

LONDON & PARTNERS' REPORT TO THE GLA

Q3 2021-22

LONDON
& PARTNERS

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KPIs

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Q3 2021 / 22 summary

In some ways this year has unfolded in an unexpected way. We have seen our performance exceed expectations, despite the pandemic continuing to limit our ability to carry out planned activity.

The result is that we end Q3 well ahead of our main performance targets, but have spent less than expected.

We believe that this is driven by two major things. First, decisions taken to focus on effective account management and support for our clients has meant we have been able to convert pent up demand as the economy reopened. Second, the international trade and investment sector has seen sharp recovery to historic trends, affecting our numbers positively.

As we look forward, we believe that both of these benefits will ease slightly. The pent up demand in the pipeline will work through in the coming months, and it is likely that costs will rise as events come back. But for now, this is a performance to be proud of,

We have now exceeded our stretch target for economic activity added to the London economy. The £185m in GVA compares well to the £176m revised target we set ourselves. The team are seeing the benefit of hard, diligent work during the pandemic.

It is also pleasing to see greater diversity in the source of the GVA. Our work supporting London based high growth companies is now £50m of the total, more than 3x the performance pre-pandemic.

Equally the #LetsDoLondon campaign has been a huge success, showing the combined power of the tourism community who came together with London & Partners and the Mayor of London to create the largest domestic tourism campaign London has seen. The £70m of extra spend in the London economy will have had a direct impact on employers' ability to keep jobs open and bridge to a brighter future. We congratulate everyone who gave time, money and expertise to this joint effort.

A big change for London & Partners this year has been to make our **Social Enterprise** identify an explicit part of our brand, and of how we think about ourselves as a team.

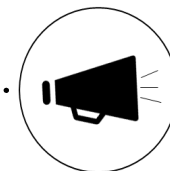
As part of that we have been evolving our portfolio of commercial enterprises to create long term, reinvestable value and align our commercial and mission driven activity more fully. That work will not come to the delivery phase until the net financial year.

However in this quarter we have seen good performance in our partnership income reflecting a year of strong delivery for the communities and sectors we serve.



Introduction: 2021 / 22 Key Performance Indicators





2021 / 22 outcomes as set out in L&P's business plan



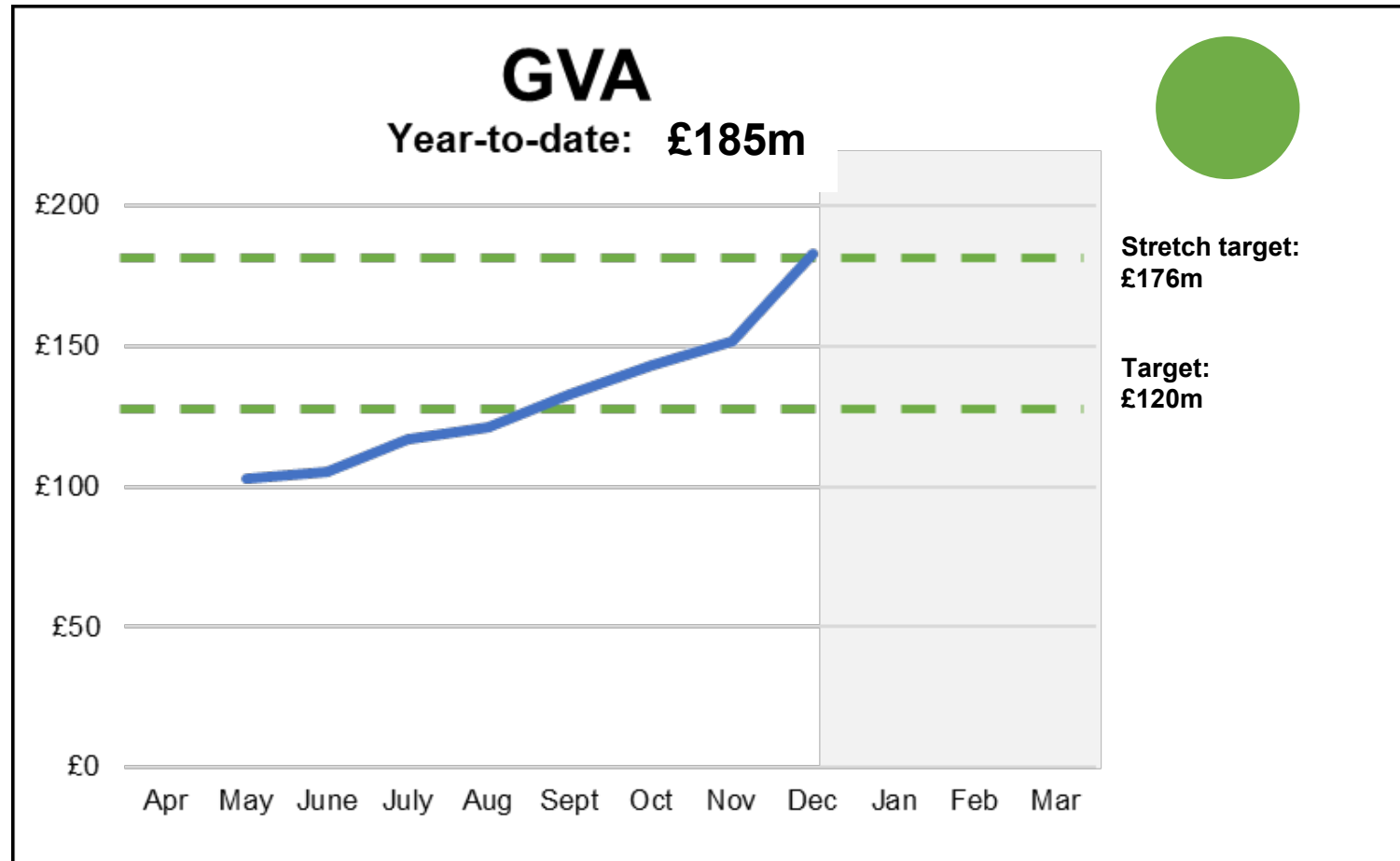
	High growth sectors		Visitor economy		Partnership & ventures		London Brand
What we measure	Additional economic benefit of our interventions	Client satisfaction (internal metric)	Additional economic benefit of our interventions	Tourism Industry satisfaction (internal metric)	Non GLA grant income	Partner satisfaction (internal metric)	No corporate outcomes Project specific metrics
GVA TARGET	Targeting additional economic benefit to London of £120m GVA, with a £176m stretch target*						
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		

*) Stretch target introduced at half year as GVA performance very strong.

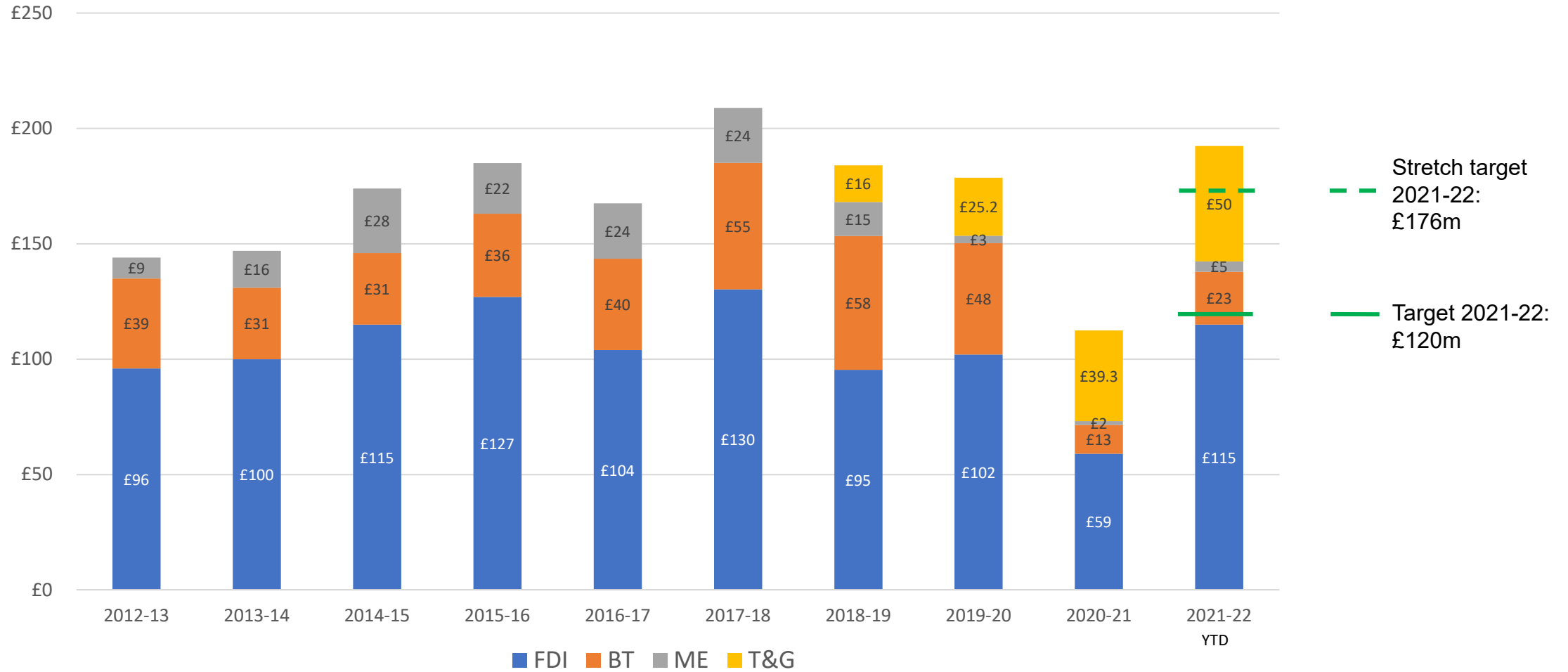
2021/22 Outcomes against target (by 7 Jan)

	ENGAGING OUR AUDIENCES	ECONOMIC BENEFIT FOR LONDON:		WORKING IN PARTNERSHIP:
	Client satisfaction (NPS delta)	GVA	Let's Do London impact	Income
2021/22 target	Above negative & neutral or if a significant drop <20% change and <5 points drop	Mid: £120m Stretch: £176m	-	£2.9m
Achieved YTD 2021/22	All areas (apart from BGP) remain positive and areas with a down-wards trend being mitigated	£185m	£70m Additional consumer spend (ROI 18:1)	£2.0m <i>(as of December – includes Dividend agreed in December but paid in Jan)</i>
% of mid point full year target	na	155%	na	69%
% of mid point stretch target	na	106%	na	na
RAG based on % of YTD target				

Scorecard 21/22 – January 2022



GVA in context – actuals 2012-2022



Scorecard commentary

Intro

2021/22 has proven to be another unpredictable year with both Brexit and the global pandemic impacting businesses. The variations are mainly favorable meaning we are (significantly) ahead on some targets, also against the stretch target that was introduced in Q2.

Client satisfaction

About this outcome: This is the first year we will track our Net Promoter Score (NPS) as a means of monitoring client satisfaction. We have tracked NPS for parts of the business for years but we are now widening the areas of the business we track. We are tracking individual scores per programme 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'. **We will investigate if a score is negative or neutral or if a significant drop (<20% change AND <5 points drop).**

YTD performance: The NPS score for the GVA generating activities has dropped, driven by the significant drop in BGP's NPS scores. We have investigated and, as previously reported, this is due to lower satisfaction with virtual delivery. On a positive note, the NPS score for the Income Generating pool has increased significantly, due to the increase of the Tourism Partner score. This is a very significant positive swing, which we think reflects our refresh of the partnership offer and strong support on covid recovery.

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 £185m GVA (as of early January) against the £176m stretch target, our performance is very strong and we have achieved our full year targets.** Pent-up FDI demand from 20/21 is a key contributing factor.

As reported earlier in the year, **the largest wins include the Chinese social media company (an L&P all time high at c £30m) and European Society of Cardiology at £17m split over 2 years.**

Income

About this outcome: Note **the target featured has been update 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 £2m income. The phasing of income is not even through the year. Having validated the forecast, we regard this outcome to be 'orange' but there are uncertainties. Please see finance section for full details.

High Growth Businesses



FDI – New Projects, Wins and Activities

TARGETS

Overall: Strong performance continued into Q3 and FDI performance returns back to pre-pandemic levels.

By the end of Q3, we had secured a total of 92 wins, £115m GVA and already exceeding our full 21/22 FDI GVA target (£60m) and forecasting to create 5,397 new jobs over the next 3 years.

Our GVA performance is 135% up on the same position last FY and jobs created are up 84% yoy.

Markets: Our core markets accounts for 98% of GVA secured to date, as follows: NA - £43m; China - £41m, India – £11.3m and Europe - £18m.

Sectors: Creative accounts for 47% of total GVA secured (£54m), FBST £32m with Urban £18m and ILS £10m

CONTESTABLE WINS

- Overall, 20 contestable wins were secured in Q3 £26m GVA and 1,056 new Year 3 jobs.

Some notable wins as follows:

- **US VFX company** £10m GVA and 300 new jobs
- **US e-commerce platform** setting up UK HQ in London £2.6m GVA and 200 new jobs
- **China mobility company** setting up its operation in London £2m GVA and 120 new jobs
- **Canadian fintech setting up its first UK operation in London** £1.6m GVA and 30 new jobs
- **China - world's largest genome research organization set up London lab** £1.5m GVA and 50 new jobs
- **US streaming platform setting up its UK operation** £1.4m GVA and 40 new jobs
- **US adtech company** £1.3m GVA and 60 new jobs

NON-CONTESTABLE WINS

- 5 non-contestable completions in Q3 generating £3.9m GVA and 433 new Year 3 jobs

Some notable wins as follows:

- **French Retailtech firm growing in London** £2.5m GVA and 200 new jobs
- **Swedish video games firm set up in London** £1m GVA and 200 new jobs
- **Singapore fintech company London office** £154k GVA
- **Hong Kong HR / business service consultancy** £46k GVA and 10 new jobs
- **Swiss based fintech** new London office £101k GVA and 20 new jobs

Trade & Growth: Business Growth Programme

TARGETS

- Total number of active companies on the programme: **1016/ 1352**

KPIs

- **C1:** 867/ 870
- **C8:** 355/ 315
- **C29:** 98/ 94
- **BGP GVA:** £3.6m / (£1.5m-£2m)

FBST	1,112,904.02
CREATIVE	589,513.96
ILS	401,916.90
URBAN	1,533,912.78
TOTAL	3,638,247.66

ERDF

- A programme change request has been submitted to officialise the extension of the programme until the end of September 2022.

ACTIVITIES

- The Autumn Cohort launch held in September was BGP first in person event since April 2020. It brought together about 100 people, of which partners, mentors, and representatives of 58 new companies that had just joined the Programme.

- 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; How to create a marketing strategy that will deliver results.

- Accelerating your sales
•How to find your sales sweet spot; Developing a clear sales message; Sales acceleration with the Client Key; How to facilitate sales meetings with outcomes.

ACTIVITIES

- Raising Funds & Finance
Everything you need to know about financial models; Everything you need to know about traction; Getting the right valuation for your business; Funding pathways for early & growth stage companies; Raising capital with Joelson; How to access alternative funding; Strategic term sheet negotiation.

- Developing your People Strategy
Mindful Productivity; How to Build Your Team & Protect Your Business; Leadership Shift as You Scale; Creating an Inclusive Start-Up.

The Business Growth Programme team collaborated with the wider L&P financial, business services and technology sector focused event on Cybersecurity, as part of the London Technology Week. We also collaborated with the wider L&P sector leads and programmes in the organisation of a networking event at the Barbican that had a few distinguished guest speakers, including the Deputy Mayor for Business.

Other highlights included the BGP Connect networking sessions, the impact cohort recruitment launch campaign in collaboration with Impact Hub, sector meetups with the global head of UX research for Google and Founders Factory, and a meet the investor session with True Altitude.

Trade & Growth: Mayor's International Business Programme

TARGETS

- Total number of active companies on the programme: **769 / 1165**

KPI's (2021/22 To Date)

- **C1:** 598 / 900
- **C8:** 1470 / 1200
- **GVA:** £48.5m / (£35m-£55m)

ACTIVITIES

- Building your Board
- **Cohort 21 Launch**
- Meet a US Fintech Unicorn - Varo Bank
- Meet the Markets -An Introduction to the Nordics
- 'Office Hours' with Wilson Sonsini
- Physical Product Roundtable
- **R.E.A.C.H (Race, Ethnicity and Cultural Heritage)**
- Relative Market Attractiveness
- Share Options Masterclass
- Talent Planning for Ambitious Companies
- The Lean Story Canvas - Designing your Story for Global Growth
- US Expansion Dinner
- Ask Me Anything – GrantTree

ACTIVITIES

- **Female Founders session with Partners**
- How to Build a Powerful International Reputation
- Managing Overseas Offices
- Meet the Corporate - Capita Scaling Partner
- Shared Connections & Mentor Mixer
- The Blueprint to Building High-Performing Global Teams
- The Power of a Pitch Deck & Visual Design
- US Expansion Dinner
- What's Next for Digital Shopping
- **Trade Mission – Slush (Tech Conference held in Helsinki)**
- 'Office Hours' with Wilson Sonsini
- MIBP China Market Attractiveness
- Perfect your Pitch

Open Innovation Fellowship

HIGHLIGHTS

- Launched **cohort 3** of the Open Innovation Fellowship with 12 new Fellows from: AztraZeneca, Barclays, Boeing, Infosys, Fidelity Investments, Slalom, Virgin Media O2, London Fire Brigade, UST, Kennedys Law, UNICEF and TD Securities.
- Secured 7 new Fellows for cohort 4 in the first 4 weeks of 2022 including: McDonalds, Microsoft, Scottish Power, Open Reach, Alcatel-Lucent, WiPro and Novartis.

ACTIVITIES

- Appointed and onboarded Andrew Tibbitts as new Head of Innovation Programmes.
- Restructured outreach and sales process for OIF with 100% of new companies joining cohort 4 from cold outreach.
- Renegotiated consultancy agreement with RCA resulting in a cost saving of saving £9,500+VAT per cohort.

ACTIVITIES

- Hosted a reception for Fellowship leads, cohort 3 and OIF alumni in January 2022.
- Delivered 4 modules of cohort 3 welcoming diverse speakers from across the London ecosystem including IAG, IBM, World Bank, Channel4, Imperial and Queen Mary.

Q3 2021-22 - Business Marketing (FDI & CVB)

INTERNATIONAL

Good News-Room

We continued to use our WhatsApp network of almost 2,000 business influencers to share positive stories about London's business ecosystem.

Sustainability campaign (Oct-Nov)

We launched a campaign to promote London's strengths for cleantech to an international FDI audience, as well as promoting London & Partners as an authority for London-based businesses by creating the London for Sustainable Business guide. The marketing campaign was supplemented with a PR report on investment into climate tech, which was the most successful Business PR campaign of the year to date.

Healthtech campaign (Nov)

Using SVC2UK's focus on healthtech as a springboard, we delivered a campaign showcasing London's strengths in this rapidly-growing subsector. Targeting an international FDI audience, activity included a paid social campaign on Twitter and LinkedIn and a PR data story highlighting that London attracted \$2.9bn of VC investment into healthtech 2016-2021.

DOMESTIC

Open Innovation Fellowship

Ongoing support for the Open Innovation Fellowship, driving awareness of the programme and related events.

SVC2UK

We supported the annual SVC2UK Summit through marketing collateral such as event brochures, postcards, photography and filming, as well as promoting the Summit via social media, newsletters and comms to partners and stakeholders.

CONVENTION BUREAU

Trade shows

We ran two marketing campaigns supporting our presence at IMEX America (Nov) and IBTM World (Dec), working with PR and our partners to get the #LetsDoLondon messaging out in market as well as supporting it with an organic social media campaign and newsletters.

Visitor Economy



Conventions & Business Tourism

ACTIVITY

- Attendance at ClicGlobal Incentive Summit - October 2021 USA; 20 121 appointments with ket incentive buyers
- IMEX America 2021 ; attendance with 3 London partners; 150 total appointments over 3 days; 200 new leads and 1 event confirmation
- CVB Partner day – Insights, Green London, Data
- Meeting with DCMS /ABPCO/VB re post Brexit travel & entry issues
- The Meetings Show – London area, speaker panel
- Association of British Professional Congress Organisers Festival of Learning event
- Association Excellence awards
- ICCA Congress European Hub attendance
- MIA Ignite conference attendance
- IBTM Barcelona, London presence on VisitEngland stand
- Sustainability ongoing activity for Green London for events
- Mash Media – Conference News 2 page spread on London CVB for UK Planners.
- Renaissance Paris, client event 40 buyers

KEY WINS

Associations

- Ecocity Builders from the USA , 1000 x 3 days June 23 £395k GVA Barbican
- Intl Society of Ultrasound in Obstetrics & Gynaecology (ISUOG) from the UK , 2000 x 3 days Sept 22 £751k GVA

Corporate

- Avantax top producers from USA. Wealth Management company 500 x 5 days 3262k GVA
- Titanic – the Exhibition, from Fever Up (Spain) , Public Exhibition at Dock X Dec – Mar 22 £1m GVA
- Altitude X – Technology Exhibition - Peak – Manchester based Tech coprorate, 2 x days with 500 pax per day – Printworks – 05/04/22 - 06/04/2022 - £95,000 GVA

BIDS

- ISDE (Esophagus) 2024 – lost due to cost
- AAIC (Alzheimer's) 2026 – submitted in January
- WCA (Audiology) 2028 – submitted in January
- New Bid Knee Society 2024
- World Humanitarian Forum 2022 – support to retain in London

Major Events

DELIVERED/SUPPORTED

- Supported GLA with Borealis. Sourced venue for VIP reception
- Facilitated speaker for London at Formula E stand at COP26 (Laura Citron)
- Supported the Boat Race in venue procurement for press launches

WON/BIDDING

- Contributed to bid for Eurogames 2025
- Contributed to bid for Ryder Cup 2031

OTHER

- Steering groups for key accounts inc Laver Cup, RLWC
- Exploratory conversations with Sport Climbing, eSkootr Championships, WWE
- Attended EGX, ESI London
- Reviewed and updated Prospecting work for new business opportunities

Leisure Marketing summary

Domestic (to update for Q3)

The Let's Do London domestic campaign continued through Q3 with a focus on:

- Winter Lights / Xmas activations
- City of London / Borealis campaign

Final results have now been confirmed as follows:

- £70m additional consumer spend based on 280k additional visitors to London with an ROI of 18:1.
- 95% reach within our target audiences via our paid media spend.
- 1 in 3 of our target audiences are able to recall the campaign creative (difference between those who can or cannot recall the campaign).

International (to update for Q3)

Commissioned by the London Tourism Recovery Board, L&P will deliver an international visitor recovery campaign in 2022.

The campaign will drive incremental visits and spend from US, France and Germany. Paid media will drive both inspiration (awareness) and visits (conversion) working closely with partners, stakeholders and the wider tourism industry to fast-track the recovery of the international visitor economy to 2019 levels. Campaign launch is currently planned for mid-April to mid-May subject to timings for confirmation on funding.

Key considerations / status:

- Final budget to be confirmed (mid Feb) and will inform strategic approach including markets, audiences and industry funding model.
- Wavemaker appointed as L&P's media agency via a direct award, M&C Saatchi appointed as creative agency further to a RFP under CCS framework.
- Campaign planning underway – refining target markets, channel partners, audience segmentation, messaging hierarchy, in-market testing and timings.

Visit London channels performance

Social media engagement and growth

- Visit London social channels generated **8.6 million engagements** in Q3.
- Visit London gained over **48k new followers** across Instagram, Facebook, TikTok and Twitter channels (3.2 million total followers).
- We hit our Visit London paid and organic targets for the year this quarter, surpassing **21.5 million engagements** in total for 21-22.

Social media content

- The Christmas campaign generated over **4.5 million engagements** during this quarter, proving to be a great fit for the Visit London audiences.
- The Christmas at Kew Gardens video performed particularly well, generating over **1.2 million views** on Facebook alone.



London Brand

London Brand - PR

CONSUMER PR SUMMARY

This quarter saw continued focus on the Lets 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. 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.

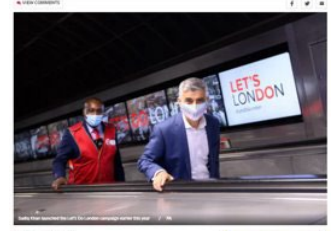
Q3 PR results:

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

London Brand – PR: Consumer press highlights

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 it was launched on Wednesday - with 260,000 visitors flocking to the capital.

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 McGuire
21:05, 3 Dec 2021 | Updated 19:04, 6 Jan 2022

THE SCOTSMAN



Rush of fun to the head

From shows to shopping, London has got the festive spirit wrapped up. In fact, National Christmas Light Week is in full swing. The capital is a place like no other. It has been said more than once that London is the greatest city in the world. 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, the home of groundbreaking art, poetry, theatre and good times.

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.



The Resident



HOP ON FESTIVE BUSES FOR A LONDON CHRISTMAS LIGHTS TOUR

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



Summers of 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
10:11, Thu Nov 25, 2021 | UPDATED 10:11, Thu Nov 25, 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 Aurora Borealis.



A re-creation of the stunning Northern Lights will be brought to the capital next month as part of a series of light installations along its key spots in tourism industry, which has taken a knock during the pandemic.

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...

DorsetECHO

Christmas attractions for families in London



The Mobility Guy
Prosebury Mobility Ltd are suppliers of mobility scooters, trikes with and a range of mobility services, including mobility scooter repairs and maintenance in Dorsetshire. Whether you're...

It has been said more than once that London is the greatest city in the world. 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, the home of groundbreaking art, poetry, theatre and good times.



A re-creation of the Northern Lights opens this weekend

It will be blazing away above the City of London

Written by Chris Dwyer on Wednesday 17 November 2021

A new Northern Lights inspired illuminated spectacle is opening this weekend in the Square Mile.

The 'Borealis' display by artist Dan Acher, will recreate the Aurora Borealis over the City of London, projecting from Guildhall Yard. It's running from December 11 to 22, with [free tickets](#) available online.



London Brand- PR: Business press highlights



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



As per the latest data from London & Partners and Dealroom, 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.

UK and US drive global growth in healthtech sector

19/11/2021 - 9:50AM

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 USD51.3 billion has been pumped into startups already this year, up 280 per cent on 2016 levels.

Les Echos

London is now Europe's climate tech powerhouse

Frankfurter Allgemeine

ZEITUNG ● FAZ.NET

Klimaschutz-Start-ups sammeln 32 Milliarden Dollar ein

Maddyness

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

sifted/ FT FINANCIAL TIMES



CITY A.M.

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



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.

imex 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.

CMW CONFERENCE & MEETINGS WORLD

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

Europe News 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.

THE ECONOMIC TIMES

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

VentureBeat Report: Climate tech investments surge fivefold since Paris Agreement

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**.

SUSTAINABILITY

- **Formally pledged to Race to Zero** through the UK SME Climate Hub
- **Ran a dedicated #SustainableLondon campaign** in the lead-up to/during COP26, consisting of:
 - A FDI campaign promoting London as a global climatetech hub
 - A brand campaign to support L&P's mission to create sustainable economic growth resulting in 34K+ quality engagements, 3.7m+ press engagements and 143 pieces of coverage
- **Co-hosted and presented at a number of sustainability events:**
 - BEIS: Your Business Journey to Net Zero London event
 - Business Growth Impact Cohort launch event
 - Future of European Cleantech webinar
 - Bringing COP26 to London reception
 - Virtual Connections Café – a Journey to Net Zero
- **Published multiple assets incl. a London for cleantech proposition, Sustainability guide for business and a report on global investment trends in climate tech**

Strategy & Corporate Affairs

STAKEHOLDER RELATIONS

- Continued to work with the GLA Oversight Committee and related follow-up regarding inquiry into L&P Governance
- Witness evidence provided to two GLA Economy Committee Sessions on Tourism Recovery and Financial Services post Brexit respectively in NLA's
- Continued engagement with London Assembly Members
- Continued engagement with central government across relevant policy issues
- Increased dialogue with Devolved Nations and regions in relation to HMG's levelling up agenda
- Submission to the APPG for London as a Global City inquiry
- Supported speaking engagements for CEO, including London First's Sustainability Reception, Formula E COP26 Session and SVC2UK.
- Supported COP26 mayoral and deputy mayoral briefings throughout the week.
- Continued working with internal teams on securing Mayor and Deputy Mayor involvement including: TiE London, West End Future Occupiers programme and ASSOCHAM,

RESEARCH & INSIGHTS

- Delivered the year end tourism insights webinar to partners showcasing the latest trends in domestic and international tourism and their sentiment towards travel.
- Conveyed the latest London business trends and insights to our FDI partners via an insights webinar.
- In collaboration with Dealroom.co created and released a report on the boom in climate tech investment to coincide with the upcoming 2021 UN Climate Change Conference in Glasgow.
- Increased awareness and usage of the Insights Exchange with partners and colleagues through the delivery of presentations and training sessions.
- Published the Q3 Attractions Monitor which acts as a summary of the performance of attractions in London from July – September.
- Supported the business with their business planning activities



Operations

FINANCE

- Continued delivery of improvements to our financial systems, including building string mechanisms for improved financial control and support for business decision-making.
- The goal is to increasing provide high quality management support to the business to maximise the efficiency with which our financial power is deployed.
- A key part of that is the Quarterly review process through which we apply a cohesive finance/people/planning/systems lens to our in year performance to allow us to effectively make judgements about any necessary in year change.

TECHNOLOGY

- We have undertaken a review of the technology in the office and have upgraded it, including a refreshed wifi network which will both improve in-office connectivity and security.

HUMAN RESOURCES

- Like many organisations we have experienced a period of high staff turnover as we see the jobs market reopen after two years of pandemic impact. Changes to processes earlier in the year have allowed the team to effectively manage this period, which we anticipate to be a short term challenge.

FACILITIES

- In Q3 we have to take the company back to home working. We are now able to do this well, and did so with limited productivity impact in the short term.

THANK YOU

LONDON
& PARTNERS