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COMMERCIAL IN CONFIDENCE BOARD MEETING

Minutes

Thursday 18 May 2023 | 09.00 am – 12.30 pm.
Trafalgar meeting room/online

Directors

Allen Simpson (AS)
Chris Hayward (CH)
Dominic Field (DF)
Eyal Malinger (EM)
Jo Wright (JW)
Laura Citron (LC)
Massy Larizadeh (ML)-online
Mark Taylor (MT)
Rajesh Agrawal (RA)-Chair
Reza Razavi (RR)
Tamara Rajah (TR)

Management Committee

Janet Coyle (JC)
Rose Wangen - Jones (RWJ)

Additional attendees:

Nayan Rughani (NR)

Apologies:

Manju Malhotra (MM)

Minutes:

Cristina Jandic (CJ)

Observers:

Alex Conway (AC)
Ben Johnson (BJ)
Elizabeth Campbell (EC)
Jo Pisani (JP)

1. Welcome and apologies

- 1.1 The Chair welcomed the Board members.
- 1.2 Apologies were received from MM and the meeting was declared quorate.
- 1.3 The Board welcomed AC as observer from the GLA.
- 1.4 BJ, EC and JP were welcomed as observers to the meeting at which they will be appointed as Board members.

2. Declaration of interest

There were no other declarations of interest to note.

3. Minutes of the 23 February 2023 meeting

The minutes were approved as accurate record of the meeting.

4. Matters Arising

There were no matters arising not covered on the agenda.

5. CEO's Report

- 5.1 LC presented the report focusing on the 2023/24 objectives and the self-assessment against the last year's objectives.

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- 5.2 LC was grateful for a fantastic leadership team that was driving L&P towards high GVA and NPS targets.
- 5.3 The Chair of the Remuneration Committee received positive feedback from the team on the CEO's work and performance. The priorities for the year ahead have been agreed.
- 5.4 LC referred to the biggest risks to the organisation such as culture and commercial mindset. These were carefully mitigated by the team. On the culture side, L&P recruited highly competent candidates in the last nine months and the pressure was on making sure they were aligned with the organisation's culture and values: (i) passion for London, (ii) enterprising and (iii) inclusive. AS highlighted that the last staff survey findings were positive and the team was committed to L&P's mission.
- 5.5 Board members discussed the importance of fostering partnerships. LC added that London & Partners was developing the relationships with London boroughs by appointing a new bespoke team and working on a framework of engaging with London communities. Another important aspect of developing relationships was setting up Advisory Boards, discussed under agenda item 10.
- 5.6 LC thanked AS for his work as Managing Director and interim CEO. He will leave L&P in July after five years of dedicated work. Board members highlighted AS's input and excellent contribution to the organisation. His appointment on the Board will be terminated on his last employment date.
- 5.7 LC referred to the 2023/24 objectives, focusing on expansion and preparation for the next growth stage. Board members recommended adjusting the priorities in order to allocate more time for advocacy, influence and people. **ACTION: LC** will share the updated objectives with the Remuneration Committee.
- 5.8 LC referred to her latest working trips to Japan and Korea. Japan offered an opportunity for capital investment/financial market and consumer goods. On the other side, Korea was more interesting from a FDI perspective. L&P were building connections and networks in these markets.
- 5.9 Board members focused on Opportunity London, a public-private partnership for capital investor work, delivered by L&P and NLA. In the context of L&P, this was as a standalone entity, a JV between the partners. The steering group was not yet formed. The board agreed that this was an important initiative for London.

6. Finance Director's Report

- 6.1 NR provided a summary update on the management accounts for the year end. The year end outturn was favourable against plan post tax and favourable against plan pre-tax. The management accounts do not include UKSPF Funding for Grow London, in line with the auditor's advice.
- 6.2 In terms of income, the areas of strong performance were:
- Tourism and FDI Partnerships
 - MIBP Partnerships and mission fees
 - Other bespoke activity
 - VisitLondon
 - London Tech Week

The areas behind the plan were:

- West End– largely as a result of a drop in partner renewals
- LLN
- DotLondon

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- 6.3 L&P group retained reserves which allowed for significant resilience in future years against any ongoing impacts from the recent pandemic or any other future event.
- 6.4 From a cost perspective, there was an underspent on all parts of the business except for Destinations (additional costs to manage trade shows), strategy & operations (recruitment and IT) and on salary costs.
- 6.5 Board members were informed that the L&P team was in discussion with GLA in order to receive the UKSPF funding in arrears.

TR left the meeting

7. Audit and Finance Committee update

- 7.1 JW updated the Board on the meeting of the Committee held on 16 May 2023. The Committee members discussed the management accounts for the year end, audit timetable, assessed the major areas of risk on the risk register and received a deep dive presentation on the cyber security risk. L&P was pro-actively managing risks and was in a good financial position.

BJ, JP, EC left the meeting

8. Nomination Committee update

- 8.1 MT presented the Committee's update. It was recommended for Board's approval the appointment for a second term of DF, MM and ex-officio appointments of BJ, JP and EC. The Board *APPROVED* the appointments.
- 8.2 The Board noted the resignation of RR and thanked him for being a valuable member of the Board.

BJ, JP, EC joined the meeting

9. Commercial Committee update

- 9.1 DF update the Board on the discussions of the Commercial Committee that took place on 4 May 2023. The Committee focused on the commercial portfolio and approach for 2023/24, the different types of income, ratios and discussed on the future targets. The Board received more information on that under agenda item 11.
- 9.2 The Board members agreed that ratios shouldn't be the drivers of the activity. Financial resilience for the organisation should be ensured.

BREAK

TR joined the meeting

10. Governance update

- 10.1 AS presented for directors' approval the amended Articles of Associations. This exercise was done in cooperation with the legal team to ensure that the Articles were fit for purpose. The Statement of Independence was added under article 2; the company's objects were shortened and broadened; specific provision for the directors' term of office appointment and termination were added under article 21 and 22. As well, a specific provision for the member's interest termination were added under article 28. Article 42 on company seal was removed and under article

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30 virtual attendance to meetings was allowed. The Board *APPROVED* the amendments. Approval will be sought from L&P's members.

- 10.2 AS provided an overview of the four Advisory Boards (AB): Life Sciences, Small Business, Grow London and Tourism. The Board *APPROVED* the Terms of Reference for these groups. The Chair of the Life Science AB was approved as JP and for the Tourism AB- Bernard Donoghue and Kate Nicholls. The Tourism AB met already a couple of times and is fully functional. Board's approval will be requested for appointing the Chair of the Small Business and Grow London Advisory Boards.
- 10.3 Board members *APPROVED* the amended Ethics Policy and Transparency Policy. The latter will be published on L&P's website.
- 10.4 The Board noted the 2023 AGM notice, that will take place on 19 September from 9am.
- 10.5 Board members discussed their training and development offer and noted the declarations of interest for 2023. The interests are publicly available on L&P's website.

11. Commercial update

- 11.1 RWJ referred to the Commercial Strategy, non-grant income targets, grant to non-grant ratio and the commercial products portfolio.
- 11.2 The Board *APPROVED* for the minimum non-grant income target to be set at a level required to maintain break even for the same activity level.
- 11.3 Following this meeting, the Commercial Committee will develop a recommendation for a stretch target and this will be presented for Board's approval. The initial consideration for this target will be (i) alignment to mission; (ii) value to London and (iii) sustainability and predictability.
- 11.4 Board members agreed on the need to have a clear and transparent communication around targets and to diversify the partnership in order to bring value added to the organisation and ensure independence.
- 11.5 The Board *AGREED* to track grant to non-grant income ratios, but to not set these as formal targets.

CH left the meeting

12. Transformation update

- 12.1 LC referred to the transformation programme comprising of: Medcity integration; Funding London Partnership; small business support; business growth refresh; tourism strategy and business systems refresh.
- 12.2 The programme was on track with risks around small business as this was a new service at scale. The risk was addressed by iterating the service design, learning about the stakeholders and audience.
- 12.3 Another risk area was around culture linked with the grow of business. This was addressed by better recruitment, onboarding, staff engagement, learning and development.
- 12.4 L&P was in the process of interviewing candidates for the Director of Life Science role. As well, a new Managing Director for Small Business was due to join in July.
- 12.5 Funding London discussions of integration were standstill at the moment.
- 12.6 JC provided an overview of the Grow London that was successfully launched on 10 May. The Board members that attended the event confirmed that it was successful

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launch. Grow London was a unique programme directed at high growth companies. No other city in the world had such an initiative.

- 12.7 LC provided an update on the Business systems, people workstream and Tourism Strategy. L&P was on track of delivering the new Strategy in September 2023 and the Let's Do London campaign was in the planning.

13. Forward planner

- 13.1 Board members noted the forward planner and asked for the Commercial and Tourism Strategy to be added to the September meeting and the High Growth update to be presented as part of the CEO report.
- 13.2 It was agreed that at the November meeting, directors will discuss the use of technology to drive productivity at L&P, use of AI as part of that.

14. AOB

- 14.1 Board members agreed to organise a Strategy Away Day in late September/October. The date will be confirmed.
- 14.2 Board members agreed to meet at different locations offered by partner organisations, including small businesses venues, that are assisted by L&P as part of the small business service.

The meeting concluded at 12.10 pm.