

LONDON & PARTNERS
BUSINESS PLAN
APRIL 2017 – MARCH 2018



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1. Introduction

London & Partners is the Mayor of London's official promotion agency. Our purpose is to deliver jobs and growth and support the Mayor's priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit. We are a not-for-profit company, funded by the Mayor of London, a large network of private and public sector partners and commercial ventures with all income reinvested into the promotion of London. We are governed by an independent Board chaired by the Deputy Mayor for Business, Rajesh Agrawal.

The GLA recently completed a review of London & Partners funding and we will be implementing the recommendations made (see Annex 1). We are also currently recruiting a new Chief Executive Officer whose appointment is expected by the end of March. The GLA is developing a new Economic Development Strategy for London, one of the key statutory strategies of the Mayor, with publication due early in 2018. Additionally, the future of our work will be impacted in significant ways by the nature of the UK's exit from the EU. Due to these factors, we have agreed with the GLA to produce a one-year plan. Once our new CEO has joined the company, we will set out our future strategy for the promotion of London and delivery of the Mayor's priorities.

The key economic arguments for our work have been set out in our previous strategies and business plans, are well established, and so are not revisited here. Rather, this year's plan focusses on the two key issues for the next 12 months – specifically how L&P will align with the Mayor's priorities and how we will respond to the current uncertainty created by Brexit. We will remain agile as these issues become clearer and be in a position to make changes as appropriate for the second half of the year. During 2017-18 a new strategy will be produced to cover a three year period from April 2018.

2. Refreshed Company Purpose and Mission

The GLA review of our funding has led to a new mission statement:

“London & Partners is the Mayor of London’s official promotion agency. Its purpose is to support the Mayor’s priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit. It does this by devising creative ways to promote London and to amplify the Mayor’s messages, priorities and campaigns to international audiences. Its mission is to tell London’s story brilliantly to an international audience.”

Or in its component parts:

Company descriptor (what we are):

The Mayor of London’s official promotional agency

Purpose (why we are here):

To support the Mayor’s priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit

Mission (what we do):

We tell London’s story brilliantly to an international audience by devising creative ways to promote London and amplify the Mayor’s messages, priorities and campaigns.

3. Context

Economic Context

Global economic activity is projected to pick up pace in 2017 and 2018, especially in emerging market and developing economies, which will continue to outpace growth in Europe. However, uncertainty surrounding the international trade policy stance of the US could have global ramifications.

The outlook for the UK looks uncertain until a clearer course emerges post Brexit. In the medium term, UK trade prospects will be impacted on by the terms of our exit from Europe and in the short-term by the uncertainty in advance of a deal. There may be opportunities for businesses reorienting efforts towards faster growing non-EU markets, notably in tradable services, an area where the UK has relative strengths.

Markets & Sector Focus

The US, India and China & Europe remain common themes across L&P's target markets.

- The US is London's most important source market and will remain so in the short to mid term
- Economic growth in key Asian markets – in particular China & India – will continue to outpace Europe & the US and these could become increasingly important markets as the UK develops new trading relationships post Brexit
- Asia will remain a vital market for regeneration investment
- The important role of European markets must be maintained as the UK moves into the process of Brexit

The strength of London's knowledge based, service sectors is important for developing export and trade markets.

Based upon our research and insights, we will target the following markets and sectors.

<i>Business area</i>	<i>Key Markets</i>	<i>Key Sectors</i>
Foreign Direct Investment (FDI)	US, China, India, Japan, Europe	Tech, Creative industries, Life Sciences, Environment, Professional/ financial services
Trade	US, China, India, Europe	Tech, Creative industries, Urban, Life Sciences
Regeneration	US, China, Gulf, Malaysia, Singapore	Housing, mixed-use (GLA and borough priorities)
Leisure Tourism	US, Europe, China, (potential for GCC markets)	First-time leisure tourists, repeat visitors
Business Tourism	US, Europe, Asia Pac	Medical conferences, Tech and creative

		industries corporate events
Students	US, China, India (core) France, Germany, Italy, Nigeria, Malaysia (new)	Higher education students

Mayoral Priorities

Our new mission sets out clearly that as the Mayor's Official Promotional Agency, we will not only support his priorities but also amplify his messages and campaigns to an international audience – as exemplified by our collaborative work on LondonIsOpen. For this business plan we have engaged with the GLA to bring alignment across our activities. This will continue further as the Economic Development Strategy is drafted and as we develop a longer term strategy for L&P's work to promote London. We will continue to work in closer partnership with relevant GLA staff, meeting regularly to discuss work programmes. This will help to ensure that L&P and the GLA are working as one, do not duplicate efforts and that objectives and outcomes are agreed by both organisations.

This business plan highlights some key areas where our work supports the Mayor's priorities, including:

- Demonstrating to the world that London remains open for business
- Spreading economic benefits by bringing economic growth to outer Boroughs
- Strengthening and promoting London's cultural offer (including promoting hidden gems to tourists)
- Supporting sectors that can help London transition to a low carbon economy and improve air quality

4. Strategic Objectives

We have developed three strategic objectives to guide the overall direction and activity of the company over the next year. They can be summarised as follows:

1) **Create and protect jobs and growth, aligned with the Mayor's priorities, with a focus on London's key sectors**

Creating jobs and growth for London is the key direct outcome of the work we do, as measured by Gross Value Added (GVA). The Mayor has set a priority to seek growth in outer boroughs and across London which we will factor into our work. The Mayor also makes specific reference to bringing more investment into the city including large global sports and cultural events and to promoting hidden gems to tourists.

Our research tells us that over half of foreign owned businesses in London are waiting to see what the direction of travel is for Brexit negotiations before deciding on their plans. Therefore, for the coming period, given this uncertainty, we will focus not only on attracting the investment and spend which creates new jobs, but also on protecting existing jobs in FDI.

We will have most impact by focusing our resources on the sectors with the most reputational and economic value for London; those in which London has a competitive advantage (tech, creative and cultural industries, financial and professional services, tourism, education) or which have the potential to grow and develop rapidly (life sciences). We can also support the Mayor's goals to reduce carbon emissions and improve air quality by including clean-tech and low carbon in our priority sectors.

Supporting Objectives

- 1a. Where there is the opportunity, seek to bring investment or visitor spend into Outer Boroughs

Trade & Investment

- 1b. Continue to attract new FDI into sectors of strength in London
 1c. Minimise the loss of FDI stock in London during the current period of uncertainty
 1d. Help London-based foreign-owned businesses to grow
 1e. Support high growth companies to export and expand internationally
 1f. Attract investment into regeneration projects to increase or accelerate property (and, notably, housing) development

Tourism & Events

- 1g. Attract visitors to London, with an emphasis on:
 - helping to disperse visitors across the city
 - converting first time visitors who offer the greatest lifetime value to London
 - maximising opportunities presented by the weaker pound
 - delivering growth in off-peak periods
- 1h. Win more MICE business

- 1i. Support the GLA to bid for and host a high-quality programme of sporting, cultural and consumer events
- 1j. Create, grow or extend the reach of significant city-wide events

International Students

- 1k. Continue to attract international students from key markets and target a small number of opportunity markets
- 1l. Help London universities to attract EU students, should this become necessary.

2) Enhance London's reputation, including utilising the London is Open campaign, as an outward facing, open city which is an excellent place to grow a business, to visit, study, work and in which to invest

As the UK's exit from the EU is being negotiated, the UK and London are dealing with a period of uncertainty about our future economic and trading relationship with Europe. The Mayor wants to ensure that London remains open to talent from around the world. He also wants to continue to develop London's cultural offer and enable all Londoners to benefit from it. Telling London's story brilliantly and maintaining London's reputation as an open city is critical to maintaining and creating jobs and growth. We will do this by using the Mayor's messaging and amplifying his campaigns internationally, specifically using the London Is Open campaign.

The Mayor's trip to Europe in March 2017 will enable a key focus on these markets and he is keen to develop city to city collaborations. We also wish to exploit opportunities to develop stronger relationships with cities outside Europe. We are therefore proposing, during the next year, to scope and prepare for an increased focus on building London's reputation in China as the highest potential and fastest growing emerging market.

Supporting Objectives

- 2a. Communicate to mature overseas markets that London is open and:
 - i. remains an excellent place to do business and from which to grow a global company
 - ii. continues to be a premier visitor destination with outstanding attractions major sporting and cultural events and a world class cultural offering
 - iii. remains a world class centre of education and both open and attractive to the best global talent
 - iv. is a centre of knowledge, innovation and collaboration which is beneficial to the wider-world.
- 2b. Scope how we position London to take advantage of the opportunities in emerging Asian markets by building London's reputation in the biggest of these markets – China
- 2c. Support the Mayor's international trips and development of city to city collaborations

- 2d. Support the Mayor's cultural policies including the London Borough of Culture, the Love London campaign and the importance of culture as the key driver of tourism
- 2e. Begin to address low levels of satisfaction with London's food offer by helping visitors identify and navigate to great dining options and food experiences

3) *Maximise our impact by ensuring we continue to attract additional resources to match our GLA grant and continue to work efficiently and effectively, focussing on our core remit*

We will implement the recommendations of the GLA review (see Annex 1) to ensure we are aligned with the GLA and focussed on our core remit.

We have reached a level of additional resources (commercial revenue, match and in-kind) which matches our GLA grant. We must at least maintain this level whilst ensuring all our activities are aligned with our remit. To deliver this level of resources, we will need to work strategically with a larger number of significant private and public sector partners. This includes using ERDF funds and also working with National Agencies, where appropriate, to execute strategies which benefit both London and the UK. These collaborations help us to generate the reach and secure the resources we need to promote London effectively. We will also continue to pursue selective commercial opportunities which are fully aligned with our remit.

Efficiency and effectiveness remain a priority and we will ensure we are maximising the use of our funds to deliver the greatest impact. Alongside this we wish to continue to be an exemplar employer.

Supporting Objectives

- 3a. Implement the recommendations of the GLA review
- 3b. Develop major partnerships with organisations (private and public) with an interest in London which bring in resources to enable us to deliver more activity which is core to our remit
- 3c. Continue to develop our partnership schemes (FDI and Tourism) to harness the resources of the London tourism industry, corporate clients and sponsors of our Tech Labs
- 3d. Galvanise stakeholders behind a new long-term tourism strategy and subsequent action plan
- 3e. Maintain and grow revenue from further commercialisation of our assets:
 - i E-commerce & advertising
 - ii Development of our mobile application for visitors
 - iii Dot London registry
 - iv Data streams and insights

- v London Tech Week
- 3f. Review and improve our effectiveness and efficiency through a business excellence programme, benchmarked through the European Foundation of Quality Management (EFQM), focusing on the following criteria:
- i Leadership
 - ii Strategy
 - iii People
 - iv Partnerships and resources
 - v Processes, products and services
- 3g. Implement and champion GLA equalities and good practice employer initiatives

5. Key Activities

This section outlines the key activities for each of our business lines and our cross-company initiatives.

4.2 Trade & Investment

We are experiencing a significant slow-down in new companies entering our FDI pipeline. We will therefore be refocusing our efforts to promote London as the best place to do business and to identify companies to set up operations here. For the coming period, we will focus not only on attracting the investment and spend which creates new jobs, but also on protecting existing jobs in foreign-owned companies.

Our new London Growth Network (LGN) programme will provide increased resource to support SMEs to grow with a focus on foreign-owned companies due to synergies with our FDI role. It will also assist in the development of propositions to attract new businesses to outer boroughs. This programme will align with LEAP initiatives such as the London Growth Hub. We will also aim to attract investment into regeneration projects to increase or accelerate property (and, notably, housing) development.

The Mayor's International Business Programme will deliver jobs and growth by supporting high growth companies in tech, life sciences and urban sectors to internationalise.

Activity	Timing
FDI attraction and support Continuing our work in key markets to identify and land foreign direct investments in London	Ongoing
Brexit Taskforce Increasing our work to reach out to significant and strategic foreign investors in London. This will include our joint commission from HMG for the finance sector	Ongoing
FDI Growth Campaign Large scale campaign bringing together the launches of London Growth Network, Multiplicity, VC Club and 10 year FDI report to position and promote London as an ideal destination for growth	May – July
London Growth Network To be fully aligned with Growth Hub activity. Launch and implement LGN program to identify and support London SMEs with barriers to growth with supporting campaigns focused on specific barriers	May 2017 onwards
IE20 Campaign and competition to attract emerging Indian companies in tech and innovation to London – third year	November – March
SVC2UK (USA) Building on the success of SVC2UK – targeting West Coast tech companies	Ongoing
Digital Health and Genomics campaigns	Ongoing

Working with MedCity to promote sector strengths and commercial opportunities in life sciences; events include Bio Japan (October), and Festival of Genomics US (October)	
Quality of Life Campaign Showcasing the lifestyle element of living and working in London including Culture. Activity to synchronise with leisure tourism “Autumn Season” campaign	Sept - November
MIBP Campaigns Ongoing campaigns to attract ambitious London SMEs looking to internationalise. Focusing on overcoming barriers e.g. Access to Talent (Q1), Access to corporates (Q2), Marketing (Q3) Access to finance (Q4)	Ongoing
Deputy Mayoral Missions	May & September
Middle East and Australia Trade Mission	June
Mayoral Trade Missions	To be confirmed

4.3 Leisure Tourism

Leisure Tourism visits have continued at similar high levels during 2016 and have not dipped significantly post referendum. Our Leisure Tourism work will seek to protect and increase the tourism industry’s vital contribution to the London economy by encouraging more international visitors to book a trip to the capital. Our partners will be promoting specific offers to take advantage of beneficial exchange rates. We see our role as complementing this by highlighting London’s value proposition and the savings to be made by visiting this year. In addition to attracting more tourists, we will encourage them to consider travelling off-peak and to explore more of the city by promoting the city’s vast array of cultural events and hidden gems. We will do this through a range of channels including our key asset visitlondon.com, our visitor app, additional digital channels, campaigns and working with the travel trade.

We will also launch a wider Tourism Strategy which we have been developing for the last 12 months, providing a vision of how London’s Tourism industry can continue to prosper in the years ahead.

Activity	Timing
Tourism Strategy Launch a Tourism Strategy for London and begin to bring partners together behind an implementation plan	Q1 launch Q3 plan
London’s Autumn Season Campaign Drive awareness of what’s on in autumn to increase intention to visit, off peak travel and cement London’s cultural reputation	August – Nov
Mayoral priorities Support and promote mayoral priorities via visitlondon.com and supporting digital channels, e.g. #LondonIsOpen, London Borough of Culture, the night time economy, New Year’s Eve	Ongoing
London & Paris Tourism Partnership	Dec – January

Joint promotion with Paris (market TBC), which will also demonstrate London is an outward facing city, looking to collaborate with Europe	
Visitor Dispersal Encouraging tourists to go further and explore more to encourage dispersal across the city. Promoting areas, neighbourhoods and London's hidden gems amongst tourists on visitlondon.com, our Smart City Guide (mobile app), a London game and amongst the travel trade	Ongoing
Discover England Project If our business case is approved, this £1m project funded by central government will encourage tourists from the GCC and China to explore London and beyond, through open-jaw ticketing	August – March
Culture, Events and Brand partnerships Showcase London's rich cultural offer on visitlondon.com and supporting digital channels. Including amplification of Mayoral initiatives, major cultural events and brands (e.g. Chinese New Year, Paddington Film)	Ongoing
Project Food Begin to address the weakness identified in the perception of London's food by enabling visitors to access London's great food offer via visitlondon.com and the Smart City App	Ongoing
NFL Tourism Partnership Work with NFL to encourage their domestic fan base of 160 million to visit London	Sept - February

4.4 Business Tourism & Major Events

We will work across key markets to attract discretionary spend through the development of a pipeline of business events and exhibitions, bidding for major congresses and city wide conventions, and helping to aggregate and grow the existing event infrastructure in the city.

We will also contribute to securing, retaining and marketing major sporting and cultural event activities which deliver both economic growth for, and enhance the reputation of, the city. The team's resources are prioritised to activities where there is the greatest value to the city and relevance to the Mayor's priorities. In addition to high-value sporting and cultural projects are major events which showcase, and provide access to, innovative technology and London's cultural assets.

Activity	Timing
Bidding for Major Congresses in key business sectors and Medical conferences e.g. European Society of Cardiology, Creative and Gaming conferences	Ongoing
Supporting bids for major Sports Events New sports events initiated by GLA	Ongoing

In territory Sales Missions US and Europe with Partners; corporate and association	April, Aug/Sep 2017
Hosted buyers familiarisation trips Asia Pacific / North America / Europe / Latin America	May, June, Oct, Dec 2017
B2B showcase events and Trade Shows to build London's reputation as a business event destination UK and abroad - Including IMEX USA & Frankfurt, CIBTM, IBTM and The Meeting show	Ongoing
City-wide project development, support and marketing Including Chinese New Year, Pride in London, Autumn Season Live, 2017 World Athletics, Euro 2020, London Borough of Culture, NFL and Ride London	Ongoing
Scoping development of 'Autumn Season Live' Developing proposition for consumer focused activities to complement autumn campaign, for launch in 2018	Ongoing
Campaigns to position London as the best place for events: Focusing on Transport (Q1), Technology (Q2), Culture (Q3), Medical Meetings (Q4); e-sports & gaming and as the 'worlds best host' of sports events	Ongoing

4.5 *International Students*

Despite its significant strengths, London has its challenges in attracting overseas students. There has been a 50% decline in the number of Indian students studying here over the past 5 years, largely as the result of the removal of the Post Study Work visa and London also attracts proportionally fewer Chinese students than the UK as a whole. There is also a concern that student applications from the EU may fall. These challenges mean it is crucial we continue to promote London and communicate the range of educational opportunities available whilst also providing evidence to government regarding the impact of policy.

We will do so through a combination of PR, social media campaigns, promotion and managing London's official university guide. This year we will scale up our activities to focus on additional markets.

Activity	Timing
Always on digital activities StudyLondon.ac.uk and studyLondon.cn	Ongoing
Scale up activity Social media activities to increase traffic from additional markets New activities in Germany, France, Italy, Nigeria and Malaysia	Ongoing
Sector engagement Engagement with the university sector to gain content and connect to wider range of L&P activities Working with the GLA's Mayor of London Entrepreneur programme to identify appropriate international students to showcase	On-going

4.6 Cross Company Initiatives

There are a number of key initiatives this year that cross all our audiences. These include London Tech Week which takes place in June which we have exciting plans to continue to scale up. We are also working more with London's outer boroughs and will be seeking to join up this activity and strengthen our relationships. In addition, we will look to scope out a new approach to maximising the opportunities that China presents as the UK leaves the EU and seeks wider global engagement – particularly for tourism where we have done less work historically.

Activity	Timing
London Tech Week Showcase the best of London's tech sector to build London's reputation as a world leading tech cluster Use as a platform for #LondonIsOpen	June
Borough engagement Bringing investment & spend to Outer Boroughs across our activities	Ongoing
China Scoping future approach to China opportunity, particularly for tourism	April to March

4.7 Commercial Activities

Our commercial activity will continue to build commercial partnerships that benefit the work of London & Partners, in order to bring in additional resources to match our GLA grant. This will include our existing partnership schemes, our e-commerce ticketing partners, our Travel Tech Lab, our Mobile App partner and our Dot London Registry, in addition to exploring and developing new partnerships aligned to our core focus.

Activity	Timing
Maintain existing partnerships Tourism partners, business partners and strategic partnerships	Ongoing
New partnership development In line with our core focus	Ongoing
Tech Labs Develop existing Travel Tech Lab and create new Sports Tech Lab	Sports Tech Lab Q2
E-commerce, advertising and content marketing Continued activity to maintain income from e-commerce, advertising activities and creative solutions across our digital assets	Ongoing
Dot London registry Grow the Dot London registry and enable the domain to support London SMEs	Ongoing
Attract match, income and value in-kind	

Each of our business areas work hard to attract income, match and in-kind resources to increase the impact of our activities	Ongoing
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4.8 Internal Operations, Research & Insights

Our internal operations focus will continue to provide an effective framework to not only support all our activities but enable continuous improvement. Our research and insights function will be vital in understanding the environment as we leave the EU. The development of our systems and services will be underpinned by external benchmarking including Sunday Times Best 100 companies and the European Foundation for Quality Management (EFQM). We will continue to review our efficiency and respond to the GLA review's recommendations on efficiency and Mayoral initiatives on equality and leading employer practice.

Activity	Timing
Suite of Research and Insights To ensure our interventions are targeted and delivering the highest value. We will discuss with GLA Economics and align with their work	Ongoing
Digital Tech Transformation Significant project to update our digital infrastructure to allow us to deliver personalised content	March to October
Business Excellence Improvement programme using the EFQM standard and accreditation as 'Committed to Excellence' Early adoption of best practise Mayoral initiatives for employers (e.g. proposed Business Compact)	December Ongoing
Staff engagement Continued programme to maintain position as Sunday Times Best 100 not-for-profit company to work for	February 2017

6. Budget

	Business Plan H1 2017/18 £'000	Business Plan 2017/18 £'000	Forecast Actual 2016/17 £'000
GLA grant - core	5,956	11,543	11,739
GLA grant - other	179	357	180
Total	<u>6,134</u>	<u>11,900</u>	<u>11,919</u>
Contributions from partners and other agencies	1,343	5,233	6,621
Commercial Earnings	3,197	6,636	5,179
ERDF grants	750	2,286	350
Surplus brought forward from prior years	0	0	606
Total non-GLA income	<u>5,290</u>	<u>14,155</u>	<u>12,756</u>
Total income	<u>11,424</u>	<u>26,055</u>	<u>24,675</u>
Leisure Tourism Marketing	257	3,608	5,745
International Students	282	565	480
Conventions & Major Events	1,473	3,064	3,131
International Trade & Investment	1,765	3,529	3,392
Mayor's International Business Programme	895	1,790	964
London Growth Network	493	936	225
Marketing, Communications, Research & Insights	1,735	3,396	3,166
Digital	1,617	3,280	2,089
Commercial activities	671	1,365	1,432
Company Operations	1,982	3,965	4,051
Ring-fenced for in-year priorities	179	357	0
Contingency	75	200	0
	<u>11,424</u>	<u>26,055</u>	<u>24,675</u>

7. Staffing

Our headcount for 2017-18 is planned to be 191 Full Time Equivalent (FTEs). This is an increase of 24 roles on last year's business plan, however a number of these positions have been created during the year to meet emerging priorities.

The majority of these new roles are funded directly by new income streams. 11.5 FTEs are for our new ERDF funded programme, the London Growth Network, whilst a further 4.5 FTEs are a new app development team funded by a commercial partnership.

There are also a small number of increases across our other teams to meet the priorities and objectives in our plan.

The full breakdown can be seen from the table below which compares projected headcount in 2017-18 to last year's plan.

	2016-17 Business Plan	2017-18 Business Plan
Trade & Investment	40	40
Leisure Tourism Marketing	6	6
Digital (including mobile app)	28	33.5
Business Tourism & Major Events	20	20
International Students	3	4
Marketing, Communications, Research & Insight	24	26
Income Generating Activities	15.5	16
Company Operations	21.5	24.5
Mayor's International Business Programme	9	9.5
London Growth Network	0	11.5
Total	167	191

8. Measurement

Following the GLA review we will build upon our measurement and evaluation frameworks to measure performance and progress towards our strategic objectives. It is expected that development of the GVA models will take several months so the GVA targets here have been set using the existing models.

The table below shows the high-level measures we will use for each objective, together with proposed targets for year and an expectation of where we will be by mid-year point.

Objective	Measurement	April – Sept target	Full-year target	2016/17 target	2016/17 forecast	
Jobs	Jobs Created					
	<ul style="list-style-type: none"> • FDI • Mayor’s International Business Programme • London Growth Network 	2,000 100 18	4,000 200 36	5,000 n/a n/a	5,200 n/a n/a	
	Jobs Safeguarded					
	<ul style="list-style-type: none"> • Retention taskforce 	500	1,000	n/a	n/a	
	Total Jobs	2,618	5,236	5,000	5,200	
Growth	Gross Value Added (GVA)					
	<ul style="list-style-type: none"> • Leisure Tourism • Business Tourism • Major Events • Trade & Investment • International Students 	£60m £22.5m £ 7m £50m £15m	£121m £ 45m £ 14m £101m £ 30m	£120m £ 30m £ 17m £100m £ 24m	£130m £ 36m £ 25m £100m £ 24m	
	Total GVA	£154.5	£311m	£291m	£315m	
	Regeneration	Number of capital investments				
		<ul style="list-style-type: none"> • Investments into London property and infrastructure projects from the portfolio 	0	2	2	2
London’s Reputation	Reach of Key Messages. To be defined					

Resources	Income				
	• ERDF Grants	£0.75m	£2.3m	£0.9m	£.35m
	• Commercial revenue				
	• Match Funding	£3.2m	£5.8m	£5.6m	£5.9m
	• Value-in-kind	£0.8m	£3.0m	£1.6m	£2.6m
		£0.5m	£2.2m	£2.6m	£4.0m
	Total non-GLA Grant resources	£5.25m	£13.3m	£10.7m	£12.85m
Efficiency and Effectiveness	Benchmarking				
	• Sunday Times Best 100 not-for-profit companies		Top 40	Top 75	Top 50
	• EFQM Committed to Excellence		Accredited	n/a	n/a
	Efficiency savings				
	• Time and money saved	2 FTE* £50k	TBC	2 FTE* £150k	2 FTE* £150k
Delivery of Mayor's Priorities	GLA satisfaction As measured by quarterly surveys	80% satisfaction	85% satisfaction	n/a	n/a

* Time across the business equating to 2 FTE rather than 2 specific roles

We will develop a balanced scorecard approach, measuring both leading and lagging indicators to track progress towards the achievement of our objectives. We will also track progress on implementation of the GLA review recommendations.

Annex 1 – Recommendations from GLA Review

GOVERNANCE AND L&P'S RELATIONSHIP WITH THE GLA

Recommendation 1: Retain the overall structure, status and funding of L&P

Overall, the review panel finds that the current model with L&P as an independent not-for-profit company with private sector leadership and a remit covering FDI, tourism and students is the most appropriate one, and has contributed to a more effective international promotion of London since 2011. L&P staff at all levels have a good reputation as experts in their field. It has been confirmed that the Mayor will sustain the GLA's grant to L&P at its current level (subject to confirmation via the GLA budget-setting process).

The further recommendations below should be seen as ways of continuing this progress and ensuring L&P is fit for purpose in new and more challenging external circumstances – and to take forward the Mayor's priorities.

Recommendation 2: Agree a clear mission statement

In order to ensure that L&P is directing its resources effectively, it is important to clearly define its remit. The panel proposes the following mission statement:

"London & Partners is the Mayor of London's official promotion agency. Its purpose is to support the Mayor's priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit. It does this by devising creative ways to promote London and to amplify the Mayor's messages, priorities and campaigns to international audiences. Its mission is to tell London's story brilliantly to an international audience."

London & Partners remit includes the following areas:

1. *Promoting London to international visitors (leisure and business) by:*
 - a. Running L&P's flagship website visitlondon.com
 - b. Delivering high-profile marketing campaigns internationally
 - c. Showcasing its business events offer and running London's convention bureau
 - d. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital
2. *Promoting London to international prospective students by:*
 - a. Running L&P's studylondon.ac.uk website
 - b. Delivering marketing campaigns to prospective students internationally
 - c. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital
3. *Promoting London to international companies and investors by:*
 - a. Providing advice and support to international companies considering where to locate and expand their business, securing their investment in London and helping them get established in the city
 - b. Providing advice and guidance to international companies based in London to ensure that jobs are retained
 - c. Delivering marketing campaigns to prospective inward investors internationally
 - d. Aggregating London-wide regeneration and development projects and promoting them to potential overseas investors.
 - e. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital

4. Helping London based companies to export internationally, by delivering the Mayor's International Business Programme 'Go To Grow'.
5. Leading activities to secure major corporate events in London, and supporting the Mayor's Office to secure major sporting and cultural events.
6. Supporting the Mayor's office overseas trips with business engagement

Recommendation 3: Ensure a balanced L&P Board

The L&P Board plays a vital role in both the governance and setting the strategic direction for the organisation. In the more uncertain economic times ahead, the Board will need a balance comprising members with deep sectoral expertise and knowledge, together with members with broader and more general experience of London's economy. We therefore recommend that an appropriate balance of skills and expertise is struck when recruiting future Board members.

Recommendation 4: Increase the number of GLA observers on the Board

While the Board will remain the governing body of L&P, in line with the mission statement, it is vital that L&P's work aligns fully with Mayoral priorities and supports the wider work of the GLA family in encouraging investment to London. In order to achieve that, the panel recommends that the Mayor be able to appoint an appropriate number of official observers. Observers play a different and complementary role to full board members – namely to add value to Board discussions through their own expertise and knowledge of the Mayor's priorities (and how L&P's work can contribute to them). Decision making will remain with Board Directors.

The review panel recommends that in addition to the Mayoral Director for External and International Affairs, the Deputy Mayor for Culture and the Mayor's Adviser on Business and Digital Policy are also appointed observers. The panel recommends that GLA officers receive Board papers and key documents as a matter of course in order to be able to brief Mayoral representatives – and are able to attend Board meetings as relevant, in the interests of transparency.

The panel considers the current configuration of the L&P Board – in which the Mayor appoints the Chair and one other Board Member – to be appropriate.

Recommendation 5: Introduce more flexible business planning

It is important that L&P is able to plan its work and that it can resource it appropriately. However, it is also essential that L&P can respond quickly and flexibly to priorities which arise in-year, which are an inevitable feature of the context in which it and the GLA operate.

To enable L&P to adapt to flexible requests from the GLA, the panel recommends that a contingency budget of 3 per cent of its annual GLA grant is held back for this specific purpose (at present that would equal around £300,000 per year). The GLA will expect L&P to include a line in its business plan providing for this, and L&P will be measured against its ability to respond effectively to new and urgent requests (see recommendation 14). The amount will not be linked to the costs of specific tasks or activities, but rather, disbursed quarterly on the basis of a satisfactory response to the need for flexibility.

Recommendation 6: Improve quarterly monitoring meetings

The GLA is L&P's majority funder. On that basis, it is essential to maximise the flow of information between the two organisations. This will enhance the GLA's ability to review, feedback on and support L&P's activities (as well as measuring its economic impact - see recommendation 13 on KPIs).

The panel recommends that quarterly ‘performance and delivery’ meetings are refocused to provide a forward (as well as backward) look, and to which all GLA staff with an interest in L&P’s work can contribute. GLA officers will have the opportunity to ask questions and raise concerns with regards to L&P’s forthcoming activities for the following three months – and to share information about their own work programmes/the Mayor’s priorities for the coming months. The panel also recommends that senior L&P staff meet regularly with relevant GLA staff to discuss work programmes. This will help to ensure that L&P and the GLA are working as one, do not duplicate efforts and that objectives and outcomes are agreed by both organisations. These meetings will also act as a forum which confirms payment of the contingency budget.

The GLA will include a KPI on ‘GLA satisfaction/Mayoral priorities implementation’ (see recommendation 14 on KPIs).

Recommendation 7: Transparency

The Mayor wants the GLA Group and grant-funded organisations to be as transparent as possible. Transparency relating to the use of public money is also, rightly, a concern of the London Assembly. With regard to L&P it is important to balance the need for transparency with the need for it to operate as a commercial arms-length organisation. The panel is aware that the London Assembly raised these issues with the previous mayor in 2014 and feels that the actions taken by L&P since in response to the Assembly’s requests strike the right balance.

Recommendation 8: Mayoral branding

In line with its mission statement to promote London on behalf of the Mayor, the Mayor of London brand should be used along with Visit London for tourism activities, Study London for student activities and London & Partners for business activities (for b-to-b communications).

The GLA will draw up brand guidelines and a process agreement with L&P to ensure that it can use the Mayoral brand and other related brands (e.g. #LondonIsOpen) where appropriate and with agreement from the Mayor’s office.

FUNDING, EFFICIENCIES AND STREAMLINING

Recommendation 9: GLA and non-GLA funding

The panel found that the current balance of GLA to other funding is satisfactory. The panel does not recommend that L&P be specifically tasked to increase its non-GLA income beyond the current level.

Recommendation 10: Assets

To assist L&P to deliver the Mayor’s priorities, the GLA will increase L&P’s free usage of the London Living Room and/or Chamber from two to four times per year.

Recommendation 11: Seek efficiency savings

We recognise that significant efficiency savings have been generated over the past five years by L&P. However, to sharpen L&P’s focus on its core aims of promoting London and allow more of the GLA grant to be used directly to promote London, the panel recommends that the new CEO work with the GLA to explore how further efficiency savings might be made.

Recommendation 12: Avoiding duplication

In order to maximise synergy and ensure that L&P is not duplicating work already being conducted by the GLA, GLA policy leads for each area should have regular meetings with

relevant leads at L&P. These might form part of the broader monitoring meetings (see recommendation 6).

MEASURING SUCCESS

Recommendation 13: Streamlining KPIs and improving methodology

The GLA currently measure L&P on KPI's including: total GVA attributed from delivering economic benefit across all sectors; total number of jobs created and supported across all sectors; and total non-GLA grant income generated. While measurement of FDI is satisfactory, the panel recommends that GLA Economics works with L&P to improve methodologies for measuring leisure tourism, business tourism, higher education and media coverage. The panel recommends that measuring the number of jobs "supported" should cease. The panel also recommends that L&P cease to measure AVE, and L&P and the GLA should together explore how media impact can best be measured. Updated KPIs will be introduced as part of the next business planning process from spring 2017.

Recommendation 14: Measuring GLA satisfaction

The panel recommends that L&P be officially measured on the GLA's satisfaction/Mayoral priorities with its quarterly performance, as a KPI. This is by definition a subjective measure but it is used for other L&P customers.