

LONDON & PARTNERS' REPORT TO THE GLA

Q3 2022/2023

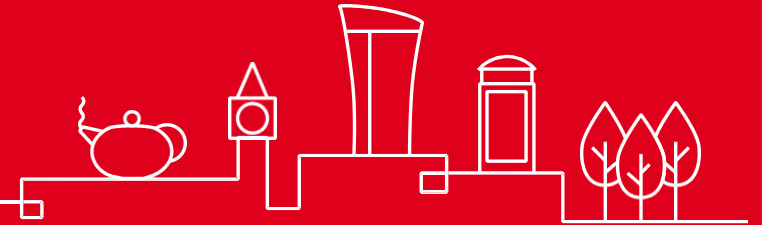
LONDON
& PARTNERS



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Q3 2022/2023 summary

2022 draws to a close with parallel trends of deep continued economic uncertainty alongside striking resilience for London as a city.

London & Partners has seen important success in navigating this uncertainty and delivering measurable outcomes for London.

By the end of Q3 we had achieved 110% of our annual target for GVA – our core measure of economic value we create. This was powered by an exceptional quarter where we supported nearly £60m of activity, including inbound investors as varied as an American multi-specialty hospital and an Indian VFX studio

We have also continued to see strong data on our clients and stakeholders' satisfaction. Our model is about partnership - without respectful, mutually beneficial and outcomes-rich partnerships we cannot do our jobs.

That is why our net promoter score data – a measure of how many people are satisfied and unsatisfied with our work – is so encouraging. Both our GVA partners and our income partners are reporting strong satisfaction levels.

This quarter also saw us report the success on the latest phase of the #LetsDoLondon tourism recovery campaign. £289m of additional spend at a return on investment of 28:1. It will bring an additional 600,000 visitors to London from other parts of the UK, Germany, France and the USA.

The funding from the Mayor of London – reinforced by industry partners – has given this campaign an unprecedented reach and impact.

We continue to develop our own resilience. This quarter we have seen income continue to track well against target, which, alongside our success in maintaining cost discipline has means we are performing well in our goal to return to a break-even financial position in the coming financial year.

In the coming quarter we will be turning to planning for that break-even year. Following a period of recovery and intensive support for our clients, we believe that can build on our had fought financial stability to materially deepen our impact on London.





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2022/2023
KEY
PERFORMANCE
INDICATORS

Introduction



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





	 Business Growth	 Destination	 London Brand	 Commercial Activity
Impact	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.



	GVA (£m)	Net Promoter Score (NPS)	Income (£m)
Metrics	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.
Targets	£178m	Positive NPS across all categories	£7.43m

2022/2023 outcomes against target

(as of end of December)

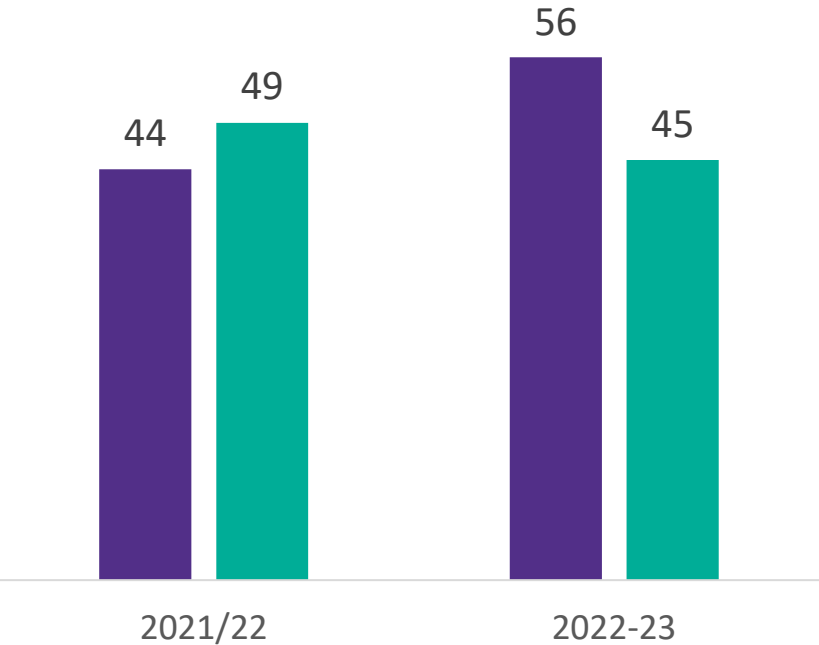
	PARTNER SATISFACTION		ECONOMIC BENEFIT FOR LONDON:	WORKING IN PARTNERSHIP:
	NET PROMOTER SCORE		GVA	INCOME
	GVA gen partners	Income gen partners		
2022/23 target	> 0		£178m	£7.43m
Achieved YTD 2022/23	56	45	£196m	£6.3m
% of full year target	na	na	110%	85%
RAG based on % of YTD target				

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

NPS and GVA

Target: Positive score ●

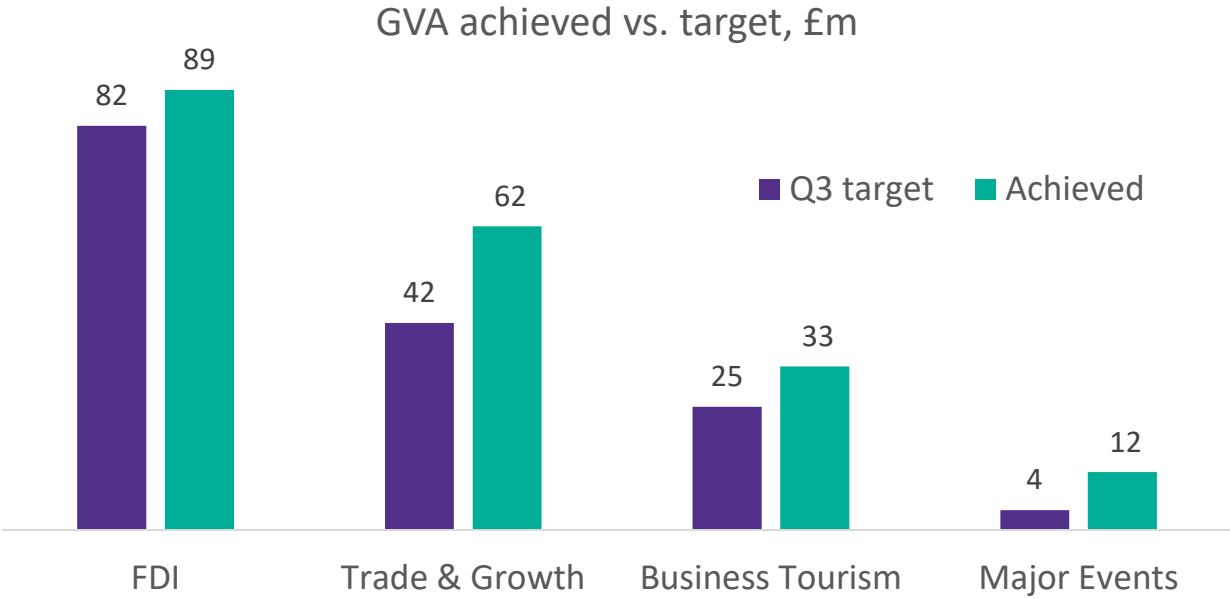
Action needed if a significant drop >20% change AND >5 points drop



■ GVA generating clients ■ Income generating partners

Achieved: £196m GVA ●

Strong performance and well ahead of target.



■ Q3 target ■ Achieved

Scorecard commentary

Intro

With £196m GVA, we have already achieved our annual target of £178m here at the turn of Q3. FDI, T&G, CVB and ME are all ahead of their Q3 GVA. NPS is positive for both GVA and Income business lines and thus also on target.

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:

Whilst NPS varies by business lines (e.g. CVB receiving exceptionally strong results, followed by FDI with Trade feedback being a bit more nuanced) **it is the relative changes within business lines that is of most interest to us. Here, there is little change and no cause for concern.**

GVA business lines currently have an **NPS of 56**, down 7 points since Sept. Relative to target and previous years results, this remains strong.

Income generating business lines are at **NPS 45** (compared to 75 by Q2). This result includes the annual NPS surveys for both Tourism members and Inward Investment Partners and is therefore a more accurate reading than the small sample we had feedback from by Q2. We had expected NPS for this group to drop below last year's NPS score (which was exceptionally high) and also incorporates the large number of new tourism partners. In all, a good result and no cause for concern.

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 £196m GVA against the £153m YTD target, we have already achieved our targets and are at 128% against the quarterly target and 110% against the full year target. This is an increase of £59m since Q2. FDI and Trade are the main contributors to the £196m GVA.

FDI

£89m GVA, 110 projects, 93% of annual target. A key focus is to build pipeline for the year ahead with > 500+ new opportunities sourced this year that the team will aim to convert to wins in the coming years.

Some notable Q3 FDI wins are:

- An American multi-specialty hospital
- An Indian VFX studio
- A Chinese Fintech company

Trade

£62m GVA, 72 projects, 147% of annual target
T&G has achieved their annual target of £42m, led by:

- Flexible working solution for the nursing sector. L&P's trade programme was the catalyst for their US expansion.
- VR-based software for interior design.

CVB

£33m GVA, 125 events, 95% of annual target. The market has been boyant which has resulted in 3 notable wins in the last quarter:

- Amazon Web Services from the USA – to be held at Excel
- Simcorp from Denmark – to be held at QE11 Centre
- World Congress on Thyroid Cancer – to be held at Hilton Metropole London

Major Events

£12m GVA, 15 events, 234% of annual target. No new wins in Q3. The better-than-expected performance is partly due to earlier than expected announcements, which affects a small project portfolio.

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HIGH GROWTH BUSINESSES



For Internal Use Only – Not For Distribution

FDI – new projects, wins and activities

TARGETS

Overall, Strong start to the FY continued through to end Q3

By the end of Q3, we had secured a total of 110 wins – up 20% yoy, £89m GVA and well on the way to hitting our FDI target £97m. These wins are forecasted to create 4,900 new jobs over next 3 years

Markets: India continues to be the standout performer this FY with £30m GVA secured; Europe at £22m, China £9.1m. North America lower than anticipated at £23m approx. approx. 45% down yoy.

Sectors: Three of our four key sectors have hit target at end Q3. FBST performing well with £51m GVA (up approx. 60% yoy) Fintech and Enterprise Software again delivering well. Creative has delivered £17m with Adtech delivering well; ILS has delivered £17m and Urban £5.1m

NEW OPPORTUNITIES

Overall: 607 new opportunities (value £137m GVA) – down 7% yoy – but November & December were two of our strongest months for new opportunities this FY as our focus on business development in Q3 / 4 starts to have a positive impact.

Sectors: FBST has delivered the most new opportunities into the pipeline (197 new opportunities) but this is 12% fewer yoy. Creative (100 new opportunities) and ILS (104 new opportunities) both down yoy. Urban has picked up and sourced 9% more opportunities this FY than last (117 opportunities)

Markets: North America continues to be the largest source of new pipeline (174 new opportunities) but down 11% yoy. Europe is next strongest source with 136 new opportunities, India has secured 112 new opportunities and China picking up this year on a very low FY21/22 with 103 new opportunities (up 45% yoy)

NEW WINS

Overall; We secured 19 new wins in Q3 valued at £17.4m GVA and forecasting to create 1,849 new jobs in next 3 years. Some of the notable wins as follows:

- US Healthcare sets up new Clinic in central London, £5.9m GVA and 1400 new jobs
- Indian Creative VfX firm sets up in London, £4.3m GVA and 95 new jobs
- 2 x Indian Creative Adtech companies, £2.5m collectively and 90 new jobs
- Malaysian concept F&B chain sets up in West End £713k GVA and 60 new jobs
- German Enterprise Sftware company London office, £882k GVA and 45 new jobs
- Chinese fintech sets up first UK office in London, £1m GVA and 30 new jobs

Trade & Growth – Business Growth Programme

TARGETS

ACTIVITIES

	C-1 (Graduated)	C-5 (New Enterprise)	C-8 (New Jobs)	C-29 (New Product)
ERDF target	945	156	380	101
Delivery	1007	166	410	108
	107%	106%	107%	106%

KPIs

GVA : £2,275,508.92 (annual target: £1,000,000.00)

ERDF

The Business Growth Programme has come to end on 31st December 2022 after running more than 17 cohorts and attracting **1420** participating companies.

The main highlights of this cohort are the following:

Trade Mission to Slush, Helsinki

Fourteen companies participating in the Autumn Cohort joined a trade mission to Helsinki as part of the #LondongoestoSlush mission jointly with the Mayor's International Business Programme. The mission included attending Slush to gain insights in innovative tech and support to forge new connections with corporates, investors and other entrepreneurs. The schedule included a networking session for the members of the mission, a networking reception at The Palm in partnership with G-P for investors and wider startup and scaleup community, a meetup at Epicenter, home of innovation, to meet their residents and a networking reception hosted by the British Ambassador at her Residence. Participants also given allocated slots at the London Demo Booths run by London & Partners. They also attended many of the side events related to Slush that took place before and after the conference.

Meet the corporate: Growth Beyond Border

This in-person session brought together alumni and cohort companies. Attendees heard from Remofirst CEO who delivered a keynote speech on 'Scaling your company in a challenging market environment'. Representatives for JP Morgan, Bouygues and Wavemaker formed a panel that talked about why collaboration is so important for innovation and international expansion.

Speakers 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. The speakers also shared lessons on how to achieve growth with innovation and how to scale a business through corporate collaboration.

BGP Connect: Xmas Connect

To commemorate the end of the Business Growth Programme and our final cohort, BGP hosted a Christmas networking event to celebrating with the cohort and alumni business growth companies, our partners, mentors, the BGP team and our wider network.

BGP wrapped the cohort and the Programme in an in-person session with two powerful keynote speeches on community engagement and giving back. The three presentations during the evening were delivered by: Laura Citron, CEO, London & Partners, Donal Anand-Shaw, Head of Growth & Business Development, Action Funder who talked about 'Community engagement within your ecosystem' and Pip Jamieson, Founder and CEO, The Dots who presented on 'The power of community and giving back'.

Trade & Growth – Mayor’s International Business Programme



TARGETS

Total number of active companies on the programme: **1383**

KPIs

C1: 780 / 709 – graduated companies

C8: 1620 / 1498 - new jobs

GVA target: £62m



ACTIVITIES

Cohort 24

We welcomed Cohort 24. Our launch day provided a programme induction, tasters of the support available and a chance for our delegates to meet their cohort peers.

MIBP roundtable with Mayor Michael

Hancock, Mayor of Denver We heard from the Mayor and his team on the strengths of scaling to Denver. Our London based businesses had the opportunity to network with the Mayor and economic development corporation and we also explored collaboration between Denver and London.



ACTIVITIES

Female Founders & Leaders: Let’s Talk Leadership

MIBP and BGP brought together our community of female founders and leaders to hear from successful women entrepreneurs in their journey to leadership.

Meet the City – Toronto Global

We held a Meet the city event with Toronto Global where our MIBP clients met with the organisation and gained valuable insights into setting up in Toronto.

MIBP/BGP Fundraising event

Our clients heard from a range of panellists on how to navigate the US fundraising landscape and preparing for their next funding round, understanding customer traction and user growth in the US and the latest changes on government support for SMEs

Fintech Club Harnessing the Ecommerce Revolution

The Fintech Club hosted this session to address the rapid growth of ecommerce, we had over 50 attendees on the day who had the opportunity to listen to our speakers from Shopify and Checkout.com.

Meet the Corporate Microsoft

MIBP hosted a Meet The Corporate event with Microsoft, our MIBP delegate had a chance to hear about the amazing support and opportunities that Microsoft can offer our companies and also network with the Microsoft team.

Other events we hosted included pre mission briefings for all of our missions, workshops on share options and equity, Meet the Market sessions with France and a Meet the Nordics event where delegates met with British Embassies and DIT offices in Stockholm

Trade Missions

This quarter the team delivered four international trade visit.

RetailTech Mission

We took RetailTech scaleup delegates to Paris for a trade mission to meet with multinational corporates, fashion brands, investors and key players in the French consumer/retail market.

NA Fintech Mission

Our Fintech trade mission took 15 innovative companies to NY. We held 4 corporate meeting, including TD Bank, BMO and JPM, had 7 investor opportunities and we hosted a flagship event with BT and a networking event at Barclays Rise.

NA Digital Health mission

We took 15 Digital Health companies to NYC, New Jersey and Philadelphia where they met with healthcare, insurance companies. They also met with Penn Medicine, Rutgers University, stakeholders, businesses and key players in the life sciences ecosystem.

Slush Trade Mission

MIBP joined forces with the Business Growth Programme to take 30 of our companies to Helsinki for Slush 2022. Our delegates met with the key players in the ecosystem, we hosted a networking reception with Globalization Partners, where 200 attendees came along to network with our delegates and the wider investment community. Our delegates had the opportunity to showcase at our London & Partners demo booth meeting with investors, potential partners and customers.

Open Innovation Fellowship

Developed in collaboration with London & Partners and the Royal College of Art, the Open Innovation Fellowship is London's first cross-sector network and programme for senior executives practicing open innovation.

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

The programme initially 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.

As of 1st April 2023, the OIF will form the foundations of a new 'Meet the Corporate' programme at London & Partners where members of the community will be invited to meet and do businesses with both FDI clients and companies on the Trade & Growth programmes.

New fellows for December:

- Head of Strategy UKI, **Amazon**
- Sr. Director of Innovation & Materials, **New Balance**
- Innovation Director, **Grosvenor**
- Commercial Innovation Director, **Dentsu**
- Head of Innovation & Partnerships, **Lloyds of London**
- Global Head of Strategic Initiatives and Ecosystem Development, **PayPal**
- Director, Research and Design Strategy, **Capital One**
- Head of Continuous Improvement & Collaboration, **Babcock**
- Director of Design & Innovation, **HMICFRS**
- Head of Commercial IT- International, **Astra Zeneca**
- Head of Sustainability Innovation, **Hitachi**

Business Marketing (FDI)

INTERNATIONAL

London for Immersive Technology campaign

We ran our second FDI campaign of the year throughout October and November, promoting London as an ideal expansion destination to Immersive tech companies in North America and Europe. The campaign featured a bespoke landing page with two strong case studies from both markets, as well as an integrated option to book Calendly appointments with our sector specialists.

Top line results:

- **669,188** quality engagements from LinkedIn and Twitter
- **44,698** visits to business.london
- 11 Calendly appointments, of which 3 FDI opportunities
- **15** Attendees of immersive breakfast

TRAVEL THROUGH LONDON'S STRENGTHS FOR IMMERSIVE TECHNOLOGY

Take a tour of London's ecosystem to see why it's a leading city for augmented reality (AR) and virtual reality (VR) firms and an ideal destination for expanding your business. So, hop on and enjoy the ride!

Brought to you by London & Partners, London's business growth and destination agency. Our expert team can help you navigate international expansion, from tax and legal advice to recruitment and much more.

Schedule a free meeting

London & Partners
39,424 followers
Promoted

London joins Silicon Valley and Beijing as one of the top 5 hubs for VC funding into #immersive tech companies, new data from Dealroom shows. Download the report for free or book a free consultation to chat about opportunities for your business.

4 REASONS LONDON IS A LEADING FORCE FOR IMMERSIVE TECHNOLOGY

DEEP POOLS OF INVESTMENT

London immersive > companies raised **\$1.5bn** in venture capital funding since 2017, closely follow New York and the Bay Area

Swipe to find out 🏠

\$1.5bn in VC funding

Business Marketing (CVB)

CONVENTION BUREAU

Q3 was heavily focused on supporting the team with their trade show activity. Promotional campaigns to highlight our own and our partners' presence at **IMEX America** in Las Vegas and **IBTM World** in Barcelona were amplified by on-stand activations, social media activity and coverage during the events.



Why London for business events | London Convention Bureau

London & Partners 1.87K subscribers Subscribed 0 Share Download Clip Save ...



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VISITOR ECONOMY



Conventions and Business Tourism

ACTIVITY

- IMEX USA Trade Show– 21 stand partners, 100 appointments and 240 presentation attendees
- Global Incentive SUMMIT US; 20 appointments, 5 leads
- IBTM Trade Show –22 stand partners, 98 appointments
- CVB Partner business exchanges Assoc/ME and USA – 50 venues/
- Barbican Business Events Advisory Group participation
- Business Traveller Awards Lunch – Best Business Destination 2022
- Business of Events Summit attendance – VB/UKE/DCMS
- ICCA Global Congress Krakow
- Attendance – London Venue Awards – TH Judge
- Launch of Green London CVB web page

SITE VISITS

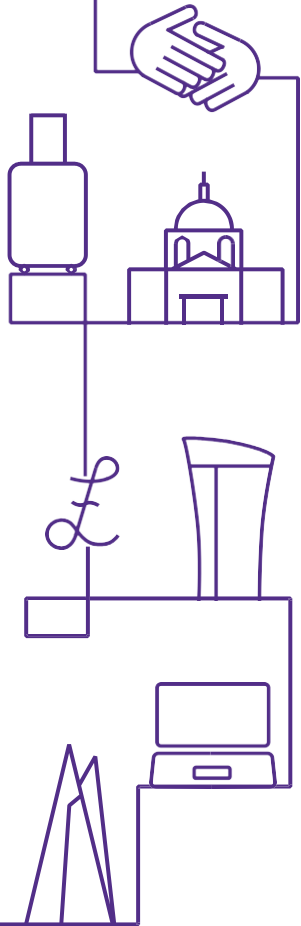
- Sanofi – 170 x 3days March 2023 from Paris
- Major League Baseball – 250x 4 days June 23 from USA
- ESNR (Neuroradiologicum Symposium) for 2026
- ISCT (Cell and Gene Therapy) 2026
- AFCEA Europe 2023
- ASME Turbo Expo 2024

KEY WINS

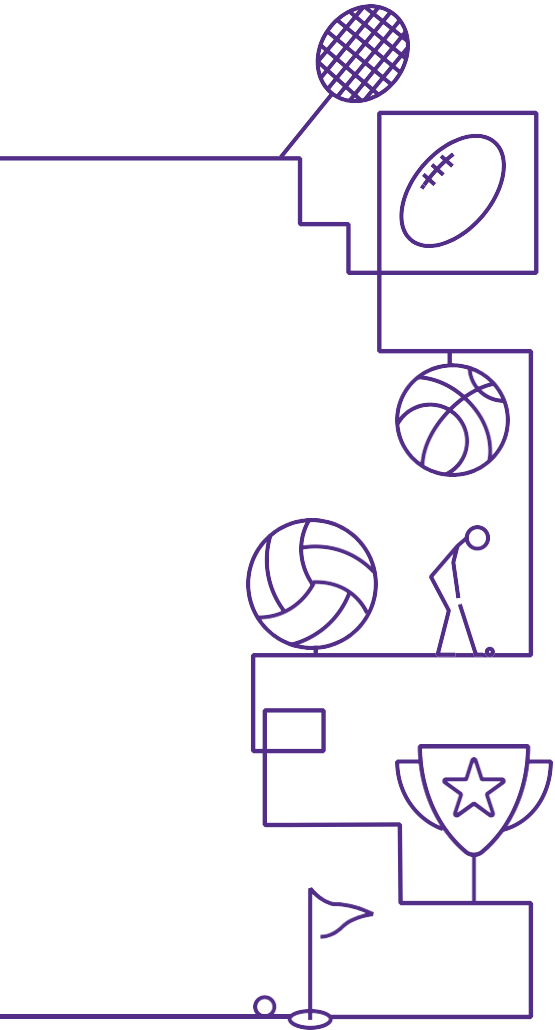
- World Congress on Thyroid Cancer from Canada; 700 pax June 2023, Hilton Metropole - £365k GVA
- Salesforce World Tour (US) 10,000 pax, June 23 ExCeL - £8m GVA
- Fintech Week , 1000 pax June 23 Hilton Metropole - £300k GVA
- Wolves Summit (Poland) 250 pax March 23 £54k GVA
- LA World (Spain) 100 lawyers, May 23 Landmark £58k GVA

BIDS

- IMAST 2025 (Scoliosis) – 800 pax in April 2025 with ExCeL
- AAIC 2026 – ancillary meetings and accommodation - 8,000 pax in July 2026 with ExCeL and Intercontinental O2
- Home Office enquiry 2024 – 1,000 pax in October 2024 with ExCeL
- SLAS Europe 2024 (Lab Automation and Screening) – 1,200 pax in May 2024 with ExCeL
- SECEC/ESSE 2026 (Surgery of the Shoulder and Elbow) – 1,000 pax in Sept 2026 with QEII



Major Events



Delivered/supported

- Supported on Chinese New Year 2023

Live/won

- NFL LIVE marketing and city activation support 2023
MLB World Tour: London Series
- League of Legends Mid-Season Invitational 2023

Bidding

- Pokémon Go 2023
- ESkootr 2024
- 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 dinner series 2023
- Esports roundtable
- Supporting with the GLA events for London team with Pride and NYE 2023
- Speaking at ESIC Global Esports Summit 2023

Leisure Marketing summary



Final results from the Let's Do London campaign show a ROI of 28:1. The best ever performing London & Partners campaign. This delivered £289m additional spend to London.

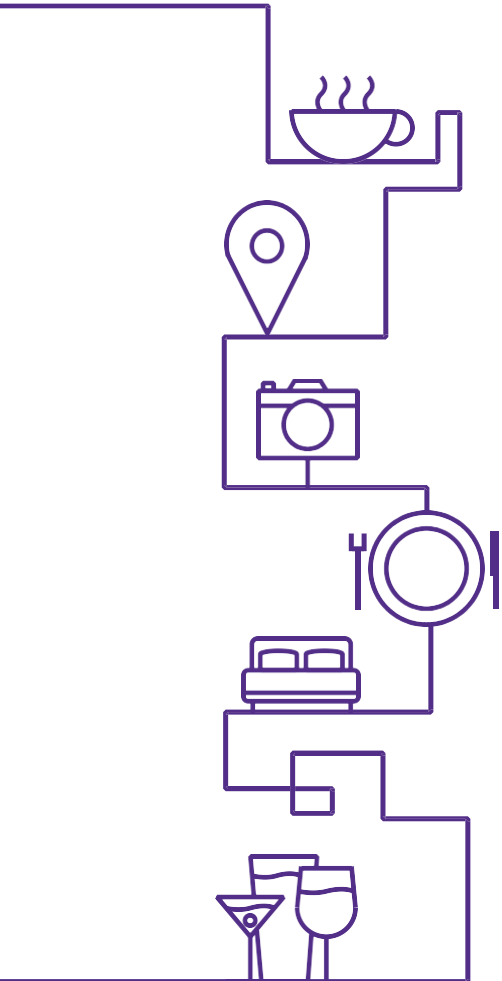
Domestic

- 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 campaign ended in November as planned
- 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

Visit London channels performance



Visit London website & ecommerce

Year to date performance (Apr – Dec)

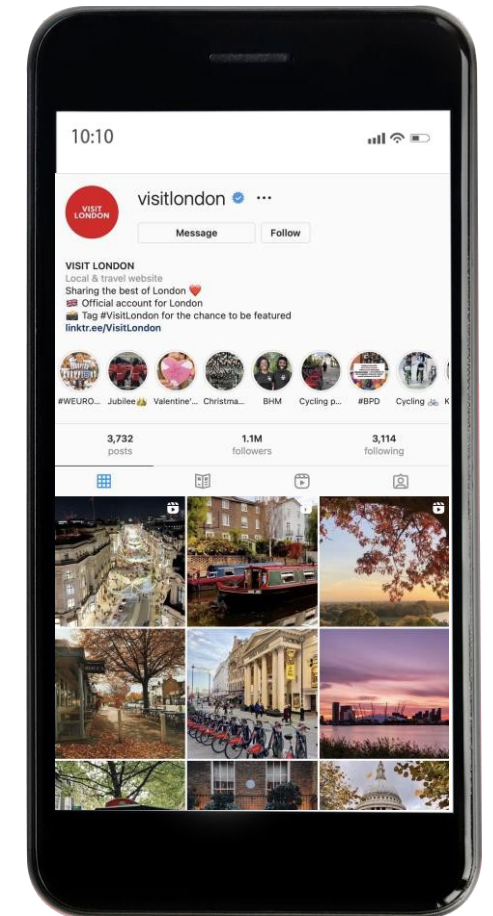
- 18.2 million users
- £799k income

Social media engagement and growth

- 31.3m organic engagements
- 2m paid engagements
- 196k new fans across Instagram, TikTok, Facebook and Twitter

Social media content

- Christmas content was the key content theme for this quarter
- Top content included [Kew Gardens](#) and [Winter Wonderland](#)
- We also had a partnership with [Beautiful Destinations](#), resulting in 3.1m views





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LONDON BRAND - PR



London Brand - PR



Summary

- This quarter saw the winding down of the Let's Do London international campaign at the end of October. PR activity was delivered across the campaign helping to keep London front of mind for the US visitor audience and resulting in 375 pieces of coverage, 49 broadcast clips and 22m in engagements. Leisure tourism PR activity continued beyond the campaign, in particular a collaboration with Visit Britain, targeting influencers in European markets, showcasing the best of UK destinations including London. Business Tourism PR activity centred on London's growing MICE industry, coinciding with the IMEX USA trade show where the Convention Bureau were London. PR coverage included key global travel trade titles such as Travel Daily Media, Conference News and Exhibition News.
- Business PR focused on highlighting London's growing immersive tech sector and sustainability focus as well as promoting the west end district to as a destination for innovative international retailers.

Q3 PR results:

Total pieces of coverage:
168

Global audience reach:
3,959,222,788

Global engagement:
3,895,079



Highlights included:

- Launched the inaugural inbound trade mission for the West End Future Occupiers project, which included a PR moment with the Mayor of London welcoming exciting new international retail brands
- Published a press story and report on London as a leading hub for Immersive Tech to coincide with SVC2UK, and profiled London for Sustainability and fintech across key media titles in China, India and the US.
- Supported the launch of the London 2030 Tourism Vision, securing an op-ed from Laura Citron in City AM and coverage in trade and travel media outlets.
- Proactively promoted London's winter season, securing coverage with international, domestic and travel trade media including Forbes.
- Promoted London's winter season and New Year's Eve celebrations through targeted influencer activity, achieving additional potential reach in key international markets, of 3.7m.

London Brand – PR, consumer highlights

* SECRET LONDON

12 Of The Most Magical Christmas Window Displays This Festive Season



Photo: Harrods

LDNFASHION

In Pictures: London's Best Christmas Window Displays 2022



CITYA.M.

WEDNESDAY 19 OCTOBER 2022 11:00 AM

As tourists book city breaks again, London needs to be a 24 hour city



LAURA CITRON
Laura Citron is chief executive officer of London & Partners



London tourism is a massive contributor to the UK economy (Photo by Rob Stothard/Getty Images)

London has been buzzing with energy these past few months. From the West End to Greenwich, it's comforting to hear languages from all over the world being spoken in our city again.

Like many global tourist hotspots, the pandemic was particularly tough for London's tourism industry. But London has always been resilient, able to adapt and innovate.

Those qualities came into play during the pandemic when our tourism industry joined forces as a community, not just to help recover their own businesses, but to support London's wider recovery.

Forbes

The Perfect Holiday: Ring In The Cheer With Christmas In London

Shelby Keick Contributor @
Traveling the world capturing all things beautiful, unique, and fast!

Follow

Nov 30, 2022, 01:00pm EST



Illuminations of London. GOLDEN TOURS WINTER LIGHTS TOUR

From glittering Christmas lights and ice skating to traditional markets and seasonal shows, London is, unsurprisingly, a Christmas wonderland year after year. Planning a getaway during the holiday rush can be



TD

London launches new 2030 Tourism Vision

London News Oct 19, 2022 TD Editor



ESSENCE

HOME TRAVEL
5 Black-Owned Restaurants You Need to Visit On Your Next Trip To London
BLACK CHEFS HAVE TAKEN OVER THE BUSTLING CAPITAL, OFFERING A PLETHORA OF EATERIES, CAFES, AND POP UPS.





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STRATEGY AND OPERATIONS



Strategy and Corporate Affairs

SUMMARY

This quarter is a crucial staging post in our preparation for the coming year's planning. Accordingly the focus has been on early stage planning and market analysis to begin setting budgets, targets and activity plans for 23/24.

STRATEGY & PLANNING

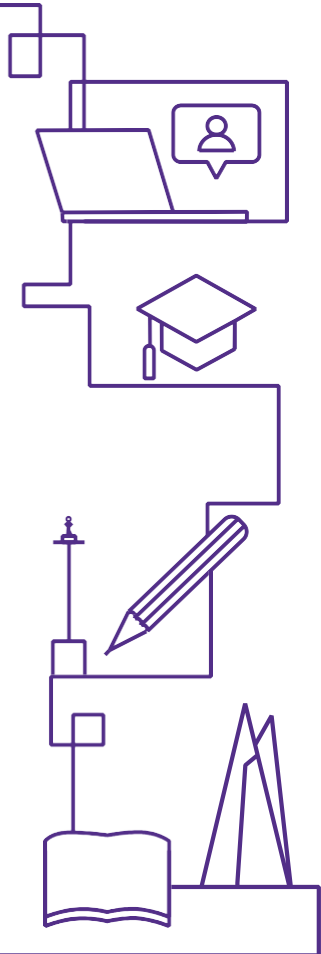
Lead a combined 2023/24 Business Planning and quarterly business plan review: We remain on course for the last quarter of the year and are delivering strongly against our outcomes, especially GVA but NPS is above target. We are applying our controls and have made minor adjustments on spend and priorities for Q4. This means we are utilising the headroom we planned for Q4 for progressing the transition and designing and shaping these projects to be ready for go lives / delivery from Q1 2023/24.

We have now handed over the project management of Business Growth refresh to dedicated transition resource.

We have also **passed the annual KPI audit** which means our outcomes have been externally validated and we remain transparent with our achievements for London.

Supported key Q3 activities such as;

- Transition: Our focus has turned to shaping the outcomes framework and reporting that will enable us to track the impact of our upgraded Business Growth programme and the wider business transition. This will be a year-long project.
- Tourism members: Delivered timely insights to members in a period of unprecedented economic and political turmoil.
- L&P's NetZero pledge: we are making progress on defining revised Travel and Events policies that will guide us in making the right choices.



Strategy and Corporate Affairs

STAKEHOLDER RELATIONS

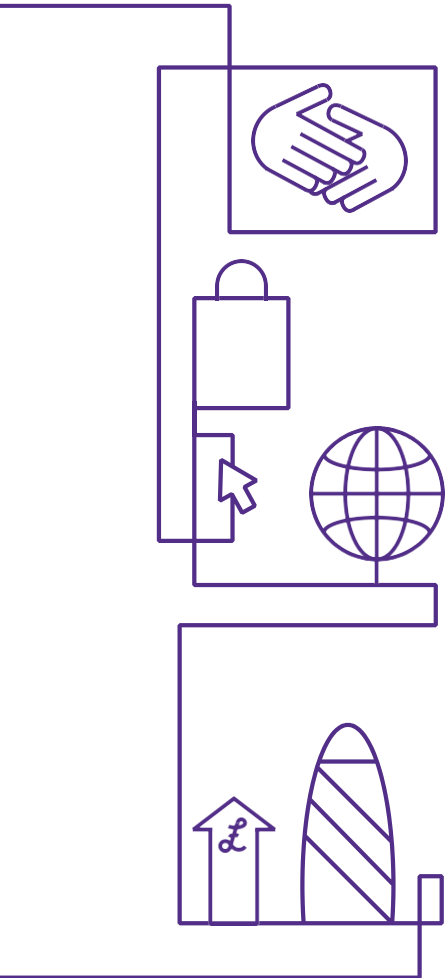
- This quarter saw us launch the Tourism Vision, an event hosted by the Mayor and well attended by partners and the tourism industry. It will be the foundation for future industry strategy work to create sustainable, long term value for London.

RESEARCH & INSIGHTS

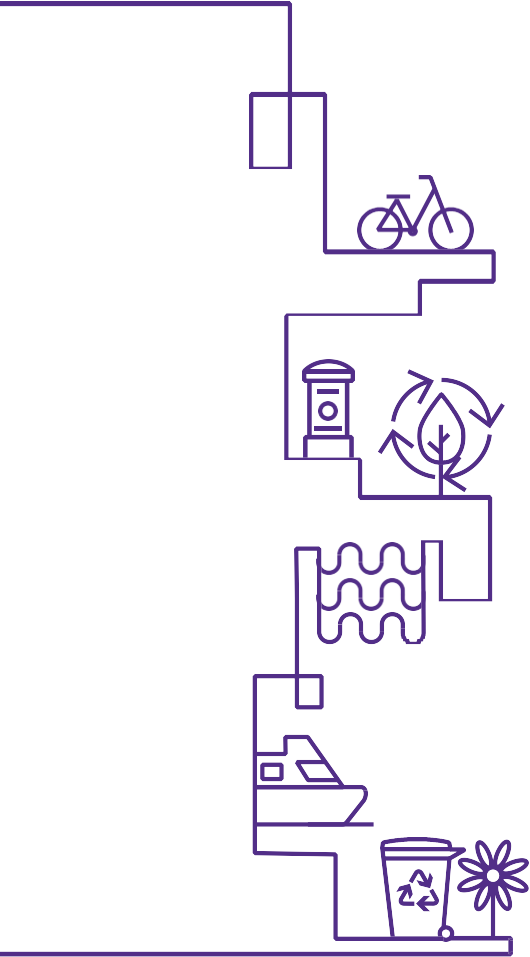
- Published the Q3 2022 London Quarterly Attractions Monitor to members and partners.
- Delivered the Q3 tourism partner webinar for members and partners helping them navigate through the first 6 months of 2022 and forecasts for the next 3 months in terms of tourism flows.
- Analysed the latest data from the Global Business Influencers survey (GBI) from IPSOS Mori to help us understanding and reach senior business executives globally.
- Delivered a FDI partner session detailing the trends in FDI and the investment landscape.
- Supported the PR team on the development of content for our year end tech investment story.

SUSTAINABILITY

- Engaged external stakeholders via the London Sustainability Stakeholder Group meeting – 13 stakeholders including GLA and TfL, focused on collaborating to amplify the impact of our activities.
- Keeping sustainability top of mind internally at L&P; Regular Sustainability Working Group meetings and activities included Clothes Swap, attending Sustainable Events Show and Better Bankside Environment Theme Group
- Setting up plans to gather data on carbon emissions from Trade Missions and net zero credentials for partner event venues.



Operations



FINANCE

- Corporate systems review Phase 1 completed with a recommendation made to the Board to replace our Finance and HR systems. The next stage is to commence procurement in Q4.
- Audit for 21/22 completed.

TECHNOLOGY

- Various ongoing projects to update or upgrade existing systems or respond to market changes (e.g. Changes to Google Analytics)
- Commenced migration to a new Sitecore managed service provider
- Significant early investment in system process redesign as part of our Business Growth Refresh programme
- Collating a company-wide security assessment

HUMAN RESOURCES

- Best employee engagement results since 2016
- Recruitment of key roles continues to be a priority
- HRD appointed and started in post from Nov 2022
- Identified Applicant Tracking System to improve candidate and hiring manager recruitment experience
- Scoping out wider requirements for HR and Payroll system procurement

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.

LONDON
& PARTNERS

THANK YOU

