

# **LONDON & PARTNERS' REPORT TO THE GLA**

Q2 2021-22

**LONDON**  
& PARTNERS

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## Q2 2021 / 22 summary

London & Partners has continued its strong start to the year into the second quarter delivering campaigns and programmes that will support the long term and sustainable growth of the capital.

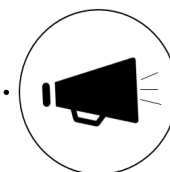
The highlights for the quarter are:

- **Continued success in generating high levels of GVA from Business Growth, Business Tourism and Major Events** generating £143m GVA at the end of the second quarter against a mid-range annual target of £120m. As a result of this success a stretch target of £176m has been proposed for approval by the L&P board
- **Continued strong performance from FDI** with results up by 150% on the same period as last year with significant added value in new leads and projects generated from L&P's international offices
- **Robust results from the Let's Do London campaign supplemented by broad industry support.** Paid media on the campaign concluded at the end of October. Results to date indicate that £70m additional consumer spend has been generated from 280k additional visitors to London with an ROI of 18:1
- **Launch of new cohorts for BGP, MIPB and Open Innovation Fellowship**
- **Continued adaptation to hybrid working at Union Street following a valued staff listening exercise**
- **Work commenced on the development of a new Commercial Strategy**



**Introduction:  
2020 / 21 Key  
Performance Indicators**

# 2020 / 21 outcomes as set out in L&P's business plan



	High growth sectors		Visitor economy		Partnership & ventures		London Brand
What we measure	Additional economic benefit of our interventions	Client satisfaction (internal metric)	Additional economic benefit of our interventions	Tourism Industry satisfaction (internal metric)	Non GLA grant income	Partner satisfaction (internal metric)	No corporate outcomes Project specific metrics
GVA TARGET	Targeting additional economic benefit to London of £98m - £143m GVA						
CUSTOMER SATISFACTION TARGET	Internally, we will use NPS scores to target interventions to address customer satisfaction where a Net Promoter Score (NPS) is negative or neutral or drops significantly in year.						
INCOME TARGET					Targeting commercial income of £4m @ Group level of which £2.9m is tracked in score card		

# Scorecard commentary

## Intro

We expected 21/22 to be an unpredictable year. Brexit and the global pandemic have impacted businesses. In this context our performance is strong and at half year, this is the time to **introduce a stretch GVA target as we are significantly ahead of forecast.**

## Engaging our audiences – measured as NPS

*About this outcome:* This is the first year we will track our Net Promoter Score (NPS) as a means of monitoring engagement. We have tracked NPS for parts of the business for years whereas for other areas it will take us the year to implement it and set a baseline. The NPS score varies significantly by area hence it is not meaningful to track the score per say.

The outcome **we are tracking is for the score to be above negative & neutral or if a significant drop <20% change AND <5 points drop.** Any of those changes triggers mitigating actions. Also, tracking the delta is only meaningful once we have a large enough sample size e.g. most likely from the second half of the year.

*YTD performance:* NPS data for

- FDI – within set parameters (e.g. green)
- MIBP – exceeds set parameters – a 10 points drop
- BGP – exceeds set parameters – a 26 points drop, currently neutral,

The change in BGP NPS triggered a comprehensive internal review and reasons for drop are well understood as respondents value an in-person program more than a virtual, which during the pandemic has not been possible to deliver. Mitigating actions in place and program resuming some in-person activity.

## GVA

*YTD performance:* **With £143m GVA against the £120m mid-range target, we have had an exceptionally strong start and achieved our full year, mid-range target.** On a business-line level, FDI, Business Tourism and Major Events have all achieved the annual target. Trade & Growth, with its expected linear increase, is ahead of their pro-rata target and likely to also achieve its annual target by year end.

A very significant, Chinese social media win is a key reason together with a several other multi-million wins. Looking forward, the 12 months rolling pipeline also remains strong





**Introducing a stretch target:** Our strong YTD performance means we will **introduce a stretch target, £159m - £192m (£176m mid point).** From now on we will report GVA against this and the original £98m-143m (£120m mid point) target.

## Income

*About this outcome:* Note **the target featured has been updated to show L&P's target e.g. £2.9m and not L&P Group Level** (originally £3.8m but was increased to c £4m as approved by Audit & Finance Committee.

*YTD performance:* To date we have achieved £1.1m income. The phasing of income is not even through the year. Having validated the forecast, we regard this outcome to be 'amber' as there are uncertainties. See finance section for further detail.

# 2021/22 Outcomes against target (by 7 Jan)

	ENGAGING OUR AUDIENCES	ECONOMIC BENEFIT FOR LONDON:		WORKING IN PARTNERSHIP:
	Client satisfaction (NPS delta)	GVA	Let's Do London impact	Income
<b>2021/22 target</b>	Above negative & neutral or if a significant drop <20% change and <5 points drop	Mid: £120m Stretch: £176m	-	£2.9m
<b>Achieved YTD 2021/22</b>	All areas (apart from BGP) remain positive and areas with a down-wards trend being mitigated	£185m	£70m Additional consumer spend (ROI 18:1)	£1.7m <i>(as of October)</i>
<b>% of mid point full year target</b>	na	155%	na	58%
<b>% of mid point stretch target</b>	na	106%	na	na
<b>RAG based on % of YTD target</b>				

# High Growth Businesses





# FDI – New Projects, Wins and Activities

## TARGETS

**Overall:** Strong start to the FY seen in Q1 continued into Q2 as our FDI performance returns back to pre-pandemic levels.

By the end of Q2, we had secured a total of 67 wins, £84m GVA and exceeding our stretch FDI GVA target (£102m) and forecasting to create 2,691 new jobs over the next 3 years.

Our GVA performance is 150% up on the same position last FY and jobs created are up 45% yoy.

**Markets:** Our core markets accounts for 98% of GVA secured to date, as follows: NA - £24m; China - £36m, India – £9.6m and Europe - £13.7m.

**Sectors:** Creative accounts for 40% of total GVA secured (£33m), FBST 34% (£29m) with Urban £14.8m and ILS £7m

## CONTESTABLE WINS

- Overall, 19 contestable wins were secured in Q2 £25m GVA and 983 new Year 3 jobs.

Some notable wins as follows:

- **US Fintech London HQ** £9.4m GVA and 200 new jobs
- **German Mobility (e-scooter) company** setting up UK HQ in London £3m GVA and 100 new jobs
- **US Data Centre / Infrastructure company** setting up its operation in London £2.6m GVA and 125 new jobs
- **Indian Edtech firm setting up its first UK operation in London** £2.6m GVA and 160 new jobs
- **US SaaS firm** £1.4m GVA and 75 new jobs
- **US Software company setting up its UK operation** £1.2m GVA and 75 new jobs
- **Spanish Dental firm** £1.1m GVA and 40 new jobs

## NON-CONTESTABLE WINS

- 15 non-contestable completions in Q2 generating £880k GVA and 234 new Year 3 jobs

Some notable wins as follows:

- **Danish PropTech firm growing in London** £600k GVA and 55 new jobs
- **French Optical Healthcare company** 50 new jobs
- **Korean financial services company London office** 15 new jobs
- **Dutch business service consultancy** 15 new jobs
- **Swedish based proptech** new London office £113k GVA and 15 new jobs
- **US based e-sports company** new London office 14 new jobs
- **US HQd proptech** company 12 new jobs

# Trade & Growth: Business Growth Programme

## TARGETS

- Total number of active companies on the programme: **981/ 1328**

## KPIs

- **C1:** 860/ 870
- **C8:** 350/ 315
- **C29:** 96/ 94
- **BGP GVA:** £2.8m / (£1.5m-£2m)

## ERDF

- A new programme change request will be submitted to officialise extension of the programme until the end of September 2022.

## ACTIVITIES

We launched the **Autumn Cohort (Sep-Dec) at the beginning of September**. The cohort launch was BGP first in person event since April 2020. It brought together over 100 people, of which 58 were new companies. The Programme has gradually started to move back to an in-person format. All workstream and sector meet ups sessions will continue to be delivered via Zoom with the addition of three in-person networking events for the current cohort and Alumni. So far, we held the following sessions as part of this cohort:

- Advancing your business plan
  - Cash Flow Modelling
  - Achieving Product Market Fit
  - Unlocking Growth Potential
- Prioritising and engaging your audiences
  - Creating successful engagement strategies
  - Developing a PR strategy for your business
  - Evaluating and scaling different audiences

## ACTIVITIES

This quarter also saw the end of the Spring cohort (May-Jul). We wrapped up all activities for the cohort by delivering the following session:

- Meet the investor office hours - delivered by Fortunis Capital, True Altitude, Augmentum and the GLIF. These sessions allowed companies access to insights on funding options and feedback on their funding pitch-decks.
- Mindful productivity workshop by the Practical Bbalance
- Partners drop in session
- Team presentation training

We closed the cohort with average satisfaction levels for all 25 workshop we run at 85% satisfaction rate and 100% actionability.

# Trade & Growth: Mayor's International Business Programme

## TARGETS

- Total number of active companies on the programme: **760 / 1161**

### KPI's (2021/22 To Date)

- **C1:** 561 / 900
- **C8:** 1396 / 1400
- **GVA:** £34.7m / (£35m-£55m)

## ACTIVITIES

- 'The Fintech Club': Fintech Trends of the Future
- **Pre-Cohort 20 Launch Week - Sector Roundtables**
- **Cohort 20 Launch Week- welcomed 51 new members**
- Summer Virtual Mentor Mixer – Cohort 19
- US Expansion Series: Setting up in the US and What to Expect
- **Virtual Trade Mission – PropTech to North America**
- International Market Attractiveness
- Building Your Senior Leadership Team & People Plan
- Diversity vs Inclusion: How being more 'Bridgerton' can power up your business
- Meet the Corporate with Blue Lake and DTEK
- Meet the Corporate with MediCom
- Meet the Stakeholder: HubHub/HB Reavis
- Meet the Stakeholder with RICS Tech Partnership

## ACTIVITIES

- Office Hours with Globalization Partners
- Office Hours with GrantTree
- Shared Connections – Urban/Creative
- **Virtual Trade Mission – Life sciences to Germany**

# Open Innovation Fellowship

## HIGHLIGHTS

- Graduated cohort 2 into the Alumni community.
- Launched **cohort 3** of the Open Innovation Fellowship with 12 new Fellows from: Slalom, UST, Infosys, Kennedys Law, the London Fire Brigade, UNICEF, AztraZeneca, Barclays, Boeing, Fidelity Investments, TD Securities and Virgin Media O2.

## ACTIVITIES

- Hosted first Alumni dinner in September welcoming Fellows and their senior sponsors to come together.
- Scaled the Ambassador community welcoming two new Open Innovation Ambassadors from Farfetch and IBM.
- Completed thorough Innovation Audits with each Fellow, deep diving into their innovation priorities and challenges.
- Delivered cohort 3 welcome and the first 2 modules of the programme welcoming diverse speakers from across the London ecosystem.

## ACTIVITIES

- Kicked off the group project work with all Fellows.
- Ongoing pipeline building for future cohorts of diverse Fellows.
- Ongoing selection process for an Open Innovation Partner to join the programme to help it to scale.
- Curated an Open Innovation Masterclass in partnership with the RCA to launch in the new calendar year. This is aimed at middle management to empower our Fellows to upskill their teams.

# Business Marketing (FDI & CVB)

## INTERNATIONAL

### **Good News-Room**

We continued to use our WhatsApp network of almost 2000 business influencers to share positive stories about London's business ecosystem.

### **Fintech campaign (July)**

We launched a campaign to promote London's fintech sector. It featured a gated report 'Fintech trends of the future; how London fosters innovation', a digital event, updated sector messaging, quotes, thought leaderships from London based companies, paid media on LinkedIn & Twitter and media partnerships with Sifted and Pymnts.com. Partners include London Stock Exchange, City of London, Innovate Finance, Square, Clim8 and more.

### **London Tech Week (September)**

We provided marketing support for London Tech Week and ran paid media on LinkedIn and Twitter to promote London's ranking in the Startup Genome ecosystem report.

## DOMESTIC

### **Convention Bureau (CVB) marketing and PR**

### **Open Innovation Fellowship**

We continued to support the Open Innovation Fellowship by driving awareness of the programme and events.

# Visitor Economy



# Conventions & Business Tourism

ACTIVITY	KEY WINS	BIDS
<ul style="list-style-type: none"><li>• Confex Trade Show, and presentation slots with VB/ABPCO</li><li>• Attendance at ICCA UK meeting Hull</li><li>• Tourism CEO partner breakfast</li><li>• Cvent Connect – L&amp;P panel session</li><li>• Hilton UK GMs Conference – panel</li><li>• Partner Summer event 160 guests</li><li>• HRP Palaces reopening client reception</li><li>• Mayfair/Belgravia BID meetings</li><li>• Partner meetings – Treehouse; Greenwich; Southbank User Group; Jumeirah; Peninsula ; The Dilly; Mayfair Townhouse; Marriott County Hall; Novotel ExCeL; Hilton Metropole; Aloft ExCeL</li><li>• ISMRM – site visits with US planner</li><li>• US Virtual Client Engagement -Spectra DMC: virtual session on London’s new offerings ; 25 clients attended</li><li>• SMU Int – Client event – 100 attendees , 20 appointments</li></ul>	<ul style="list-style-type: none"><li>• Dublin Law Firm – May 2022; 300 x 3 days</li><li>• Snomed, USA; - April 2022; 180x 7 days</li><li>• Freeman Co USA- Oct 2021 150x4 days</li><li>• ECOCITY World Summit 2023, 2000 delegates</li><li>• ISMRM – Magnetic Resonance , 6000 May 2022</li></ul>	<ul style="list-style-type: none"><li>• <b>ESOT 2025 &amp; 2027</b> – bid submitted 3500</li><li>• <b>E-AHPBA – 2025</b> – bid lost to Dublin, but rebidding for 2027</li><li>• <b>ISDE 2024</b> – International Society for the Disease of the Oesophagus</li><li>• <b>WCA 2028</b> – World Congress of Audiology</li><li>• <b>EURA 2024</b></li><li>• <b>VeloCity 2025 or 2026</b></li></ul>

# Major Events

## DELIVERED/SUPPORTED

- UEFA EURO 2020 inc comms and operational support plus a hosting programme for journalists and business leaders.
- ABB FIA Formula E-Championships July 2021.
- ABBA Voyage Announcement.
- Supporting the GLA's Lets Do London Events Programme throughout the quarter and beyond.

## WON/BIDDING

- Contributed to bid for Rugby World Cup 2025.
- Co-bid for NBA London Games with AEG.
- Clarification round for Major League Baseball bid.

## OTHER

- Release of a new report into the impact of Major Events on the London economy.
- Planning for the return of the NFL London Games.
- Feasibility of a Eurogames bid for 2025.
- Speaker slots at Confex and MEI.
- Exploratory conversations with EBike Grand Prix, E1 Powerboat Series, Planet Future, Ryder Cup.
- Steering Groups for key accounts inc Laver Cup, RLWC.



# Leisure Marketing summary

## Domestic

Paid media for the Let's Do London campaign targeting Londoners and domestic audiences to drive additional visitor spend finished on 31<sup>st</sup> October.

Final results are still in the process of being validated, however provisional headlines are as follows:

- £70m additional consumer spend based on 280k additional visitors to London with an ROI of 18:1.
- 93% reach within our target audiences via our paid media spend.
- Visit intent uplift 55% vs 30% and actual visit uplift 52% vs 19%. (difference between those who can or cannot recall the campaign)
- 1 in 3 of our target audiences are able to recall the campaign creative.
- £4.2m in VIK (value-in-kind) media inventory from TfL, TOCs and other partners.
- 1,130 media articles generated.

## International

L&P is working with the leisure tourism industry via the London Tourism Recovery Board (LTRB) to deliver an international visitor recovery campaign in 2022.

The aim of the campaign will be to drive incremental visits and spend from US, France and Germany. Paid media will drive both awareness (brand) and visits (conversion) working closely with partners, stakeholders and the wider tourism industry to fast-track the visitor economy to 2019 levels.

Key considerations / status:

- Final budget to be confirmed and will inform strategic approach and funding model.
- Procurement process underway to appoint a creative agency with Wavemaker appointed as our media agency via a direct award.
- Pre-campaign planning underway – refining target markets, audience segments, messaging hierarchy, in-market testing and timings.

# Visit London social media performance

## Social media engagement and growth

- Visit London social channels generated **5.3 million engagements** in Q2.
- For 2021-22, reporting model was extended to all audiences to capture true extent of channel reach and global engagement. Paid media focussed only on UK and US.
- 35.3K increase in followers across Visit London Instagram, TikTok and Twitter channels (3.2M total followers). A small decline on Facebook (-0.1%) due to platform updates and resource being dedicated to the top performing channel (Instagram).

## Social media content

- 'Always on' content plan was closely aligned with Let's Do London campaign inc. GLA event programme. Original social-first video content helped achieve 1 million followers milestone on Instagram and generated strong engagement, particularly Instagram reels (2.2 million engagements).

## Visit London website's performance

Date Range	Users	New Users	Visits (Sessions)	Revenue
Jul 1, 2021 - Sep 30, 2021	4,682,642	4,568,194	5,760,542	£1,471,600.98
Jul 1, 2019 - Sep 30, 2019	5,694,919	5,334,094	7,209,171	£1,520,997.60
% Increase	-17.78%	-14.36%	-20.09%	-3.2%

VL's website attracted 5,760,572 visits (sessions) for Q2.

VL also generated £1,520,997.60 of revenue (not commission).

Compared to the same Q2 for 2019, above results are very impressive if we consider that international travellers aren't allowed to visit London and that some Covid-19's restrictions are still in place.



# London Brand

# London Brand - PR

## CONSUMER PR SUMMARY

This quarter saw continued focus on the Let's Do London campaign targeting UK wide audiences to visit London

### Activity included:

- Supporting the Pop-Up London press launch during the autumn half term
- Targeted press trips for the Winter Lights season press trips - resulting in national and regional coverage
- Supporting coverage for the festive bus wrap campaign in partnership with TfL
- Promotion of Borealis in the City of London

## BUSINESS PR SUMMARY

This quarter saw a strong focus on the COP26 conference taking place in London, with an integrated marketing PR campaign, along with PR activity around annual events in the tech/business sector. Coverage was achieved across all core international markets.

- In the lead up to COP26, the PR team launched a report and press story in partnership with Dealroom to shine a spotlight on London as a leading hub for climate tech. This delivered excellent press coverage including firsts in top tier titles such as Fast Company
- To coincide with the Silicon Valley Comes to UK conference, the L&P press team developed a story to promote the growth of London's health tech sector.
- Released press story to events trade press to coincide with IMEX America conference, encouraging international meeting and event planners to consider London.

### Q3 PR results:

Total pieces of coverage: 665  
Global audience reach: 2,632,390,146  
Global engagement: 21,059,121

# London Brand - PR

## Evening Standard

Sadiq Khan's 'Let's Do London' campaign nets £70 million boost for London's economy



Sadiq Khan's £4 million Let's Do London campaign has brought in an estimated £70 million to London's economy over the summer...

## THE TIMES



## STYLIST



Things to do London: our winter city guide on where to stay and what to do this weekend

## THE Sun



IT'S WE THREE KINGS... CROSS London is the perfect destination for a festive family day out

Caroline McKittrick  
2025, 3 Oct 2021 | Updated: 15:04, 6 Jan 2022



CHRISTMAS MAD Quarter of Brits think it's fine to put up Christmas decorations BEFORE December, new survey reveals

Steve Richmond  
0209 ET, Nov 25 2021 | Updated: 9:20 ET, Nov 25 2021

## THE SCOTSMAN



Rush of fun to the head

Three shows in Glasgow, London has got the festive season-energizing writers...  
It shouldn't come as a surprise. With 2,000 years of history, the Big Smoke is deeply cosmopolitan, a heart of cultural innovation, showcasing architecture and design spanning centuries...

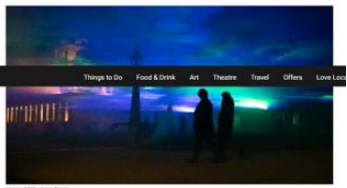
## DorsetECHO

Christmas attractions for families in London



The Mobility Guy  
The Mobility Guy is an app for people with mobility issues, offering a range of services including mobility scooter repairs and maintenance in Dorsetshire. Whether you're...

## TimeOut



A re-creation of the Northern Lights opens this weekend  
It will be blazing away above the City of London

Written by Chris Zamboni on Wednesday 17 November 2021

## METRO

London's skies to be filled with 'Northern Lights' over Christmas



Londoners need not catch a flight to Iceland or Norway to see the famous Aurora Borealis.  
A recreation of the stunning Northern Lights will be brought to the capital next month as part of a series of light installations among to kick-start its tourism industry, which has taken a knock during the pandemic.

## HELLO!

64 best things to do in autumnal London this October

The best things to do in London this autumn to add to your bucket list...



## The Star

London Christmas 2021: Hyde Park Winter Wonderland, Regent Street lights, London Eye pub pod, Somerset House skating

Well, London certainly knows how to put on a sparkling show for Christmas and it seemed all the more special in this tough year.



HOP ON FESTIVE BUSES FOR A LONDON CHRISTMAS LIGHTS TOUR

25th Ministry on 18th December 2021 | Tagged Christmas

In another edition of the Mayor of London's Let's Do London campaign, five particular routes have been picked out as the ones to board should you want a tour of some of the best light displays in the capital.

## LONDONIST

See London's Christmas Lights From One Of These Special Festive Buses

Looks like this article is still valid. Be aware that information may have changed since it was published.



Someone at TR has taken our suggestion to see the Christmas lights by bus very seriously - it's just been announced that a fleet of special Christmas buses is coming to London's streets.

## EXPRESS

Brits are counting down the days to Christmas - after getting festive feeling in October

Brits are literally counting down the days to Christmas after getting the festive feeling as early as October - and seeing the season's food, drinks and gifts on supermarket shelves. A study of 2,000 Brits has revealed the top signs of Christmas, which include seeing the likes of pigs in blankets, mince pies and advent calendars in stores.

By ANDREW YOUNG  
2021, The Nov 25 2021 | UPDATED: 10:11, Thu Nov 25 2021



The festive Oxford Street Christmas lights in London are seen as a key sign of Christmas.

# London Brand- PR

CITY A.M.

The cities of the world will give us the entrepreneurs to solve the climate puzzle



Investment in climate tech companies has increased five-fold since the Paris Agreement was signed in 2015. This year there has been venture capital investment in climate tech start-ups in all of 2020. That's good news - but it's not enough. Cities have questions to answer for their role in creating pressures on the climate - but they also provide solutions. Only with the world's best entrepreneurs can we tackle climate change. That innovation needs investment and support to scale the challenge. London is brilliantly placed to do that: we have the entrepreneurs, the capital, the global connections and the support networks. But London must work with other world cities to scale innovation at the speed needed to achieve our shared climate goals.

CMW  
CONFERENCE & MEETINGS WORLD

Number of events in London increase 231% month-on-month

Europe News  
Maxim Pullare November 11, 2021 No Comments



New data has revealed that the number of events in London, UK is increasing exponentially. The data has been released by London & Partners' meetings and events benchmarking partner, Venue Performance, and shows London venues increased the number of events they ran by 231% in September 2021, compared with August 2021.

ijmex  
america NEWS CENTRAL  
DESTINATIONS ACCOMMODATIONS & VENUES ASSOCIATIONS MORE

Published: Nov 9th, 2021

A welcome trend for London



London events are increasing exponentially in the wake of the pandemic, signifying that event planners are putting their faith back in London.

VentureBeat

Report: Climate tech investments surge fivefold since Paris Agreement

Maddyness

2021, une année record pour les investissements dans les Climate Tech

sifted / backed by FT FINANCIAL TIMES



Sustainability/Climate Tech/Analysis/  
In data: The big money behind London's climate tech ecosystem

A new report has detailed the staggering amounts of money being raised for climate tech in London as well as other European hubs

Les Echos

London is now Europe's climate tech powerhouse

Frankfurter Allgemeine

ZEITUNG FAZ.NET

Klimaschutz-Start-ups sammeln 32 Milliarden Dollar ein

THE ECONOMIC TIMES

India among world's top 10 for climate tech investment: Report

UK and US drive global growth in healthtech sector

11/11/2021 - 9:05AM  
RELATED TOPICS  
Surveys & research



The UK and US are driving forward the rapid growth of the global healthtech sector, with latest data from London & Partners and Dealroom.co showing a record USD\$1.3 billion has been pumped into startups already this year, up 280 per cent on 2016 levels.

London becomes top hub for healthtech, investments increase to \$1bn



As per the latest data from London & Partners and Dealroom.co, the UK and US are driving forward the rapid growth of the global healthtech sector. It shows that the \$51.3 billion funds have been pumped into global healthtech startups in 2021. Notably, this is up from 280 percent in 2016.

# Strategy & Operations

**BOROUGH MARKET**

**BOROUGH MARKET**





# Strategy & Corporate Affairs

## SUMMARY

- Throughout this report, it is evident that L&P continues its strong performance, and the strategy-led Q3 Business Plan Review has proven valuable to optimise delivery and utilisation of budgets and resources across the company.
- As in previous quarters it highlights the relationship between capacity/spend/ income and the challenge to pace the organisation. As reflected throughout this quarterly report, the Corona Plan B had a significant impact where we had to reduce and postpone planned activities impacting both costs and income.
- For members and partners, the directorate has delivered key insights reports, such as the Tourism Insights Webinar that are highly valued.
- Internally, the directorate continues to support the wider business by injecting knowledge and insights and being a critical friend on activities requiring cross-company coordination.

## STRATEGY & PLANNING

- **Undertaken Q4 review of the 2021/22 business plan** to validate our year end position on key deliverables, outcomes and finances.
- **Prepared the 2023/24 business plan** for L&P Board approval in February.
- Ongoing support and trouble-shooting on **Income Growth Portfolio**.

## MISSION LED ACTIVITY: SUSTAINABILITY

- Our mission led Sustainability programme is under way where our strategy has focussed further on growing the green economy, accelerating L&P's journey to net zero and positioning London as the green destination. The programme is aligned with the Mayor's ambition to double the size of the green economy and make London a net-zero carbon city by 2030.
- In addition, we are scoping a business case for a potential sponsorship scheme which would enable us to scale our program.

# Strategy & Corporate Affairs

## STAKEHOLDER RELATIONS

- The focus for Q2 has been **stakeholder engagement** across a number of key areas:
  - Let's Do London domestic tourism campaign
  - London Assembly Members meetings
  - Preparation for HMG budget and support for GLA CSR submission on international tourism marketing bid
- The stakeholder engagement strategy continues to focus on support for the L&P strategy, **building engagement with GLA, London Boroughs, Westminster and Whitehall** relating to resilient, sustainable and inclusive growth across high growth sectors and the visitor economy.
- In terms of specific **GLA support** stakeholder relations have:
  - Attended the regular roadmap tracking meetings
  - Briefings for Mayor on **tourism messaging and UK Honours** and for the Deputy Mayor for Business on **Sustainable Tourism conference, Wipro meeting, London Tech Ambassadors meeting, Cities Restart conference**

## RESEARCH & INSIGHTS

- Delivered Q2 tourism insights webinar to partners showcasing the latest trends in domestic and international tourism and their sentiment towards travel.
- Published the twelfth edition of our concise Covid-19 insight report showcasing the latest intelligence with regards to the pandemic and its impact on our audiences and markets.
- Completed and reported on wave three of our international traveller sentiment research with VisitBritain, Visit Scotland, and Visit Wales to understand appetite for travel and perceptions of their likelihood to visit the UK.
- Developed the third edition of our Global Cities Comparison Report which provides a comparison of how London performs for FDI against 20 global leading cities.
- Completed a staff listening exercise to gather feedback on the return to the office and how colleagues have adapted.

## Operations

- Work has continued to monitor the return to the office with meetings and events taking place in the office including the first in-person board meeting since February 2020.
- A listening project was well received by staff and some changes to working practices were introduced as a result. Being co-located on the same floor with colleagues at the GLA is proving very helpful.
- A new HR strategy has now been finalised with a workplan developed for the remainder of the year.
- Work on updating HR processes has been completed and work to improve the functionality of the HR system is now underway and generating efficiencies.
- Work has commenced on a review of corporate governance given the need for more frequent and tactical decision-making during COVID and the creation of new decision-making fora.
- Our work on EDI continues to go from strength to strength with committed and engaged network groups. There has been closer collaboration with GLA in planning events for Black History Month.

**THANK YOU**

**LONDON**  
& PARTNERS