

# LONDON & PARTNERS' REPORT TO THE GLA

Q2 2022/2023

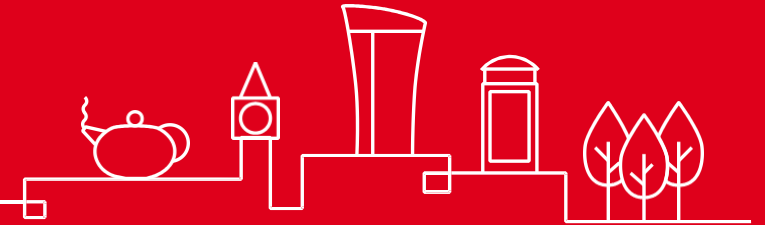
LONDON  
& PARTNERS



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# Q2 2022/2023 summary

This quarter caps a first half which has seen strong performance in outcomes in a market that continues to be unpredictable.

Like most organisations we are attempting to understand a period of deep macro uncertainty, and to make predictions about how that environment will change in the future.

We have to be modest about our ability to do that. But we are learning a great deal about how such unprecedented uncertainty affects an organisation like London & Partners.

First, we have learned that we are able to continue delivering. We are ahead of target on our core GVA metric, which reflects the continuing impact of a backlog of investment demand alongside our success in the pandemic keeping the pipeline of investment warm.

Second, we have learned that our some of our activity is hard to do when the market we support is slowing. That means we have to be nimble in redeploying our resources to higher impact work. It has also forced us to continue to innovate in how we deliver, which should help us in the future.

Third, and as we had expected, the future pipeline for trade and investment looks weaker. That is a global trend, and one we are working hard to outpace.

This report covers a wide range of activity and bears reading in full. In this summary we would like to highlight one piece of activity in particular, which sits outside our normal flow of work.

We have published our Tourism Vision, which - in partnership with the industry – sets out a bold vision for the future of a crucial sector of the London economy. We will take that work forward in the year to come.





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**2022/2023**  
**KEY**  
**PERFORMANCE**  
**INDICATORS**

Introduction



# 2022/2023 outcomes as set out in L&P's business plan





	 <b>Business Growth</b>	 <b>Destination</b>	 <b>London Brand</b>	 <b>Commercial Activity</b>
<b>Impact</b>	This creates sustainable, inclusive jobs in London.	This creates additional spend in London's hospitality, leisure, retail and culture.	This supports London's communicators to tell the city's story brilliantly.	This generates profit to reinvest in London's recovery.



	<b>GVA (£m)</b>	<b>Net Promoter Score (NPS)</b>	<b>Income (£m)</b>
<b>Metrics</b>	We measure the economic growth we generate that would not otherwise exist.	We measure the satisfaction of our clients and partners.	We measure the income we generate in addition to our grant from the GLA.
<b>Targets</b>	£178m	Positive NPS across all categories	£7.43m

# 2022/2023 outcomes against target

(as of September)

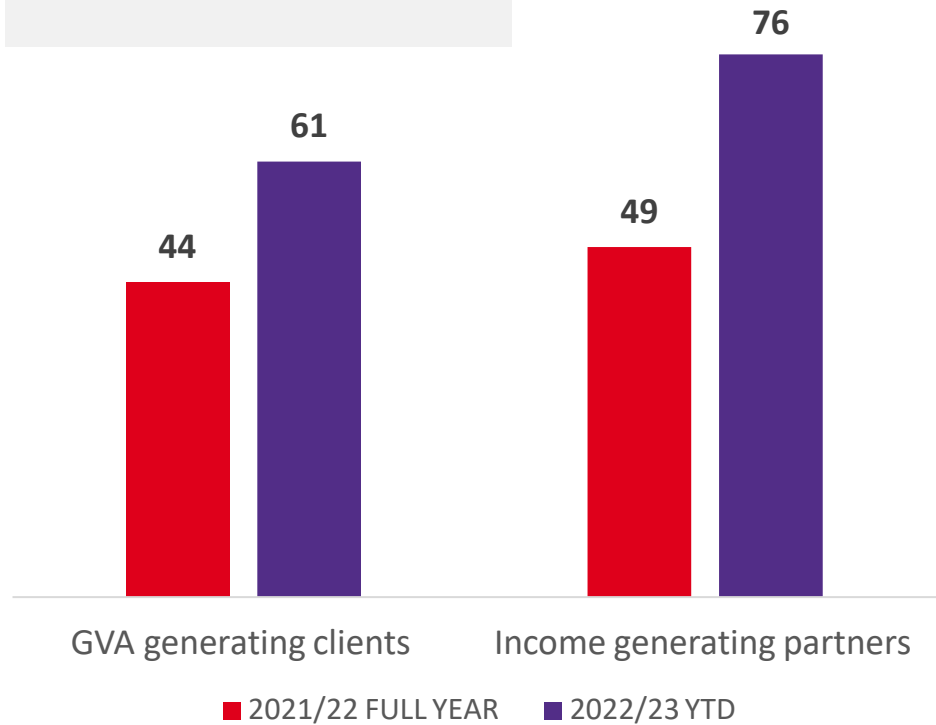
	PARTNER SATISFACTION		ECONOMIC BENEFIT FOR LONDON:	WORKING IN PARTNERSHIP:
	NET PROMOTER SCORE		GVA	INCOME
	GVA gen partners	Income gen partners		
2022/23 target	> 0		£178m	£7.43m
Achieved YTD 2022/23	61	76	£137m	£2.95m
% of full year target	na	na	77%	40% (as at end of September)*
RAG based on % of YTD target				

\* See Finance section for more information. Income is not linear in the year and we are on track on forecast.

# Strong first half of the year on NPS and GVA

Target: Positive score ●

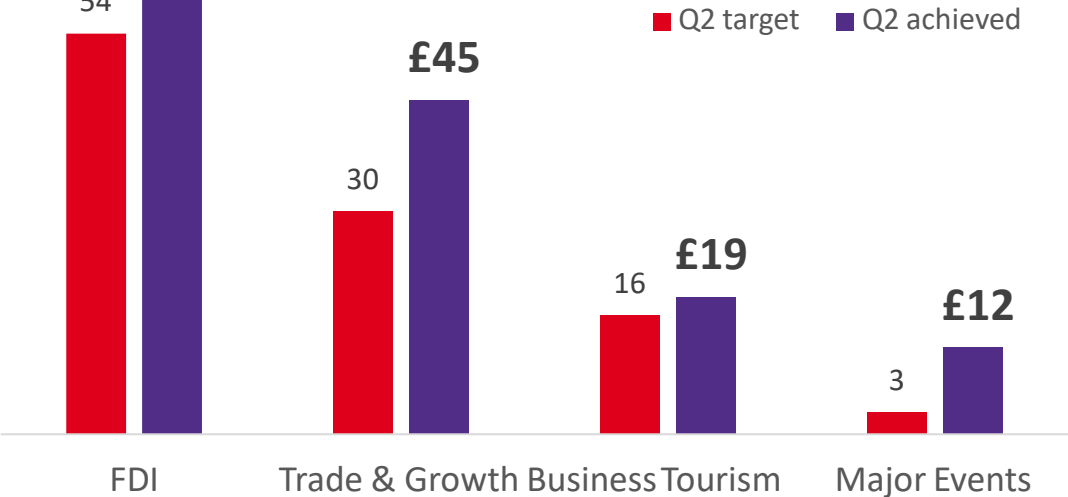
Action needed if a significant drop >20% change AND >5 points drop



## GVA achieved vs. target, £m

Achieved: £137m GVA ●

Strong first half in all areas.





# Scorecard commentary

## Intro

With £137m GVA we are well ahead of the £103m target for Q2, as the end of it approaches. NPS is positive and thus also on target. All business lines are on or ahead of Q2 target, both on GVA and NPS.

## Client satisfaction

*About this outcome:* We are tracking individual scores by program but also pooled into 1) GVA generating activities and 2) income generating activities. A score above 0 is regarded as 'good' and above 50 is 'excellent', 80 is 'world class'. **We will investigate if a score is negative or neutral or if a significant drop (>20% AND >5 points drop).**

## YTD performance:

**GVA business lines** currently have an **NPS of 61**, based on 134 responses. **Income generating business lines are at NPS 76** based on a small sample of 17 responses.

## GVA

*About this outcome:* This measures the additional economic activity as a result of L&P on FDI, Trade, Business Tourism and Major Events.

## YTD performance

**With £137m GVA against the £178m target, our performance is above expected for Q2 (133%).** This is a strong position with only £41m to go to meet the overall target for the year. All business lines are ahead with FDI and export deals the main contributing factors.

## FDI

£62m GVA, 79 projects, 64% of annual target(YTD).

The largest FDI projects **to date** are:

- A very significant win from a Swedish buy-today-pay-later fintech has grown its staff number in London instead of alternative cities (Q2).
- A Google Ventures backed scale up in the consumer electronics space (Q1).
- An Indian retail tech (Q1).
- An online gaming company from China (Q1).

## Trade

£44m GVA is the result of a few larger than forecasted wins coupled with a steady stream of wins coming in on forecast.

## CVB

£19m GVA lead by:

- European Society of Cardiology
- Corporate event with a software company

## ME

£12m GVA, lead by:

- NFL games
- MLB game
- ABBA

As mentioned already in the Q1 report, the performance is partly due to earlier than expected announcements, which affects a small project portfolio.

**Income:** We are on target YTD, we are forecast to get close to plan with some shortfalls expected but specifically in areas we have chosen to divest/pause.



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# HIGH GROWTH BUSINESSES



For Internal Use Only – Not For Distribution

# FDI – new projects, wins and activities

## TARGETS

**Overall:** Strong mid year position ahead of both target and last year's mid year (+28% yoy)

We have secured a total of 89 FDI wins so this FY valued at £69m GVA and creating 1116 new jobs rising to 3022 in year 3.

In Q2 we completed 39 FDI wins valued at £34m GVA and a forecasted 1108 jobs in year 3.

**Markets:** Our core markets accounts for 94% of GVA secured to date with strong performance from India £19m GVA; Europe £21m (although one major win accounts for £19m); NA £16m and China £7.8m.

**Sectors:** FBST continues to be the strongest sector securing £48m GVA with Fintech and Enterprise Software particularly strong with £40m. Creative £10m and ILS £7.2m both ahead of target. Urban has secured £4.4m GVA at mid year

## NEW OPPORTUNITIES

- **Overall:** 234 new opportunities sourced in Q2 with a forecasted GVA value of £63m and circa 1100 new jobs.
- **Sectors:** Urban had a strong Q2 with a number of big EV projects sourced (46 new opps / £25m); FBST 65 new opps £11m GVA; Creative 31 new opps £10m GVA and ILS 47 new opps £8m GVA
- **Markets:** Whilst **NA** accounted for the largest share in terms of overall numbers (53 new opps) valued at circa £11m GVA, **China** had a good Q2 with 40 opps valued at £20.4m; **Europe** also strong volumes 60 new opps £19m GVA; **India** 38 new opps valued at £8.4m
- We sourced 27 opps from non-core markets with a forecasted GVA at £2.9m

## NEW WINS

- 39 new completions landed in Q2 – this is 28% up on last year's mid year performance (

Some notable projects as follows:

- **Swedish Fintech** – 300 new jobs and £19m GVA
- **Chinese Travel tech**- 70 new jobs and £2.4m GVA
- **Indian Enterprise Software** London HQ 100 new jobs and £2m GVA
- **Indian Asset Management** London office – 25 new jobs and £1.2m GVA
- **NA (NY-based) Fintech** – 30 new jobs £1m GVA
- **Indian (Mumbai-based) SaaS company** London office 60 new jobs £1m GVA
- **NA (Chicago-based) Fintech** sets up London office 25 new jobs £898k GVA
- **China Electronic / Hardware EU HQ** 50 new jobs £695k GVA



# Trade & Growth – Business Growth Programme

## TARGETS

- Total number of active companies on the programme: **1053 / 1433**.

### KPIs

- **C1: 982 / 945** – graduated companies
- **C8: 409 / 380** - new jobs
- **C29: 108 / 101** – new products to market
- **BGP GVA target: £1m**

FBST	913,817.23
CREATIVE	618,275.90
ILS	27,996.19
URBAN	253,930.94
TOTAL	1,814,020.26

### ERDF

The programme change request submitted to extend the programme until the end of December 2022 has been approved, including an increase to BGP delivery outputs.

## ACTIVITIES

BGP Spring cohort run from **May to July** and supported 45 high-growth companies that:

- Have ambition to grow across London and internationally
- Aspire to be a global company / unicorn
- Have between 6 and 250 full-time employees
- Have a turnover of more than £500K and less than £40m (or £500K of investment)
- Are based in London and a UK-registered company
- Are in one of the following sectors:
  - Fintech, crypto, cybersecurity, SaaS
  - Immersive tech, creative agency, fashtech/e-commerce
  - Edtech, digital health, cleantech (inc mobility)

Over the three months, companies took part in 1:1 diagnostic session, ad hoc and structured mentoring sessions, sector meet ups and workshops focusing on the core workstreams: sales, raising funds & finance, people strategy, engaging audiences and business plan. Additional sessions focusing on international expansion were added to the core programme, these were delivered in partnership with **DIT Export Academy**.

The **satisfaction levels** for all workstream workshops are at 87% average satisfaction rate and 98% average actionability.

The two highlights for this cohort this quarter are the following:

### Meet the corporate: Growth Beyond Border

This in-person session encouraged attendees to make new connections as they heard lessons learnt on how to achieve growth with innovation and how to scale a business through corporate collaboration from **Subak, Schneider Electric and Meta**. Speakers talked about why collaboration is so important for innovation and international expansion. They shared their expertise on globalisation and advice on achieving growth and drive innovation, how to effectively pitch to corporates when offering solutions and when is the right time for a startup to approach corporates.

### BGP Connect: Growth & Investment

This in an in-person networking session networking had two panels where founders and investors. **The Future Factory, Chicmi and Intellibonds** shared growth tips for best business practice, the journey of entrepreneurship and lessons learnt from the Business Growth Programme.

The investors **Emerge Education, Beringea, True and GrantTree** talked about Smart Investment, successful fundraising strategies, valuation and teams, and how to increase the potential of success when approaching VCs.

# Trade & Growth – Mayor’s International Business Programme

## TARGETS

- Total number of active companies on the programme: **1339**

### KPIs

- **C1: 780** / 641 – graduated companies
- **C8: 1620** / 1437 - new jobs
- **GVA target: £44.33m**

## ACTIVITIES

Between July and September, the team delivered 10 **workshops** focusing on international growth and the barriers to scaling. Topics and sessions covered a bootcamp preparing our companies for trade missions and office hours with our partners who can support our companies as they scale. Other workshops and events covered the Future of work which centred on a panel discussion on the future of office, remote and hybrid working. We also held a Relative Market Attractiveness session focusing on market evaluation tools.

### Trade Missions

This quarter the team delivered one international trade visit.

#### **REACH Trade Mission to North America (Chicago) – September**

Our REACH mission (Race, ethnicity and cultural heritage) took a diverse group of cross-sector companies from London and Manchester to Chicago to explore new business opportunities. The delegation met with some amazing corporates, investors, collaborators and innovation spaces.

# Open Innovation Fellowship

The Open Innovation Fellowship draws together global corporates to cultivate senior-level peer group support, share knowledge and review global best practices.

The programme takes place across three months and is underpinned by world-class executive education, which dives into the innovation methodology and frameworks needed to enable successful implementation of innovation at scale.

The latest OIF cohort began in October with 16 new members and continues to educate senior corporate executives on how to design and deliver innovation strategies which engage start-ups, scale-ups and academia. This cohort brought new commercial revenue of £70k and previous cohort members are increasingly engaging with L&P clients more widely.



## New fellows for October:

- Head of Innovation, **British Airways**
- Director of Innovation, **National Grid**
- Director of Brand and Innovation, **Greene King**
- Head of Commercial Innovation, **Channel 4**
- Director of Technology and Innovation, **Unilever**
- Global Head of Public-Private Innovation, Citi Ventures, **Citi**
- Director of Global Service Design, **Baker McKenzie**
- Director, Head of Innovation, Coutts, **NatWest**
- MD, Scaling Partner, **Capita**
- Group Innovation Director, **BDO**
- Director of Innovation and Acceleration, **Willis Tower Watson**
- UK Innovation Manager, **KFC**
- Head of Innovation and Legal Technology, **Trowers & Hamblins LLP**
- Group Innovation Director, **Seetec**
- CTO and Head of Ventures, **NTT Data**
- Head of Engagement, National Risks Unit, **Cabinet Office**



# SVC2UK

The 'Silicon Valley Comes to the UK' summit will take place on 8th-10th November with 700+ attendees expected across the week.

The program will welcome a diverse range of international speakers for the first time since 2019 and include leading entrepreneurs and investors from across the UK technology community.

The 2022 'Scale Up Club' of 50 high-growth companies will meet during a market opening at the London Stock Exchange on 8th November, followed by our CEO Summit at Mansion house.

The Good Growth Summit will take place on 9th November followed by a Serial Entrepreneur Dinner at St Paul's Cathedral.

A Female Founders breakfast will kick-off Thursday 10th followed by a thought leadership 'Horizon Summit' focused on future technology trends.

Confirmed speakers include:

- Anne Boden, CEO Startling Bank
- Michael Acton Smith OBE
- Pete Flint OBE
- Avid Larizadeh Duggan, MD Ontario Teachers
- Dr Katerina Spranger, Oxford Heartbeat
- David Hornik, Lobby Capital



# Business Marketing (FDI)

## INTERNATIONAL

### London for Tech campaign

Our London for Tech campaign was phased out and below is a snapshot of the campaign engagements and leads from our book a free consultation sessions.

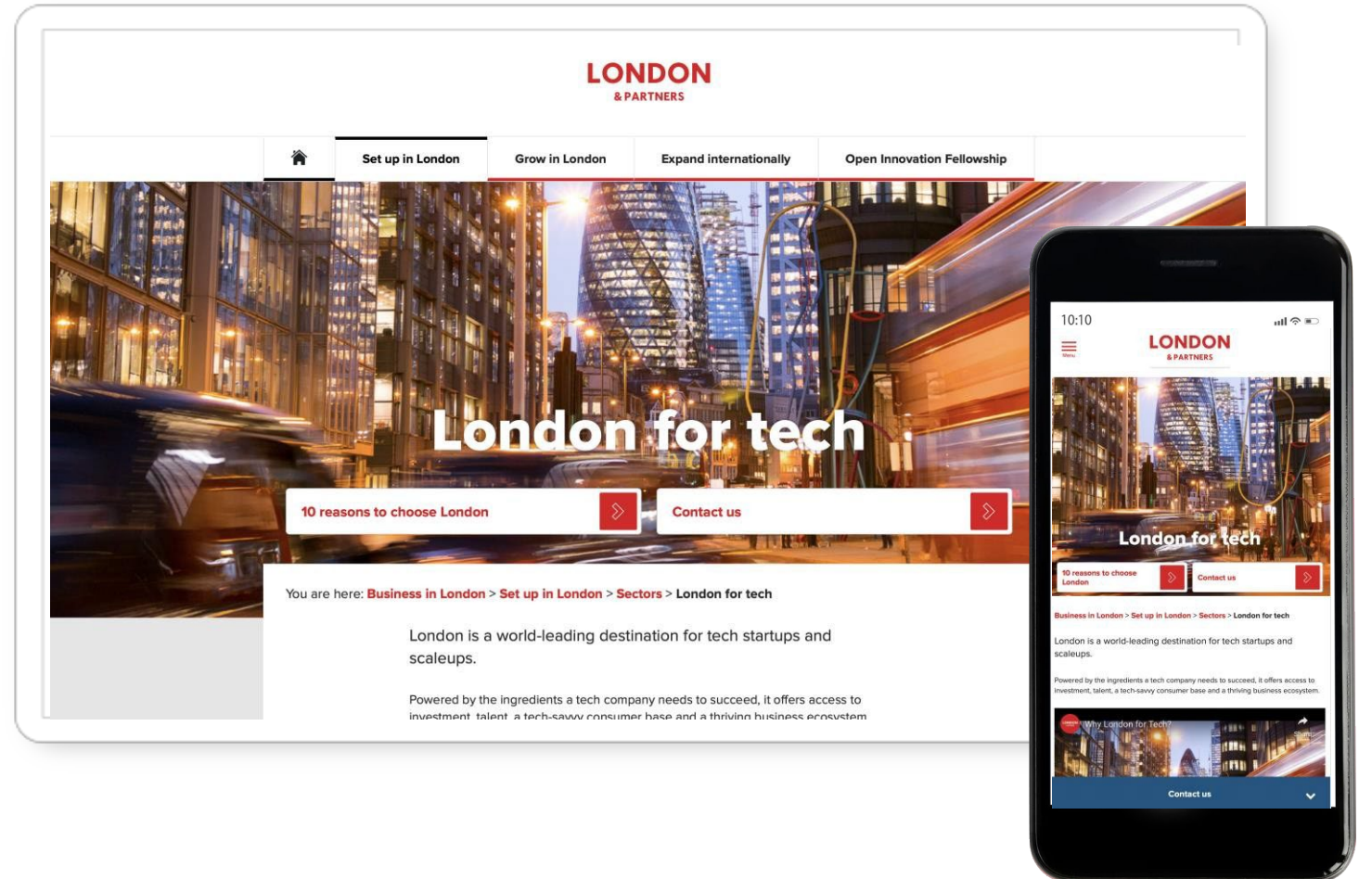
Quality engagements (views): **1,127.604**  
Web traffic: **9,311**  
Avg. session duration: **00:29**

### Paid social ad campaign

Quality engagements (views): **1,127.604**  
Traffic (GA): **9,092**  
Avg. session duration: **00:29**  
Average CPE: £0.026

### Calendly trial - book a free consultation

**38** leads (37 India, 1 Israel), 6 opportunities  
**5,052** pageviews





# Business Marketing (FDI)

## INTERNATIONAL

### London Immersive tech campaign

The London for Immersive Tech campaign will focus on the **cutting-edge immersive tech** coming out of London and why London is the place to choose to **set up your company** or expand your operations.

**A city of innovators:** London is home to the world's first metaverse department store, the first operation performed via virtual reality and nearly half of all immersive tech companies in the UK.

We curated a campaign page of engaging content encouraging visitors to take a journey around [London's immersive landscape](https://www.business.london/immersive-london). <https://www.business.london/immersive-london>

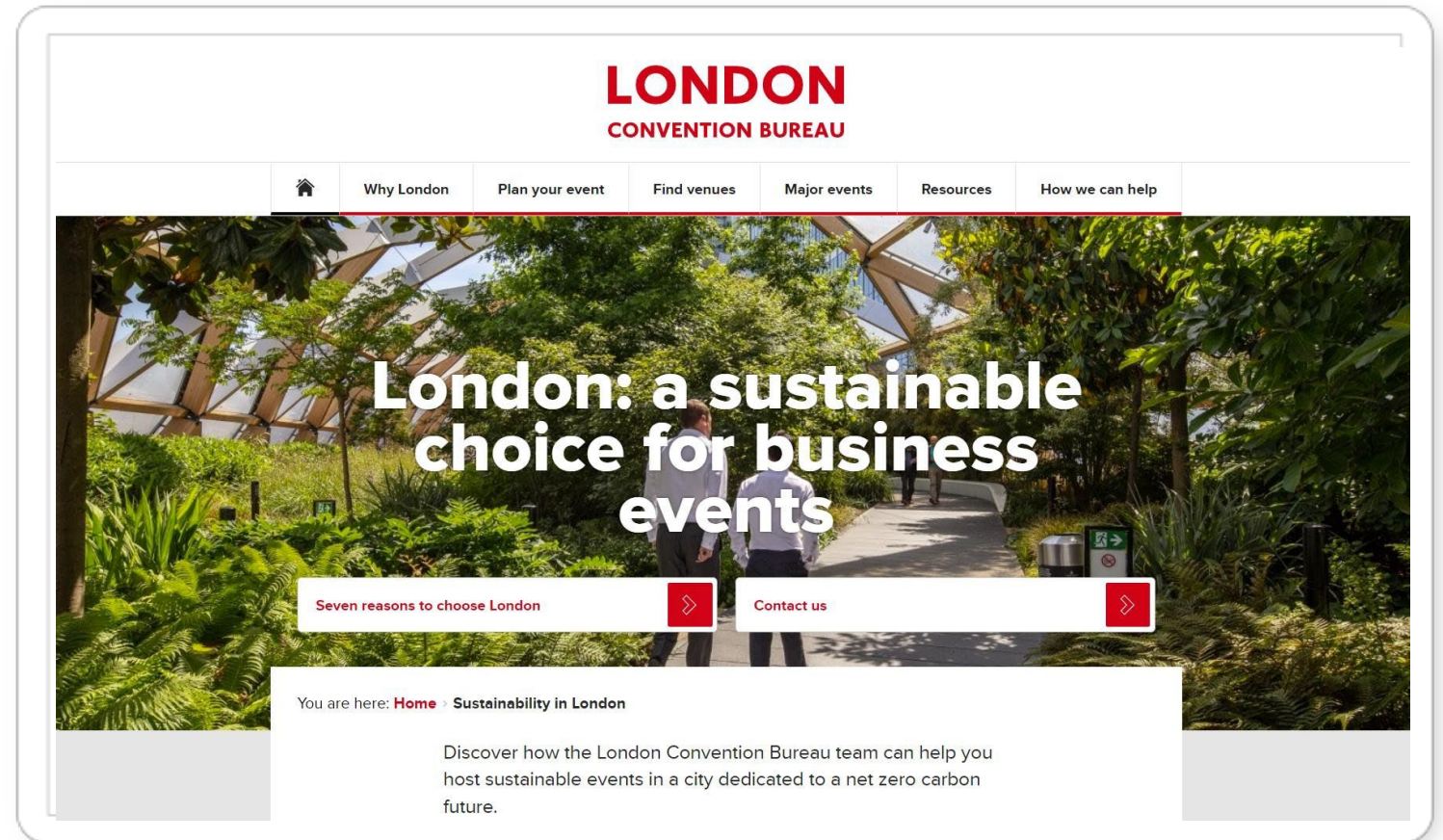
Our campaign will target leaders of high growth tech businesses from key markets including North America, Europe and India. With paid social media and advertising in Quartz and Gizmodo and campaign hub page.



# Business Marketing (CVB)

## CONVENTION BUREAU

- We launched a London for sustainable events hub to help event planners put sustainability at the core of their planning
- <https://www.conventionbureau.london/sustainability-for-business-events>





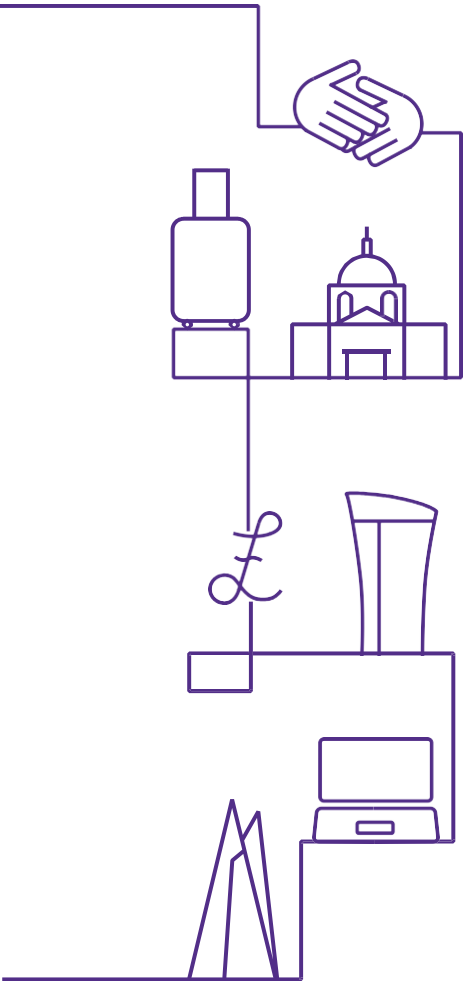


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# **VISITOR ECONOMY**



# Conventions and Business Tourism



## ACTIVITY

- West Coast USA Sales Mission- 4 partners; 14 appts
- ICCA and AC Forum – Future of Healthcare Meetings
- CityDNA Summer School – attendance & Presentation about CVB and legacy
- Ecocity 2023 Launch event @ partner venue – The Barbican
- PCMA Convening EMEA attendance
- M&IT Awards, London nominated best CVB
- VisitGreenwich Summer partner event
- [Launched Sustainability section on CVB website Sustainability in London -](#)
- London Discovery UK event planner familiarisation trip – 12 clients
- UK Southcoast eventprofs networking event
- SITE summer Agency event – 30 buyer
- Sales call Midlands/North UK
- MPI roundtable with UK buyers
- EMA roundtable – UK corporate travel managers

## Site Visits

- ESGO (Gynecology Oncology) 2024 – 2,500 pax with ExCeL [GVA £1.17m / EB 6.4m]
- PMI (Project Management Institute) 2023-2025 – 4,500 pax with ExCeL [GVA £1.7m / EB 8.6m]

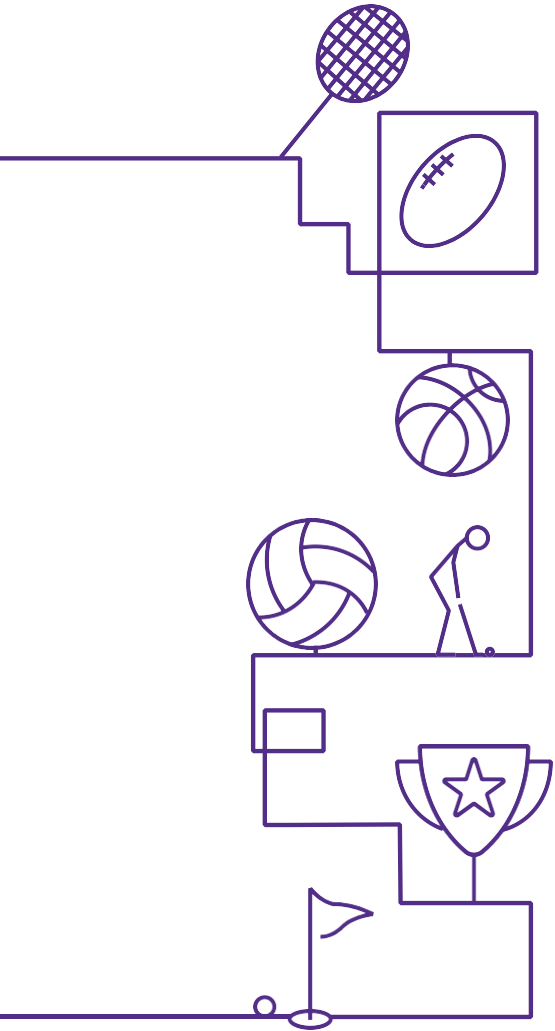
## KEY WINS

- Medical congress 2025, 3,500+ delegates - £1.6m GVA £8.8m EB - ExCeL
- Medical Congress 2026, 10,000 delegates - £3.7GVA- £19.2m EB - ExCeL
- ISSI – Solid State Ionics 2024, 1,000 delegates - £521,000 GVA - £2.5m - QEII
- European Society of Cardiology Sep 24- 30,000 £9.5m
- IATA World Cargo Symposium Sept 22 1200 £486k
- Crown Prosecution Service Sept 23 – 600 £243k
- Appian Europe Oct 23 – 600 £417k
- SHW Tech Nov 22 – 750 £155k
- Reuters Impact – Oct 22 –400

## BIDS

- EuroMedLab 2025 – 3,000 pax with ExCeL [GVA £1.4m / EB 7.7m]

# Major Events



## Delivered/supported

- Formula e 2022
- Laver Cup 2022
- Pokemon 2022

## Live/won

- NFL LIVE marketing and city activation support 2022
- Rugby League World Cup - supporting with city activations (ongoing) 2022
- League of Legends Mid-Season Invitational 2023 (N.B.) Venue contract still outstanding)

## Bidding

- ESkootr 2023
- Blast Premier eSport
- E-Bike Grand Prix 2024
- League of Legends World Championships Final 2024
- EURO 2028
- Woman's Rugby World Cup
- WWE 2025

## Other

- London and Partners esports breakfast 2022
- Supporting with the GLA events for London team with Chinese New Year, Pride and NYE 2023



# Leisure Marketing summary



The Let's Do London campaign has been performing strongly and early indicative results suggest an ROI of 28:1 (Let's Do London 2021 was 18:1). This has helped bring in £289m additional spending to London.\*

## Domestic

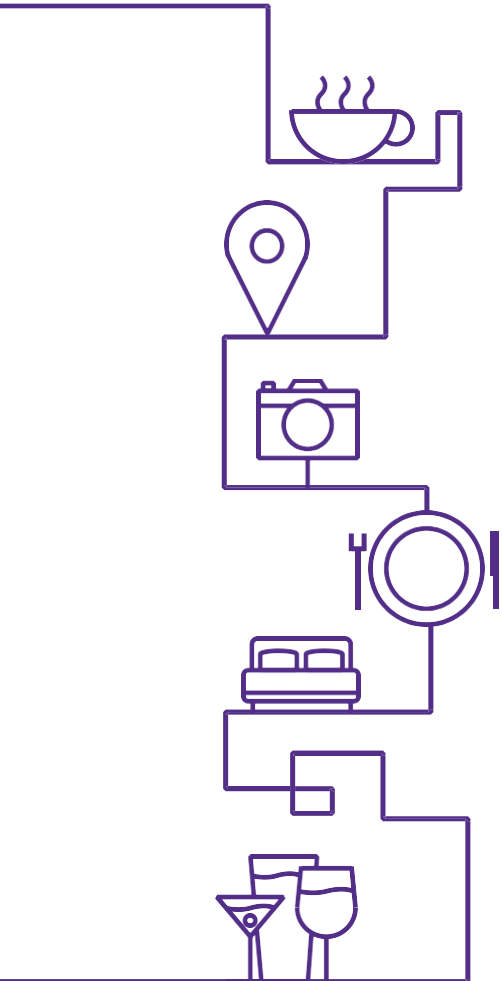
- Campaign ended in October
- 19% of the UK audience in target regions can recall seeing the advert
- Strong performance in social, radio and TV
- Target regions: North West & Yorkshire, Midlands, East of England, South East, South West, and Scotland

## International

- France and German campaigns ended in August as planned
- US burst two went live following Operation London Bridge and ends in November
- 56% campaign recall for the target US audiences (aged 25-55, travel at least once a year internationally)
- 50% campaign recall for the target 18-45 years old in France and 40% for Germany

\*Indicative result. Final results available early December. The ROI could go up or down once the final results are processed.

# Visit London channels performance



## Visit London website & ecommerce

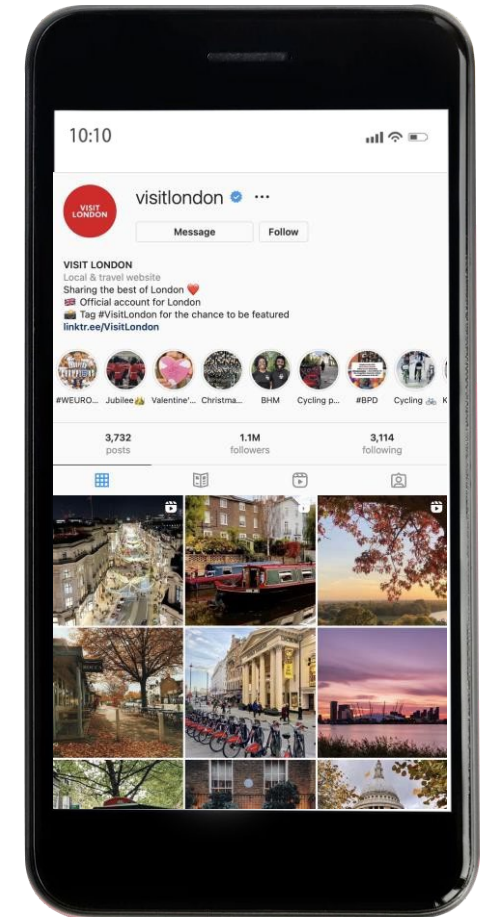
- £624k ecommerce income from Visit London Apr-Sep. 18% above target and 11% higher than 2019 pre-Covid income
- 11.5m users have visited the website Apr-Sep. This is 3% higher than 2019 pre-Covid visitors.
- This strong recovery highlights the strength of the Visit London acquisition and conversion strategy given visitor numbers have not yet recovered to pre-Covid levels.

## Social media engagement and growth

- 10.3 million engagements achieved in Q2 alone across VL social media channels
- Over 60k new fans added across VL channels in Q2
- TikTok saw a spike in growth, adding over 30k new fans in September

## Social media content

- Instagram Reels continued to perform well, generating over 4.8m views this quarter
- User-generated content helped to grow reach and increase new followers on TikTok
- Simple, single-shots showcasing unique London moments are performing very well







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# LONDON BRAND



# London Brand -PR



## Summary

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The second quarter is a typically quieter period for PR over the summer, however we continued with the international Let's Do London campaign targeting the US market, with a summer in London themed press trip, generating coverage in leading lifestyle titles. This was complemented by always on PR activity for London's summer season including highlighting major sporting moments such as the return of NFL to London, resulting in a broadcast interview with Laura Citron on Fox 11 and coverage in Forbes, amongst other titles. The team also supported on the domestic Let's Do London campaign, targeting key hospitality trade titles to provide industry-wide visibility.

On the business side, we promoted the legacy of the London Olympics following the 10-year anniversary, focusing on the impact on innovation and tech in London. The team also profiled London's strengths in fashion technology highlighting it as a leading hub for tech, creativity and sustainability to coincide with London Fashion Week.

## Q2 PR results:

Total pieces of coverage:  
**139**

Global audience reach:  
**1,262,500,824**

Global engagement:  
**7,970,240**



## Highlights included:

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- Hosted three top tier journalists for a summer in London themed press trip, resulting in three feature pieces: InsideHook, Elite Daily and DailyBeast
- Helped launch the domestic Let's do London campaign, securing coverage in Evening Standard and key hospitality titles
- Promoted London's major events including the return of NFL London in US media including Good Morning Wisconsin (Fox 11) and NFL Network and further summer coverage in SF Gate and Forbes.



# London Brand – PR, consumer press highlights



NEWS & ADVICE  
**7 Destinations That Are Trending This Fall—in the U.S., Caribbean, and Beyond**  
*Interest in these spots is spiking, yet hotel and airfare prices remain lower than usual.*



TRAVEL ©  
**Where to Shop in London, From Great Vintage to Chic Boutiques**  
**MAKE IT RAIN**  
One of the best ways a traveler can learn about a place is to shop like the locals, and as every dedicated follower of fashion knows, London has some very cool clothing stores.  
By Loic Cardinal | Published Sep. 16, 2022 4:35AM ET



**London Should Be Your Next International Trip—Here's Why**  
*If you've been waiting to travel abroad again, this is your sign to go for it.*  
BY CASSIE HURWITZ | PUBLISHED: AUG 26, 2022



**Teen Vogue's Summer 2022 Ultimate Travel Guide**  
We're sharing the places to go and things to pack for your ultimate summer vacation.

**ADD THESE 'GRAM-WORTHY BARBIECORE TRAVEL DESTINATIONS TO YOUR BUCKET LIST**  
By PASCHEL CHAPMAN



## Evening Standard.

# London Brand – PR, consumer press highlights

ELLE

Fashion > Frontier

## Be At The Forefront Of The Fashion Technology Revolution

Inc42

RESOURCES

### 4 Tips For Indian Founders To Break Into The Cross-Border Market

21 Aug'22 | By Hemin Bharucha

### 10-YEARS ON: LONDON'S OLYMPIC PARK IS LEADING HUB FOR TECHNOLOGY AND INNOVATION

businesswire  
A BERKSHIRE HATHAWAY COMPANY

HOME SERVICES NEWS EDUCATION ABOUT US

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### Assignar Kicks Off Expansion Plans with Launch into the UK Construction Market

Baidu 百度

### Fashion technology: a new collision of fashion and technology, the future of the industry to be subverted

WWD  
WOMEN'S WEAR DAILY

BUSINESS / MARKETS

### International Visitors Key to London's West End's Recovery

Incoming global spending will help the tenants beat the negative impacts of inflation, rising interest rates and energy prices in the U.K.

Business  
Focus

### Interview with London & Partner's Laura Citron and Dumpling Legend's Geoff Leong

腾讯网

### 时尚科技：时尚与科技的全新碰撞，被颠覆的行业未来



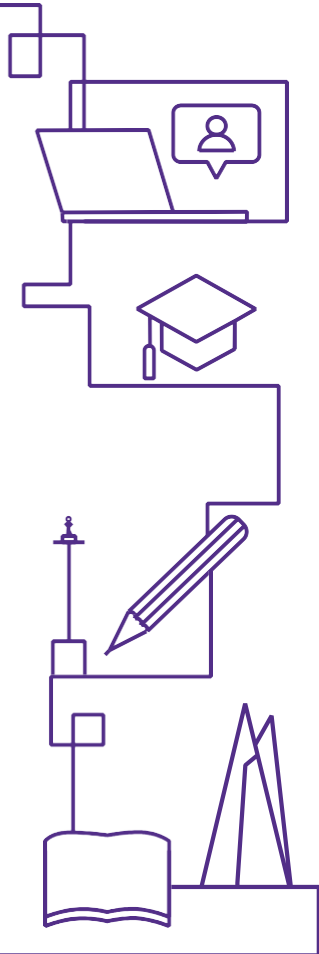


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# **STRATEGY AND OPERATIONS**



# Strategy and Corporate Affairs



## SUMMARY

- **L&P delivered strongly against Q2 GVA and NPS targets.** This financial year is front-loaded and hence especially reassuring that we exceeded the second quarter target in an increasingly volatile economic and geopolitical climate. This report shares some of the details of those successes.
- Q3 is notoriously busy and Q2 is generally the time to prepare. However, **Operation London Bridge made this quarter exceptionally intense** as the directorate initially lead L&P's response. We completed most of our scheduled activities but postponed the launch of the Tourism Vision to Q3.
- The directorate is at the forefront of leading the transition of London & Partners to accommodate the wider GLA changes to business support provision.

## STRATEGY & PLANNING

**Completed the Q2 business plan review** – learning from Q1 and validating that we are on course for Q3 (and Q4) and delivering strongly against our outcomes, especially GVA. Our control are working allowing us to reprioritising work and allocating capacity and budgets accordingly which means we are well set up to approach the upcoming change period.

### Supported key Q2 activities such as;

- Delivered interim GVA updates on the impact of the Let's Do London campaign. The campaign appears very successful.
- Finalised the inputs to the annual KPI audit where the agency now is concluding their recommendation
- Delivered timely economic insights to colleagues in a period of unprecedented economic and political turmoil.
- Continued the programme management of the Business Growth refresh project and prepared the handover to an interim transition director
- Alongside finalising the year 1 carbon footprint, made progress on agreeing further reductions of our carbon footprint, especially in terms of how we run events



# Strategy and Corporate Affairs

## STAKEHOLDER RELATIONS

- Continued work on the London 2030 Tourism Vision, including consultation work and initial drafting.
- Contribution to Central London Forwards' CAZ Future Action Plan.
- London Borough engagement, including Westminster City Council, Barnet Council and London Councils.
- Contribution to L&P AGM and Board meeting.
- Continued to support GLA Business Engagement team with insights and briefings including:
  - Ontario Teacher's Pension plan
  - Black History month
- Support and co-ordination for Operation London Bridge.
- Tourism Partners Marketing Breakfast and Tourism Partners CEO breakfast on London 2030 Tourism Vision
- Briefings/presentations for Corporate Affairs activity including:
  - London First (Business LDN) annual conference
  - Mayoral meeting with Trip.com CEO
  - CBI Q3 London Council
  - NLA Real Estate Forum
  - Thames Vision launch
  - UKInbound General Meeting

## RESEARCH & INSIGHTS

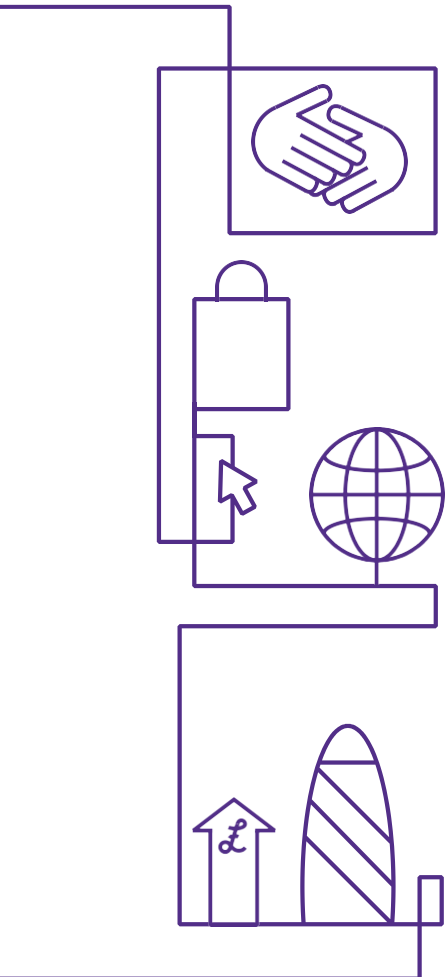
- Developed and distributed the 15th edition of the Insights Report which acts as an overview of the current developments of the key macro drivers impacting our core target audiences and markets.
- Published the Q2 2022 Quarterly Tourism Attractions Monitor to members and partners.
- Supported the development of the Tourism Vision with the latest insights on our core target audiences and markets.
- Launched the Global Cities Comparison Report which provides a comparison of 22 leading global cities, selected for their position as leading business hubs, and destinations for Foreign Direct Investment (FDI).
- Collaborated with other CityDNA members to produce their Annual Benchmarking report which looked at the performance of tourism in European cities in 2021.
- Created a series of London Borough Profiles exploring population, GVA and employment statistics.

## SUSTAINABILITY

Net Zero – roll-out of new budget codes and updated events procedure to improve data collection; preparation for Y1 carbon footprint & reduction report.

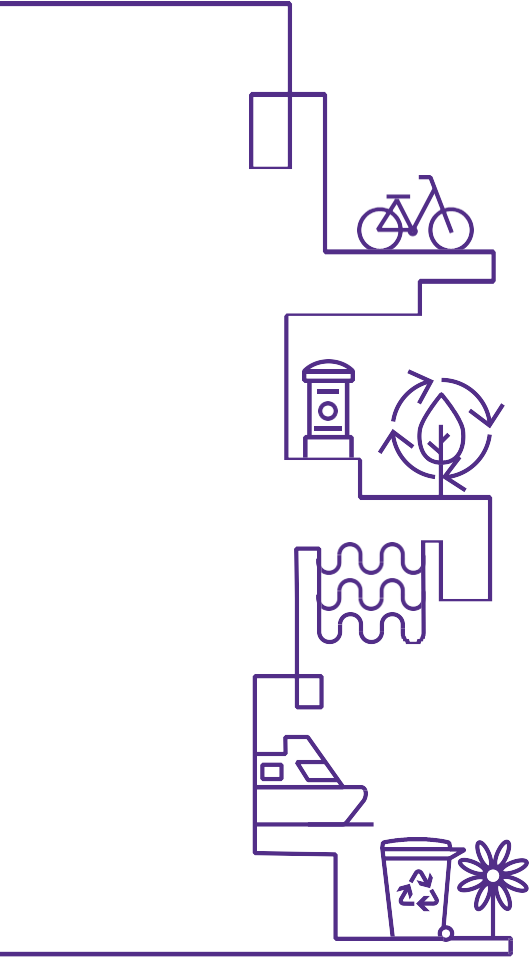
### Events

- Supported London Climate Action Week, including partnership with Reset Connect
- Developed partnership with Reuters to bring first in-person edition of IMPACT (global flagship event on climate) to London





# Operations



## FINANCE

- Finalising the Audit for the year ending 2021/22.
- New finance structure implemented moving towards a more integrated Business Partnering model.
- Started a review of our corporate systems with the aim of preparing a business case for capital investment into system changes.
- Implemented Accounts Payable automation with a go-live date planned for early November

## TECHNOLOGY

- Successful migration of services to a new technology provider with ongoing reviews to identify opportunities for technology improvements, particularly focussing on automation.
- Various ongoing projects to update or upgrade existing systems or respond to market changes (e.g. Changes to Google Analytics)
- Procured and commenced migration to a new Sitecore managed service provider.
- Part way through a corporate systems review.

## HUMAN RESOURCES

- Recruitment of key roles continues to be a priority
- Enhanced recruitment capability via appointment of Talent Acquisition Manager and sourcing of new candidate management system
- HR Information System under review and requirement scoping underway
- Recruitment of new HRD -joining in Nov

## FACILITIES

- Ongoing reviews of the office environment to identify improvements that can be made. These have included the removal of booths to make space for more collaboration areas.
- LFB have recently changed property management agents and we are working with the new agent to review likely impacts on rent going forwards (given RPI rates).

**LONDON**  
& PARTNERS

**THANK YOU**

