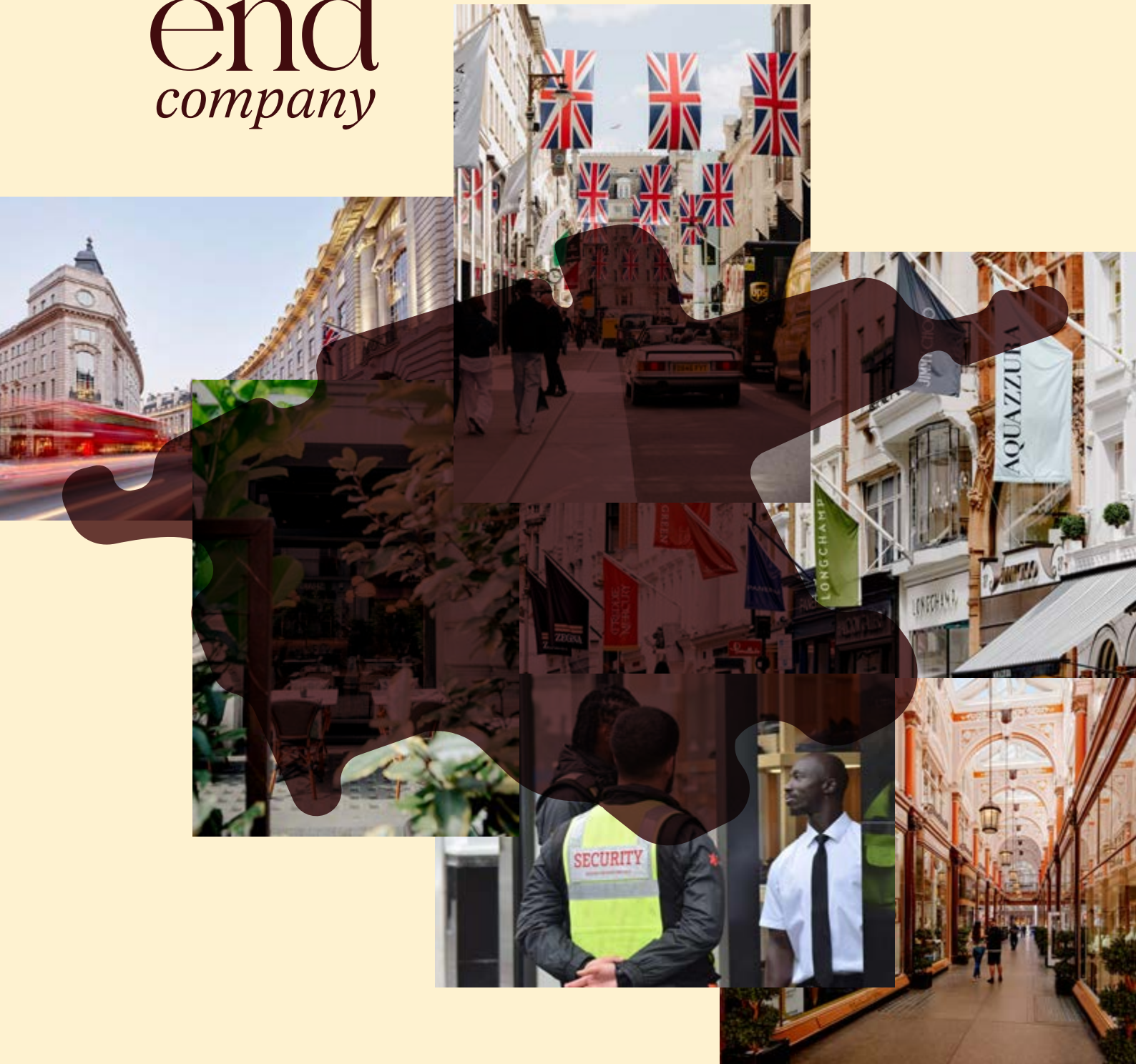


new
**west
end**
company

Renewal and Alteration Mandate Business Proposal 2026 - 2031



The Future is West End

The Future is West End

Leading Today, Advancing the West End of Tomorrow

Our 2026-2031 Plan

Abercrombie & Fitch	HMV	Portman Estate
Adidas	Hotel Café Royal	Prada
Alo Yoga	Hugo Boss	Primark
Amazónico	IKEA	Radissonblu London
Apple	Inditex	Ralph Lauren
Aviva Investors	JD Sports	Redevco
Balenciaga	Jimmy Choo	Reiss
BEAM	Jo Malone	Reserved
Boom Battle Bar	John Lewis Partnership	Rituals
Boots	Karl Lagerfeld	River Island
British Land	Krispy Kreme	Royal London Asset Mgmt
Brown's Hotel	Lacoste	Saint Laurent
Burberry	Lazari	Samsonite
Capital Arches Group	Liberty London	Selfridges Group
Cartier	LOEWE	Sports Direct
CBRE	Longchamp	Swatch Group
Chanel	Louis Vuitton	TAG Heuer
Coach	Lululemon Athletica	The Beaumont
Derwent London	Lush	The Body Shop
Dior	M&G PLC	The Bond Street Hotel
Disney	Mandarin Oriental	The BoTree Hotel
Dr. Martens	Manière De Voir	The Connaught
Fendi	Marks & Spencer	The Crown Estate
Footasylum	MaxMara	The Langham
Frameless	McDonald's	The London Edition
Gant	Michael Kors	Tumi
Newmark	Molton Brown	Twist Museum
Givenchy	Mulberry	Uniqlo
GPE	New Balance	Urban Outfitters
Grosvenor	Next	Victorinox
Gucci	Nike	Watches of Switzerland Group
Gymshark	Norges	Zegna
H&M	On Running	
Hamleys	Pollen Estate	
Hermès	Pontegadea	

* sample of our membership

This proposal has drawn on the experience and guidance of over 600 West End businesses on our steering and management groups, which comprise businesses representing retail, restaurants, hotels, and property owners. In addition, we have engaged with a broad range of office occupiers and office property owners throughout the development of this proposal to ensure their views are reflected, ahead of potential future membership.

Growing a dynamic and inclusive future West End – advancing its place as one of the most welcoming, iconic destinations in the world while setting the global standard for innovation and investment.

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Our Vision

For more than two decades, we have proudly represented over 600 businesses that make the West End thrive. Born out of collaboration and partnerships, we were set up and have evolved to achieve what no single business or sector could accomplish alone. Working together, our mission has always been to create a safe, vibrant and welcoming district that embodies opportunity, innovation, and excellence for all who work, visit, and invest here.

As we look ahead to the next five years, our ambition is to do even more.

This proposal marks an exciting new chapter for the district. By expanding our remit to include both office occupiers and property owners, we will better reflect the evolving mix of the West End.

This broader representation enables us to support the district in a more holistic way - recognising that whether retail, hospitality, leisure, or office-based, our members share many of the same priorities: a clean, safe, well-managed environment that attracts visitors, talent and investment. This evolution strengthens our ability to deliver enhanced, joined up services and ensures the West End remains at the forefront of global destinations.

Our vision is clear: growing a dynamic and inclusive future West End — advancing its place as one of the most welcoming, iconic destinations in the world while setting the global standard for innovation and investment.

The Future is West End



Chairman, Paul Williams



Dear Partners,

The West End is a place like no other. For generations, it has led the way in retail, hospitality, business, and culture — a district defined by its ability to adapt, evolve and drive change for good. As Chairman of New West End Company, I'm proud to represent the businesses at the heart of this transformation: those investing in our future, creating opportunity, and helping to shape a better city for everyone.

The way people shop, work and experience cities is changing, and the West End is changing with it. This is no longer just a retail destination. It is a dynamic, mixed-use district where offices, shops, restaurants, leisure and culture come together in one of the world's most exciting urban environments.

To reflect this shift, we're evolving our Business Improvement District (BID). For the first time, we are welcoming office occupiers and property owners as members, recognising that today's offices are not just places to work, but spaces where creativity, collaboration and community can thrive.

As Chief Executive of Derwent London, we believe that our membership of NWECA adds significant value, particularly as an investor with a large office portfolio in the West End. By bringing every part of the West End together, we can unlock long-term value, attract new investment, and secure our shared success.

This collective commitment is what enables us to deliver the services our district relies on — from 24/7 security and street cleaning to insights, destination marketing and policy advocacy. These efforts are only possible through close partnership with Westminster City Council, the Mayor of London and the GLA, and the Metropolitan Police. Together, we're helping to keep the West End clean, safe and welcoming for all.

We are proud to be a strong voice for our members, championing business on issues that matter — from business rates reform and the return of tax-free shopping to the infrastructure and investment needed to support future growth. The West End is not just vital to London. It generates jobs, opportunity and prosperity for the whole of the UK.

A renewed BID will unlock £60 million of investment over the next five years, securing these services and strengthening our district for the long term. This is an opportunity to build on our success, to embrace change with confidence, and to shape a future we can all be proud of.

I've seen what we can achieve when we work together. With this renewal, we can secure the future of the West End — not just for today, but for the years ahead.

The Future is West End.

Paul Williams

Chairman, New West End Company



Chief Executive, Dee Corsi

Dear Members,

The West End has shown incredible resilience. Despite economic headwinds, the West End remains one of the world's most iconic commercial and cultural destinations.

But the world is changing—fast.

Consumer behaviours are shifting, working patterns continue to evolve, and the cost of doing business is rising. That is why this renewal matters. With your support, we will unlock over £60 million of investment to protect vital services, scale our impact, and open up new opportunities for business, culture, and community to flourish.

Twenty years ago, our area covered three streets and a global retail offer. Today, it is a thriving hub of over 600 retail, hospitality, leisure owners and occupiers, and an increasingly important office community. We have continued to evolve alongside it—supporting businesses through change and championing a bold collective vision.

Over the past five years, we've delivered real value for our members - from round-the-clock security and well managed streets, to standout campaigns that boost footfall, a stronger digital presence to showcase the district, cutting-edge data and effective advocacy on the issues that matter most.

As part of this next chapter, alongside our work with our retail, hospitality and leisure businesses, we will embrace for the first time the West End's office community— aligning existing services with their needs and ensuring office workers feel part of the district through exclusive offers, wellbeing initiatives and training opportunities that connect them to the wider West End experience.

Our strategy is built around four priorities—**Operations, Experience, Innovation, and Advocacy**—ensuring we meet the demands of today while preparing for tomorrow.

- **Operations:** Our teams keep the West End safe, clean, and welcoming. This renewed term will see enhanced security, expanded CCTV coverage, high-visibility patrols, and responsive on-street teams to support our members and visitors day and night.
- **Experience:** To compete on the global stage, we must offer something exceptional. Through bold marketing, impactful events, and vibrant placemaking, we will boost footfall and dwell time. But more than just attracting visitors—we want everyone who spends time here, whether working, living, or exploring, to feel part of a thriving and connected community.

- **Innovation:** Our Advanced Insights Programme equips members with rich data—from sales and footfall, to flight trends and hotel occupancy—this supports better business decisions and influences policy. We will also continue to support members meet ESG goals and futureproof the district for long-term sustainable success.

- **Advocacy:** We advocate for the conditions our members need to thrive. From reforming business rates and restoring tax-free shopping to tackling retail crime and anti-social behaviour, we speak with a strong, united voice. We have long led the call for Oxford Street's revitalisation, knowing its success drives the wider West End and London. So we are also proud to be a strategic partner in the transformation of Oxford Street, supporting the creation of a new Mayoral Development Corporation and championing the investment, leadership, and vision needed to deliver it.

Whilst renowned for being an iconic shopping and leisure destination, the West End is so much more than that. It is a dynamic ecosystem of businesses, workers, residents, and visitors—and we're here to champion, connect, and strengthen every part of it.

This renewal is about advancing what we've built and unlocking what's next. Without this collective investment, the services that underpin our district including — security, street cleaning, marketing, advocacy, data and our shared collective business voice— would disappear, leaving West End businesses exposed and working alone.

Thank you to our Board, our members, and our team for helping shape this ambitious vision.

The future is West End — and together, we can secure it.

Dee Corsi

Chief Executive, New West End Company

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For over 20 years, New West End Company has united over 600 businesses to drive growth and innovation.

As the West End evolves, so does our approach. By expanding our representation to office occupiers and property owners, we are ensuring that every part of our district's business ecosystem is supported.

A successful renewal will secure £60 million of investment for the next five years, ensuring we continue to shape a thriving, competitive, and future-ready West End. The Future is West End.

Our Board



Paul Williams
Chairman, New West End Company
Chief Executive, Derwent London PLC



Giles Easter
Chief Executive
Berkeley Estate Asset Management



Toby Courtald
Chief Executive
GPE



Amelia Bright
Executive Director of the London Estate
Grosvenor Property UK



Jayesh Patel
Head of UK, Real Estate
Norges Bank Investment Management



Manuel Criado-Romero
Chair, Finance & Governance Group NWEK
Managing Director Pontegadea UK



Martin Gafsen
Director of Property
John Lewis Partnership



Sacha Berendji
Chair, Oxford Street Group NWEK
Director of Retail Marks and Spencer PLC



Meave Wall
Executive Director of Stores
Selfridges



Sandeep Bhalla
Chair, Hotel Steering Group, NWEK
General Manager, The Connaught



Charles Owen
Head of Asset Management, Regent Street
The Crown Estate



Olivier Percetti
Chief Financial Officer UK
Richemont

A Record of Results

Powered by our 600 retail, hotel, leisure, and property-owner members, we've delivered real impact—enhancing safety, driving investment, and transforming the West End. While much has been achieved, our work continues to ensure the district remains a world-leading destination for visitors, businesses, and communities alike.

36%

Secured business rates reduction on Oxford Street, 26% on Regent Street, and 6% on Bond Street—helping maintain global competitiveness.

Largest private street patrol team in London, with over 450,000 business visits and more than 55,000 incidents responded to—ensuring a safer and more welcoming West End.

Over £1 million raised in non-levy funding, reinvested directly into safety, marketing, and public realm improvements across the district.

122m

Annual visitors, growing by 9% each year during the BID term. Since 2021, international visits have surged by 97%—despite the absence of tax-free shopping.

Post-COVID turnover has grown from £3.9bn to £9.3bn, with the West End outperforming other London destinations by approximately 4%—thanks to targeted support and coordinated recovery efforts.

£1bn+

Supported over £1 billion in private investment to deliver a new generation of sustainable, ESG-compliant commercial spaces - setting a benchmark for environmental performance, energy efficiency, and long-term resilience in the heart of the West End.

Secured backing for Oxford Street's transformation, through sustained advocacy at local and national levels—recognising its critical role in the UK economy.

£30 million

Delivered over £30 million in public realm improvements, including the £12m Hanover scheme and £18m East Mayfair scheme —creating cleaner, greener, and more accessible streets.

Oxford Street vacancy rates have now dropped to just 1.35% — the lowest since 2019 — marking a significant recovery from a peak of 14% in 2021. This sharp decline is supporting a rise in prime headline rents and renewed demand.

Generated £5 billion in media coverage for Christmas campaigns, reinforcing the West End's status as the UK's iconic festive destination.

Why NWECE Matters

Renewing the BID means securing a safe, competitive, and world-class West End.

Your BID levy funds the essential services and strategic initiatives that keep the West End thriving - ensuring we stay ahead of global competitors and continue to deliver for every business, worker, and visitor.

Without it, the West End loses its dedicated investment in security, cleansing, festive lights, marketing, advocacy, and data - and with it, a unified voice fighting for the priorities that matter to our business community.

Over the next five years, your support will unlock £60 million of investment - driving growth, attracting talent and tourism, and future-proofing the district.

This is your opportunity to secure a vibrant, dynamic and sustainable West End.

Your vote matters. Your investment makes the difference.

The Future is West End

Let's secure it together.

“

The West End is central to London's global standing - and its future success depends on collaboration. Through the proposed Mayoral Development Corporation for Oxford Street, we are creating the tools to transform this vital high street. New West End Company's continued partnership with City Hall will help deliver that vision.

Sir Sadiq Khan,
Mayor of London

“

New West End Company helps convene the right people, shape shared priorities and ensure the West End continues to lead with ambition, quality and care. Its deep understanding of the district means they can support individual streets like Regent Street, but also the district as a whole. We succeed when we work together.

Charles Owen,
Head of Asset Management,
Regent Street at The Crown Estate

Our Strategy

Our mission: The Future is West End
A Vision Built on Four Pillars

Our vision is ambitious and clear: to grow a dynamic and inclusive West End, securing its place as one of the world's most welcoming and iconic destinations while setting the global standard for innovation and investment.

Sustainability runs through everything we do - ensuring long-term resilience and responsible growth - while our commitment to community strengthens local connections and creates a district where businesses, workers, and visitors thrive together.

New West End Company exists to serve the businesses that power the West End, ensuring that their needs are met, their challenges addressed, and their opportunities maximised. As we embark on this next BID term, we are expanding our representation to include office occupiers and property owners, ensuring every part of the district's business ecosystem has a voice.

In shaping our 2026–2031 strategy, we have engaged extensively with our members—across retail, hospitality, leisure, and now offices—through direct conversations, events, and our member surveys. The results are clear: security, street services, advocacy and resilience remain top priorities, with strong support for continued investment in public realm improvements, destination marketing, international and domestic visitor campaigns, and data-driven insights. Just as importantly, there is a shared ambition to foster a stronger sense of belonging—ensuring that everyone who spends time here, whether working, living, or exploring, feels part of a thriving and connected West End community.

At the same time, members have emphasised the need to think about the long-term changes to the district. While the West End remains a world-leading shopping destination - it is also a dynamic mixed-use district where retail, hospitality, culture, and business come together. To maintain its competitive edge, the

West End must continue to attract investment, respond to changing working patterns, and ensure it remains a world-class place to visit, work, and do business.

Oxford Street remains central to the West End's global reputation and future success. As it enters a new phase of transformation, including the proposed Mayoral Development Corporation, we are committed to working in partnership with the Mayor of London, Westminster City Council, our members and the wider West End community to help deliver a transformational scheme. This will not only revitalise Oxford Street but bring lasting benefits to the wider West End.

This proposal reflects that ambition. While responding to the immediate operational needs of our district, we are also setting out a roadmap for the next five years - ensuring the West End continues to lead, innovate, and thrive.

To achieve this, we are focused on four strategic pillars: Operations, Experience, Innovation, and Advocacy. These pillars guide everything we do, ensuring the West End remains safe, vibrant, competitive, and future-ready.

Through partnership and collaboration, we will secure £60 million in dedicated investment, driving growth, enhancing safety, and ensuring the West End continues to lead on a global stage.

Together, we will shape a district that thrives today and shapes tomorrow.

The Future is West End.



Operations

Keeping the West End Safe and Resilient

Delivering enhanced safety, security, and street management to create a clean, welcoming, and resilient environment. Through strategic partnerships and community engagement, we ensure a safe and sustainable district for all.



Experience

Creating Connections that Drive Growth

Activating the district with world-class events, seasonal campaigns, and destination marketing that attract high-value visitors, engaging the workforce through the West End Clubhouse. By fostering connections between retailers, hoteliers, F&B businesses, and offices, we create shared experiences that drive footfall, engagement, and spend.



Innovation

Empowering Businesses with Data and Insight

Providing cutting-edge insights, data analytics, and digital tools that empower businesses to make informed decisions and stay ahead of global trends. Our focus on sustainability leadership and digital transformation ensures the West End remains a competitive, smart district.

Advocacy

Championing Growth and Opportunity

Championing the West End's voice on policy issues, from tax-free shopping, business rates reform and crime and safety, to sustainable development and public realm transformation. We advocate for a business environment that drives growth, investment, and opportunity for all.



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Sandeep Bhalla,
General Manager at The Connaught

The West End is one of the world's leading international hubs for a reason. It's unique mix of offering, coupled with exceptional customer experience, are a major draw for visitors. New West End Company helps protect the district's global reputation through high-quality public realm, visitor services, and security partnerships that reflect the premium experience our guests expect.



“

Toby Courtauld,
CEO of Great Portland Estate

We have worked in close partnership with New West End Company for many years. With increasing competition – both locally and globally – for people's attention and investment, it's more important than ever that we continue to collaborate to drive asset value and footfall in the home of London's main destination for retail, leisure, hospitality and business.

Our Delivery Plan 2026 - 2031

The Future is West End

Delivery Plans for 2026-2031

Our vision is ambitious but clear: Growing a dynamic and inclusive West End, shaping the future of business, retail, leisure, culture, and community—advancing its place as one of the most welcoming, iconic destinations in the world while setting the global standard for innovation and investment. Achieving this vision requires focus, collaboration and action.

As the West End adapts to new consumer behaviours, working patterns, and economic conditions, we are committed to delivering both day-to-day impact and long-term progress. With our members' support—and a clear mandate from our latest survey—we will ensure the district remains a thriving, competitive, and future-ready hub for retail, offices, and leisure.

By focusing on four key pillars—Operations, Experience, Innovation, and Advocacy—we will enhance safety, drive growth, strengthen partnerships, and champion forward-thinking solutions, investing £60 million to elevate the West End as a world-class destination over the next five years.

Sustainability underpins every aspect of our plan—from promoting responsible business practices to driving sustainable growth. By integrating ESG principles across all our pillars, we will future proof the West End as a thriving, resilient, and sustainable district for generations to come.

Together with our members, partners, and stakeholders, we will shape a district that thrives today and advances the West End of tomorrow.

For businesses like ours, it's not just about footfall – it's about safety, cleanliness, and reliable support. New West End Company delivers where it counts, helping us trade securely, respond to incidents quickly, and contribute to a district we're proud to be part of.

Claude Abi-Gerges,
Managing Director of Capital Arches Group

“

Bond Street stands as the epitome of luxury shopping in London and has been a national landmark for centuries. Its rich heritage and international reputation continue to attract discerning visitors from around the world. A timeless destination where heritage meets modern elegance. The services provided by New West End Company have been instrumental in maintaining Bond Street's position as a premier global destination for luxury retail.

Sandrine Reboux,
Boutique Director at Chanel New Bond Street

Operations

Our Aim: To create a clean, safe, and resilient environment that supports businesses, visitors, and residents alike.

Keeping the West End Safe & Resilient

Clean and Safe Streets

- Expand 24/7 street security patrols and rapid response cleaning teams, ensuring high standards, fair pay, and a well-supported workforce dedicated to keeping the West End clean and safe.
- Roll out a 24/7 monitored CCTV network to improve surveillance, enhance incident response, and support crime prevention efforts.
- Exploring a dedicated district app to enable issue reporting, direct contact with security, and real-time operational updates.
- Strengthen collaboration with the Metropolitan Police Service, Home Office, GLA, and Westminster City Council to tackle anti-social behaviour, deter crime, and improve public safety.
- Lobby for the existence of a dedicated West End Crime Team of police officers, focused exclusively on investigating crimes in the West End.
- Fund joint operations with the Metropolitan Police Service to support our members to trade in a safe and competitive business environment.

Efficient Street Management

- Conduct quarterly deep cleans of major gateways and expand nightly cleaning programmes to maintain high standards across the district.
- Leverage innovative technology to enhance cleaning efficiency and sustainability.
- Review and optimise cleansing schedules to better support office workers and business operations.
- Launch seasonal waste reduction and recycling campaigns in partnership with members to promote sustainable practices.
- Explore Freight, Servicing, and Delivery consolidation programmes to reduce vehicle emissions and improve air quality.
- Advance zero-emission transport initiatives and drive improvements in air quality, reducing congestion and creating a cleaner, greener West End.

Operational Resilience

- Deploy and maintain acid attack, bleed kits and defibrillators across the district, ensuring they are mapped and accessible to emergency services in partnership with the Metropolitan Police Service (MPS).
- Enhance intelligence gathering on Organised Crime Groups involved in retail crime and anti-social behaviour, strengthen our prolific offender's database to track repeat offenders and support MPS with comprehensive evidence packs.
- Use targeted intelligence-sharing and hotspot policing to deter crime, leveraging real-time data to disrupt criminal activity before it escalates.
- Expand our Intelligence Hub with a dedicated analyst and 24-hour coverage, providing in-depth crime trend analysis, intelligence reports, and evidence-sharing to support businesses and police.
- Upgrade real-time communication tools with a new district-wide radio system, improving coordination between businesses, security teams, and law enforcement to enhance response times and prevent incidents.
- Continue to collaborate with Metropolitan Police Service Public Order teams to minimise the impact of protests and ensure the district remains safe and accessible.
- Build on our formal Business Crime Reduction Partnership to improve information-sharing and drive joint enforcement action.
- Strengthen major incident preparedness plans across the district, working with police and emergency services to ensure resilience.



New West End Company delivers on the issues that matter to businesses in the West End – such as keeping the district’s streets safe and clean, which directly drives footfall. This benefits not just the array of retailers in the area, but also local residents and, ultimately, London as a whole.

Thomas Meager,
Group Director of Property at Primark



“

M&S has been a staple of the West End for nearly a century. A district of this scale needs active, continuous management. New West End Company delivers on-the-ground results – from safety and security to street cleaning and maintenance, ensuring our stores can thrive in a competitive environment.

Sacha Berendji,
Operations Director at Marks & Spencer

Experience

Our Aim: To deliver a world-class visitor and workforce experience that celebrates the West End's vibrancy.

A West End Community

- Expand the West End Clubhouse Loyalty Programme to build a vibrant community of workers, visitors, and businesses - offering exclusive benefits, events, and experiences that bring people together and celebrate the West End.
- Leverage digital tools to provide a seamless experience for shopping, dining, and cultural discovery — helping people navigate and enjoy everything the district has to offer.
- Promote district-wide WiFi connectivity to support a more connected, accessible, and digitally enabled West End, including interactive online guides and mapping tools.
- Champion skills and training programmes that upskill the local workforce, support inclusive career progression, and help businesses attract and retain talent.

A Vibrant Destination

- Host seasonal events, iconic activations, and placemaking initiatives that bring the West End to life, creating moments that attract visitors, engage workers, and celebrate the district's unique character.
- Install and promote high-profile Christmas light schemes across the district reinforcing the West End's position as a global festive destination.
- Invest in world-class public realm improvements to ensure the West End remains globally competitive - from cleaner, greener streets to pedestrian-friendly spaces and high-quality design.
- Support the creation of a Mayoral Development Corporation (MDC) for Oxford Street, ensuring the West End has the long-term leadership, investment, and planning powers needed to secure its future as a world-class destination.

Wellbeing and Community Impact

- Launch initiatives promoting physical and mental wellbeing for West End workers, visitors, and residents, ensuring a healthier, more engaged community.
- Establish a Community Investment Fund to support local charities, social enterprises, and grassroots initiatives, ensuring businesses contribute directly to community impact.
- Promote meaningful volunteering opportunities for members to connect with local communities, support social impact projects, and drive positive change.

Creating Connections that Drive Growth

Destination Marketing

- Develop targeted multi-channel campaigns to attract domestic and international audiences, with a particular focus on high-value visitors who contribute significantly to the West End's economy.
- Launch story-driven content and influencer collaborations to deepen engagement, showcase the West End's unique offering, and encourage repeat visits.

Cross-Sector Connections

- Create shared experiences that bring together retailers, hoteliers, F&B businesses, and offices, making the West End more than just a place to visit, but a place to spend time and engage across sectors.
- Develop tailored engagement programmes to connect West End workers and office occupiers with local businesses and amenities, fostering stronger relationships, supporting economic growth, and enhancing the overall district experience.
- Promote green mobility options through wayfinding and digital guides that encourage walking, cycling, and sustainable transport throughout the district.

“

Meave Wall,
Executive Director, Stores at Selfridges

We know our customers come to the West End expecting something exceptional. New West End Company works to deliver on that promise by bringing the district to life with extraordinary events, seasonal campaigns, and destination marketing initiatives – creating a unified, world-class experience for our visitors.



“

Charles Begley,
Chief Executive at Westminster Property Alliance

New West End Company brings together public and private partners with purpose, clarity, and ambition. Its ability to align stakeholders around a shared vision is key to securing the West End's long-term competitiveness, resilience and appeal on both a national and global stage.

Innovation

Our Aim: To harness cutting-edge data, technology and thought leadership to inform and empower our members and position the West End as a leader in global competitiveness and sustainability.

Empowering Businesses with Data and Insight

Insights Programme

- Ensure that New West End Company continues to lead as the definitive source of data, insights, and analytics, providing a comprehensive view of the district's past, present, and future performance to drive informed decision-making and investment.
- Publish weekly and monthly visitor bulletins and performance reports to keep members informed on visitor behaviour, property trends, and district performance.
- Provide strategic insights on visitor demographics, detailing who they are, why they visit, and how they interact with the West End—helping businesses tailor their offerings and maximise visitor value.
- Deliver property insights for investors, developers, and agents, offering data on market trends to help position assets for long-term sustainable performance.
- Expand member dashboards to offer real-time access to key metrics and trends, ensuring stakeholders have the latest insights to inform decision-making.
- Broaden data provision to include tailored insights for office owners and occupiers, helping inform workplace planning and investment decisions with a clearer understanding of performance and trends.

Sustainability Leadership

- Deliver actionable insights on waste reduction, energy efficiency, and environmental performance to help businesses meet their ESG goals.
- Provide training, workshops, and best-practice sharing to equip businesses with the tools to adopt sustainable operations.
- Work in partnership with members and stakeholders to accelerate progress towards shared Net Zero targets and position the West End as one of the most sustainable districts in the world.

Digital Tools & Technology

- Support members in adapting to a modern, competitive market, with real-time insights and tailored analytics tools.
- Offer customised analytics and bespoke reporting, providing businesses with data-driven strategies to adapt to market changes.
- Invest in best-in-class technology and additional data sources to ensure we remain at the forefront of understanding visitor behaviour, preferences, and emerging trends.
- Deliver thought leadership through ad-hoc reports and global benchmarking, helping businesses stay ahead of international best practices.



“

Laura Citron,
CEO of London & Partners

The West End is one of London's most visited and loved destinations. New West End Company's investment in insights, marketing, operations and placemaking helps keep it front of mind for visitors from across the UK and around the world.



“

Helen Brocklebank,
CEO of Walpole

Luxury brands are vital to the West End's success – and New West End Company is a powerful advocate for the environment that brands need to thrive, from championing high standards on the ground to making the case for tax-free shopping at a national level.



Advocacy

Our Aim: To champion policies, partnerships, and campaigns that ensure the West End remains a global leader.

Championing Growth and Opportunity

Strategic Partnerships & Investment

- Collaborate with the Mayor of London, Westminster City Council, industry leaders and the wider West End to deliver transformative projects like the Oxford Street Mayoral Development Corporation and Regents Street Park to Park, ensuring long-term investment and regeneration.
- Build partnerships that attract inward investment and enhance the West End's global competitiveness, securing funding for infrastructure, sustainability, and innovation.
- Strengthen engagement with national and international business communities to position the West End as the best place to work, invest, and do business.

Public Safety

- Work with key stakeholders, including the Metropolitan Police Service, Mayor's Office for Policing and Crime, Westminster City Council, and Government, to secure dedicated policing resources, advocate for a ringfenced Town Centre policing team, and push for a review of national policing grants to ensure funding reflects the unique demands of policing a global district like the West End.
- Enhance public safety by showcasing the impact of operational teams, crime reduction initiatives, and intelligence-led policing, ensuring businesses and visitors feel secure.
- Promote the success of these efforts, ensuring businesses and visitors see the tangible impact of our work in keeping the West End safe.

Shaping the Future of Flagship Destinations

- Lead High Streets UK national initiatives to address shared challenges facing flagship High Streets, advocating for policy solutions to drive growth.
- Champion innovation in urban placemaking, digital transformation, and sustainability, ensuring the West End remains at the forefront of the future of retail, leisure, and work.
- Engage with stakeholders across the UK's leading destinations to share best practices and drive collaboration on key policy issues, ensuring the West End remains a blueprint for success.

Economic Growth Advocacy

- Campaign for tax-free shopping, business rates reform, Sunday trading reform and planning policies that create a fairer, more dynamic business environment and drive sustained economic growth.
- Highlight the West End's unique strengths at international trade shows and campaigns reinforcing its role as a top-tier destination for investment, tourism, and retail.
- Engage with government, policymakers, and industry groups to secure legislative and policy changes that support business success and long-term prosperity.

“

New West End Company has become a trusted partner for the property sector – helping us build strong relationships with occupiers, the Council and the GLA to support sustainable growth.

Giles Easter,
CEO of Berkely Estate Asset Management

“

The Council values New West End Company's deep understanding of the West End and the strong business voice it represents. Together, we're committed to creating a thriving, welcoming district – one that works for businesses, workers, and residents alike. The Council values New West End Company's deep understanding of the West End and the strong business voice it represents. Together, we're committed to creating a thriving, welcoming district – one that works for businesses, workers, and residents alike.

Adam Hug,
Leader of Westminster City Council



Measures of Success

New West End Company will measure our success and performance through a combination of economic, social, and environmental indicators that are reflective of our mission to grow a dynamic and inclusive West End — ensuring we remain on track to shape the future of business, retail, leisure, culture, and community in the district.

We will do this by tracking a number of key performance metrics that measure the visitor and workforce experience, understand the economic performance of the district, and assess our impact through stakeholder engagement, satisfaction surveys, and the tangible outcomes of our campaigning and advocacy.

By aligning our goals with measurable outcomes, New West End Company will ensure we deliver on our objective of advancing the West End as one of the most welcoming, iconic destinations in the world — contributing to the district setting the global standard for innovation and investment.

Our performance measures are focused on our four key pillars — Operations, Experience, Innovation and Advocacy — and will be monitored and reviewed continuously throughout the BID term, allowing New West End Company to adapt to changing trends, business needs and the natural evolution of the district.

With its unmatched blend of amenities, culture, and accessibility, the West End is the ideal destination for attracting employees back to the office. As we look ahead to joining New West End Company, we're excited to tap into its exclusive experiences to strengthen that momentum, and support a world-class experience for our employees.

Josh Lawrence,
CEO of Global Holdings Management Group UK

Operations

- Consistently strong satisfaction scores in our annual member survey for safety, cleanliness, and security services.
- Evidence of reduced incidents of crime and anti-social behaviour through close working with police and city partners.
- Positive public and partner perceptions of district safety and management via regular sentiment surveys.
- Tangible improvements to street conditions through proactive maintenance, cleaning and enforcement coordination.

Experience

- Measurable uplift in footfall, dwell time and consumer satisfaction in key areas.
- Sustained participation in the West End Clubhouse, with growing engagement from office workers and partners.
- Recognition of the West End's seasonal campaigns and public realm schemes through media coverage.
- Public support for activations and campaigns that reinforce the district's global brand and cultural identity.

Innovation

- High levels of member engagement with our insights dashboards, bulletins and reporting tools.
- Member feedback confirming satisfaction with the quality and relevance of our data and analytics offer.
- Increased adoption of sustainable business practices by members, supported through training and guidance.
- Continued investment in digital infrastructure, including connectivity, visitor tools, and real-time reporting platforms.

Advocacy

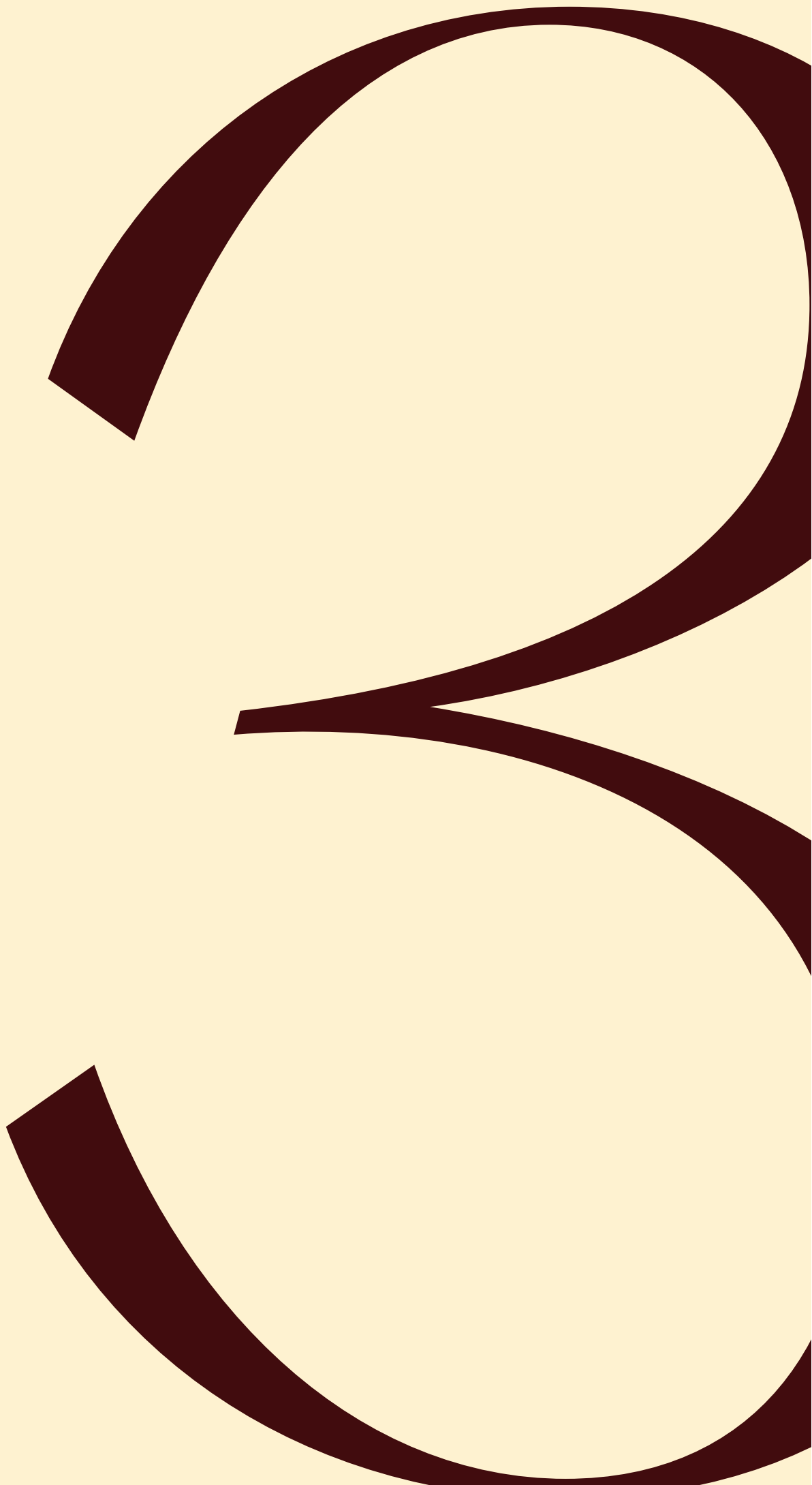
- Campaign impact reflected through progress on business-critical issues such as tax-free shopping, business rates, and town centre policing.
- Support from policymakers, public agencies and local communities for BID-led priorities and projects.
- Growth in NWEC's media profile and share of voice across regional, national and international platforms.
- Strategic partnerships with public and private bodies that unlock investment and long-term opportunity.



“

New West End Company is a valued partner to TfL – helping us shape a West End that’s not only accessible and resilient, but also welcoming, sustainable, and ready to meet the demands of a rapidly evolving city. Their local insight and collaborative approach are instrumental as we plan for a future that works for businesses, visitors, and Londoners alike.

Andy Lord,
Commissioner of Transport for London



Our People, Our Values

At the heart of the New West End Company is our people—the driving force behind everything we achieve. From our security and street cleaning teams on the ground ensuring a safe and welcoming environment, to our marketing experts attracting high-value visitors, our insights team providing data-driven strategies, and our advocacy team championing the West End on a national and global stage - it's the dedication, passion, and expertise of our team that powers our success.

Our people don't just work for the West End—they work with the West End.

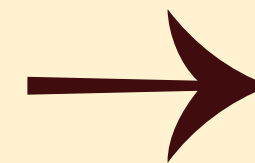
They build relationships with businesses, collaborate with community partners and

engage with visitors, creating connections that strengthen our district and elevate its status as a world-class destination.

Our values are the foundation of our culture and our commitment to excellence. They reflect who we are, how we work, and what drives us to make a positive impact on the West End every day. They guide our actions, shape our decisions, and ensure we remain a trusted and effective partner for businesses, visitors, and the wider community.

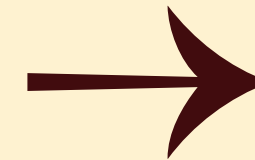
The West End is constantly evolving, and so are we. Our people are committed to shaping the future of this iconic district, ensuring it remains a vibrant, inclusive, and world-leading destination for all who visit, work, and live here.

We are



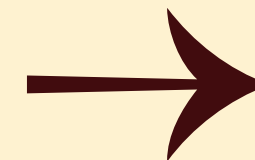
Committed

We are driven to deliver meaningful results and understand the bigger picture.



Collaborative

Together we listen, we learn, and we lead.



Creative

By innovating and adapting we can drive lasting positive change.

“

The conditions for long-term investment rely on vision, partnership and stability. New West End brings all three – driving forward vital projects like the Oxford Street transformation while delivering everyday services we can count on.

David Silverman,
Executive Director at Lazari Investments



“

A strong West End means a strong Westminster. New West End Company's collaborative approach ensures businesses have a seat at the table when it comes to championing policies that support growth – whether that's business rates reform or the re-establishment of VAT-free shopping.

Paul Swaddle,
Leader of the Opposition, Westminster City Council

Governance, The Company

New West End Company is a company limited by guarantee. 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, Steering and Management Groups

The New West End Company Board provides strategic leadership, sets the company’s long-term ambitions, and ensures strong corporate governance. The Board oversees strategy, budget management, and performance monitoring, ensuring the BID continues to deliver tangible benefits for its members.

The Board will consist of a maximum of 16 Non-Executive Directors including the Chair. The Board will meet at least three times per year and will include representatives from key sectors, ensuring a balance of occupier and property interests.

All Non-Executive Directors will be appointed by the Board, with appointments subject to ratification.

Full governance procedures are available at www.newwestend.com/renew.

Board Structure

The Strategic Board will continue to provide leadership and oversight, ensuring that the BID remains accountable, effective, and aligned with the interests of its members. The Board will consist of a minimum of ten members and will maintain a 50/50 split between occupiers and property owners.

- **Retailers** – at least 4 members (Can be owner/occupier businesses)
- **Property Owners** – at least 4 members (Including at least 1 office representative)
- **Hotels** – at least 1 member (Reflecting sector levy contribution and representation)
- **Offices** – at least 2 members (Ensuring dedicated office sector representation)
- **Chair of the Strategic Board** – appointed by the main Company Board, not required to be a BID levy payer.

Steering Groups – Directly Feeding into the Board

The core Steering Groups make key recommendations for different business sectors, ensuring that member priorities directly influence the Board’s strategic direction.

- **Finance & Governance Group, who meets three times a year**
- **Commercial Occupier Steering Group, who meets three times a year**
- **Office Occupier Steering Group, who meets three times a year**
- **Property Steering Group, who meets three times a year**

These groups guide BID strategy and act as the primary interface between members and Board-level decision-making.

Advisory Groups

To provide specialist insight and guidance, the BID will establish Advisory Groups, allowing for flexibility in responding to emerging challenges and opportunities. The frequency of these groups will be determined by the Executive team. Examples of these advisory groups are the following:

- **Public Affairs Advisory Group**
- **Sustainability Advisory Group**
- **Oxford Street Advisory Group**
- **Hotel Advisory Group**
- **F&B & Members Clubs Advisory Group**
- **Galleries Advisory Group**

Note: New Advisory Groups may be established during the BID term as needed to support special projects and evolving priorities.

Engagement Groups

To ensure wider participation and input, the BID will facilitate broader engagement groups, focused on specific areas of interest.

Geographic Engagement:

- Bond Street & Mayfair
- Regent Street
- Oxford Street

Sector-Based Engagement:

- Security & Intelligence
- Marketing & Destination Strategy
- Sustainability & ESG Best Practice

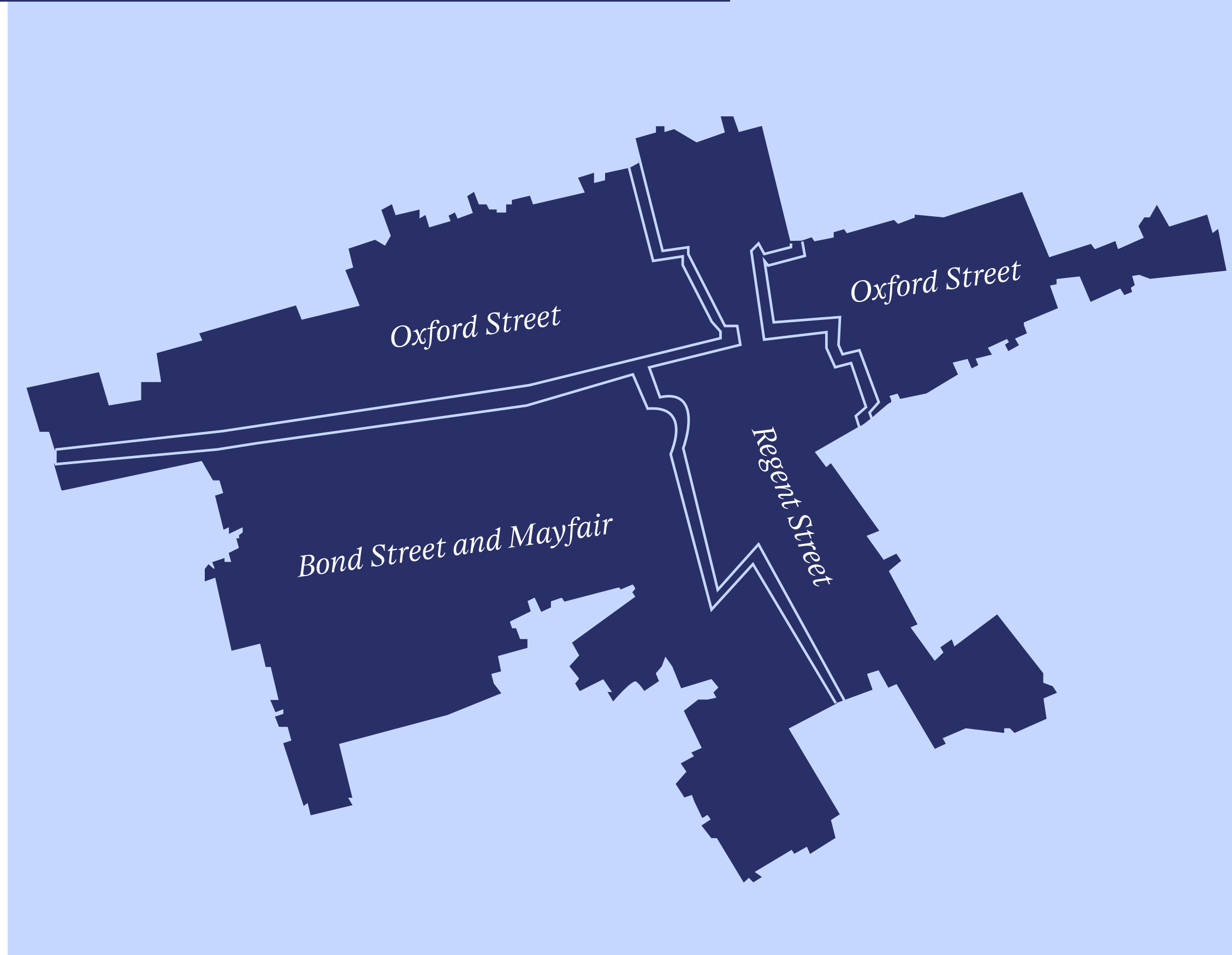
Note: These groups will operate on a flexible, needs-based schedule rather than fixed frequency.

This governance structure ensures:

- Balanced decision-making between occupiers and property owners.
- A direct link between businesses and board-level strategy.
- Sector-specific insights through Advisory & Steering Groups.
- A responsive and flexible governance model that adapts to emerging challenges.

By embedding strong governance and engagement, the BID will continue to drive security, investment, advocacy, and innovation—ensuring the West End remains a thriving, future-ready district.

District Map



The 125 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 surrounding 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 2026 – 2031.

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

The details, BID Levy Rules

Business Improvement Districts (BIDs) are governed by the Local Government Act 2003 (Part 4), the Business Improvement Districts (England) Regulations 2004 and Business Improvement Districts (Property Owners) (England) Regulations 2014. Once a majority vote has been achieved in a ballot of businesses, the BID levy becomes mandatory for all defined ratepayers and property owners.

Occupier BID Levy Rules

- The BID term will be five years from 1 April 2026 to 31 March 2031;
- 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 0.8% of rateable value using the 2017 rating list as at 31 March 2023.
- Owner/Occupiers: Where the ratepayer and the eligible owner have the same name on the Councils records, for any rateable hereditament over £400,000 the Occupier BID levy shall be fixed at 0.4% of RV using the 2017 rating list as at 31 March 2023 for that relevant interest. Where the names do not match but the BID wants two or more organisations to be treated as the “same organisational group” then the NWEF Finance and Governance formal decision will need to be provided to the Council ahead of billing.
- BID Levy income will increase annually by either 3% or the UK Retail Price Index (RPI) as at 1 January each year, whichever is higher, effective from 1 April each year.
- The BID levy will only apply to retail, food and beverage, leisure and office 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;
- Refunds will be determined and issued as per the terms in the Operating Agreement.
- The BID levy is to be paid in full within 14 days of receipt of invoice.
- * The hereditaments listed below will be excluded from the BID ballot and liability for BID levy while they remain members of the Harley Street BID. At such time the listed hereditaments cease to be members of the Harley Street BID they will become members of NWEF as per the BID rules laid out in the NWEF BID Proposal.

Property references:

400208501139	400718903330
400208503701	400718903340
400388100901	400718903350
400388102001	400718906600
400397100610	400485403000
400718903311	400485511601
400718903314	400485510007
400718903315	

- * If there is no RV in effect on 31 March 2023, the BID RV will be the RV in effect on the earliest effective date for the hereditament in a Rating List.
- * Specific details of the BID Levy Rules can be found in the Operating Agreement, which is available on newwestend.com/renew

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 2026 to 31 March 2031;
- 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 0.8% of rateable value using the 2017 rating list as at 31 March 2023.
- Owner/Occupiers: Where the ratepayer and the eligible owner have the same name on the Councils records, for any rateable hereditament over £400,000 the Property BID levy shall be fixed at 0.4% of RV using the 2017 rating list as at 31 March 2023 for that relevant interest. Where the names do not match but the BID wants two or more organisations to be treated as the “same organisational group” then the NWEC Finance and Governance formal decision will need to be provided to the Council ahead of billing.
- BID Levy income will increase annually by either 3% or the UK Retail Price Index (RPI) as at 1 January each year, whichever is higher, effective from 1 April each year.
- The BID levy will only apply to retail, food and beverage, leisure and office hereditaments (including hotels)
- 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;
- Refunds will be determined and issued as per the terms in the Operating Agreement.
- The BID levy is to be paid in full within 14 days of receipt of invoice.
- * The hereditaments listed below will be excluded from the BID ballot and liability for BID levy while they remain members of the Harley Street BID. At such time the listed hereditaments cease to be members of the Harley Street BID they will become members of NWEC as per the BID rules laid out in the NWEC BID Proposal.

Property references:

400208501139	400718903330
400208503701	400718903340
400388100901	400718903350
400388102001	400718906600
400397100610	400485403000
400718903311	400485511601
400718903314	400485510007
400718903315	

- * If there is no RV in effect on 31 March 2023, the BID RV will be the RV in effect on the earliest effective date for the hereditament in a Rating List.
- * Specific details of the BID Levy Rules can be found in the Operating Agreement, which is available on newwestend.com
- * 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.



BID Budget

Income & Expenditure 2026/27

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.

Pillar	% Allocation	Total Occupier (£m)	Total Property (£m)	Total (£m)
Total Income		6.1	6.1	12.2
Operations	48%	2.9	2.9	5.9
Experience	19%	1.2	1.2	2.3
Advocacy	10%	0.6	0.6	1.3
Innovation	6%	0.3	0.3	0.7
Management and Office	11%	0.7	0.7	1.4
Bad Debt Provision	6%	0.3	0.3	0.7

Notes:

1. Budget figures are indicative based on the anticipated levy income using 2017 Ratable Values. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.

2. BID levy income is based on rateable values provided by Westminster City Council and is correct as of April 2025.

3. Bad debt provision is set at 5% for the Current BID and 7.5% for the office BID.

4. 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.

5. Our management and overhead is maintained beneath the industry
- benchmark of 20%, currently reflecting 12% 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.

6. The current BID term's closing surplus is expected to fund capital projects for the new term, with £1.25m of surplus, including £250k of winding down contingency, ringfenced as a surplus reserve throughout the next BID term.

7. The Board will agree any material deviation to the percentage allocations of budget through the five-year plan to allow agility on resources and programmes based on trading conditions and business priorities.

New West End Company - 5 Year Income Projection

	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	200/31 (£m)
Bid Levy	12.0	12.4	12.8	13.1	13.5
Non-BID Levy	0.2	0.2	0.2	0.2	0.2
Total	12.2	12.6	13.0	13.4	13.8

BID Levy income will increase annually by either 3% or the UK Retail Price Index (RPI) as at 1 January each year, whichever is higher, effective from 1 April each year.



Operating and Baseline Agreements

Both a Baseline Agreement and an Operating Agreement are put in place before the start of the new BID term to state the services that Westminster City Council will deliver for the BID and the district over the course of the term. Quarterly meetings take place with the relevant departments within WCC to ensure that the services are delivered as set out.

Operating Agreement

The Operating Agreement with Westminster City Council sets the processes in place to monitor the collection of the BID levy over the duration of the five-year tenure.

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

- The amount of BID levy due for each BID levy payer
- The Amount of the BID levy collected 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

During the quarterly meetings, NWECC raise any concerns with the reporting to be supplied, problem solve any collection issues and to escalate any issues with third party suppliers.

Baseline Agreement

The baseline agreement sets out the cleansing, highway and enforcement services delivered by the Westminster City Council within the BID boundary.

Schedules of services and SLAs are included as part of these agreements and New West End Company will use quarterly review meetings to review the SLAs and escalate problems and identify recurring issues.

These include, but are not limited to:

Cleaning Services

- Street sweeping schedules and response times
- Litter bins – emptying and washing
- Footway flushing schedules and response times
- Waste collection, including times and collection points
- Recycling collections, including times and collection points

Highway Services

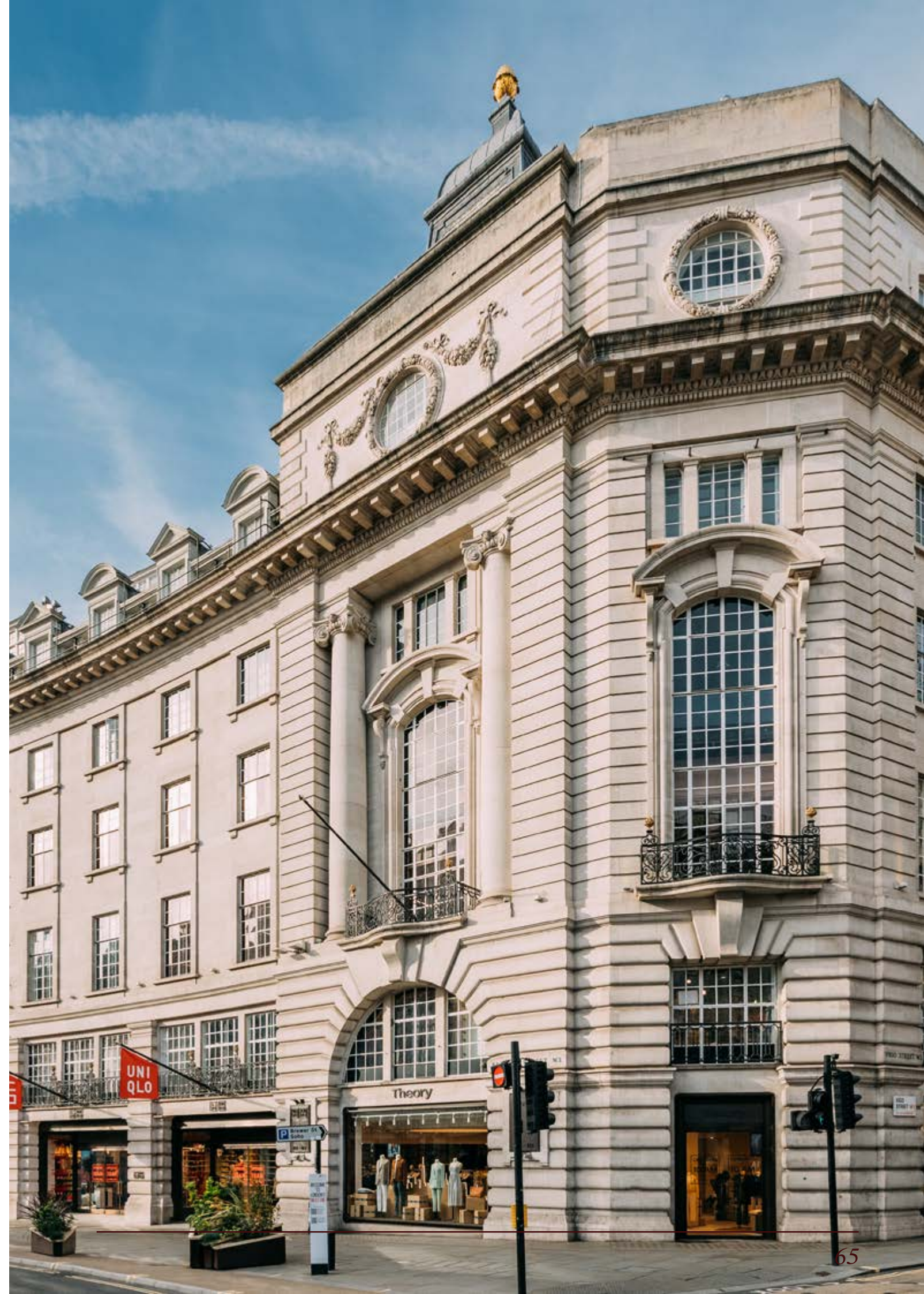
- Highway and lighting, defect priority matrix and repair times
- Guaranteed standards of performance for utility companies
- Improved standard of phone boxes
- Greater advance notice of works

Neighbourhood Problem Solving and Community Engagement Services

- Integrated Street engagement unit
- Environment health enforcement and education
- Licensing and noise and trading standards enforcement
- Community safety and contingency planning

All New West End Company security and operations services are designed to be in addition to the services outlined in the baseline agreement

To view the operating and baseline agreements go to www.newwestend.com/renew



Using Your Vote

Renewing the New West End Company Occupier & Property BIDs will secure £60 million of dedicated investment, ensuring the West End remains a world-class destination for businesses, workers, and visitors. To make this vision a reality, your vote is crucial.

How the Ballot Works

The BID renewal will be established if a majority of eligible occupiers and property owners within the designated area vote in favour of the proposal.

To be successful, the ballot must meet two legal criteria:

- Majority by Number: More than 50% of votes cast must be in favour.
- Majority by Rateable Value: The total rateable value of properties voting in favour must also exceed those voting against.

Once a majority is achieved in both categories, the BID levy becomes mandatory for all eligible occupiers (galleries, retail, hotel, leisure, and office) and property owners within the defined district.

Who Can Vote?

- One Vote Per Hereditament: Each eligible occupier and property owner will receive one vote per hereditament they hold within the BID area.
- Multiple Votes Possible: If you own or occupy multiple hereditaments, you will receive a vote for each, allowing you to influence the future of each property.
- Eligible Voters List: A full list of eligible voters is available at www.newwestend.com/renew

Transparent & Fair Process

The ballot is governed by Government legislation and regulations, ensuring transparency and integrity. It will be administered by the City of Westminster Returning Officer and their Electoral Services team, in accordance with:

- Occupier BID Regulations (2004)
- Property Owner BID Regulations (2014)

Need More Information?

If you have any questions or wish to discuss our future business proposal and the renewal process in more detail, please contact our Head of Partnerships, Danielle Purnell on danielle.purnell@newwestend.com

Secure the Future of the West End

Your vote is not just about today - it's about securing a thriving future for the West End. By renewing the BID, you are investing in security, marketing, advocacy, and operational excellence that keeps the district safe, vibrant, and competitive.

*Your Vote Secures £60 Million in Investment
- Make it Count.*

Ballot Papers Issued

Occupier – Friday 14 November,
Property – Monday 17 November

Voting Deadline

All votes must be received by 5pm on
Tuesday 16 December for Occupier and
Wednesday 17 December for Property.

Results Announced

Thursday 18 December

New BID Term Begins

If successful, the renewed BIDs will become
operational on 1 April 2026.

Acknowledgements

New West End Company would like to acknowledge the support and funding received from our partners and stakeholders.

The Board and executive have been supported throughout the development of this proposal by the Councillors and officers of Westminster City Council, whose sound advice and guidance have been invaluable. We also acknowledge the important contributions of the four Neighbourhood Forums we sit on, which have helped shape our proposals.

We are thankful to West End businesses who have provided endorsements and expert assistance in developing this business proposal.



new
west
end
company

The Future is West End