-private sector partnerships to implement activities that have the greatest contribution to our overall district and member goals towards a **Zero Carbon world**.

Campaigning for a better West End environment: We will lead campaigns on behalf of members that aim to reduce the environmental impacts of our businesses and consumers with our overall goal of becoming one of the world's most environmentally sustainable International Centres. We will focus on activities in three key areas through the **One Planet framework; path to zero carbon, improved air quality and waste reduction**.

Path to Zero Carbon:

In 2019 the City of Westminster declared a state of 'climate emergency' with a commitment to become carbon neutral by 2040. The Mayor of London, neighbouring Councils and other governing bodies have set ambitious targets to address climate change issues. Our members need to take action to address emissions associated with buildings, improve resource efficiency and working standards for employees. New West End Company will be a key promoter of sustainable programmes at a district level promoting transparency in members environmental action. **Working with our members and partners, we will:**

- Deliver business & customer campaigns that support our vision for a truly 'Sustainable District' setting ambitions and best practice that address issues on a global platform
- Work with businesses to raise energy-efficiency awareness, encourage carbon reductions and action on climate resilience and risk management
- Work with Westminster City Council and its Carbon Offset Fund to identify investment opportunities and facilitate collaborations to improve the West End's International Centre's energy infrastructure.
- Support Grosvenor's ambitious proposal for Grosvenor Square as a global landmark of best practice to green a key public space ([link to Grosvenor proposals](#))

Improved Air Quality Through Zero Emission Transport Streets:

The West End's International Centre lies within the Mayor's Ultra Low Emission Zone (ULEZ), which is designed to improve air quality by cutting exhaust emissions. Westminster City Council is aiming to reduce traffic in the West End by introducing a parking surcharge for diesel cars, increasing provision of electric vehicle charging facilities and improving pedestrian access.

New West End Company will work towards being the first **Zero Emissions Transport Zone in London by 2025**, alongside members and partners such as Transport for London and the City of Westminster to achieve this.

We will:

- Harness the knowledge and enforcement powers of Transport for London and Westminster City Council to achieve change
- Collaborate with members for projects such as the installation of electric vehicle charging points, for the transition to zero-emission fleets that are more feasible and affordable for members across the district, and to encourage members to sign up to our freight and waste consolidation service to reduce the amount of delivery and collection vehicles in our district
- Engage with a broader group of strategic partners to achieve a faster transition to cleaner taxis and buses, investigate potential traffic flows to reduce congestion and pollutants, and collaborate with the health sector and schools to raise public awareness about reducing exposure to emissions
- Support the delivery of The Crown Estate's annual programme of traffic-free events; and campaign for more regular and permanent changes to policy to improve air quality and reduce traffic congestion

Waste Reduction:

To make significant progress in waste reduction across retail, leisure and hospitality a partnership approach will be adopted promoting schemes to our member businesses, their employees and our customers.

We will:

- Encourage recycling to reduce waste across our district
- Support reusable fashion campaigns to our colleagues and customers at key trading periods such as Summer Sales & Christmas periods
- Encourage reduction in plastic usage across our retail, leisure and hospitality members and look to incentivise customer behaviour changes through our West End Club loyalty programme
- Build on initiatives such as The Crown Estate's food waste scheme across our restaurants and hotels members and promoting servicing app platforms such as 'too good to go'

Campaigning for Social Sustainability

We will continue to campaign for changes to ensure that the West End's physical environment contributes to a socially responsible experience for those who visit, work and live here. Enhancing public spaces and using them innovatively will help to ensure that all visitors enjoy the West End safely and reinforce the District's international status.

We Will:

- Work with our members and partners to ensure that the West End is **Elizabeth Line Ready**. Once fully operational, we will welcome million more visits to the West End each year when fully open, and we will work with Westminster City Council to enhance public spaces, promote traffic-free areas at peak times and the flexible use of space at less busy times, for loading, servicing and deliveries. This will safeguard the user's experience at the heart of planning, design and management
- Be a key partner (fundraiser and delivery) for the completion of the **£150 million Oxford Street & Regent Street District Transformation** project led by Westminster City Council from Tottenham Court Road to Marble Arch, addressing congestion, air quality, management and economic & environmental sustainability. We will work with The Crown Estate advocating for greater pedestrian priority streets, traffic-free enhancements and cleaner air schemes for Regent Street, Oxford Circus and neighbouring areas
- Be **active members of the four Neighbourhood Forums** that operate in our district and campaign for £10m local Community Infrastructure Levy (CIL) to be invested into innovative measures to enhance green spaces and public realm schemes to improve air quality, sustainability and local community usage.
- Work with Westminster City Council and partners to improve the public realm in **East Mayfair** and nurture its reputation as the centre of the London art world. This strategy coincides with the coming of the Elizabeth Line, the recent re-opening of the new Royal Academy building and entrance on Burlington Gardens, and the regeneration of the galleries and associated uses on Cork Street.
- Support Grosvenor Estate, Pollen Estate and Astrea Asset Management with the Mayfair Neighbourhood forum to innovate and **enhance Mayfair's green spaces and public realm schemes** to improve air quality, sustainability and local community usage.
- Provide advocacy support for **complementary schemes** for Savile Row, Cork Street, Burlington Gardens, Clifford Street, Old Burlington Street and Boyle Street. Later phases will include Conduit Street, St George Street, Pollen Street, Maddox Street and Vigo Street to deliver a complete transformation by 2025.
- **Leverage our new West End 'International Centre' status** to campaign for greater management, resilience & police & security resourcing, enhanced cleansing regimes and more outreach workers
- **Advocate for a change in the city promotions policy** in line with our International Centre status, working with Westminster City Council for enhanced activations and visual displays in periods such as the summer art season and Christmas.
- **Mental Health & Wellbeing** convene our members on best practice and provide signposting and support service guidance to our 150,000 employees, supporting our members own initiatives.
- Work with partners in the **review of the Vagrancy Act** and the district-wide approach to homelessness to reduce rough sleeping, through Westminster City Council's Hidden Network campaign and reporting mechanisms such as Street Link

“New West End Company have consistently lobbied for a prosperous and successful West End. As the Elizabeth line looks set to transform the West End and as we recover from COVID 19 as a district and a collective, it is vital that we all support groups that have influence and reach, the New West End Company being one of the best examples. That way we will ensure we maximise the enormous potential afforded to us all”

**James Cooksey, Director of Central London, The Crown Estate
Chair Property Steering Group**

“I have seen first-hand the influence and reach the New West End Company team has, advocating for West End businesses and achieving tangible results. As we plot our way through a new policy environment where sustainability and purposeful practices will be more important than ever; organisations like New West End Company will be business critical not a nice to have”

**Hugh Milward, Director Corporate, Legal & External Affairs, Microsoft UK
Chair Public Affairs Steering Group**

“As retailers, we achieve so much more with a united approach. New West End Company has been a crucial force in not only bringing us together but also providing a transformative future vision for the Oxford Street District”

**Sue Stephens, Senior Manger Development & Asset Management,
John Lewis Partnership**

“London’s West End is a cleaner, safer and better place as a result of the work of New West End Company and the commitment to providing a sustainable vision and approach to the district. Their work during COVID both the lockdown and the reopening was truly remarkable, and we are very grateful. I wholeheartedly support them in their application and value the work we have achieved together so far”

Claude Abi-Gerges, Proprietor, McDonalds

OUR DELIVERY 2021 – 2026

INSIGHTS & INNOVATION

OUR AIM: We will deliver unrivalled West End insights to support members, enhance customers experiences, attract visitors and investment, showcase the impact of our members' sustainability programmes, evidence our advocacy and measure our overall impact.

OUR ACTIVITY: PwC Insights programme as a core service to members (occupiers and property owners) supporting business growth (visitor profile, spend, forecasts), innovation programmes starting with digital infrastructure in the district including free customer Wi-Fi and repository of sustainable (environmental & social) benchmarks and best practice across our membership.

New West End Company Measures of Success:

- Satisfaction levels with our PwC Insights programme and ability to evolve services
- District wide WIFI and digitally connected infrastructure
- Baseline of members' sustainable practices and evidence of improvements annually

"To support the success of West End's businesses, we will constantly evolve our approach to data-driven performance, capturing, publishing and utilising data to enhance the output of our work. New West End Economics, our dedicated unit, provides a one-stop data and insights resource that enables us to drive forward the performance of the West End and offers members unique insights to gain a real competitive edge."

Artjom Hatsaturjants, Head of Insights

New West End Economics

We will:

Deliver a range of bespoke data sets that will provide members with tailored and actionable insights through New West End Economics, including:

- **Weekly Visitor Bulletin:** The Weekly Visitor Bulletin will be available to all New West End Company members and associates on a weekly basis. It provides rich insight into visitor and behaviour trends
- **Monthly Intelligence Update:** The detailed Monthly Intelligence Update is restricted to participating members (those who opt to share data with the programme) only on a monthly basis. The report provides first rate analysis on sales and spend (split by street and merchant category), visitor demographics, dwell time and international travel. A basic version of the report, with top line data only, will be available to all other members that choose not to opt into our programme

- **The West End Market Spotlight:** The Spotlight Report is available on a bi-annual basis. This is a comprehensive analysis of the previous six months bringing together the West End data in the context of the wider economic and political landscape. Registered members will also receive a customer segmentation and geographical network analysis on a bi-annual basis
- **On Street & Online Visitor Surveys:** Our visitor survey captures how our customers view our district, what drives them to visit more often and where improvements can be made. These will be carried out every 6 months, with key shifts in attitudes analysed to enable us to respond changing consumer trends
- **Annual Member Surveys:** Our member survey captures how our members view our performance, which areas they consider the most valuable and where improvements can be made. These will be carried out once a year, with key shifts in attitudes analysed to enable us to respond to member demands and priorities
- **State of West End:** Draws upon key partners and wider industry data to complement our own data to provide a holistic view of the West End operations. This includes but is not limited to crime statistics, tax free shopping data, vacancy rates, hotel occupancy, travel data and wider Government statistics

DRAFT

BENEFITS OF RENEWING THE BID

When it comes to enhancing your **West End** business performance, the benefits of renewing **New West End Company** are clear. Over the next five years, we will focus on customer service, campaigning and insights, to:

Customer Experience

- **Deliver robust management plan for the arrival of the Elizabeth line – integrating physical and digital customer services**
- **Provide enhanced district wide security, cleaning, outreach and business resilience services**
- **Deliver West End-wide free customer Wi-Fi**
- **Install new Christmas lighting scheme for Oxford Street & Bond Street**

Campaigning

- **Ensure a body continues to advocate for the £150m Oxford Street District Transformation completion with focus on quality design, economic benefits and activation to world standards**
- **Guarantee £40m business investment into our district**
- **Campaign with The Crown Estate for more traffic-free days on Regent Street**
- **Continue to be an influential business voice, with results – protecting and enhancing your West End business and investments**
- **Convene owners and occupiers in meeting our shared goal to be a Net Carbon Neutral city by 2040**

Insights

- **Provide market leading customer insights, forward forecasts, investment demand and sustainability best practice across our membership**

“The Pollen Estate fully supports the New West End Company’s renewal campaign, building on the success of 20 years of initiatives that have benefited retail businesses and property owners alike. With the challenges facing many retail and leisure businesses today, the West End needs New West End Company more than ever”

Julian Stocks, Chief Executive, The Pollen Estate

“The West End has an unparalleled reputation internationally and as we recover from COVID we will need New West End Company more than ever to champion our destination with key city and national promotional agencies to encourage our clients to return and stay with us in the West End.”

**Paul Jackson, General Manager Claridges
Chair Hotel Steering Group**

“The invaluable insights provided to members by New West End Company allow us to not only monitor footfall and sales but also understand our customers better to meet and exceed their demands”

Meave Wall, Stores Director, Selfridges

“The West End is one of the world’s most productive commercial centres – to this country’s greatest benefit. But our success is not guaranteed. At the epicentre of these pressures and our city centres our repurposed around the globe, the West End will have to respond with more productive jobs and fundamentally a better place for visitors and Londoners. It has untapped potential to do both. New West End Company’s efforts will be key to our success in this endeavour”

James Raynor, Chief Executive, Grosvenor Great Britain & Ireland

GOVERNANCE

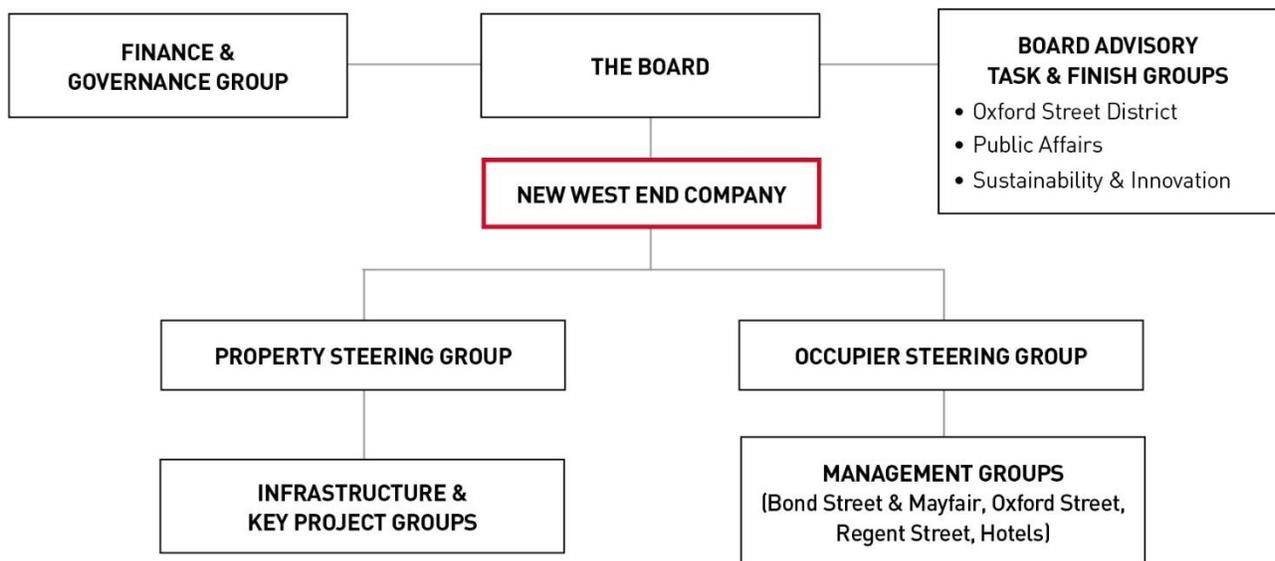
The Company

New West End Company is a company limited by guarantee. It has British BIDs and The BIDs Foundation recognition and compliance status.

Formal partnerships, and more specifically Business Improvement Districts (BIDs) can provide effective organisation models, which bring together the business community, both occupiers and owners, and the public authorities, to work together for the benefit of defined locations.

BIDs are business-led and business-funded; formed to improve a defined commercial area. They are statutorily established once voted for by the majority of businesses or owners in an area and have a maximum term of five years before returning to their electorate to ask to be renewed. Over 300 BIDs currently operate across the UK.

New West End Company is the **BID proposer** for both the **Property** and **Occupier BIDs** and is the legal entity that assuming successful ballots, will run the activities of the **Occupier** and **Property BIDs** for the designated BID area. The BID will be governed by **New West End Company** and, in keeping with regulations, will hold separate budget accountability and reporting for both **BIDs**.



THE BOARD

The **New West End Company** Board will meet at least three times a year and drive the longer-term ambitions of the company, as well as performing the corporate governance role setting the strategy, overseeing the budget and monitoring performance.

The high-level Board will consist of a maximum of 15 Non-Executive Directors including the Chair. Those attending in an 'observer' capacity could include representatives from **Westminster City Council, Transport for London** and the **Mayor's Office**.

Non-Executive Directors will be appointed by the Board and appointments will be subject to ratification. Article of Association are available at www.newwestend.com

Board Structure

The **Strategic Board**, which will continue to provide leadership and guidance, will consist of a minimum of nine members, elected from their constituency based upon the following criteria:

- **Retailers – at least 4 members** (Can be owner/occupier businesses)
- **Property Owners – at least 4 members**
- **Hotel – at least 1 member**
- **The Chairs of Finance & Governance, Occupier, Property & Public Affairs Steering Groups**
- **The Chair of the Strategic Board will be appointed by the Strategic Board (the main Company Board). The Chair does not have to be either a BID paying retailer, hotelier or property owner**

The **Strategic Board** will have several sub-committees;

- **Finance & Governance Group, who meets three times a year**
- **The Property Steering Group, who meets three times a year**
- **The Occupier Steering Group, who meets three times a year**
- **The Public Affairs Steering Group, who meets twice a year**

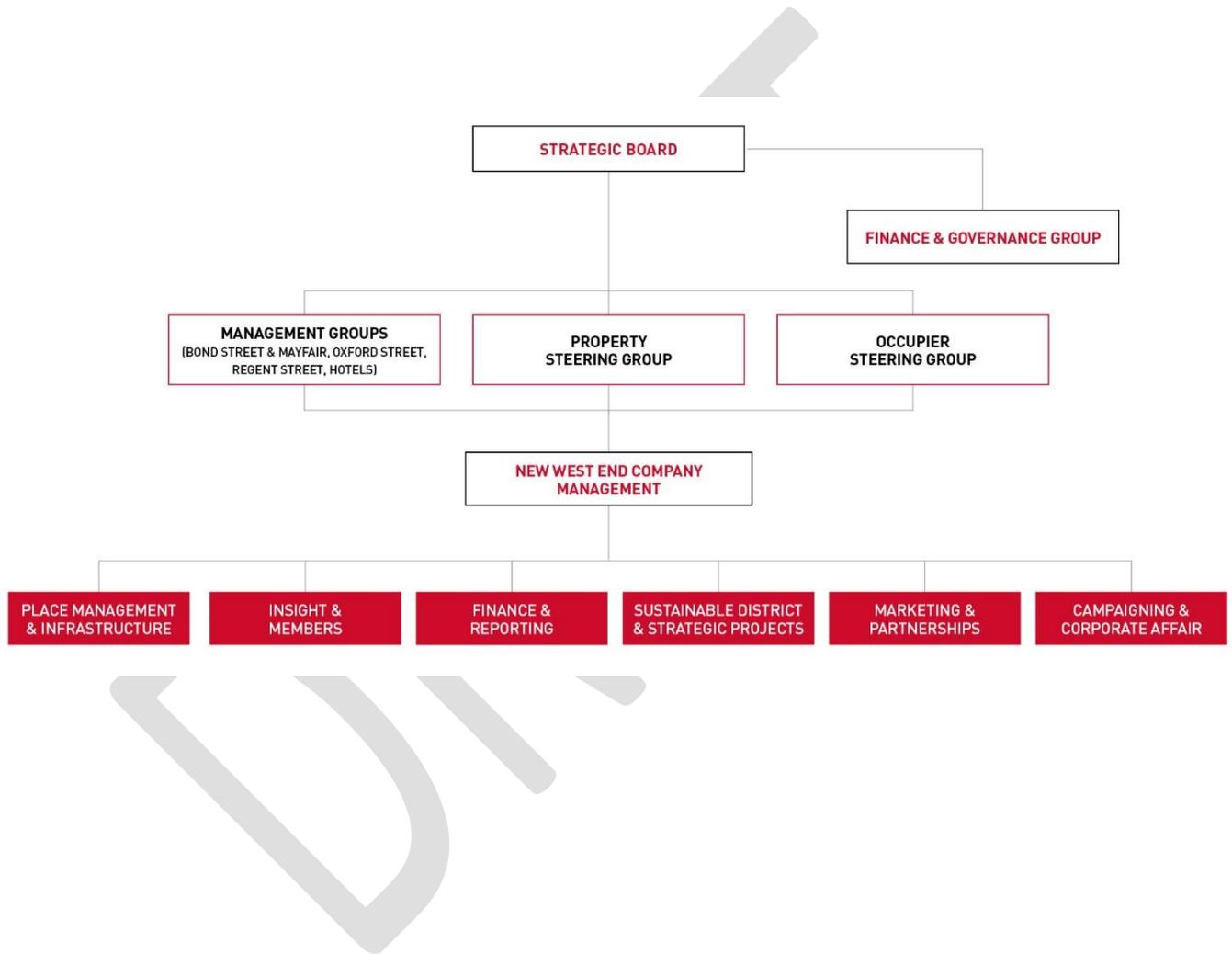
Management Groups

The **Management Groups** will maintain an important role within the delivery of **New West End Company**. In addition to being the key point of contact with individual businesses within the District to engage with **New West End Company** collectively, the **Management Groups** will help direct priorities and expenditure of work programmes applicable to their streets/hotel sector. The Chairs of the **Management Groups** will maintain a seat of the **Board's Finance & Governance Group**.

THE EXECUTIVE TEAM

The **Occupier** and **Property BIDs** will be managed by the existing **New West End Company** team, with support of specialist advisors.

Future delivery may require additional executive and specialist resources.



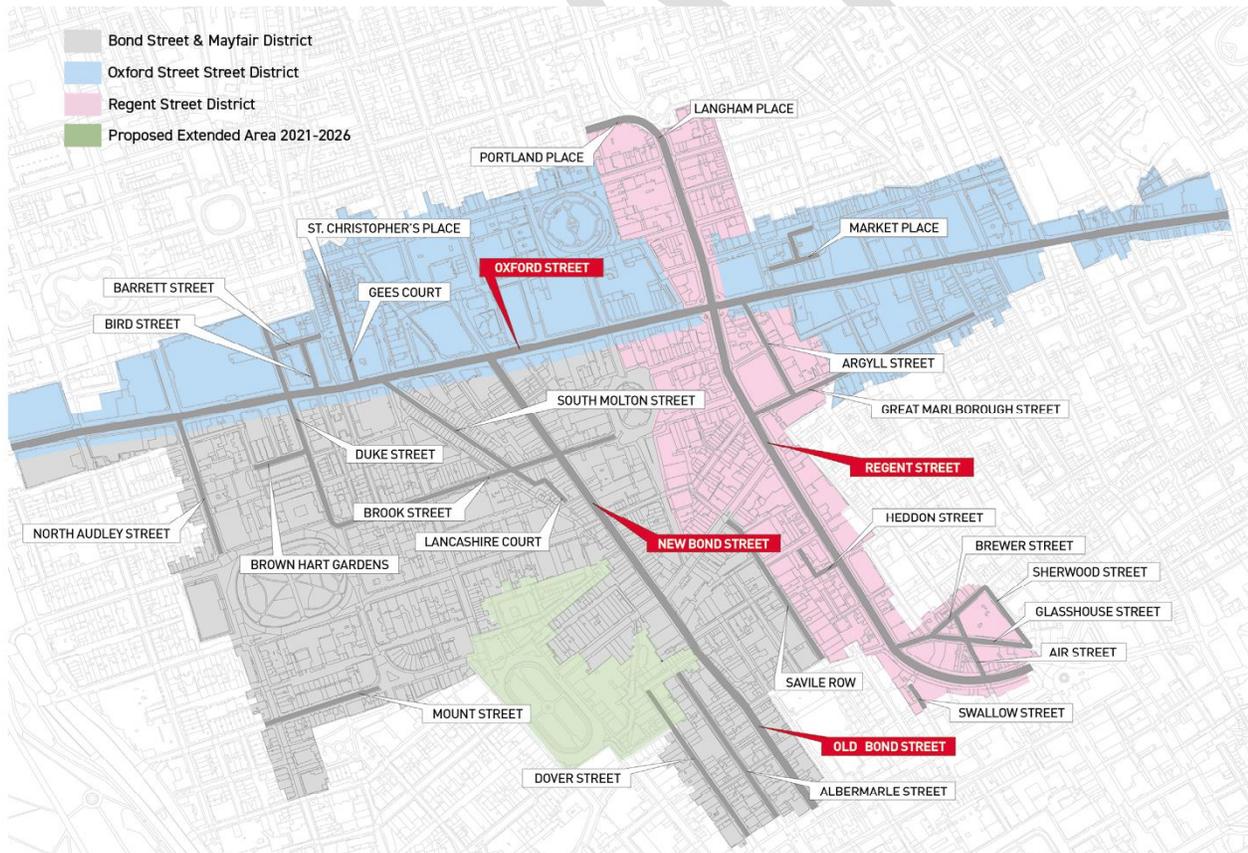
DISTRICT MAP

The **82 Streets** in the BID area, acknowledged in the London & Westminster City Plan as the **West End's International Centre**, are anchored by **Bond Street, Oxford Street and Regent Street** and include the hinterland areas of **East Mayfair, North Mayfair and North Oxford Street**.

All of the streets shaded in this map will be included, in full or in part, in the **New West End Company Occupier & Property BID 2021 – 2026**.

A full list of street names and numbers is available at www.newwestend.com

New West End Company is the proposer of the **Renewal and Alteration Ballot** (extension around Berkeley Square). Following a comprehensive business engagement programme **New West End Company** proposes to extend its current boundaries to those outlined below. It is intended the new business mandate will bring benefits to the wider group of organisations in the **West End** and reflect the larger retail and leisure footprint that now exists. No other alterations to the BID arrangements are being proposed. The new mandate will commence from **1 April 2021** to coincide with the renewal of the BID.



BID LEVY RULES

The Business Improvement District (BID) process is governed by Government legislation and 2004 regulations. As such, once a majority vote has been achieved in both individual properties and Rateable Value for both the Occupier and Property BID proposals, the BID levy becomes mandatory on all eligible occupiers and property owners.

Occupier BID Levy Rules

- The BID term will be five years from 1 April 2021 to 31 March 2026;
- The BID levy will be applied to rated properties in the BID with a rateable value of £400,000 or more;
- The BID levy will be fixed at 0.65% of rateable value using the 2017 rating list as at 1 April 2021;
- Owner/Occupiers: If the relevant long lease or freehold property owner is part of the same group as the occupier BID levy payer for any rateable hereditament over £400,000 then the Occupier / Property Owner BID levy shall be fixed at 0.325% of RV using the 2017 rating list as at 1 April 2021 for that relevant interest;
- The levy will assume an annual growth rate for inflation of 3% to be applied 1 April each year;
- The BID levy will only apply to retail, food and beverage and leisure hereditaments (including hotels)
- The liability for the daily BID levy will fall on the eligible rate payer;
- New hereditaments will be charged based on the rateable value at the point of occupation;
- Where the rateable value for an individual hereditament changes and results in a lower BID levy, then this comes into effect only from the start of the financial year in which the change is made and no refunds will be made for previous years. This will be known as the closed year rule.
- There will be no VAT charged on the BID levy;
- The BID levy rules cannot be altered without an alteration ballot;
- No refunds will be granted on BID levy paid;
- The BID levy is to be paid in full within 14 days of receipt of invoice.

*Further details of the BID rules can be found in the Operating Agreement *input web address*

Property Owner BID Levy Rules

Property Definition - The eligible owner shall be: The first lessee above the rateable occupier where the current lease is granted for a term of more than 35 years, or in the absence of a relevant first lessee, the freeholder.

- The BID term will be five years from 1 April 2021 to 31 March 2026. In the event of the Occupier BID ceasing to exist, the Property Owner BID cannot seek renewal at the end of its present 5-year mandate;
- The BID levy will be applied to rated properties in the BID with a rateable value of £400,000 or more;
- The BID levy will be fixed at 0.65% of rateable value using the 2017 rating list as at 1 April 2021;
- Owner/Occupiers: If the relevant long lease or freehold property owner is part of the same group as the occupier BID levy payer for any rateable hereditament over £400,000 then the Occupier / Property Owner BID levy shall be fixed at 0.325% of RV using the 2017 rating list as at 1 April 2021 for that relevant interest;
- The levy will assume an annual growth rate for inflation of 3% to be applied 1 April each year;
- The BID levy will only apply to retail, food and beverage and leisure hereditaments (including hotels ~~and theatres~~)
- The liability for the daily BID levy will fall on the eligible property owner;
- New hereditaments will be charged based on the rateable value at the point of occupation;
- Where the rateable value for an individual hereditament changes and results in a lower BID levy, then this comes into effect only from the start of the financial year in which the change is made and no refunds will be made for previous years. This will be known as the closed year rule.
- There will be no VAT charged on the BID levy;
- The BID levy rules cannot be altered without an alteration ballot;
- No refunds will be granted on the BID levy paid;
- The BID levy is to be paid in full within 14 days of receipt of invoice.

*Further details of the BID rules can be found in the Operating Agreement *input web address*

Whilst not a formal BID rule the eligible Property Owner BID levy payer should not pass the levy onto the eligible Occupier BID levy payer.

OCCUPIER & PROPERTY BID BUDGET

Income & Expenditure 2021/22

Income generated from the BID levy is ring-fenced to be invested in the BID area, protecting and enhancing the commercial well-being of our businesses through a programme of projects and services that holistically manage, promote and shape our area in line with the five year business plan. The following allocation has been approved by the Strategic Board in consultation with members through the development of this business proposal.

% Allocation	Total Occupier	Total Property	Total
	£k	£k	£k
Total Income	4,100	4,100	8,200
CUSTOMER EXPERIENCE			
Security & Resilience (21%)	1,717	0	1,717
Management & Maintenance (15%)	585	685	1,271
Marketing & Activation (6%)	484	0	484
Public Realm & Infrastructure (16%)	0	1,281	1,281
INSIGHTS & INNOVATION			
New West End Economics (11%)	363	543	907
CAMPAIGNING			
Advocacy (8%)	105	565	670
Sustainable District (2%)	0	179	179
COMPANY MANAGEMENT			
Provision for Bad Debt (10%)	410	410	820
BID Levy Collection (1%)	25	25	50
Management Staff & Overheads (10%)	410	410	820

NB: Public realm and infrastructure includes Christmas lights for Bond Street & Oxford Street - £3.5m across 5 years (8.5%)

Notes:

Budget figures are indicative based on the anticipated levy income using 2017 Rateable Values. Assumed 3% annual inflationary increase and 100% levy collection rate. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.

Allocations reflect current priorities; these may change causing variances and re-allocations across the five-year term. Any material variations of the budget will be approved by the Board. Contingency based upon 10% of BID Levy.

Our management and overhead is maintained beneath the industry benchmark of 20%, currently reflecting 10% of expenditure. We seek to leverage voluntary income, which will help enable more of our members' contributions to be allocated to work programmes, which directly benefit business and the local area in general.

New West End Company - 5 Year Income Projection

	2021/22	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k	£k
BID Levy	8000	8240	8487	8742	9004
Non-BID Levy	200	200	200	200	200
TOTAL	8200	8440	8687	8942	9204

The BID Levy increases by 3% for inflation Y-o-Y. All other income remains flat.

The Board have agreed percentage allocations of budget through the five-year plan to allow agility on resources and programmes based on trading conditions and business priorities. As part of our 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.

- **Customer Experience** **40% - 60%**
- **Campaigning** **10% - 15%**
- **Insights & Innovation** **10% - 15%**
- **Company Management** **10%**
- **Provision for Bad Debt** **10%**

Note: Should collection rates exceed 90% this additional income will be ring-fenced towards Oxford Street District project and subject to Board approval through the annual business planning process.

Plans to Leverage Additional Non-BID Levy Funding

New West End Company will seek to grow its number of voluntary members and in particular leverage its activity towards the delivery of additional funding to support ongoing work programmes:

We will:

- Provide additional services over and above that delivered by the BID levy in partnership with participating property owners
- Explore and grow office occupier members and in doing so identify the appetite and service provision required for embracing the office sector as formal members of the Business Improvement District.
- The additionality will be analysed and reported annually

Target - £200k per annum (£1m Five Years)

OPERATING AGREEMENT

Through the **Operating Agreement with Westminster City Council**, the following process will be put in place to monitor the collection of the BID levy over the duration of the five-year tenure.

Within one month of the Ballot result, **New West End Company** and **Westminster City Council** will set up a Monitoring Group. There will be at least two meetings of the Group each financial year throughout the BID term.

At each meeting the monitoring group will:

- Review the effectiveness of collection and enforcement of the BID levy
- If required, assess the information provided by New West End Company and make recommendations and adjustments

Every month, **Westminster City Council** will provide **New West End Company** with the following information:

- The amount of the BID levy for each BID levy payer
- The Amount of the BID levy collection for each levy payer
- Details of those who have not paid
- Detail of reminder notices issued
- Detail of liability order applied for
- Details of any agreements which is made to extend the payment agreement

Baseline Agreement with Westminster City Council

Cleaning Services

- More effective waste collection, including times and collection points
- More appropriate street sweeping beats and allocated streets
- Improved cleaning schedules for waste bins

Highway Services

- Improved repair times
- Guaranteed standards of performance for utility companies
- Improved standard of phone boxes
- Greater advance notice of works

Enforcement

- Option of delegation of powers

To view the operating and baseline agreements go to www.newwestend.com (NOTE ON DESIGN TO INCLUDE)
Business Proposal 2021 – 2026: Better Together, For Good.

USING YOUR VOTE

The Renewed Occupier & Property BIDs will be established if a number of qualifying hereditaments of occupiers and property owners in a geographical given area, who are legible to vote on the Proposal, vote in its favour.

The ballot process is governed by Government legislation and regulations. As such, once a majority vote has been achieved in both value and the number of votes cast in the renewal ballot, the BID levy becomes mandatory on all eligible occupiers (retail, hotel & leisure) and property owners in the defined district.

All eligible occupiers and owners will be entitled to one voter per hereditament. Some occupiers and owners with more the one hereditament within the area will, therefore, be entitled to more than one vote.

A full list of those eligible to vote is available at www.newwestend.com

The voting procedure

Occupiers and owners will have the opportunity to vote on the Business Proposal from 18 February 2021 (Occupier) and 19 February (Property). To ensure transparency and due diligence, the BID ballot will be administered by the City of Westminster Returning Officer and their Electoral Services staff. It will be organised in line with the rules set out in the Occupier BID Regulations (2004) and Property Owner BID regulations (2014) approved by Parliament.

- Your **ballot paper** will reach you by post on or before **19 February 2021**
- You will need to **cast and return your postal vote** by 5pm on **17 March 2021 (Occupier)** and 5pm on **18 March 2021 (Property)**
- The results will be announced on 19 March **2021 (Both Occupier & Property)**
- On a successful ballot, both BIDs will become operational on **1 April 2021.**

ACKNOWLEDGEMENTS

New West End Company would like to acknowledge the support and funding received from our Corporate & Associate Members.

The Board and executive have been supported throughout the development of this proposal by the Councillors and officers of Westminster City Council and our thanks for their sound advice and guidance received. The four Neighbourhood Forums we sit on have also contributed to our proposals for which we are grateful.

We are thankful to West End businesses who have provided endorsements and expert assistance in developing this business proposal supported by our advisors at Re_set, Arup and Good Business.

CORPORATE & ASSOCIATE MEMBERS



COMMUNITY



PUBLIC SECTOR & PROMOTION



NEIGHBOURHOOD FORUMS



Better Together, For Good.