

LONDON & PARTNERS

Q4 2023/2024

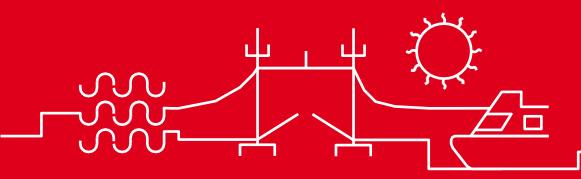


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Q4 2023/2024 summary

2023/24 brought a significant change in our mandate. We have changed from being an organisation that principally engaged with international audiences, to one that also has significant engagement with London audiences, partners and stakeholders.

This brought a significant step change in our services, headcount and most importantly our impact for London. This is clear from the results.

Through an extended period of economic uncertainty, we have played a key role in navigating that uncertainty for our clients and partners – setting the groundwork for ongoing growth.

We ended the year with record levels of GVA, strong NPS scores whilst maintaining a strong financial footing.

We achieved **134% of our annual target for GVA –** the core measure of the economic value we create.

Exceeding our target is the result of an exceptional year across all our business lines. In the last quarter of the year, we supported £65m of activity, increasing total GVA from £252m by the end of Q3 to £317m by the end of the year.

This has been driven by strong performance across all business lines but most notably within Trade where we have achieved 199% of our

annual target and in Major Events where we have achieved 162% of our annual target.

Let's Do London 2023 generated £162m in consumer spend, attracting 308,000 additional visitors and 52:1 return on investment compared to 41:1 in Germany and France last year.

We have also continued to see strong returns on our clients and stakeholders' satisfaction through our NPS scores. At L&P our model is about partnership - without respectful, mutually beneficial and outcomes-rich partnerships we could not achieve the results we have.

In January 2024, we launched Grow London Local and have continued to scale since. By the end of the year, we are proud to have supported 1,750 small and micro businesses find the support they need to thrive and become resilient.

We head into 2024/25 having successfully transitioned to delivery of our increased mandate. Our focus will now be on scaling our impact whilst holding our mission to deliver sustainable, resilient and inclusive growth at the core.

LONDON & PARTNERS

2023/2024

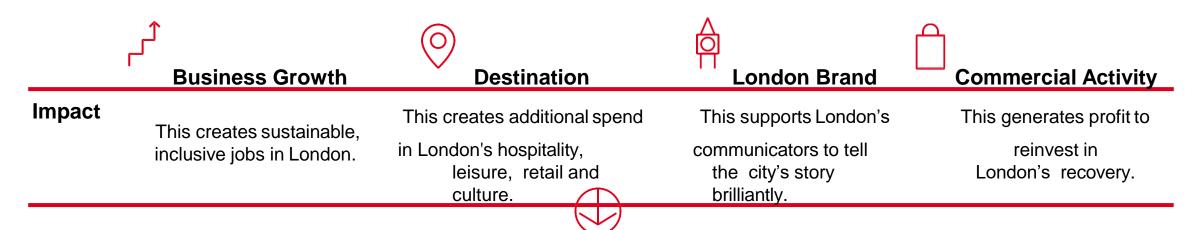
KEY PERFORMANCE INDICATORS

Introduction



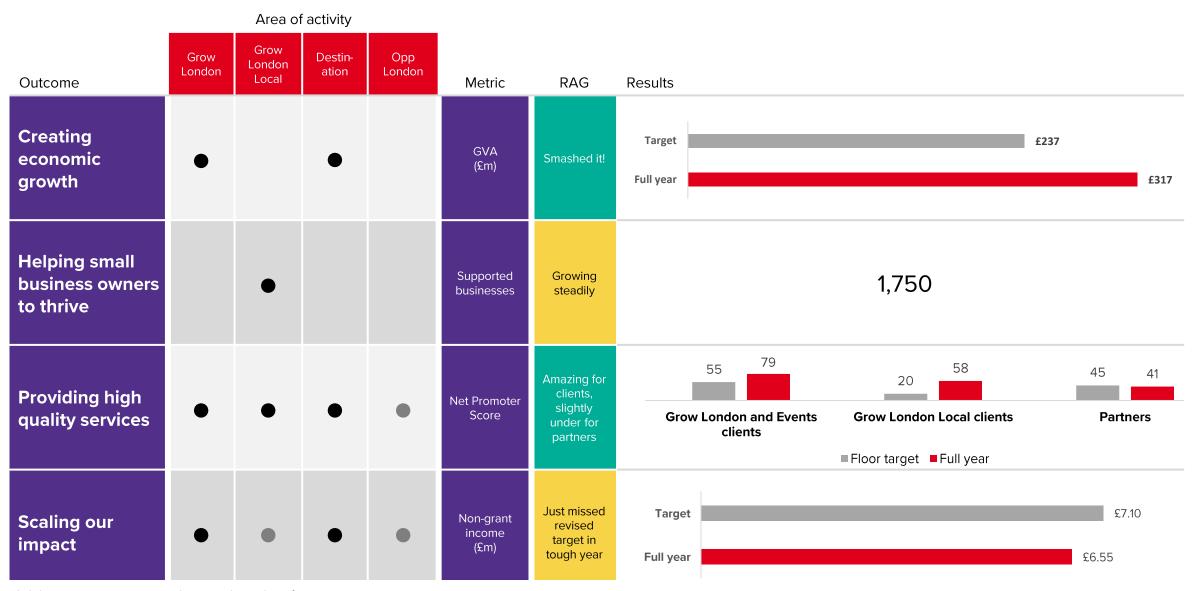


2023/2024 outcomes as set out in L&P's business plan



	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	£237m	Clients: 50 Partners: 45	£7.1m

L&P Scorecard – 2023/24 Full Year



GVA – target achieved

GVA target achieved

In 2023/24, we added £317m GVA to London's economy against the target of £237m, so 34% above target.

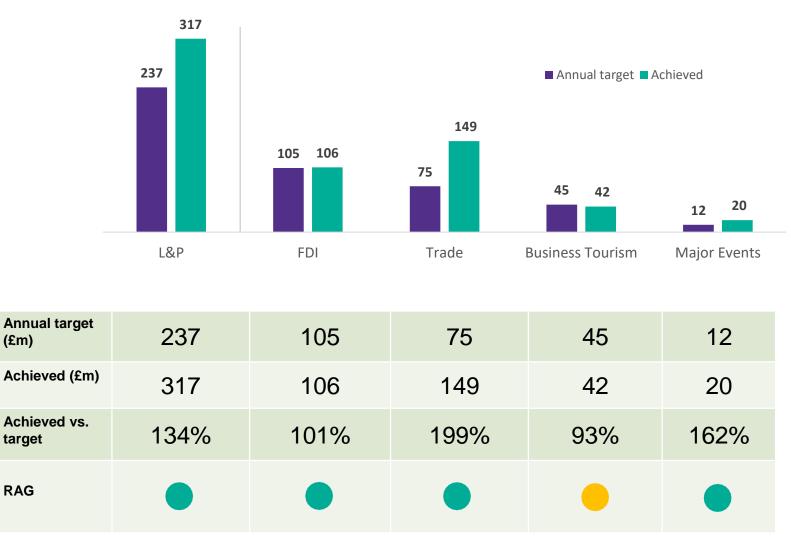
Our trade programme delivered double their target with £149m vs. the target of £75m.

(£m)

RAG

FDI ended just above target with £101m GVA while Business Tourism fell just short of the target with £42m GVA. Business Tourism in combination with Major Events, that with £20m GVA smashed their target, achieved our destination GVA target of £57m GVA.

GVA achieved vs. target, £m



Scorecard commentary

Intro —

In 2023/24 we added £317m GVA to London's economy, achieving 134% of our £237m target. The trade programme significantly exceeded it with £149m GVA, 199% of the target and through FDI we added £106m, 101% of the target. On the destination side (CVB and Major Events) we added £61.6m, 108% of the combined target. NPS is 79 for GVA clients, above the target of 50, and 41 for Income business lines, just below the target of 45.

YTD performance: -

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).

GVA business lines achieved a **NPS of 79**, up 26 points since 2022/23 (BGP excl. in both years). Trade made a big jump from 40 to 65 while FDI and CVB both increased from an already high level (74 to 81 and 94 to a stunning 100, respectively).

Income generating business lines achieved a NPS of 41, down from 51 in 2022/23 and just below the target of 45. The score is based on the Open Innovation Fellowship (OIF) with NPS of 86, up from 72 in 2022/23, tourism partners with NPS of 24, down from 41 in 2022/23 and Grow London Global partners with NPS of 7, down from 14 in 2022/23. The fall in NPS is mainly driven by a fall in tourism partner NPS. This fall may in turn be a result of our strong support during covid having shaped expectations. Growth services (OIF) keeps partner NPS close to target.

Grow London Local started off with NPS of 58, more than double the target of 20. Although this is with a relatively small dataset.

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 £317m GVA against the £237m target, we have achieved 134% of our annual target. This is as a result in over-performance across trade, FDI and major events,

FDI ----

£106m GVA, 101% of the target. 123 projects.

Some notable FDI wins are:

- An American finance company / £10.8m GVA
- A Chinese games company / £6.7m GVA
- An Indian PropTech company / £4.3m GVA
- A German carbon planning company / £1.7m GVA

Trade

£149m GVA, 199% of the target. 97 projects.

Some notable trade wins are:

- Health diagnostics company, £14.5m GVA
- Fintech company, £14m GVA
- Video ad company, £9.3m GVA
- Edtech audio platform company, £6.1m GVA

CVB

£42m GVA, 93% of the target. 124 events.

Some notable CVB wins are:

- Salesforce World Tour, £10.5m GVA
- European Society for Human Reproduction and Embryology (ESHRE), £6.1m GVA
- European Society of Cataract and Refractive Surgeons (ESCRS), £5.1m GVA

ME

£20m GVA, 162% of the target. 15 events.

Some notable ME wins are:

- UEFA EURO 2028, £12.6m GVA
- NFL, Formula E and USA basketball, all £1-1.5m GVA.



Grow London





Grow London FDI – new projects, wins and activities



Overall: We have secured 123 new investments this FY valued at £106m with a forecasted 1,446 Year 1 jobs.

We exceeded our overall GVA target for the year (£105m) and GVA was 10% up on previous year.

In Q4 we completed 22 FDI wins valued at £19m GVA.

Markets: Strongest performance continues to be India £38.8m circa 36% of our FDI GVA this FY and our largest market for the 2nd year running. China ended well at £20m (up 2x on last FY); Europe more individual wins than any other market (33 wins) and GVA £16.2m; NA ended the year at £28.9m after a slow start and slightly up yoy.

Sectors: Sustainability strong year with 27 wins and GVA £21m which is 3x on last FY. Creative secured 22 wins valued at £26m and up 73% yoy; Fintech delivered against its target with 23 wins valued at £28m; Enterprise Tech strong with 39 wins valued at £24m; Life Sciences has secured £5.4m

NEW OPPORTUNITIES

Overall: New pipeline is holding up although down marginally on last year and 3 year averages, unsurprising given tight market conditions.

Overall 699 new opportunities created this FY across all sectors and markets – down marginally yoy (-6%)

152 new opportunities sourced in Q4 valued at £52m GVA and consistent with levels in Q4 last FY.

Sectors: Enterprise Tech sourced the largest volume of new opps with 213 (marginally up yoy); Sustainability showing good growth 168 new opps (up 16%); Fintech 126 new opps and holding up well and consistent with last FY. Creative sourced 95 new opps (down 21% yoy); Life Sciences sourced 74 new opps consistent with levels from FY2223.

Markets: India strongest performance to end Q4 with 190 new opps sourced (up 15% yoy); North America next largest volume at 181 new opps but down 18% yoy; Europe sourced 161 new opps and China 94 new opps this FY – both slightly down yoy.



NEW WINS

22 new completions landed in Q4 valued at £20m GVA – this period. Some notable projects as follows:

- French Crypto / Fintech sets up a London office; 150 jobs and £1.6m GVA
- US based Travel Tour company sets up in London with 120 jobs and £2.4m GVA
- Swiss based healthcare & cosmetic wellbeing company sets up a London facility with 100 new jobs and £2m GVA
- Indian Adtech company sets up its first UK office in London with 150 new jobs and £3.6m GVA
- Indian Infrastructure / Engineering firm sets up a London office 100 new jobs and £2.4m GVA
- Indian VxF studio sets up in London with 50 new jobs and £1.7m GVA
- Canadian Proptech sets up its first UK office in London 46 new jobs and £1.1m GVA
- Turkish based software company expands to London with 100 new jobs and £2.6m GVA

Grow London Global – Trade



Total number of active companies

on the GLG programme :

Cohort 1 –107 (May 23) Cohort 2 – 100 (Sep 23)

Cohort 3 – 109 (Jan 24)

We have completed offboarding of cohorts 23 and Cohort 24 from MIBP that were moved over to the GLG programme.

Currently recruiting companies for Cohort 4 to start in May 2024.

KPIs

GLG Cohort no's: We have **316** companies on the programme including 15 companies from the West Midlands and Scotland GLG GVA: **£149m** achieved against a target of £75m.



ACTIVITIES

Some of our activities and events include:

Jan

Creative Sector dinner

An intimate gathering of innovative founders from the creative sector with an opportunity to exchange insights and ideas with stakeholders and peers.

Life Sciences – Access to Funding

Roundtable discussion with Dr Molly Gilmartin of AlbionVC, providing invaluable insights to a room of 14 founders from the Life Science community.



Feb

Meet the Market: US

Companies went to the US Embassy to learn about expansion opportunities to the US and meet key US stakeholders, including SelectUSA, part of the US Commercial Service, programme partners and programme alumni who have successfully expanded to the US.

Europe Unveiled: Exploring the European Market and Routes to Expansion

An introductory session to France and Germany. An opportunity to meet our expert speakers from Business France and Germany Trade and Invest to learn more about market opportunities, their tech ecosystem.

Exploring New Markets: Mobility Showcase

An opportunity to hear from a current major mobility project and network with like-minded entrepreneurs from other London-based scaleups in your industry.

Mar

Brazil Immersion week:

A fantastic week of events supporting 46 companies looking at Brazil as a market to expand to. We held 16 virtual and 2 in person across all our sectors with leading corporates and ecosystem players across Brazil. The team did a huge amount of cold outreach and have now built a powerful network and delivered an exciting new format of support.

US EdTech Roadshow:

These have been an ongoing series of virtual and in person events over the last couple of Quarters, supporting our EdTech companies on the programme. Our companies had 101 sessions with US EdTech expert on selling to US schools and universities systems, met with US schools/Universities. Other events brought together US EdTech experts, GLG EdTechs, Alumni, Inward Investment EdTechs.

During January and February 2024, some of the team travelled to Birmingham and Edinburgh to hold face to face diagnostics with our regional companies joining the programme with the West Midlands growth company and Scottish Enterprise and Scottish Development International.

TRADE MISSIONS

We held 4 trade missions in Q4, as below:

CreaTech mission to Chennai & Mumbai

Our delegation spent the week showcasing teir innovative solutions, fostering new collaborations with key industry players and connecting with corporates in the creative ecosystem in India.

Scale to Dubai mission

The team brought along 24 of London's most exciting sustainability, fintech and enterprise companies for a non-stop programme of activities in partnership with Dubai Department of Economy and Tourism and Informa.

Enterprise Tech mission to Atlanta & Dallas

We took 15 London Enterprise Tech scale-ups to Atlanta and Dallas on a week-long programme of 19 meetings in five days across both cities, which saw our delegates learn what it is to do business in Georgia and Texas, and pitch to a number of America's largest and most innovative companies.

Retailtech Paris & Milan mission

We headed to Milan and Paris for a RetailTech trade mission, bringing along 14 innovative London companies from our cohorts. Across 4 days, we introduced the companies to the most iconic brands, to investors, and to big-name leaders in the retailtech space.

Grow London - Innovation & Growth Services

Opportunities for high-growth companies



Access to Funding



Through Growth Services, we support high-growth companies with access to our ecosystem of corporates, investors, community events and on accessing London's top talent and skills programmes.

Community Events

In the last financial year the Communities Team delivered 48 events that accounted for 124 hours of content, 220 speakers and almost 4K registrations, facilitating valuable connections and fostering inclusive and diverse communities. These were roundtables, workshops, webinars, demo and pitch days and networking with peers and key industries specialists and stakeholders. This quarter highlights were:

Power of Community

Our growing community of scaleups, investors and innovators got together at the Royal Society to start the year celebrating the Power of Community. To drive conversations we delivered an open mic session with guests including Off Grid Energy Labs HSBC, CoinJar and Puma Private Equity.

Fintech Dinner: Future of Digital Assets

Continuing the conversation started at the GROW Summit, the team held a dinner with key stakeholders in the Fintech sector. Topics of discussion included the transformative potential of digital assets, and how London can maintain its leading position in financial technology.

Grow London Female Founders : Raising the Bar (IWD)

We hosted our Female Founders community to share their experience in investing, scaling and navigating the role of senior female leadership in business. The keynote was delivered by the ScaleUp Institute. A powerful panel shared perspectives on 'cash and deals' and prioritising 'actions instead of words', practices for success and growth, empowering attendees to be authentic and bold.

This year we delivered seventeen curated 'Access to Funding' sessions. Designed to connect high-growth clients with London's leading scale-up investors, these sessions provide insight and connections for Founders looking to raise and grow their networks.

This quarter we ran investor sessions focused on Life Sciences with Albion VC, Fintech with Dawn Capital, Enterprise with Octopus, Creative Industries with Airbridge, and Sustainability with 2150 VC. We also ran a session on Alternative Funding with GrantTree to highlight government funding and equity opportunities, including R&D and Tax Credits.

Meet the Corporate

Our initiative to connect corporate buyers and investors with L&P clients remains very strong. Highlights this quarter include a pitching event with Grosvenor Estate who heard from sustainability clients across our Grow London Global and Inward Investment. We also connected 40 scaleups from our network with leading insurer BRIT Insurance, to understand how they partner with scaleups.

Innovation Fellowship

A showcase programme for L&P, the Innovation Fellowship drives opportunities for our clients with leading corporates, whilst also contributing commercial revenue. Our latest cohort of the Innovation Fellowship welcoming 15 new Innovation Directors into the Innovation Fellowship representing, AXA, Costa Coffee, Fidelity Investments, Reuters News & Media, Allen & Overy, Princes Ltd, Salesforce Ventures, Marie Curie and UST. We have also included a representative from the Greater London Authority (Sandy Tung) who is leading on Open Innovation Challenges. The NPS score for the programme is now 86, improving from 72 in the previous year.

Business Marketing (CVB)

In Q4, there was an increased amount of social media advertising to drive engagement.

On LinkedIn 'Always on' advertising, there was a **reach of 332,409** to the targeted audience between **1 Jan and 31 Mar**, and **a further 34,629** for the remainder of the Sustainability Events Campaign that started in Q3. In conjunction with this, the website traffic advertising campaign on LinkedIn achieved 3,583 clicks.

For the month of March, the Google Display ads achieved **137,708 website clicks**, contributing to the **76,000** users of the website since 1 April 2023.

In March there were also two paid external targeted emails through Northstar (for the US event planner market) and M&IT (for the European event planner market), explaining how London Convention Bureau helps these audiences. These results will be shared on next update. .

Q4 did not include any **trade shows**, however preparation for IMEX Frankfurt began, with the show being in May 2024.

CVB along with the Tourism Partnerships team also held the **2024 Tourism Means Business Event**, with over 230 tourism members and partners in attendance. The themes covered upcoming travel trends and major events for 2024 and 2025 (including the rise of the "coolcation"), as well as the importance of AI within the London tourism ecosystem and placemaking and destination management.





Explore more of London on your next business trip

LONDON



Hello Elodie

Whether you are looking for a new high-tech space like a virtual reality immersive entertainment, or a space the ancient Romans used for their events more than 2,000 years ago, London's official Convention Bureau is delighted to introduce you to the best hotels, venues, and Destination Management Companies (DMCs) that can help you to achieve that wow factor for your next corporate event.



London Convention Bureau

5,501 followers

We're delighted to see many of our tourism partners gathering together during our annual half-day conference, Tourism Means Business!

#TMB24



London & Partners

46,131 followers 1w • Edited • 🕥

What an exciting and insightful afternoon we had two days ago at our annual half-day conference, Tourism Means Business, held at the Leonardo Hotels London City, exclusively for our Tourism partners and members.

It was fantastic to see the industry coming together to gain valuable sector insights from our fantastic research team, hear from London's tourism leaders and engage in discussions with their peers. A snapshot of what was discussed:

- We uncovered trends for 2024 and 2025 such as the rise of the 'coolcation' and authentic travel experiences, before exploring how London encompasses all of them.
- We discussed the value of AI within the London tourism ecosystem and how this can benefit the entire industry, ultimately improving London's customer experience.
- The importance of placemaking and destination management –creating not only a sense of purpose around a place but also revealing its identity and unique selling points, ensuring that spaces are inclusive and accessible to all.
- And to top it all off we also heard how London is evolving its offerings with new hotels and venues opening, new activities and construction projects, making the capital one of the leading global destinations for leisure and business tourism.

If you're interested in joining the conference next year, reach out to see how you can become a London & Partners Tourism member info@londonandpartners.com



Business Marketing (FDI)

Campaigns

London for Fintech: Jan 23 - Feb 16

The campaign targeted fintech companies operating within the digital assets, insurance, cybersecurity, artificial intelligence or green finance space.

The purpose of the campaign was to showcase why London is the best destination for international fintech companies to expand to London and to encourage fintech's from Europe, India and North America to book an appointment with our sector specialists.

Lights, Camera, London: Feb 14 – Mar 25

When it comes to major film and high-end television production, London is one of the most sought after cities in the world. Our capacity to produce world-class talent and propensity to innovate is unrivalled.

The Lights, Camera, London campaign honed-in on these key messages to attract companies and movie studios from India and Europe to expand to London. The aim was to progress or inspire companies to expand via booked appointments. The campaign was also showcased at The Berlin Film Festival.

Campaigns achieved:

- 79,698 quality engagements
- **73,788** video views
- 4,452 website visits
- 31 appointments for the FDI team







VIEW FROM THE MARKETS







HEADLINES

- In the China Development Forum, an annual gathering of global business leaders held in Beijing 24-25th Mar, announced pledges that China will: Create more market opportunities and upgrade China's supply; Encourage the establishment of foreign-invested R&D centers; Work to make China a 'first-class business environment'.
- On 22nd March, the Cyberspace
 Administration of China finalized rules that relax restrictions on cross-border data transfers in order to reduce the compliance burden of foreign companies.
- Chinese students are increasingly choosing not to study in the US due to geopolitical tensions and concerns about safety. Preferences are shifting to other countries, including the UK.



FDI & Trade

- In Q4 China Team completed 2 FDI projects and contributed 0.7M pounds GVA to London, wrapping up 2023/24 successfully with total 20 projects and hit stretch target (20M pounds).
- In early Jan Beijing office and GLG creative industry team arranged a roundtable event in London to connect a location based metaverse tech company from Beijing with 5 GLG CI London companies to explore potential collaboration.
- Chinese Vice President Han Zheng met with the Lord Mayor of London Michael Mainelli in Beijing on 19th March. The pair discussed the potential for UK-China cooperation in the area of financial services.



ACTIVITY

- Bingbing Zhao and Bonnie Hua visited Wuxi in middle Jan, building the partnership with iMakerbase Wuxi campus, Wuxi CCPIT and China Healthcare IoT Innovation Centre, and meeting local companies who have overseas expansion plan.
- Bingbing Zhao and Bonnie Hua joined HMA visit to Wuhan in early March, the packed program including an exclusive roundtable with HMA and Wuhan based companies in sustainable sector, and site visits to high tech companies and Wuhan East Lake Development Zone.
- Bingbing Zhao was interviewed by the National Business
 Daily in Jan, talking about how internationalized the fintech
 cluster is in the UK/London and how Fintech's innovation
 helps the development of sustainable/green related business.
- China team proactively participated, spoke and supported a series of business events in various cities: Sino-British Medical and Health Industry Exchange Series (BJ); China International New Engergy Vehicle Supply Chain Conference (BJ); Shenzhen Cross-border E-commerce Industry Conference; UK tech promotion seminar (Chengdu); Shenzhen Angel FOF and ASB Ventures etc.





- The conflicts in Ukraine and Israel/Gaza continue to impact Europe and its economy.
- While inflation seems to be getting under control, growth across Europe is slowing..
- Economic activity in 2023 is now estimated to have expanded by only 0.5% in both the EU and the euro area. The growth outlook for 2024 is revised down to 0.9% in the EU and 0.8% in the euro area. In 2025, economic activity is still expected to expand by 1.7% in the EU and 1.5% in the euro area.
- EU inflation is forecast to fall from 6.3% in 2023 to 3.0% in 2024 and 2.5% in 2025. In the euro area, it is projected to decelerate from 5.4% in 2023 to 2.7% in 2024 and to 2.2% in 2025.
- Switzerland and the UK signed the Berne Financial Services Agreement enhance the cross-border market access of financial services between the UK and Switzerland.



FDI & Trade

- At the end of this FY, 34 new European companies set up in London giving us a GVA of £16.4m (stretch target was £15m GVA).
- On the trade side, the team contributed 27m+ to the overall GVA result, 225% of the original target.



- •We officially opened a new office in Stockholm/Sweden, led by our new colleague Salla Hanninen.
- •Howard Dawber, the new Deputy Mayor for Business went to Stockholm to speak during the Capital of Finance Summit, inaugurate the office, attended a panel discussion about London as a business destination, met with the Mayor, hosted a VIP dinner with leading Stockholm/Swedish founders, stakeholders and VCs.
- •The Europe team met virtually to discuss 2024 strategy end of February
- •We attended leading trade shows such as CES with a huge European/French and Dutch footprint, Mobile World Congress and Change Now.
- •We supported a Retail Tech Trade Mission to Milan and Paris and co-hosted delegations from across Europe in London ie: Belgian tech Mission etc/

__ India



- India-UK FTA to be signed post formation of new government in India
- •'India's economy expansion now a flashback of the mid-2000s' boom cycle' -Morgan Stanley's report.
- •26 Tier-2 cities (fast emerging cities) have developed to represent the next wave of technology hubs in India
- •India eyes \$100bn annual foreign direct investment in coming years with 6-8% consistent growth rate over the next decade



FDI & Trade

- •At the end of this FY, 31 new Indian Companies set up in London giving us a GVA of £39m (stretch target was £35m GVA).
- •A Creative Trade Delegation of nine London based companies visited Mumbai and Chennai. They met with large companies including Tata Consultancy Services, Jio, Disney Hotstar and Star TV. Some of the delegates have returned to India to explore further opportunities

ACTIVITY

- •London and Partners was invited to be a part of an exclusive closed door roundtable at the India Global Forum's Annual Investment Summit 'NXT10' attended by senior government representatives along with consul generals and high commissioners of other countries
- •London and Partners received a special invitation as VIP dignitaries to participate at Coimbatore's first Global Expo and Knowledge Summit. L&P was provided with a complimentary booth space, free marketing collateral, opportunity to showcase our work on a panel discussion and an exclusive workshop slot
- •Global Investor Meet Event in Chennai: The British Deputy High Commission in Chennai had a pavilion at the event where London and Partners was the only region to have a complimentary pod along with British companies.

North America



- The UK signed a state-level trade MoU with Texas in March. This is the 8th and largest State to sign an agreement so far. Governor Greg Abbott travelled to London for the signing ceremony.
- The Securities & Exchange Commission (SEC) issued a ruling in March that companies must disclose information on their greenhouse gas emissions. This will increase demand for cleantech innovation and make more climate data available.
- US Government issues new vehicle emissions standards in Feb in a push for greater adoption of hybrid and electric cars.
- Q4 was the second lowest on record for global startup funding since the beginning of 2018 according to Crunchbase. The US venture community remains cautious.



FDI & Trade

- North America (US & Canada) remains the primary market for Grow London Global companies. £73m+ in trade GVA was generated from this region in FY 23/24. This was 243% of the target of £30m.
- £5.1m in FDI GVA was generated in Q4. Projects included a financial services firm from NYC, a tour bus company from NYC, an infrastructure investor from Toronto and a cryptocurrency platform from Chicago.
- £29m in FDI GVA was generated from North America in FY 23/34. 900 new leads were generated, 181 opportunities and 211 referrals to commercial partners.



- Enterprise technology trade delegation of fifteen companies to Atlanta and Dallas in March. Met with buyers at a global airline, a major US retailer, a well-known beverage brand and others as well as a range of investors. We hosted public networking receptions in both cities.
- "London Calling" event at the SXSW tech and music conference in Austin, Texas, in partnership with the innovation hub Here East. 160 founders, investors and corporate buyers met to network and learn more about the opportunity in London.
- Presented at UK House at SXSW in Austin, Texas, in March to promote London Tech Week.
- Fintech roundtable in San Francisco in Feb in partnership with our legal partner Taylor Wessing. 15 investors and founders met to discuss the transatlantic financial services industry.
- Inbound delegation of Canadian AI companies to London in Feb.
- Networking reception for t80 attendees from the tech industry in San Francisco in Feb.
- Supported the Lord Mayor of London's visit to Seattle in Feb.



SECTORS





Creative

HIGHLIGHTS

- 4 FDI wins totaling over £5.7m GVA for the quarter which is a total of 22 wins and a total of over £26m GVA for 2023/24
- 24 new creative FDI opportunities for quarter, total of 95 opportunities for 2023/24
- 22 GLG companies joined cohort 3
- Over £12m GVA from GLG companies for the quarter
- 9 GLG companies joined the creative tech mission to India
- 14 GLG companies joined the retailtech mission to Paris and Milan
- 10 GLG creative companies joined the Brazil immersion week
- 5 GLG creative tech companies joined a roundtable with Chinese investor

ACTIVITIES

- London team attended Pocket Gamer Connects as well as being on panel
- · Marketing campaign launched "London for Film"
- The wider team hosted a Creative Technology drinks reception with guests from GLG, FDI, Fellows, investors and numerous stakeholders
- Stakeholder meetings: DBT NY, GLA, Games London Advisory Board, Music Technology UK, Invest Vancouver, IAB, LCCI, Business Region Goteborg, Digital Catapult, BIMA, KPMG, Innovate UK Immersive, Fashion-Enter

NEXT QUARTER



- Ecommerce roundtable April 24
- · Talent and immersive technologies roundtable May 24
- Al for Creative tech roundtable June 24
- Creative GLG mission to LA May 24
- · Early stage delivery partner appointed for musictech



Fintech & Cyber

HIGHLIGHTS

- 6 FDI wins totalling £6.5m GVA, which brings us to a total of £28m GVA for 23/24
- •10 Trade wins totalling £27.9m
- •Joint Fintech & Sustainability trade mission to Dubai in March '24, totalling 25 companies
- •Hosted Brazil immersion week with companies pitching to banks and financial institutions

NEXT QUARTER



- · Fintech Trade Mission to Frankfurt & Zurich, June
- Member of Fintech team attending Dubai Fintech Summit
- Members of Fintech team attending Money2020
- Hosting Fintech Club: Green Fintech (name tbc) in July
- Innovate Finance Global Summit team attending and Laura Citron speaking
- UK Fintech Week hosting a 'Meet the Corporate' (bank tbc) and running workshops during DBT's conference day at L39
- LTW & Fintech Fringe team involved in several events, details tbc

ACTIVITIES

- •Hosted a 'Future of Digital Assets' dinner with scaleups and stakeholders
- •Marketing campaign launched on 'Fintech for London'
- Hosted an 'Access to funding' event with Dawn Capital
- •Hosted a Meet the Corporate event with Brit Insurance
- •Hosted the 'Fintech Club: Future of Money' networking event
- Presented at Mastercard Engage Conference
- •Held a roundtable with Minister Bayaz focusing on German expansion
- •Team attended Insurtech Insights conference
- •Team attended Pay360 conference
- •Met with Australian Insurtech delegation
- •Met with Caribbean Fintech delegation
- •Team attended Finovate Europe 2024
- •Met with Indian TechXchange delegation



Enterprise Tech & Business Services

HIGHLIGHTS

- Pre-BETT evening reception for international delegates and London clients
- · Enterprise mission to Dallas and Atlanta
- FDI team hosting several international delegations
- 3 FDI wins, £1m GVA
- 4 Trade GVA wins, £3.4m

ACTIVITIES

- Pre-BETT event attended by over 70 people, incl clients, leads and stakeholders
- · BETT visit and meeting
- · Enterprise mission to Dallas and Atlanta
- · Fintech, Enterprise & Sustainability mission to Dubai
- Second phase of Virtual EdTech mission to US (pitching to schools)
- · Filming for new AI marketing video
- L&P Talent roundtable with AI sector clients
- FDI team hosted a number of delegation incl Turkey, China, Canada

NEXT QUARTER



- LTW prep and execution
- SaaStr collaboration
- London EdTech Week
- · Investor event with 13Books Capital
- Al marketing campaign
- Peopletech Showcase



Sustainability

HIGHLIGHTS

- 7 FDI wins totalling £4.8mill GVA, £21mill total for year
- Hosted very successful Meet the Corporate events with Grosvenor and Stellantis and an Access to Funding event with 2150 VC
- £22.8 million in total year Trade GVA for Sustainability, including £9 million from one Trade win.
- Successfully completed the first ever Brazil Immersion Week.
- A successful cross-sector Trade Mission to Dubai, resulting in two Trade clients incorporating off the back of the mission.
- Participated in Climate Tech Supercluster Workshop, aiming to connect up the climate tech hubs within 4-5 hours train travel of London

NEXT QUARTER

- Sustainability Trade Mission to Finland and Sweden
- Launch of new Trade Programme (GLG) Cohort May 2024
- Final UEFA Champions Innovate Showcase at City Hall



Participating in key events including Innovation Zero, ClimateImpact Summit, Net Zero Delivery Summit, CRETech, London Tech Week, London Climate Action Week and MOVE

ACTIVITIES

- •Presented to incoming delegations from Croatia, Belgium, Sweden, Italy, Brazil and online with Australia
- •Participated in Net Zero and Culture roundtables organised by the NLA and Better Futures Retrofit Accelerator Workshop
- •Team visit to CEME (Centre for Engineering and Manufacturing Excellence) in Dagenham
- Attended Autonomy Mobility World Expo in Paris
- •Met with Places for London, Thames Freeport, Port of London Authority and Thames Estuary Growth Board
- •Collaboration with DBT on US Ports delegation visit
- •Attended many events including launch of New London Agenda, London Borough of Lambeth Green Economy event, Royal Docks Networking Forum, Opportunity London Reception, Travel Ticketing Global, Data Centre World, Canada UK Energy Summit, SMMT (Society for Motor Manufacturers and Traders), Connected Places Catapult dinner, C2zero and GRST company launches, Antenna Climate VIP dinner
- Continued support of UEFA Champions Innovate programme with the GLA

Life Sciences - MedCity

HIGHLIGHTS

- 1 but mighty FDI win, £2million GVA (Swizerland)
- Reached total of £5.5m GVA for 23/24 (£5m target)

NEXT QUARTER

- Rolling out Life Sciences Cheat sheet and Company Target lists followed by training for Market teams
- Welcoming industry delegations from Switzerland (April, startups), Singapore (May, healthtech), Germany (May, pharma), and Australia (June, healthtech)
- Gearing up for BioJapan 2024 delegation



ACTIVITIES

Hosted events and delegations:

- London Biotech Roundtable at the Houses of Parliament
- Cell and Gene Therapy webinar in collaboration with BioCommunity Kensai
- Delegation of MedTech companies from Central Europe and provided full day program in collaboration with DBT
- German MedTech delegation in collaboration with Trade Horizons
- · Visit from Head of Digital Health from DBT China

Presented at events:

 Virtually presented at Future Tech Breakfast, MedTech event organised by DBT Poland

Attended conferences and events:

- Arab Health Conference in Dubai and met with clients from ME and all regional DBT offices
- Canada-UK: Bio manufacturing partnering event focused on cell and gene therapy sub-sector, London
- UK-China Business Forum 2024, London
- · Jawdrop summit, London

Other activity:

- Became an Ecosystem Partner for LSX International Investment Events in 2024
- Community event: Al in clinical trials with invited FDI clients

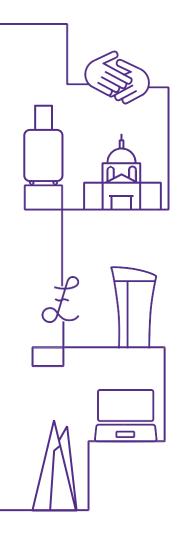


LONDON & PARTNERS

VISITOR ECONOMY



Conventions and Business Tourism



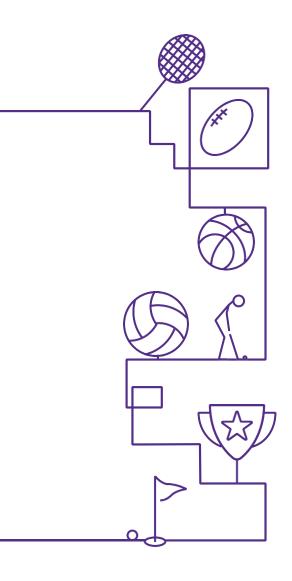
ACTIVITY

- •ExCeL Co-hosted client dinner during PCMA Convening Leaders,
- Attended SITE Global conference,
- •MeetEngland Northeast USA trade mission, meeting clients across New York, New Jersey and Washington, D.C.
- SMU: International, New York City with 7 partners and meeting 20+ clients via prearranged meetings
- •Destination Britain global event for 150 invited tour operators in Greenwich; London presentation & site visits
- •Attendance at Inaugural LVEP conference, Birmingham

SITE VISITS

• European Hosted Buyer group to London/Windsor

Major Events



Delivered/supported

- Esports Summit at the Science Museum
- The Gemini Boat Race including PR photo and event launch at Battersea Power Station

Other

- Mural festival support
- Netflix live support
- ICCI support
- GLA gaming roundtable participation
- REMIX summit attendance
- Tourism Means Business 2024
- Live Nation collaboration/BD exploration
- Site visits to London venues: Outernet, Olympia, Sea Containers, Roundhouse, Magazine Canary Wharf, ExCel London, Greenwich Peninsula Design district, Guildhall
- Ailsa Buck lecture at Goldsmiths College

Leisure Marketing summary

Let's Do London Christmas Influencer activity

Objective: Inspire, drive consideration and visits to London over the festive period.

Audience: France and Germany

Opportunity: We know from insights and our Let's Do London summer 2023 campaign that there is opportunity to drive visits to London amongst our audiences during the festive season.

Timings: 24th Nov- 9th December. Timings took into consideration French and German booking windows and the opportunity to influence last minute bookings, as well as inspiring and driving consideration for future London visits.

Results

- 2M reach
- 2.2M impressions
- 24 tourism partners featured
- 5704 clicks on partners Instagram pages
- 5% average Engagement rate
- Added value/additional content: 2.3M impressions

Learnings

Influencers:

 A balance of micro & macro influencers to deliver against KPIs

Content:

- Stylised stand out content
- Capitalize on social media trends

Experiences:

 Highest engagement on London's unique experiences

Example content:

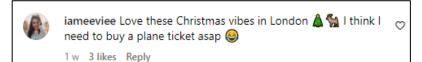


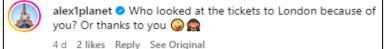
Aurélie
Aureliestory
Posted on
Instagram
1.2 M followers

CITY GUIDE at eliristmas timo

Jeremy, Claudia & Romy

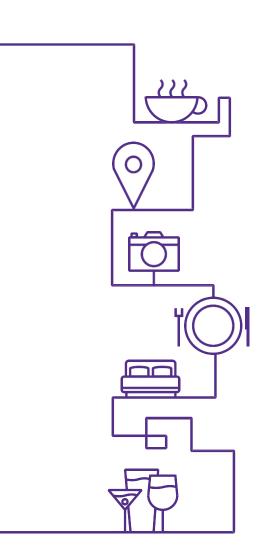
Handle: Amoureuxvoyageux
Posted on Instagram
23.8K followers







Visit London channels performance



Visit London website & ecommerce

- 3.9m new users between 1st January and 31st March 2024
- 51% international users during this period.
- £1m product sales revenue
- 7,050 transactions

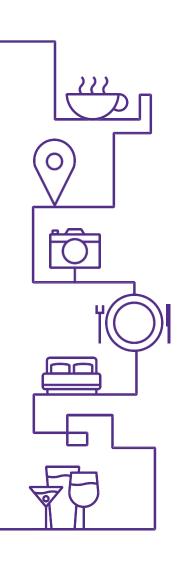
Social media engagement and growth

- 36.9m organic engagements
- 4.6m paid engagements
- 133.7k new followers

Social media content

- Best performing content this quarter included the Mayor's New Year fireworks display (over 2m views on Instagram)
- 'Hidden Gem' content such as Spencer House and Kew Gardens'
 Orchid Festival content also performed particularly well this quarter

Visitor Economy and Visitor Experience strategy



Improving visitor internet access

- L&P led a discovery project in partnership with the Connected London team at GLA
- Following consultation with the tourism and telecoms industry the report will recommend:
 - Improving awareness of visitor internet connectivity options in London
 - Focussing on mobile internet access and explore the creation of a 'London eSim' for visitors in the city to more easily access mobile internet
 - Pilot an OpenRoaming wifi in Westminster, working with the Borough and key visitor attractions, to help the up to 1 in 3 visitors who may not have access to mobile internet when in the city

Visitor Data hub

- Discussions with the GLA High Streets Data team to broaden the offer of the GLA data service to include tourism data.
- Conversations with City of London and Primera to identify pilot partners should the project go ahead (subject to a GLA funding bid)

Placemaking

 Consultation with ten outer London boroughs and places to understand what support they require to attract more visitors to their places. Headline findings include access to better data, more promotion and awareness, as well as product development.



LONDON & PARTNERS

SMALL BUSINESS



 Grow London Local launched on the 30th January in Camden.





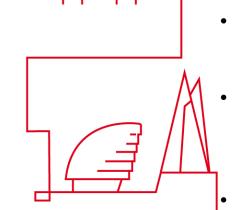
- What funding options are available for my business? | Evening Standard
- <u>I'm struggling to turn website visits into sales. What should I do? | Evening Standard</u>
- We onboarded an additional 12 Boroughs and are fully operational across all Boroughs from 1st April 24
- 262 events attended by Business Support Managers across
 29 London Boroughs to enage with London's small business owners
- 'Become a Service Provider' event on 8th February with 59 attendees from businesses across the private, public and third sector

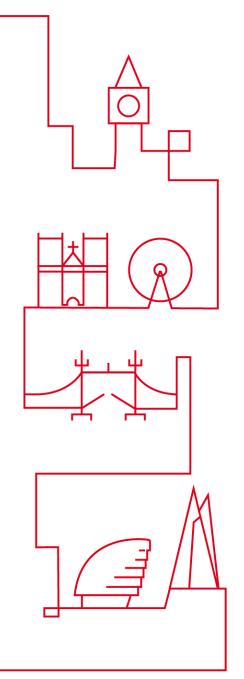


NEWSTLONDON

Sadiq Khan launches £8.7m scheme to support London's small businesses







Grow London Local Performance

	Pan-London
Total Businesses Engaged	27,000
In-person	2,462
Digital	24,538
Total Businesses Supported	1,750
In-person	906
Of which female	634
Of which ethnic minority	424
Of which disabled	85
Digital	855
Of which female	358
Of which ethnic minority	430
Of which disabled	114

- NPS 58 against target of 20
- 228 Providers Registered
 - of which 70% are micro and small businesses
 - of which 32% have ethnically diverse ownership
 - of which 61% are interested in Mayor of London's Good Work Standard
- 317 pieces of service provision registered
 - Of which 70% have pan-London eligibility criteria
 - Of which over 50% can be accessed virtually

Grow London Local Skills Provision

Operational:

- £1.35m Grant Agreement signed in March 2024 to support 3,000 small and micro business owners to identify their workforce skills gaps and navigate London's skills landscape.
- L&P have been working at risk in Q4 and have appointed a Head of Skills and have advertised two skills Relationship Managers to be appointed in Q1 24/25

Outputs:

- 97 out of 166 SME survey respondents reported identifying a skills gap or upskilling need through the in-person diagnostic service, demonstrating a high need for skills provision amongst SMEs.
- GLA funded Skills Providers are registered on GLL including a Further Education (FE) college, Universities and Borough Councils. Referrals to date include to digital, leadership skills and apprenticeship support.
- Work is taking place to determine how to track SMEs being referred to skills provision via the digital GLL route. This data will be included in future reporting.

Grow London Local Testimonials



"I have been stressed and anxious about the service I am offering, it is needed very much but I do not have the platform or finances to move forward after building my own well-being centre. The consultation with Geoffrey put my mind at rest knowing someone out there can help me through my rough times. This means a lot to me."

Max Wallace Health Defence CIC (SME)



"Partnering with Grow London Local has been a transformative experience for our business.

The support from our Relationship Manager, Kemi, has been exceptional. Kemi's dedication, insight, and responsiveness have not only eased our journey but also maximised our business growth opportunities. Additionally, the efficiency of the Business Support Managers in facilitating referrals has been remarkable. The referrals we've received has consistently exceeded our expectations, contributing to our overall business expansion. The seamless integration of services, paired with high-quality referrals, underscores the value that Grow London Local brings to local businesses. Our experience has been nothing short of Outstanding!"

Andre Arundell Startup UK (provider)



"I felt fully supported during my phone conversation with Francis. It was very helpful to receive suggestions and to feel encouraged and fortunate for this opportunity. I think this is extremely important for new business owners in town, who can benefit from such supportive organisations".

Peno Mishoyan Kaizen Dale Limited (SME)



LONDON & PARTNERS

LONDON BRAND - PR











London Brand - PR



High-level summary

Q4 was a strong quarter for PR coverage, particularly for news. Highlights on the business side included the launch of <u>Grow London Local</u>, with the Mayor of London visiting small business owners at Camden Market while taking the opportunity to speak to the media. Domestic coverage of the news appeared in the Evening Standard, with a monthly business advice column also commissioned by the London newspaper.

Elsewhere, the team released the <u>2023 venture capital figures</u> for the city, an annual news piece, securing coverage in domestic (in The Times among others) and international media (including in French, Chinese, Indian, and Swedish titles) – which was shared and performed well across social media with lots of traction (including amplification by the Mayor of London – 13k followers on LinkedIn). Q4 also saw the <u>expansion of London & Partners in the Nordic region</u>, with Dagens industri, the Swedish equivalent of the Financial Times, covering the news - which included comments from Deputy Mayor for Business Howard Dawber.

A more recent highlight was the launch of <u>Opportunity London</u>, with the news being picked up by both domestic (including in City A.M.) and international media (including in The National), largely thanks to a breakfast briefing for the Foreign Press Association in London members, attended by over 40 journalists. The business team also attended <u>South by Southwest</u> in Austin, Texas, where they co-hosted an event with Here East, inviting key media including Inc. Magazine, Forbes, the Guardian US, and Snapchat.

On the consumer side, the team created news and feature opportunities for <u>Valentine's Day in London</u>, including a news story on the most popular romantic locations, securing an interview for Visit London CEO Laura Citron on BBC Radio London. The team also collaborated on several <u>travel features</u> with key media such as Travel + Leisure and Marie Claire, covering key tourist hotspots in London such as Soho, Camden, and Shoreditch, as well as highlighting London's top spot in the <u>ALVA 2023 attractions ranking</u> with commentary from Laura Citron.

Collectively, both business and consumer teams have secured further feature pieces showcasing <u>London's Olympic Legacy</u> with Paris 24 just a little over three months away.

Q4 PR results:

Total pieces of coverage:

63

Global audience reach:

876,300,976

Global engagement:

6,896,108

London Brand – PR, business press highlights



I'm struggling to turn website visits into sales. What should I do?

Dan Adair-Wright, Head of Business Support at Grow London Local, shares his

London launches plan for nine real estate mega-projects

FAST @MPANY

2024 fintech predictions: How London and North America can shape the future of transatlantic business

Overall, companies and investors alike should feel optimistic about transatlantic

STARTUPS MAGAZINE

LONDON'S CLIMATE TECH STARTUPS RAISED ALL-TIME-HIGH LEVELS OF VC INVESTMENT IN 2023

technode

In conversation with Bingbing Zhao: How London has become a top target for tech companies from China and beyond

CITYA.M.

vahoo!

Meet the woman generating economic growth for London

These nine London mega-projects could transform the face of the capital

Standard **

Sadiq Khan launches £8.7m scheme to support London's small businesses

London proves it's still got it

[RE: London is still attractive to foreign investors, says Excel Centre

It's tough out there right now, that's no secret, and keeping up with the pulse of international trade during fluctuating

London's dominance in foreign direct investment across eight out of ten to some, perhaps even expected given its historical precedence. However, the reality is that maintaining London's competitiveness within an ecosystem valued at over £600bn - by far the

largest in Europe – is not a crown easily won, nor the result of resting on our laurels while they're still green. London is embracing new technologies like AI and leading in

areas like climate tech (#2 globally for funding) to stay ahead. It is, in fact, the outcome of a welloiled and determined foreign direct investment strategy that consistently attracts businesses and, when it comes down to the crunch, offers the best

London's success as a relic of the past, ts spirit of resilience, drive, tenacity, and success is clearer now than ever, and the proof is in the pudding.

Dagens industri

Därför öppnar staden London kontor i Stockholm

Svenska techbolag har en stor brittisk närvaro. Nu öppnar staden London kontor i Stockholm för att öka samarbetet, Howard Dawber, motsvarande finansborgarråd i London, är "open for business" "Vill företagen komma i kontakt med de stora bankerna i Storbritannien, då ordnar vi det. Jag känner

dem", säger han. Petter Myrenberg



Les Echos

Douze ans après les JO, la mue radicale du parc olympique de Londres >

Londres est souvent cité comme un cas d'école pour la reconversion de ses installations olympiques. Mais l'objectif de réhabilitation de ce quartier défavorisé de l'Est londonien est partiellement atteint.







Spara

London & Partners expands support to Scottish and West Midlands scaleups



15 London Enterprise Tech Firms Consider Going Global Via Atlanta



Climate tech is forcing its way on to the main stage



A City that never fails: London raised alltime high levels of VC investment in Climate Tech in 2023



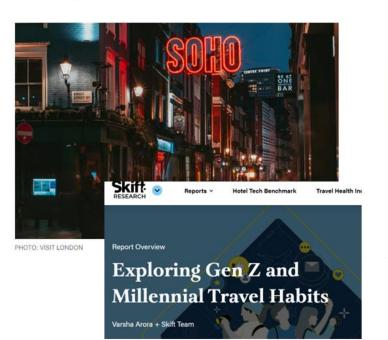
London Brand – PR, consumer press highlights

TRAVEL+ LEISURE

London's Soho Neighborhood Has Long Been a Favorite Among Locals and Travelers — and Has Some Must-visit New Spots

Soho steps back into the spotlight - here's what's new.

By Jonathan Thompson | Published on February 1, 2024





marie claire

London: the must-sees of a city that is always renewing itself

A unique city. It vibrates constantly and invites you to visit it whenever you can. Art, gastronomy, exhibitions and fashion in the British capital.

Six Of The Best Valentine's Day 2024 Experiences To Have This Year

Indoor attractions top visitor table for the first time since Covid

British Museum regains title as most-visited venue as footfall grows 19% across UK

"2023 was a big year for London's tourism sector, with attractions across the city reporting almost a quarter increase in visitors," said Laura Citron, CEO of Visit London. "Alongside the increase, we saw big milestone reopenings like the Young V&A and the iconic National Portrait Gallery, showing that London is truly back with a bang."



OpenTable®









LONDON & PARTNERS

INCOME GROWTH OPPORTUNITIES



Commercial Partnerships - Tourism

The Tourism Partnerships team manage all aspects of London & Partners Tourism Partnership Programme. They are responsible for acquisition of new partners; ongoing account management of all partners and the delivery of a wide range of partner benefits and events. There are around 400 partners in the Tourism Partnership Programme.

- Hit annual income generation target in early February- on track to exceed it by nearly 5%
- Strong pipeline for the new financial year
- One new Strategic Tourism Partner- Olympia
- We hosted our annual Tourism Means Business (TMB) conference in March, which was attended by 260 partners
- 8 new premium tourism members, including Silverstone Circuits, Horizon
 22, Taj Hotels, St James' Court and MCI Group UK



Commercial Partnerships – Business

The Business Partnerships team manage partner engagement and acquisition of partners across all Grow London programmes. We work with around 40 partners across inward investment, trade and innovation.

- •We have onboarded and announced our new partners Morgan Stanley Inclusive Ventures, NatWest, Deel and twentyAl.
- •We have renewed the majority of our existing partners, going into the new financial year. Final contract negotiations are underway.
- •We have built a strong pipeline for our Grow Summit event in 2024, with proactive business development on this live now.
- •Work is ongoing on further new propositions, recognising and exploring commercial opportunity within our key sectors and new programmes.



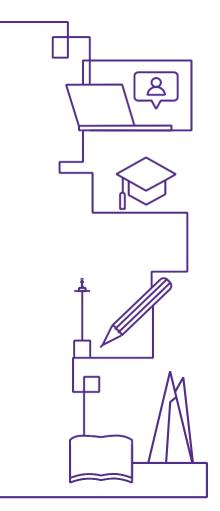


LONDON & PARTNERS

STRATEGY AND OPERATIONS



Strategy and Insights



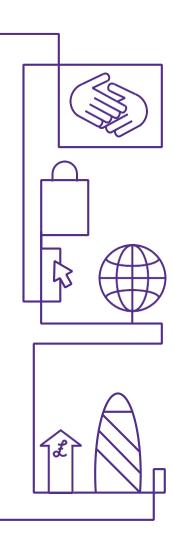
STRATEGY & PLANNING

- Finalised the 2024/25 business plan following board approval in February. In the last quarter, our directorates and teams progress the detailed activity planning that makes the business plan come to life through high quality activities and events.
- Convened the Senior Leadership Team into a productive away day
 to discuss the key priorities in the business plan, and in particular how to
 enable colleagues to succeed, in preparation for the first quarter of the
 new financial year.
- Year End validation of our outcomes our economics team has worked hand in hand with GVA and NPS generating teams to ensure records are complete and accurate.
- Rolled out a refreshed approach to Project Management available to all colleagues and piloted in a handful of pilot training sessions.
- Impact Reporting progressed externally sourced and internal data to demonstrate L&P's impact on London and our eco-systems.

RESEARCH & INSIGHTS

- Continued the transition to our new knowledge management system (Insights Exchange). Mapping out the customer journey and setting principles for the management of its content in preparation for the launch at the end of April.
- Delivered an informative insight session for our partners at Tourism Means Business, an annual event for tourism members to inform them of the latest data and trends for the industry.
- Supported trade missions for Grow London Global with insight briefings and the key messaging for these trips enabling cohorts to be better equipped to seis opportunities in markets.
- Delivered the Q3 2023 London Attractions Monitor to contributors and partners. Detailing the latest admission figures from many top attractions within the city.
- Prepared a Global Service Trade Insights Report providing our Grow London Global team with the means to take a data led approach to the attractiveness of different markets.

Public Affairs



STAKEHOLDER RELATIONS

- Meetings held with key London stakeholders including LSE, BusinessLDN, City of London, London Chambers of Commerce, London Councils and Subregional partnerships.
- Launch of Opportunity London prospectus pre MIPIM and related stakeholder activity.
- Ongoing meets between senior business leaders and our CEO.
- Regular meetings with London MPs and AMs to brief direct on L&P's activities and to look for new ways to highlight our work to businesses.
- Ongoing engagement with Department for Business and Trade, growth hubs cross country and key city links such as Manchester Growth Hub.
- Continued meetings with Leaders of London Boroughs to enhance our pan London work.
- Engagement with our Small Business Advisory group,
 Life Science Advisory and Tourism Advisory Group.
- Attendance at political policy launches
- Developed engagement with life science stakeholders including enhancing engagement with MedCity.
- Attendance at Parliamentary events
- Continued progression of stakeholder relations through Opportunity London.

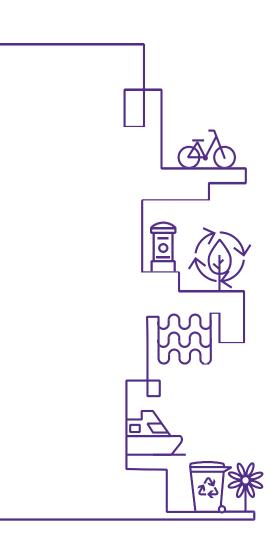
BOROUGH RELATIONSHIPS

Borough Connect event series

In February, the team hosted contacts from across London's boroughs at our second online topic-led event aimed at boroughs. This event shared insight and data on London's visitor experience strategy. Borough Managers continued regular meetings, discussion and information sharing with all of London's boroughs and sub-regional partnerships, including:

- Central London Forward regular catch-ups and attendance at quarterly economics lead roundtable.
- South London Partnership involvement in Business Innovation & Growth Summit planning
- West London Alliance Facilitated an inward Investment workshop. Ongoing support across shared priorities.
- Local London increasing support in development of economic growth strategies for individual boroughs

Operations



FINANCE

- New Finance Director now in post with a stable team.
- Procurement of new finance system to commence imminently with aim of implementation at year end.

TECHNOLOGY

- External audit of our cyber security complete and action plans being developed to maintain strong performance.
- Ongoing development of Salesforce to support our new Grow London Local service.

PEOPLE & TALENT

- Annual Staff Survey results positive showing an increase in engagement.
- Majority of roles within Grow London Local have been filled
- Employer Branding project progressing well
- People strategy being developed.

FACILITIES

- Ongoing engagement with potential future office spaces.
- Capacity in office emerging as a recurring concern.



THANK YOU

