

# APPENDIX

## 9A

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 03 June 2019 10:23  
**To:** [REDACTED]; [REDACTED]  
**Subject:** RE: Cannes Lions Festival

Hi [REDACTED],

Thank you for your email and it is great you are going to be at Cannes, we have an event we are organising and it would be great if you could attend: <https://www.adassoc.org.uk/cannes-events/how-to-grow-your-business-worldwide/>

As we are helping companies navigate, network around Cannes, please let me know what you will need. I would be happy to meet you, whilst we are there.

As we are involved in a lot of events please see some of the selection here: <https://www.adassoc.org.uk/cannes-events/>

I look forward to hearing from you.

Kind regards,

[REDACTED]

**From:** [REDACTED] <[REDACTED]>  
**Sent:** 02 June 2019 07:50  
**To:** [REDACTED] <[REDACTED]>  
**Cc:** [REDACTED] <[REDACTED]>  
**Subject:** Re: Cannes Lions Festival

Hi Guys

Wonderful to hear from you. We will indeed be in Cannes. We have an influencer marketing gallery next to Facebook beach. I'll send you the programming agenda shortly.

Our key business focus right now is client growth. We need to get to key marketing decision makers. If there is anything you are doing that might be able to help us make connections to CMOs and brands directly then we are very interested.

Key markets are UK, US, APAC, GSA, Benelux.

[REDACTED] do let me know if you would like coffee whilst we are there?

Best

On Fri, 31 May 2019 at 18:10, [REDACTED] wrote:

Hi [REDACTED],

It was lovely to connect with you at the recent digital marketing masterclass at the Century Club.

I know [REDACTED] are currently on the Mayor's International Business Programme (cohort 11) and you were keen to find out more about our forthcoming missions including possibly tying up activity with us whilst you're in Cannes Lions in June.

I wanted to copy in our [REDACTED] who is arranging the programme for our companies out in Cannes, [REDACTED], who will be happy to touch base and see how we can link up (or indeed discuss future missions we have coming up).

Best wishes and have a lovely weekend,

[REDACTED]

[REDACTED]

London & Partners  
6th Floor

[2 More London Riverside](#)  
London SE1 2RR

Tel: [REDACTED]

Switch: +44 (0)20 7234 5800

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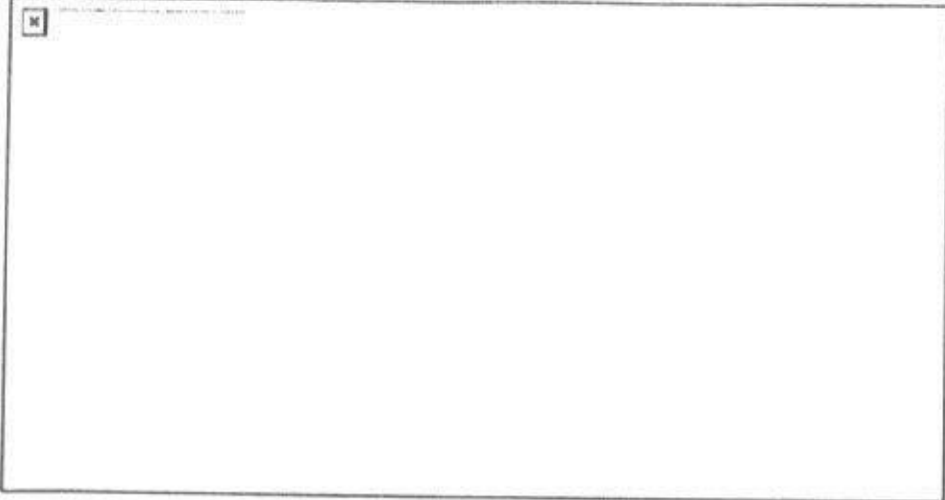


**European Union**  
European Regional  
Development Fund

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[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 06 June 2019 20:15  
**To:** [REDACTED]  
**Subject:** Re: Cannes update

H [REDACTED]  
Please find my headshot attached.  
My bio:

[REDACTED] - a creative first influencer company focused on building brands with creators, digital storytellers and artists. This year in Cannes, [REDACTED] are presenting an interactive gallery that showcases the bright side of influencer marketing. [REDACTED] built her career at Ministry of Sound, Universal Music Group and Talenhouse.

On Thu, 6 Jun 2019 at 16:22, [REDACTED] wrote:

Hi All,

I know you are getting excited for Cannes, please remember if you haven't already send me through your headshot, short bio and interest as to why you are in Cannes. I need this by tomorrow latest, for you all to be on the hub.

I will start a whatsapp group tomorrow, please all send me your mobile numbers if you DO NOT want to be included, please let me know by 3pm tomorrow or I will assume you are all happy to connect with each other.

The events are also listed below and look out on your emails as you will be invited to more, if you can not get on the Mandatory event let me know, as spaces are filling up fast.

Mandatory event by London & Partners: <https://www.adassoc.org.uk/cannes-events/how-to-grow-your-business-worldwide/>

Cannes Events for you to sign up for can all be found here: <https://www.adassoc.org.uk/cannes-events/>

Others you can attend and sign up to:

**Tuesday Sunriser – ICrossing**

<http://www.campaignlive.co.uk/cannessunriser>

**Wednesday Sunriser - Mail Metro Media**

<https://www.campaignlive.co.uk/cannessunriser/futureofnews>

**Thursday Sunriser - McCann Worldgroup**

<https://www.campaignlive.co.uk/cannessunriser/clientagencycredit>

Let me know if you need anything else.

Kind regards,

[Redacted]

[Redacted]

**The Mayor's International Business Programme**

London & Partners  
6th Floor

[2 More London Riverside](#)  
[London SE1 2RR](#)

[Redacted]

[Redacted]

**Switch:** 020 7234 5800

**Twitter:** [Redacted]

**Email:** [Redacted]

**Website:** [gotogrow.london](#)



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# **APPENDIX**

## **9B**

**None – see 6B**



# APPENDIX

## 9C

██████████

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**From:** ██████████  
**Sent:** 16 July 2019 16:34  
**To:** ██████████  
**Cc:** ██████████  
**Subject:** Application Successful - Trade Mission to the US West Coast - Oct 2019

Good afternoon,

I am happy to confirm your place on our Trade Mission to the US West Coast (San Francisco and Seattle) Sept 30<sup>th</sup> to Oct 04<sup>th</sup> run in partnership with GBx in San Francisco. We're pleased to tell you that you are now officially registered for this visit.

For our brochure and marketing material for the brochure, by **Friday 19<sup>th</sup> July** please send the following to ██████████ (copied in)

1. Participating delegate's name, title, email address, mobile phone number, WhatsApp phone number (we'll use WhatsApp to communicate on the mission)
2. Participating delegate's head shot – High Res, Jpeg
3. Your company's logo – High Res
4. Your company's Twitter handle
5. Description of your business – **this must be no longer than 50 words**
6. Your companies aim of attending the mission - **this must be no longer than 50 words**

\*Any material over the word count will be cut from the brochure.

#### Programme & logistics

At this stage, we are still confirming and reaching out to the corporates we will be meeting. Once meetings and delegates are confirmed, we will begin sharing the updated agenda. This 5 days mission will be made up of 1-2-1 meetings, roundtables, and networking session with US Corporates and local companies.

Please let us know the top 3 **local** organisations you would like to meet during the mission as well as the position/department of the people you are targeting, we will do our best to involve them as some point. An updated and more detailed programme will be shared in the next few days.

Your accommodation will be covered by London & Partners for 5 nights, from Sunday 29<sup>th</sup> Sept to Friday 04<sup>th</sup> Sept. **You will be responsible for covering your flights.** Recommended flight will be shared along the programme.

#### Trade mission bootcamp

If you have not attended a trade mission before, we strongly encourage you to attend our **Go To Grow pre-mission bootcamp on Fri, 27<sup>th</sup> September**. The morning workshop will give you an insight and prepare you for your upcoming mission and what to expect. The bootcamp will be joined by our MIBP team, MIBP Partners and other companies who have attended our missions. Please register for your [morning bootcamp here](#).

#### Pre Mission Briefing

A pre-mission briefing will be hosted at London & Partners offices, the date will be confirmed soon. During this briefing you will meet with the team organising the mission as well as other delegates participating in the mission. You will also receive media and marketing briefing to maximise the opportunities during the visit. Finally, we will run through logistics and details regarding the mission and any questions you may have.

#### Administration fee

Once you have confirmed your participation, please note that you will be contacted by my colleague ██████████ from the finance team to arrange the payment of the £500 + VAT commitment fee.

If you have any questions, please don't hesitate to come back to us.  
Best regards,

[Redacted]  
Partners  
6th Floor  
2 More London Riverside  
London SE1 2RR

[Redacted]  
Switch: +44 (0)20 7234 5800  
<http://gotogrow.london/>

# APPENDIX

## 9D

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 05 February 2019 15:20  
**To:** [REDACTED]  
**Cc:** [REDACTED]; [REDACTED]  
**Subject:** China Mission Acceptance

Hi [REDACTED]

I am happy to confirm [REDACTED] a place on our Trade Mission to China on Sunday 19<sup>th</sup> May – Friday 24<sup>th</sup> May. We're pleased to tell you that you are now officially registered on this visit. If you can please confirm your attendance by Friday 1<sup>st</sup> March 2019 to myself and my colleague [REDACTED] cc'd into this email.

Can you please send me the following:

1. Participating delegate name and head shot – High Res, Jpeg
2. Your company logo – High Res
3. No more than 50 words describing your business

#### Programme & logistics

We are currently speaking with various partners (public and private organisations) to make sure we can meet the companies and organisations you mentioned in your application.

In terms of travel: we will be in touch regarding flight recommendations, visa support and remember we will cover your accommodation for mission dates only.

#### Agenda

Please see below a draft agenda this will change a lot in terms of content over the next few months:

Hong Kong- Sunday 19<sup>th</sup> May: Dinner

Hong Kong - Monday 20<sup>th</sup> May: Overview of the Hong Kong Market with Invest HK  
Meeting with Key players who have successfully set up in HK  
Arranging meetings with key brands  
Evening Reception

Hong Kong – Tuesday 21<sup>st</sup> May: Visit to Cyberport <http://www.cyberport.hk/en>  
Train to Shenzhen  
Networking event with Shenzhen Tech community

Shenzhen – Wednesday 22<sup>nd</sup> May: Corporate roundtable with Netease, DJI and Venture Capitals (TBC)  
Site visit, tour and panel discussion – Tencent  
Group Dinner

Shanghai – Thursday 23<sup>rd</sup> May: Travel to Shanghai  
Corporate roundtables with large tech companies (including those based in Beijing)  
L&P's networking reception hosted with China's business community

Shanghai – Friday 24<sup>th</sup> May: Breakfast with Osens (TBC)  
Networking lunch  
Opportunity for own meetings

An updated and more detailed programme will be shared soon along with details of the accommodation and this will be covered by MIBP for the main mission dates.

#### Pre Mission Briefing



A pre-mission breakfast briefing will be hosted at 2 More London Riverside, London SE1 2RR prior to the trade mission, taking place on **Tuesday 7<sup>th</sup> May at 8:30am-10:30am**. A calendar entry will be sent shortly.

During this briefing you will meet with the team organising the mission as well as other delegates participating in the mission. You will also receive media and marketing briefing to maximise the opportunities during the visit. Finally, we will run through logistics and details regarding the mission and any questions you may have. **This briefing is compulsory, if you are unable to attend, please nominate a colleague to represent you.**

#### Administration fee

Please note that my colleague [REDACTED] from London & Partners will contact you to arrange the payment of the £500 + VAT commitment fee.

If you have any questions, please let me know and kindly confirm your attendance as we are oversubscribed with this mission.

Kind regards,

[REDACTED]

[REDACTED]

London & Partners  
6th Floor  
2 More London Riverside  
London SE1 2RR

[REDACTED]  
Switch: 020 7234 5800

[REDACTED]  
Website: [gotogrow.london](http://gotogrow.london)



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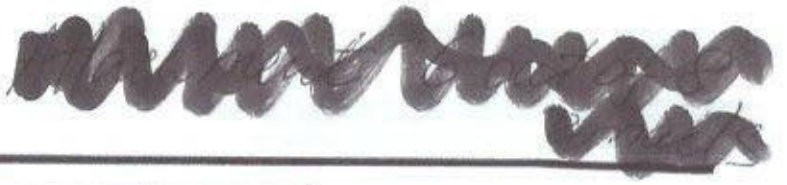
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# APPENDIX

## 10A



[Redacted]

**From:** [Redacted]  
**Sent:** 13 November 2019 11:19  
**To:** [Redacted]  
**Subject:** FW: China visit

Here is the response back.

Best,

[Redacted]

**From:** [Redacted]  
**Sent:** 03 May 2019 12:52  
**To:** [Redacted]  
**Subject:** RE: China visit

Just as an FYI - [Redacted] from [Redacted] team attends the monthly creative team meetings as was made aware of this mission.

[Redacted]

**From:** [Redacted]  
**Sent:** 03 May 2019 12:36  
**To:** [Redacted]  
**Subject:** RE: China visit

Thanks [Redacted]

**From:** [Redacted]  
**Sent:** 03 May 2019 12:34  
**To:** [Redacted]  
**Subject:** RE: China visit

Hi [Redacted]

There are 14 companies attending (please see draft brochure, no photos as yet). To be honest, I'm not sure if [Redacted] is aware or not, I went through all the mission sectors with [Redacted] and [Redacted] at the beginning of the year, I'm unaware if that has been communicated internally.

Best,

[Redacted]

**From:** [Redacted]  
**Sent:** 03 May 2019 12:18  
**To:** [Redacted]  
**Subject:** China visit

[Redacted]





[redacted] of [redacted] aware of the MIBP mission to China as it's mainly creative industry? How many companies are going? I am going to send the following line to Rajesh for the DMs team meeting?

You are leading a MIBP trade mission (how many x from the creative industry) to China 18-25 May

Best

[redacted]

[redacted]

[redacted]

City Hall, The Queen's Walk, London SE1 2AA  
020 7983 4249 | 078 6796 3272

[london.gov.uk](http://london.gov.uk)

[redacted]

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[Redacted]  
From: [Redacted]  
Sent: 18 May 2019 17:47  
To: [Redacted]  
Subject: Delegate Information  
Attachments: Creative Trade Mission in May to HK & China.pdf

Please see the attached.

[Redacted]

[Redacted]

London & Partners  
6th Floor  
2 More London Riverside  
London SE1 2RR

[Redacted]

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# **APPENDIX**

## **10B**

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 29 October 2018 13:38  
**To:** [REDACTED]  
**Subject:** [REDACTED]  
**Attachments:** Business-to-Business Tech Mission Shanghai, Hangzhou & Beijing.pdf

Hi [REDACTED],

I've had a nightmare today trying to get in – my car broke down and I had to wait to be towed to a garage, then get a taxi back home from there. Anywho..... I've ended up working from home today so I won't be in the team meeting either. Tomorrow I have a missions meeting at 4 so could do 3pm or 5pm whichever works best for you?

With regard to the briefings, we have some new Fintech core content from our side, so I want to ensure that this is being weaved into the narrative throughout the briefings.

Happy for you to provide the lines etc and I'm happy just cracking on with them, so don't need you to do anything.

I plan to have the majority of them finished by the end of this week.

In the meantime – could you please approve/get approved the blurb for [REDACTED] the brochure. These need to be send to China in the next few days for printing so grateful if you could push through.

Many thanks,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 29 October 2018 13:27  
**To:** [REDACTED]  
[REDACTED]

Hi [REDACTED]. I probably won't attend the MIBP mtg today as had to get home for a delivery and will probably stay here now working from here. Would be good to have a quick chat about China and briefings. I think as we've done before I will provide a core briefing with the latest lines on Brexit, fintech etc etc and the other briefings (which I don't plan to get too involved in!) will contain other info such as attendees, logistics and any background. Are you happy to meet/have a chat tmrw at 4ish? Thanks [REDACTED]

Sent from my iPhone  
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[REDACTED]

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LONDON  
STRATEGY

**Financial Technology Mission | Shanghai, Hangzhou, and Beijing**  
金融科技代表团 | 上海, 杭州, 北京

12th - 17th November 2018 | 11月12日 - 11月17日 2018

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[REDACTED]

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**From:** [REDACTED]  
**Sent:** 20 November 2019 13:01  
**To:** [REDACTED]  
**Subject:** FW: Final Version of the Fintech Brochure  
**Attachments:** China Fintech Brochure Nov.PDF

Please print – email and attachment

---

**From:** [REDACTED]  
**Sent:** 14 November 2019 15:08  
**To:** ROBINSON, TAMARA  
**Cc:** [REDACTED]  
**Subject:** FW: Final Version of the Fintech Brochure

Hi [REDACTED],

I've also managed to find this email in relation to the Deputy Mayoral visit to China.

Best,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 07 November 2018 11:03  
**To:** [REDACTED]  
**Subject:** Final Version of the Fintech Brochure

Hi [REDACTED]

Great to see you both yesterday.

Please find attached the final version of the China fintech brochure.

Best,

[REDACTED]

[REDACTED]

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6th Floor  
2 More London Riverside  
London SE1 2RR

[REDACTED]  
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[REDACTED]

# APPENDIX

# 11



## Delegation of Authority

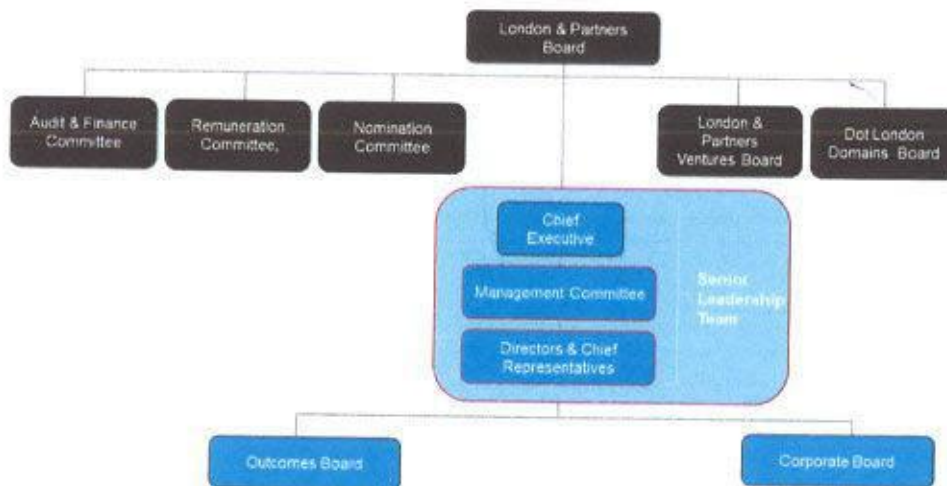
Responsibility for good governance rests with the board, this is underpinned by an effective governance framework which, the board believes, fits the requirements of London & Partners' business. The composition and [terms of reference of the London & Partners board is available to read on londonandpartners.com](#).

The board has identified certain matters that only it should decide and not be delegated to others. These are detailed in the matters reserved for the board section below.

Other specific responsibilities are delegated to its principal committees (the Audit and Finance Committee, the Remuneration Committee and the Nomination Committee) and subsidiary boards (London & Partners Ventures Ltd and Dot London Domains Ltd). Each of these committees and subsidiary boards operates within defined [terms of reference which are available to view on londonandpartners.com](#).

The day-to-day running of the company's business is undertaken by the Chief Executive Officer with the support of the Management Committee. The Management Committee is responsible for the overall direction, performance and culture of the organisation.

The Management Committee and Directors and Chief Representatives make up the Senior Leadership Team (SLT), who are members of two executive-level decision-making bodies, the Outcomes Board and Corporate Board. The responsibilities of these boards are included in the appendix.



### Matters reserved for the board

All matters that have a material impact upon the company or any of its subsidiaries will be referred to the board. However, below is a schedule of matters reserved specifically for the decision of the board or a committee of the board.

#### Strategy:

- Approval of London & Partners group overall strategy, long-term objectives, key performance indicators and targets.
- Approval of the annual budget of the London & Partners group.

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## & PARTNERS

- Significant changes to the London & Partners group's activities.

### Financial matters:

- Financial reporting and controls.
- Contracts for major capital and projects of more than £180,000.
- Adoption of significant change in accounting policies or practices.

### Corporate matters:

- Convening general meetings of the company.
- Recommending to members the approval of alterations to the Memorandum and Articles of Association.
- Issue the annual report and accounts of the London & Partners group, having approved the strategic report, directors report and committee reports.
- Carry out a regular review of its own performance.
- Board membership and other appointments, including the appointment of external auditors and of the group's professional advisers and appointments to the boards of subsidiary companies.
- Approving terms of reference and composition board committees.
- Internal controls and risk management procedures.
- Remuneration of CEO and senior executives.

### **Authorisation levels**

These apply to the approval of contracts, invoices and purchase orders. The board will approve any changes to levels for Chairman, CEO/MD Operations & Governance and Management Committee. The Management Committee to approve levels for other staff.

<b>Authoriser</b>	<b>Limit</b>
Board	No limit
Chairman	£180,000
CEO (or MD Operations & Governance)	£100,000 (and higher if pre-approved by the Board or Chairman)
Management Committee	£50,000
Directors/Chief Representatives	£25,000
Heads *	£10,000
Others *	£5,000
Exceptions *	TBA

\*As Delegated by Management Committee/Directors/Chief Representatives



# LONDON & PARTNERS

## Appendix

### Terms of reference: Outcomes Board and Corporate Board

Area	Outcomes Board	Corporate Board
<b>Purpose</b>	Makes decisions about how London & Partners will achieve its outcomes for London: GVA, engagement, perceptions and income.	Responsible for ensuring London & Partners maximises its resources in order to deliver its outcomes for London.
<b>Membership</b>	Senior Leadership Team (e.g. Management Committee, Directors and Chief Representatives)	Management Committee; Director, HR; Director, Finance; Director, Strategy & Corporate Affairs; Director, Strategy & Business Excellence; and Head of Corporate Communications & Public Affairs.
<b>Chair</b>	CEO	Managing Director, Operations & Governance
<b>Outcome KPIs</b>	<ul style="list-style-type: none"> <li>• GVA.</li> <li>• Engagement and perception.</li> <li>• Income targets including, match/VIK/revenue against activity.</li> <li>• Programme spend v programme budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Sunday Times 100 Best Companies to Work For staff survey.</li> <li>• Income.</li> <li>• Spend v budget.</li> <li>• Stakeholder satisfaction.</li> <li>• Partner satisfaction.</li> </ul>
<b>Budget decision-making</b>	<ul style="list-style-type: none"> <li>• Activity budgets – outcomes.</li> <li>• Major projects and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff cost budget.</li> <li>• Corporate major project and programme cost budgets.</li> <li>• London &amp; Partners Ventures budget.</li> <li>• Agree business plan.</li> </ul>

# APPENDIX

# 12

<b>Document Ref</b>	SC008	<b>Document Title</b>	Decision Making at London & Partners		
<b>Owning Department</b>	Strategy & Planning	<b>Effective Date</b>	18-Sep-19	<b>Review Date</b>	18-Sep-21

## 1. Purpose

This document covers the Decision Making Process at L&P and is intended to make delivering projects & programmes easier. The process will provide clarity and agreement upfront which will make delivery more straightforward.

## 2. Principles for Decision Making

- If it is not clear who has the authority to make a decision, clarify that before doing anything else.
- A decision should be made by the most junior person who has the authority to make it.
- Consideration should be proportionate to the decision. (Consideration includes data, insights, opinions and time spent discussing the decision).
- A decision should be communicated effectively once it is taken.

## 3. What We Do and Why

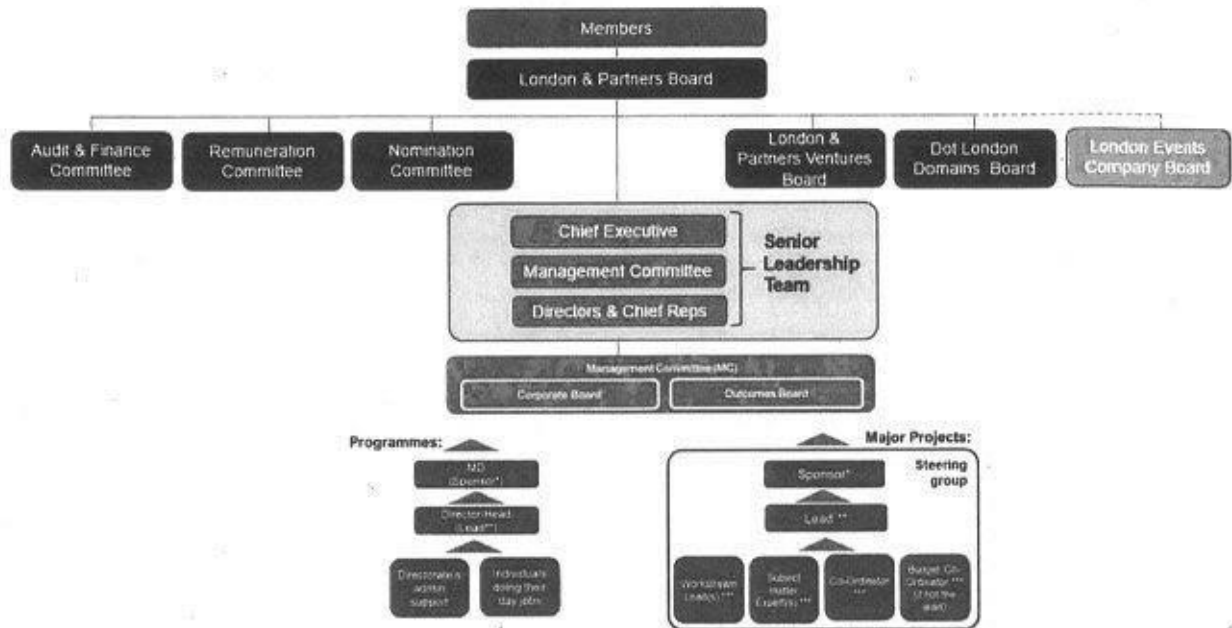
All our initiatives across London & Partners are based on either delivering the right outcomes which are set in our annual business plan or enables us to operate as a successful business.

As part of our annual business planning, or occasionally throughout the year, we identify the ongoing activities or major projects required to deliver outcomes and/or operate successfully as illustrated below.

A poster featuring all agreed Programmes and Projects is displayed in each of our offices.

## 4. Governance

This diagram shows how our Programmes and Projects are managed and the decision making bodies that may discuss them dependent on the stage, financial impact etc. The implementation of this formal process will enable programmes and projects to be managed in a consistent manner using standard documentation and with a clear governance process.



Activities are defined as a Programme or Project depending on their objective and the timeframe.

		Outcomes	Corporate
<ul style="list-style-type: none"> <li>All projects &amp; programmes plotted</li> <li>Sponsors &amp; leads allocated</li> </ul>		This is what we do to meet our Outcomes (GVA, engagement, perceptions) and Income targets.	This ensures that L&P has strong support from staff, partners and stakeholders, and that we operate as a successful business.
<b>Ongoing Activity</b>	This is what we do throughout the year.	<b>Outcomes Programmes</b> Examples: Business Founam, FOL, R&I, Sector Activity.	<b>Corporate Programmes</b> Examples: HR, Internal Comms, Finance
<b>Major Projects*</b>	This is what we do for specific periods of time.	<b>Outcomes Major Projects</b> Examples: CWC, LTW, European FDI cohort, London / Paris	<b>Corporate Major Projects</b> Examples: Staff Conference, Brexit readiness
* Major project = either: budget > £100k, cross-company and significant impact on Outcomes.			

All activities are managed at the programme / project level unless there is a deviation from the agreed tolerances. This approach aims to allow us to manage by exception. If activities are on track they are empowered to progress. 'On track' simply means that a programme / project is within the budget / time / resource / risk / outcomes tolerance that was agreed in the project plan. Each project and programme are reviewed monthly by the Sponsor and the Lead and the status is, in most cases, captured in a summary dashboard available to all leads and sponsors. The individual project dashboard link in section 5.2 is how the Sponsor makes a call on how to RAG flag a project / programme in the summary dashboard.

Deviation from any of the following must be escalated by the Sponsor to the Management Committee who will take on a filtering role for the Outcomes Board / Corporate Board to agree what can be addressed quickly versus what needs to be discussed at a relevant Board:

- Outcomes agreed
- Budget set
- Timing – particularly if risk to go live date
- Resource requirements
- Material risks

The purpose and role each Board specifically plays for projects and programmes is shown below:

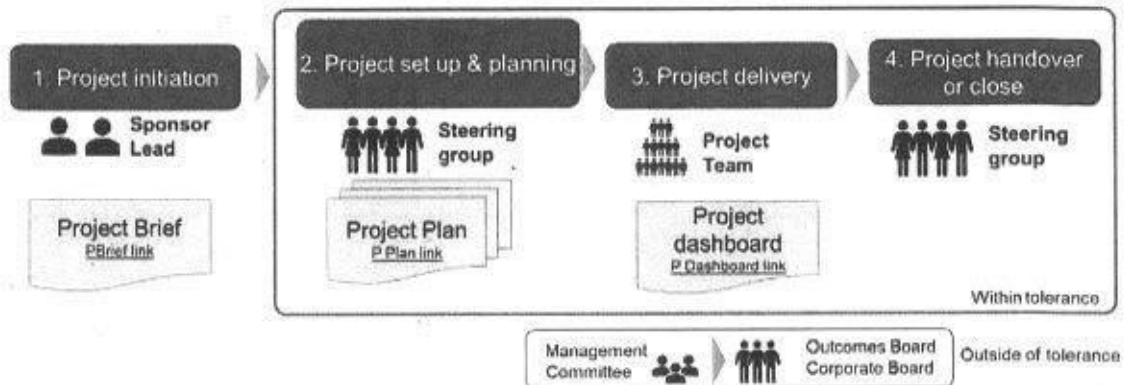
Area	Outcomes Board	Corporate Board
<b>Purpose</b>	Makes decisions about how L&P will achieve its Outcome targets: GVA, engagement, perceptions and Income target.	Responsible for ensuring L&P maximises it's resources in order to deliver its outcomes for London.
<b>Outcome KPIs</b>	Programme spend vs programme budget	Spend vs budget
<b>Budget decision-making</b>	Activity budgets – outcomes major projects and programmes	Staff cost budget Corporate major project and programme cost budgets LPV budget
<b>Regular agenda items include:</b>	Programmes & major projects allocated to Outcomes Board for: <ul style="list-style-type: none"> <li>- sign off</li> <li>- escalation if they exceed agreed tolerance</li> <li>- for consultation</li> <li>- for information</li> </ul>	Programmes & major projects allocated to CB for: <ul style="list-style-type: none"> <li>- sign off</li> <li>- escalation if they exceed agreed tolerance</li> <li>- for consultation</li> <li>- for information</li> </ul>

## 5. Process

This section provide an overview of key information about the Decision Making process. The Decision-Making at L&P presentation details the process including budgets and roles & responsibilities and must be referred to by all project team members.



## 5.1. Project Stages



### 5.1.1. Stage 1 – Project Initiation

- Projects are initiated during annual business planning or proposed during a year.
- If the project is identified in the business plan but is a new type of activity or not occurring annually then it still needs a formal go/no go decision in the Outcomes or Corporate Board.
- The Lead and Sponsor prepares the Project Brief. When preparing it, they should consult relevant colleagues to validate the 'why/when/ how & who' for this potential project. They sponsor to share the brief with ██████ for a first pass on if it should be a Major Project. If a probable yes, then share the Project Brief at the next Outcomes / Corporate Board for go/no go.
- If there is a requirement for a new system this must be agreed with the Business Systems Oversight Group. This is to ensure that we understand the benefits as well as any requirements to interface with existing systems and potential impacts of this. Contact the Managing Director, Operations & Governance or the Business Excellence Manager for support in this area.
- Following a go-decision, this becomes a project and progress to Stage 2.

### 5.1.2. Stage 2 – Project Setup

- Following a 'go' decision, the Sponsor and Lead initiates the set-up;
- The Lead, supported by the Sponsor, prepares the draft Project Plan which the Steering Group discuss and the Sponsor approves
- Identify people for additional roles (agreed with relevant line manager)
- If there is a requirement for a new system or a requirement to share data in some format please engage the Business Excellence Manager.
- Convene 1st Steering Group meeting which should be a kick off session
- If the Project Plan is outside of the tolerance agreed in the Project Brief, then it goes back to the Outcomes or Corporate Board.
- If the Project Plan is within tolerance, then progress to Stage 3.



### 5.1.3. Stage 3 – Project Delivery (including go live)

- The project team delivers against the Project Plan, tracked through the Project Dashboard.
- As long as the project is within agreed tolerance the Steering Group guides delivery of the project.
- If the project exceeds tolerance, it gets escalated to the Outcomes or Corporate Board filtered by the Management Committee (first Monday of each month)
- Once all deliverables and milestones are achieved, the project progress to Stage 4.

### 5.1.4. Stage 4 – Project Handover or Close Out

- Project close down (for example, when a campaign has delivered) or if a project is handed over to a directorate to become an ongoing activity (for example, CRM management).
- A Project Close Out Report must be completed.
- At this stage, the Steering Group:
  - Validates completion of delivery
  - Ensures benefits realised
  - Undertakes a wash up to capture learnings
  - Provides feedback to individual project team members
  - Files relevant documentation
  - Reports headline outcomes to Outcomes/Corporate board

## 5.2. Project Templates

- Project Brief
- Project Plan
- Project Dashboard
- Project Close Out Report

## 5.3. Roles and Responsibilities

Every project or programme must have one (and only one) of each of the following roles:

**Sponsor** – Accountable to the CEO for the activity achieving its goals to time and budget.

**Lead** – Responsible for delivering activity to achieve goals against budget.

All budgets must have a named **budget co-ordinator** responsible for maintaining the budget records – this can be the lead or another team member.

Larger projects with multiple deliverables could also have:

**Workstream lead(s)** – Responsible for a specific outcome and/or activity as directed by the Lead. The Lead could also be a Workstream lead.

Optional roles as required:

**Coordinator** – Responsible for coordinating a project, as directed by the Lead.

**Subject matter expert** – Consulted as required or responsible for delivering specific tasks within a workstream. Decided on a project by project basis if SME role required.

The roles above make up the **Steering group** – Collectively responsible for steering delivery and ensuring that a project is within its agreed tolerance (e.g. within budget, not running late, no material risk occurring, resources managed). If a project exceeds tolerance the Sponsor escalates to the Outcomes / Corporate Boards via the Management Committee.

#### 5.4. Budgets and Procurement

The following documents must be used in conjunction with this procedure and can be accessed from the [portal](#):

QP036 Procurement Policy

FI012 Procurement Policy Guidance

#### 5.5. Budgets Types

There are three types of cost budget at L&P:

##### **Activity Budgets**

Activity Budgets (used to be called Programme Budgets) are for delivering Programmes and Projects.

They also cover any short-term staff related to delivering the project, e.g. freelancers, temps, interns, consultants, contractors not already included in the staff budget at the beginning of the year. Sponsors and Leads can manage these budgets but must also consult with and inform HR before hiring contractors.

Consider budgeting for team recognition activities.

##### **Platform Budgets**

Platform budgets cover central platform costs including rent, utilities, service charges, technology platforms, licences etc.

They have individual owners, though the majority are held within Operations and are accountable to MD Operations & Governance.

##### **Staff Budgets**

Staff budgets cover all permanent staff, and some long-term temps and contractors.

Staff budgets are managed centrally by the Management Committee. Recruitment requests must be sent to HR by Friday morning for sign-off by Management Committee weekly, on a Monday.

The following table provides details of who is authorised to approved what expenditure.

Decisions	Major Projects and Programmes
Total budget approval/increases	Main Board Outcomes/Corporate Board
Approval of spend thresholds and any subsequent changes	Main Board Management Committee
Accountable for budget	Sponsor
Consulted for major budget decisions	Project Steering Group where applicable
Approval of spend within budget up to spend threshold	Sponsor/Lead/Head/Other if applicable
Delegation of budget management and spend approval to head(s) and/or other(s) where applicable	Sponsor and Lead agree in advance and inform finance
Cross company use of activity budgets	Lead manages up-front communication with all teams. Teams to ask Lead if unsure.
International travel costs	Advance approval from MD Markets then usual budget approval within spend threshold
Approval of expense claims and credit cards	Next line manager with authorization
Procurement decisions	Procurement policy must be followed by all
Signing contracts	CEO/MD/Directors with legal training only
Appoint short-term staff within budget	Sponsor and Lead (must inform HR/IT/facilities in advance)
Appoint permanent staff, promotions and pay changes	Management Committee

## 6. Change History

This is a new document.

## 7. Training Requirements

Anyone involved in the defining, approval or delivery of a project must read and understand this procedure.

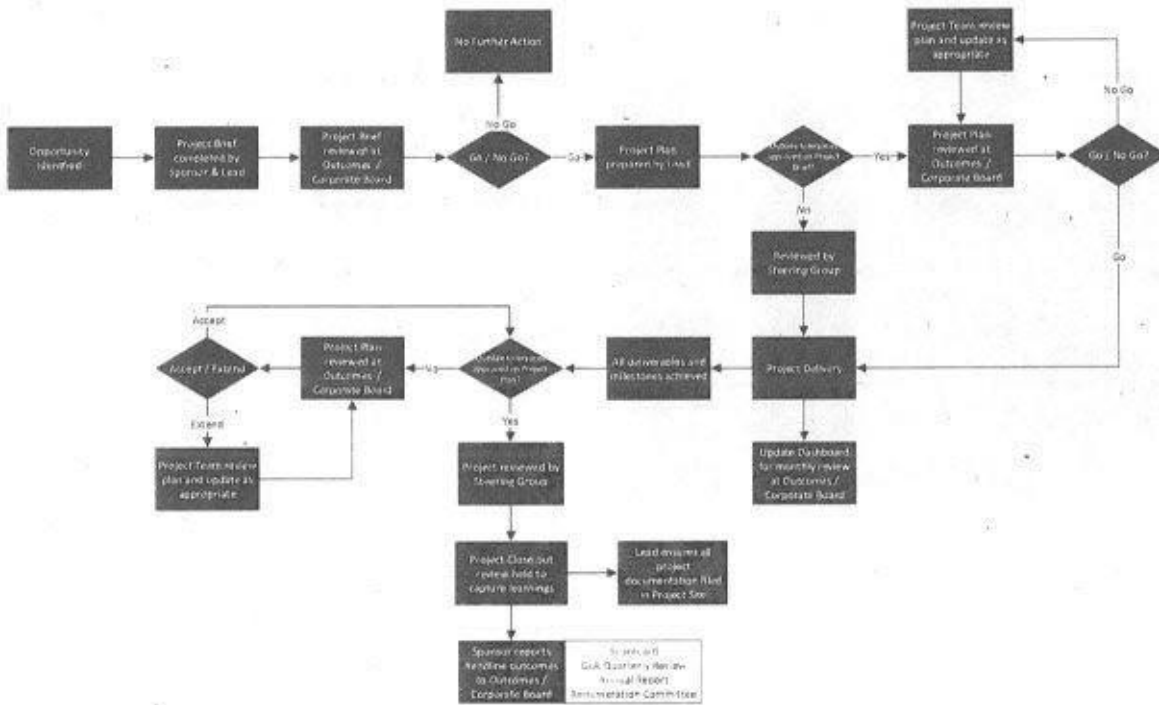
New joiners will be given an overview as part of their formal company induction process.

## 8. Appendices

Appendix 1: Process Flow

# LONDON & PARTNERS

## Appendix 1: Process Flow



# APPENDIX

# 13

Document Ref	QP036	Document Title	Procurement Policy		
Owning Department	Finance	Effective Date	20-May-19	Review Date	20-May-21

## 1. Background

London and Partners (L&P) has reviewed its position as being a 'Contracting Authority' as part of an initiative to increase transparency and accountability, and as such has fully aligned L&P procurement procedures with the Public Contracts Regulations 2015.

The Regulations do not apply to our commercial subsidiaries, L&P Ventures and Dot London Domains as they do not receive any public funds. However, the procurement processes, as laid out in this policy, still apply to the commercial subsidiaries with the exception of the Official Journal of the European Union (OJEU) regime. This will ensure consistency, transparency and value for money.

As a result, from April 2019 we will publish notifications of tenders issued by L&P over the threshold in an OJEU Notice on the Tenders Electronic Daily (TED) website and on the Contracts Finder website. Where we advertise contracts below the threshold but over £25,000 (exc VAT) we will advertise them on Contracts Finder.

This policy must be read in conjunction with FI012 Procurement Policy Guidance.

## 2. Scope

The purpose of the Procurement Policy is to set out the principles, policies and procedures on which procurement activity within L&P and its subsidiaries will be based.

This policy governs all procurement activity, irrespective of the source of funds, undertaken by L&P. Failure to comply with this policy may be dealt with under L&P disciplinary procedures and, in serious cases may be treated as gross misconduct.

The day to day responsibility for adherence to these procedures rests with the Managing Director, Operations & Governance. The ultimate responsibility rests with the Board who are responsible for setting the authorisation limits.

Whilst this policy is prescriptive in parts, it has not been possible to cover all eventualities. The Procurement team will assist colleagues requiring a purchase to be made, to determine the appropriate course of action in accordance with the spirit of the policy.

L&P attaches great importance to controls over procurement and value for money and as such any employee breaching them may be liable to disciplinary action. This Policy gives guidance to L&P employees involved in the procurement of goods and services to ensure that purchasing, related contracts and tendering complies with Public Procurement Regulations and Government Transparency Guidelines.

This Policy details mandatory procurement procedures, expenditure levels at which quotation, tender and EU Regulations apply and acts to remind L&P employees that only authorised persons may action requisitions within L&P's agreed approvals hierarchy. It is the role of L&P employees, supported by the Procurement Team, to ensure that those procedures relating to procurement are



followed. L&P's standard terms and conditions for the procurement of goods, services or works shall be followed unless varied by the agreement of the Procurement Team.

L&P staff should not depart from the policy without the prior written approval of the MD, Operations & Governance.

### **3. Procurement**

Procurement is the acquisition of goods and/or services at the best possible total cost of ownership to meet the needs of the purchaser in terms of specification, quality, time and location.

We will aim to maximise the value for money and ensure L&P adheres to the UK Public Contract Regulations 2015 (PCR2015).

L&P adheres closely to the three principles that underpin public procurement. These are:

- Openness
- Fairness
- Transparency

These are enshrined in the Public Contracts Regulations 2015 which provide the legislative framework and guidance upon which the Procurement Team undertake to deliver L&Ps requirements.

#### **3.1. An Overview of Procurement Routes based on whole contract value**

Table 1 below identifies routes to procure goods and services, for full details and processes please refer to Procurement Process Guidance.

If there is a procurement need for goods, services or works it is important to initially estimate the value of this requirement, consider if other areas of the organisation are already utilising the same or similar services (by contacting the Procurement Team) and establish if this is a one-off or recurring requirement. When estimating the value of a contract you must consider its whole life and other connected elements as it is the accumulated value that affects which route to Procurement applies. Then use the route for Procurement in the table below.

**Table 1 – Routes To Procurement For Goods And / Or Services**

Route 1	Route 2	Route 3	Route 4
Under £4,999K	Between £5K - £24,999K	£25K - £181,302 threshold	Over £181,302 Threshold
<p>Staff can undertake to buy direct without recourse to Procurement but should ensure that they can confirm their solution reflects value for money – most effective method being to obtain competitive quotes.</p> <p>Quote must be obtained in writing. Minimum 1 quote to be obtained. Requirement must be added to commitment record</p>	<p>Staff can discuss requirement with Procurement Team and Staff should obtain a minimum 3 competitive quotes using standard templates.</p> <p>Must be added to the commitment record</p>	<p>Formal procurement process to be followed. Procurement Team <b>must</b> be involved.</p> <p>Minimum 5 proposals if a closed category.</p> <p>Formal contract to be established.</p> <p>Must be added to the commitment record</p> <p>Requirements above £25K require a <b>Procurement Initiation Document (PID)</b> with the relevant approvals</p>	<p>Formal procurement process to be followed and PCR2015. Procurement lead by the Procurement Team</p> <p>Formal contract to be established</p> <p>Must be added to the commitment record</p> <p>Requirements above OJEU threshold require a <b>Procurement Initiation Document (PID)</b> with the relevant approvals</p>

### 3.2. Exemptions – Direct Awards

As stated above, it is L&P's policy that value for money is best achieved through competitive tendering. However, there may be certain very limited circumstances where competitive tenders or quotes for goods or services cannot be obtained and/or only one provider is available. These are Direct Award instances.

Acceptable circumstances may include:

- Sole supplier or contractor (no alternative supplier can supply the goods, services or works you require).
- Proprietary product (the product you require is protected by copyright, patent or licence).
- Operational urgency (due, for example, to a safety hazard).
- NOTE: Urgency due to bad planning and time constraints imposed by budget limitations are not acceptable reasons for adopting a single source approach. All single source requirements must be discussed with the Procurement team prior to making a commitment.



The rationale and approval must be captured using the [Direct Award Form \(DAF\)](#). The authorisation levels for PIDs is applicable to DAFs. In circumstances where you are using a DAF a PID is not required.

#### 4. Compliance

All procurement conducted by L&P which exceeds the relevant thresholds as noted in the table below, must comply with the legal and regulatory framework as set out, as well as L&P policies and procedures.

If there is any conflict or contradiction between EU / UK legislation and L&P policy and procedures then EU / UK legislation will always prevail over L&P policy.

##### 4.1. Public Contract Regulations 2015

All spend above the threshold set out in the table below must be advertised via the Official Journal of the European Union (OJEU) [TED](#) and [Contracts Finder](#) and follow strict processes around qualifying potential suppliers, tendering, evaluation and awarding of contracts, including mandatory standstill periods. During the standstill period suppliers are given the opportunity to challenge the contracting authority's decision if they judge the procurement process has not met the EU criteria in any way.

##### OJEU thresholds

	Supply, Services and Design Contracts	Works Contracts	Social and other specific services
Contracting Authorities	£181,302 €221,000	£4,551,413 €5,548,000	£615,278 €750,000

- Where spend is expected to be less than the EU procurement thresholds but exceeds £25,000 (excluding VAT) and the contract opportunity is to be advertised to a \*\*closed category of suppliers for example calling off from a framework then there is no requirement to advertise on Contracts Finder. If not using a framework a minimum of 5 suppliers must be asked to participate in the tender exercise. However, the award of the contract must be published on Contracts Finder.
- Where spend is expected to be less than the EU procurement thresholds but exceeds £25,000 (excluding VAT) and is not advertised to a \*\*closed category the contract opportunity is to be put into the public domain to an open-ended class of suppliers, then this should be advertised through Contracts Finder, a Government backed online opportunity advertising portal and the award published on Contracts Finder
- All award of contracts over £25,000 (excluding VAT) will need to be published on Contracts Finder regardless of whether procured through a framework or in compliance with this procurement policy.
- All contracts awarded over £150,000 will also be published on the L&P website.
- Procurements over the OJEU threshold will also be submitted to the L&P Board for approval.

*\*\*opportunity only available to a number of particular economic operators who have been select for that purpose*

To ascertain the value of a particular contract as to whether it exceeds the thresholds set out, the following rules should apply. If there is any doubt, please refer to the Procurement Team for advice:

- The value of the contract is the value of the consideration (price) to be paid under the contract, including the cost of any materials, labour, overheads etc., as well as any consideration paid by third parties to the contractor. It is the total amount payable over the life of the contract, not the annual value. It is also recommended that a contingency sum is built in to cover overspend and any inflationary increases.
- The valuation should be made at the time the OJEU notice would be published, had the relevant threshold been exceeded.
- The value of a services or supply contract for an indefinite period, or for a period of more than 4 years should be calculated as the expected monthly consideration multiplied by 48 a contingency sum is built in to cover the overspend and any inflationary increases.
- The value of a framework agreement should be the value of the goods, services L&P is/are likely to purchase under the framework.
- The value of the contract should include the value of any extension period included in the contract.

Failure to comply with PCR2015 means a supplier not included in the tender process can legally challenge the process and/or subsequent contract award. If the legal challenge is successful, the contract can be set aside, and the procurement must be run again. The supplier who challenged will be eligible to claim damages and we would be exposed to unlimited civil financial penalties as well as reputational damage.

To ensure that procurements are run compliantly the Procurement team must be involved in all procurements over £25,000 in line with Table 1 above.

It is essential that all procurements meet the required laws and regulations and we treat all participants equally, fairly and in a consistent and transparent way.

In the event of a challenge to a procurement process or any indication that this may occur, staff must contact the Procurement team in the first instance who will develop a response, obtaining legal advice where required.

## **5. Governance: Roles and Responsibilities**

Governance procedures for procurement run alongside other internal governance procedures, e.g. budget settings/ reviews and approval or project approval procedures. The procurement team must be engaged at an early stage to be able to inform the other internal governance procedures of procurement implications such as costs and time scales when business activity is taking place.

The table below shows the authorisation levels required for expenditure, however please refer to the full authorisation list on SharePoint. Please ensure at the start of the procurement you have all the relevant authorisation to proceed.



	Limits
Board	No limit
Chairman	£180,000
CEO (or MD Operations & Governance)	£100,000 (and higher if pre-approved by the Board or chairman)
Management Committee	£50,000
Directors and Chief Reps	£25,000
Heads *	£10,000
Others *	£5,000
Exceptions *	TBA

\* As delegated by Sponsors and Leads

When signing contracts, the relevant \*\*budget sponsor / lead / delegate will sign to confirm they have the authority to spend the money and that they are satisfied that the procurement process has provided goods/services that represent VFM.

\*\* only those Directors with Legal training or above can sign contracts up to their authorisation level

### 5.1. Procurement Methodology

All procurements over £25,000 (excluding VAT) must be overseen by the Procurement Team and have a Procurement Initiation Document (PID) completed and authorised. Please engage the Procurement Team as early as possible to allow them to support you with the approval process and provide guidance on procurement route options and risk associated with the procurement.

Once you have all the appropriate approvals a specification of requirements must be developed along with an evaluation criteria and any other associated documents in readiness to go to market via the agreed procurement route that was agreed. If spend is over £25K for the lifetime of the contract this would have been agreed at PID stage.

The Procurement Team are responsible for reviewing and challenging the specification. They will seek to ensure that it contains sufficient information to enable the suppliers to understand the requirement and to be able to submit a response that is able to be compared to the other bids, while at the same time not over specify the requirement. The Procurement Team are unable to advertise any tender opportunities without a fully completed and agreed specification and tender documents.

[Tender process templates](#) can be found in the procurement folders.

## 5.2. Procurement Principles

We promote openness and clarity in our procurement processes by demonstrating:

- clearly defined contract objectives, requirements or outputs
- an accessible contact point for the procurement and as much information as tenderers reasonably need to respond to the bidding process
- tender documentation which states the evaluation criteria, suitably weighted in order of importance, which will be used to identify VFM
- compliant procurement process in following the UK / EU public contract regulations 2015

We will ensure all procurements are subject to competition unless there are compelling and proportionate reasons to the contrary. Competition remains the best way of achieving value for money and also demonstrates transparency and integrity.

- All financial commitments must be accommodated within the available budget
- All procurement must be conducted using the appropriate procurement route
- Purchases must not be divided to avoid the application of thresholds
- All financial commitments must be authorised in advance by the budget sponsor/lead/delegate in line with the appropriate authorisation thresholds
- All invoices, request for payments and expense claims must be authorised by the person with the appropriate authorisation thresholds
- Where an existing supplier or contractor provides a good level of services, this must never be used as a justification for not going out to tender from time to time

## 5.3. Risk Management

Effective risk management is to be embedded within the whole life cycle of each specific requirement from inception of procurement strategy and throughout the life cycle including:

- contract implementation,
- performance management
- exit management risks
- need assessment
- ongoing management to ensure the best balance of assurance, cost, quality and scope.

## 5.4. Document Storage

SharePoint will be the central repository for all Contracts and contract change notices and they will be retained in line with the document retention and Data Protection policies.

Please ensure that any contracts you have awarded are put into the contracts file and added to the [contracts register](#).

It is important that the Procurement Team is also provided with copies of any contracts that they may not have historically been involved with, so that a central database of contractual commitments can be maintained and addressed when due for renewal.



### **5.5. Contract & Supplier Management**

We value our existing relationships with suppliers and encourage active contract management. This is a key element of our overall approach to Contract and Supplier relationship management.

At the end of the contract the contract management process will feedback into the business requirements to start the procurement process again if there is an ongoing requirement.

The Procurement Team will work with the business to identify the level of performance or quality required through discussion around the specification and then ongoing management required for each contract.

The Procurement Team will support all strategic and critical supplier relationship and contract management activities.

Where changes are required to the scope of an existing contract or demands increases the value of the contract by more than 10% The Procurement Team must be engaged to ensure it remains compliant with the original contract and associated process of procurement. Failure to do so may lead to challenge.

### **5.6. Integrity**

It is our policy to conduct all our business in an honest and ethical manner. We have a zero tolerance to money laundering, bribery or corruption. This includes consultants, brokers, agents and all such similar organisations providing a service to L&P.

In addition, as part of a tender submission, we have strict guidelines in place in the form of non-collusion and non-canvassing certificates to confirm whether bidders have contravened the procurement process.

We also have a [Gifts & Hospitality](#) Policy which you should make yourself familiar with.

### **5.7. Reciprocal Trading**

Reciprocal trading is strictly prohibited. We acknowledge that contracts may be placed with suppliers who are also customers. All decisions to award a contract must be taken based purely on the commercial merit of each individual contract.

### **5.8. Payment Terms and Insurances**

We have standard payment terms that are detailed in L&P terms & conditions. These cannot be varied without prior approval from the Director of Finance.

To uphold fair treatment principles, we will ensure that agreed payment terms are passed down the supply chain.

Our suppliers are legally required to hold a minimum level of insurance. We reserve the right to require additional insurance, depending on the level of risk and liability involved. Procurement will



work with the business stakeholders to assess the levels of additional insurance required and will build this into the specification of requirements when approaching suppliers. Consultants must carry a minimum of £1M Professional Indemnity (PI) insurance cover.

### **5.9. The Procurement Process**

*Before you embark on a procurement process, please consider if there is already a contract in place for the services/goods you require. If you are unsure, please contact the Procurement Team for assistance.*

All procurements must be conducted using the appropriate procurement route. Please note the financial thresholds **exclude VAT**.

Requirements must not be divided into smaller requirements just to avoid the application of thresholds.

#### **ROUTE 1**

**(Contracts valued at under £4,999K)**

Where goods and services required are expected to be **below £4,999** excluding VAT, the L&P employee can source a supplier and determine value for money without recourse to the Procurement team.

It is strongly recommended that the L&P employee obtain competitive quotes from alternative suppliers for transparency and good practice. All quotes obtained must be in writing.

At all times the employee should consider whether their procurement is a one off or may be duplicated elsewhere within the business. If in any doubt, Route 2 should be followed, and the Procurement Team should be contacted to discuss. Must be added to the commitment record.

There is no requirement to publish requirements on Contracts Finder or TED

#### **ROUTE 2**

**Quotations (Contracts valued between £5K - £24,999K)**

Where goods and services required are likely to be between **£5,000** and **£24,999** excluding VAT. The employee may source their own quotes using template quotation documentation (a draft written brief detailing your requirements) together with instructions on how to engage with suppliers. As a minimum, it should identify the key requirements, outputs, consider how the responses will be objectively evaluated and include estimated timescales for the requirement. It should also detail how the contract is to be managed in terms of Quality, Service, Cost and Delivery. The details should be discussed with the Procurement team if there is any doubt. All contracts should be sent to the Procurement team and saved in the contract folder. Must be added to the commitment record.

There is no requirement to publish requirements on Contracts Finder or Tender Electronics Daily) TED.

### **ROUTE 3**

#### **Competitive tendering – Request for Proposals (RFP) (Contracts valued between £25K - £OJEU Threshold)**

PID to be completed.

To achieve value for money we use a range of methods to procure goods and services. The choice of method depends on the type of product or service and its overall value. However, competitive tendering is utilised when the value of the goods and services to be purchased exceeds **£25,000** excluding VAT (but this does not prohibit the exercise happening with contracts below this value) It is required that a minimum of 5 proposals are sought for requirements in this route if it is a closed category procurement, consider the use of a Framework. The following should be included in your RFP:

- Specification of Requirement (stating the technical, quality and operational requirements).
- Form of Tender (inc. Pricing Schedule).
- Instructions to tenderers (Detailing administrative procedures relating to the tender e.g. dates and times, method of tender return, evaluation criteria and where tender queries should be directed).
- Model L&P Terms and Conditions (these can be tailored to suit each procurement with input from the Procurement team).

All requirements should be advertised on Contracts finder under route 3 if you are not using a framework or closed category. Must be added to the commitment record.

All awards of contracts under route 3 must be published on Contracts Finder and on the L&P website if over £150,000.

**If you have a requirement under Route 3 contact the Procurement Team as soon as you are aware that you may have a requirement. All procurements under this Route must be managed with the assistance of the Procurement Team using the following documentation:**

- [PID](#)
- [RFP](#)
- [T&Cs](#)
- [Evaluation Sheet](#)

### **ROUTE 4**

#### **EU tendering (Contracts valued over £OJEU threshold)**

The following information is provided as guidance. If you have a requirement under Route 4 contact the Procurement team as soon as you are aware that you may have a requirement. All procurements under this Route must be managed by the Procurement Team.

[PID](#) to be completed.

Where the overall value is likely to exceed certain financial thresholds, L&P is required to follow procedures laid down in the EU and Public Procurement Regulations.



In some circumstances it may be appropriate to use a Government framework to purchase services and goods over the OJEU threshold and this can be discussed with your Procurement Team, this route is legally compliant and can reduce the time to Market.

The following documents are usually used as part of the process for route 4:

- Specification of Requirement (stating the technical, quality and operational requirements).
- Supplier Questionnaire
- Form of Tender (inc. Pricing Schedule).
- Instructions to tenderers (Detailing administrative procedures relating to the tender e.g. dates and times, method of tender return, evaluation criteria and where tender queries should be directed).
- [Model L&P Terms and Conditions](#) (these can be tailored to suit each procurement with assistance from the Procurement team).

All requirements under route 4 must be published on Contracts Finder and TED unless it was competed under a framework. All awards must be published on Contracts Finder and TED unless using a framework. In such cases it only needs to be published on Contracts Finder. All contracts in this category will be published on the L&P website. Must be added to the commitment record.

#### **5.10. Venue Booking**

When booking a venue for an event the following process must be followed. This will ensure that we are compliant with PCR2015 but still have the flexibility to book venues as and when needed: Contact minimum 3 potential venues in the general location you are looking for a venue asking them for a quote based on a number of factors that should include but not limited to:

- date
- location
- capacity
- accessibility
- cost

For bookings that may exceed £24,999 please obtain minimum 5 quotes as per Route 3 and publish award on Contracts Finder

Once you have received your quotes please complete the venue booking evaluation form so that you can compare the offerings and make a decision based on best fit / cost for L&P. Copies of the quotes and evaluation forms must be retained for audit purposes.

#### **5.11. Travel & Accommodation**

Travel and accommodation expenses are subject to the [QP035 Travel & Expenses Policy](#) and as such are not subject to the procurement policy.

### 5.12. Purchasing Process

Both process below must be completed before an order is placed or any work commences. Failure to do so may result in non-payment of invoices.

### 5.13. New Suppliers

In the first instance please check Microsoft Navision (NAV) to ensure the supplier isn't already set up and if not complete the new supplier form and follow the [new supplier process](#).

When you require a new supplier to be added to the system to enable you to create a PO you must complete the [New Supplier Form](#) and submit to [Supplierinvoices@londonandpartners.com](mailto:Supplierinvoices@londonandpartners.com). **Consider whether a new supplier is necessary or whether there is an existing contract / supplier already in place.**

### 5.14. Raising Purchase Orders and Approvals

Once you have been through the most appropriate procurement process the next step will be to raise a purchase order for your requirement.

	Limits for approval of purchase orders and invoice payment (exc VAT)
Board	No limit
Chairman	£180,000
CEO (or MD Operations & Governance)	£150,000 (and higher if pre-approved by the Board or chairman)
Management Committee	£50,000
Directors and Chief Reps	£25,000
Heads *	£10,000
Others *	£5,000
Exceptions *	TBA

\* As delegated by Sponsors and Leads

Only certain individuals will have access to raise a purchase order as approved by the management committee. Please direct requests to amend or add users to the Financial Controller.

To create a purchase order, log onto Microsoft Dynamics NAV and complete the L&P purchase order form. The purchase order is then sent to the relevant authoriser for approval. A more detailed guide on raising a purchase order can be found [here](#).



- A Purchase order must be created and authorised before an order is placed with the supplier. Any invoice without an authorised PO number quoted on it will not be processed for payment
- Please also ensure that those responsible for the budget ensure the relevant commitment record is updated to include the order. These records are established by the finance department, but it is the responsibility of the budget sponsor/lead/delegate to ensure that they are kept up to date.

#### **5.15. Invoice Authorisation**

When you have placed your order please ensure that the supplier sends the invoice to [supplierinvoices@londonandpartners.com](mailto:supplierinvoices@londonandpartners.com) - this will ensure prompt payment.

Once an invoice has been received from the supplier, finance will check that the invoice matches the purchase order. If the invoice matches the PO the finance team will send a copy of the invoice to the buyer to check the invoice, once this is done the buyer will ask the budget sponsor / lead / delegate to authorise the invoice and include the budget code.

The invoice must then be recorded on the commitment record and passed back to finance for payment. If the invoice does not match the purchase order the finance team will discuss the issue with the buyer and the invoice will not be paid until the problem is resolved.

#### **5.16. Public Services (Social Value) Act 2012**

This Act places a duty on L&P to consider how the services they commission and procure might improve the economic, social and environmental well-being within their areas of operation.

The Act applies to services contracts and framework agreements where services are likely to make up the majority of the contract by value. The act does not apply to contracts solely relating to goods and work contracts, although there is an expectation that all contracts should consider social value.

Where possible, tenders should include opportunities such as:

- Creating skills and training opportunities (e.g. apprenticeships or on the job training);
- Creating employment opportunities for the long-term unemployed or NEETs (those not in education, employment or training);
- Offering work placements to school children and young adults;
- Providing career advice and information for young people on specific careers, such as construction, architecture or engineering;
- Offering curriculum support to schools, with contractors sharing knowledge and expertise about their discipline;
- Providing additional opportunities for individuals or groups facing greater social or economic barriers.
- Creating supply chain opportunities for SMEs and social enterprises;
- Creating opportunities to develop third sector organisations.
  - Improving market diversity;
  - Encouraging community engagement;



- Supporting initiatives like targeting hard to reach groups;
- Making facilities (such as school libraries, leisure facilities or computers) available to targeted groups that otherwise would struggle to access such facilities; and
- Encouraging ethical and fair-trade purchasing

#### **5.17. Modern Slavery Act 2015**

The act places an obligation on suppliers of goods, works and services to comply with the [Modern Slavery Act 2015](#). Any commercial organisation carrying on a business in the UK with a total annual turnover of £36 Million or more is required to produce a slavery and human trafficking statement for each financial year.

In order to manage the risk of slavery and human trafficking occurring in our supply chain we have a flow down obligation that all sub-contractors comply with the Modern Slavery Act 2015 and have a requirement for suppliers to report on steps they have taken to ensure slavery and human trafficking is not taking place in its supply chain where applicable.

#### **5.18. Living Wage Foundation**

L&P is committed to ensuring payment of the Living Wage and we are accredited by the Living Wage Foundation. This means where applicable, L&P must ensure that all their contractors pay their staff the London Living Wage, otherwise L&P will not be meeting their obligations in respect of the accreditation process.

#### **5.19. Fairness, Inclusion and Respect (Diversity)**

L&P will strive to exceed the requirements of the [Equality Act 2010](#) and meet the General and Specific Public Sector Equality Duties, not only where we have a legal responsibility to do so, but in all aspects of our work. We will pay 'due regard' to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Where possible L&P will,

- be clear about the reasons for incorporating diversity considerations into a contract and look at the relevance of diversity to each contract in its own right. This ensures contracts focus on delivering more meaningful outcomes for service users.
- develop outcome-based contracts that give bidders scope and flexibility to propose innovative ways of promoting equality and diversity through the delivery of public services. Actively seek new thinking from bidders, to encourage them to apply their experience and expertise to suggest new delivery methods.
- establish the desired outcomes early in the procurement process and communicate these outcomes clearly to potential bidders. This helps ensure bidders understand the requirements

- of the contract and can determine their capacity to meet these before they commit their resources to prepare a bid.
- be prepared to invest to achieve better outcomes on diversity and equality. Good service delivery and achieving value for money is about more than just lowest cost.
  - communicate regularly with contract partners, to develop a genuine partnership approach to contract delivery that encourages honest exchange and promotes continuous improvement.
  - include a system of review and evaluation in contracts which enables diversity targets to be changed over time in response to changing demographics

## **5.20. GDPR**

L&P is required by law to comply with data protection legislation. The UK's regulator for the legislation is the Information Commissioner's Office. It is the commitment of L&P to ensure that all current employees and suppliers comply with this Act to ensure the confidentiality of any personal data held by L&P and suppliers, in whatever medium. [This Act](#) came into force on 25 May 2018.

The 6 Principles of GDPR are that data is:

1. processed lawfully, fairly and in a transparent manner in relation to individuals ('lawfulness, fairness and transparency');
2. collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes ('purpose limitation');
3. adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');
4. accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy');
5. kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals ('storage limitation');
6. processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality').

To manage the risk of GDPR breaches occurring in our supply chain we have an obligation to ensure our relevant suppliers comply with the GDPR 2018 legislation and incorporate appropriate questions into the tender and contract documentation.

For more information on GDPR please contact Business Excellence.

**6. Change History**

This document has been fundamentally updated as part of a review by L&P to increase transparency and accountability to fully align procurement procedures with the Public Contracts Regulations 2015.

**7. Training Requirements**

All staff must be aware of this policy

**8. Appendices**

None



**Direct Award Form (DAF)  
REQUEST FOR DIRECT AWARD APPROVAL**  
Form must be returned to Procurement once all Approvals obtained  
*(To be completed for all DAF requirements over £5K, exc VAT)*

<b>Date</b>	23.09.2019
<b>Business Area/Team</b>	tra
<b>Purchase Order No</b> <small>*Do not issue to supplier unless form has been approved</small>	
<b>Contract/s Reference No</b>	
<b>Procurement Reference No</b>	
<b>Project Title</b>	
<b>Contract Title</b>	
<b>Team and Contact</b>	

**Finance Details** *[Please ensure you use the correct business budget codes]*

<b>Budget Holder</b>	
<b>Budget Code</b>	
<b>Budget Allocated</b> <small>*Including VAT</small>	

**Contract Details**

<b>Supplier</b>	
<b>Contract Start Date</b>	
<b>Contract End Date</b>	
<b>Total Contract Cost</b> <small>*Including VAT</small>	
<b>Saving / Increase against Budget</b>	
<b>Saving / increase against previous contract:</b> <small>(Where applicable)</small>	
<b>Where a schedule of rates % saving / increase against overall budget</b>	

<b>Estimated value increase / decrease</b> (Describe in % in multiples of 5%)	
<b>If decreases in value please provide justification</b> e.g. quality levels were overprescribed; certain requirements no longer required; quality reduced at request of residents.	

**Background**

<i>What has led up to the need/requirement</i>

**Align to business objectives?**

<i>Does this requirement align to the business objectives and if so which ones and how</i>

**Selection Details**

<b>Market Testing Undertaken</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>If Yes - Number of suppliers approached</b>	
<b>If No – WHY?</b>	
<b>Please provide justification for Direct Award:</b>	



*This section must provide information on why you are not able to go to market for this requirement. It must stand up to rigorous scrutiny and be defensible if challenged.*

### **Procurement Comments**

*This section must be completed by procurement before seeking other approvals*

### **Approvals to be obtained before award of contract.**

### **Procurement's approval must be obtained in all circumstances.**

*Indicate which level of authorisation is required*

<b>Total value</b>	<b>Authorisation level</b>	<b>Signed</b>
All (1)	<b>Procurement Manager</b>	
All (2)	<b>Sponsor</b>	
All (3)	<b>MD Operations &amp; Governance</b>	
Up to £50,000	<b>Managing Director</b>	
Up to £100,000	<b>CEO or MD Operations &amp; Governance</b>	
Up to £180,000	<b>Chair</b>	
Over £181,000	<b>Board</b>	

*Please note these are values of the entire contract life, not per year.*



# **APPENDIX**

## **14A**

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 13 November 2019 15:00  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Cannes Working Group Partner Agreement

Hi [REDACTED]

Please see below, [REDACTED] is going to send you the business case.

Thanks

[REDACTED]

[REDACTED]

Tel: [REDACTED]  
Mob: [REDACTED]

**From:** [REDACTED]  
**Sent:** 11 February 2019 15:37  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Cannes Working Group Partner Agreement

Hi [REDACTED]

I can confirm that this is what we had set aside for MIBP.

Best,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 11 February 2019 15:09  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Cannes Working Group Partner Agreement

Hi

As you know [REDACTED] and I are now part of the Cannes Working Group.

As part of that we have agreed that London & Partners will not contribute the same financial support [REDACTED] as the other members of the group but will support by contributing [REDACTED] which we can use to host an event while in Cannes.

[REDACTED] and I would suggest this is divided into [REDACTED] from MIBP and [REDACTED] from Creative Sector budget. The other cost for us attending will be tickets, flights, accommodation and expenses.

[redacted] is not going to pay for any of the delegates from MIBP that plan to attend Cannes as part of a mission in any way. The only event we are committing to at this point is the one for which we will use our [redacted] budget and we will do that with [redacted] and host a networking event potentially with a panel.

I have attached the agreement they would like us to sign, can you please both confirm this is ok?

Thanks

[redacted]

[redacted]

Tel: [redacted]  
Mob: [redacted]

From: [redacted]  
Sent: 11 February 2019 12:28  
To: [redacted]  
Cc: [redacted]  
Subject: Cannes Working Group Partner Agreement

Hi [redacted],

I hope you are well. Please find attached an agreement for your partnership in the Cannes Working Group. Please sign and send this back to me ahead of Wednesday's meeting.

If you have any queries, please let [redacted] or I know.

I will shortly send over an agenda for the meeting and the minutes of the previous meetings so you can get up to speed on our activities.

Many thanks and best regards,

[redacted]

[redacted]  
[redacted]  
[redacted]

[redacted] [redacted] [redacted] [redacted]



# MAYOR'S INTERNATIONAL BUSINESS PROGRAMME

LONDON  
PARTNERS

## France Cannes Lions MISSION BUSINESS CASE

Market: Europe >> France >> Cannes

Dates: 17 to 21 June 2019

Prepared By: [REDACTED]

	Detail	Action	Who responsible
Rationale for Trade Mission	<p>Cannes Lions is the International Festival of Creativity is a global event for those working in creative communications, advertising, and related fields. It is considered the largest gathering of the advertising and creative communications industry.</p> <p>In 2019, the Department for International Trade, IPA, Advertising Association and many more are getting together to make this the largest event of the year, especially with the uncertainty around Brexit.</p> <p>This mission will be two-fold; one part will highlight and help the FDI team and the second is to take a Creative Mission.</p> <p>Throughout Cannes Lions there will be key stakeholders and industry experts which will give Creative Companies a fantastic opportunity to meet the global leaders all in one place. London &amp; Partners will look to perhaps co-host a</p>		[REDACTED]

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## MAYOR'S INTERNATIONAL BUSINESS PROGRAMME

LONDON

& PARTNERS

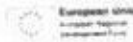
	<p>small event with DIT, introduce the necessary corporates to our companies and look for some speaking opportunities.</p> <p>This is an opportunity to collaborate with key stakeholders to showcase London as the global centre for creativity. The in-market, FDI and Head of Creative are all very supportive of the opportunities and outcomes we can gain by jointly collaborating and to access the global market attending Cannes Lions. Each year Cannes Lions attracts over 35,000 people, from over 90 countries, as Creative is one of London &amp; Partners core sectors in a key market it is essential for London &amp; Partners to be a part of this.</p>		
Companies in cohort interested in this market/city	This mission would be relevant to the Creative Industries, who are already attending Cannes or looking to understand more about Cannes Lions.		██████████
MIBP lead	██████████		
Team members supporting	██		
High Profile lead (Mayor, Deputy Mayor, Entrepreneur, VC,	The steering group which consists of all the UK funders have requested for the Mayor to perhaps attend one or two events at Cannes during the week. A key note speaking slot within		

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**BDO**

Benoxy

KPMG



## MAYOR'S INTERNATIONAL BUSINESS PROGRAMME

LONDON

& PARTNERS

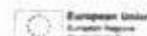
business leader]	the Palais / main stage is a strong possibility, but they would also look to involve him in a meeting with delegations from other countries as well as build him into their overall PR & comms campaign about the London being open for business post-Brexit. They are happy to develop a formal invitation.		
MIBP delivery partner	None		
Dates	17 to 21 June 2019		
DIT/Partner contacts	██████████		
Pre-mission workshop	An overview of how to make the best out of Cannes Lions and branding through a short workshop combined in the pre-mission briefing.		
Outreach to cohort	Direct outreach from ██████ network and through MIBP channels too. Inclusion in both newsletter and events pages.		
Marketing collateral	Digital content and social media throughout the week and in the build up to the mission. A mission brochure will also be created for in market.		
Media partner			
Key content for	Meetings with high profile individuals globally, potentially		

SUPPORTED BY

MAYOR OF LONDON



Benoy



European Union  
London Region  
Economic Prosperity

**MAYOR'S INTERNATIONAL  
BUSINESS PROGRAMME**

**LONDON**  
3 PARTNERS

**DATE:**

.....

**SUPPORTED BY  
MAYOR OF LONDON**



[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 13 November 2019 15:01  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Cannes

Hi

And here the approval from [REDACTED]

Thanks

[REDACTED]

[REDACTED]

[REDACTED]

**From:** [REDACTED]  
**Sent:** 20 February 2019 16:34  
**To:** [REDACTED]  
**Subject:** Cannes

Hi - I followed up with [REDACTED] and the summary is:

- even if we pay for the sponsorship this FY the event is in June 2019 so needs to be in the commitment record for next FY so it will be out of next year's budget.

I am still happy to approve.

Thanks

[REDACTED]

[REDACTED]  
London & Partners  
6th Floor

2 More London Riverside  
London SE1 2RR



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# APPENDIX

## 14B

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 13 November 2019 16:02  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: L&P Partnership  
**Attachments:** The Meetings Show 2019 Proposal - Host City Partnership.pdf; The Meetings Show Floorplan - London Village.pdf

Hi [REDACTED] – and here is The Meeting Show trail with proposal  
Best,  
[REDACTED]

**From:** [REDACTED] >  
**Sent:** 07 February 2019 16:06  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Great, yes I've just emailed her everything over, thanks for passing on!

I have put together the attached proposal based on the same value as last year. On top of this we will be looking to offer PR and Social media support as much as we can throughout the year, working with L&P to help promote key initiatives/events that you are running.

I would also like to get an interview with you up in the next couple of months to be hosted on our site and sent out in the newsletter (something similar to [REDACTED] in [this](#)) to start to get the message across about the future of London etc.

Let me know your thoughts,  
[REDACTED]

[REDACTED] | [REDACTED] | [REDACTED] | [REDACTED]

**From:** [REDACTED] >  
**Sent:** 07 February 2019 14:48  
**To:** [REDACTED] >  
**Subject:** RE: L&P Partnership

Hi [REDACTED]

Yes I would outline them as:

- Platform to talk about the future of London – strong new infrastructure developments, product openings, neighbourhood experiences, as well as growth in leading business sectors such as tech and life sciences to attract conferences and events
- Generate business leads for London – strong diary of appointments
- Provide strong London presence and activation with the "London Village" for Members to secure good appointments and additional stand traffic

Spoke to BMA today [REDACTED] so expect a call. Hopefully will get a few more in. Budgets are still pending (should be next week) but I would go conservative first up with London Village branding / reception desk / 1 x diary / educational sponsorship / pre show marketing/PR etc.

Cheers

London & Partners  
6th Floor  
2 More London Riverside  
London SE1 2RR

Switch: +44 (0)20 7234 5800



<http://conventionbureau.london>

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From: [REDACTED]  
Sent: 07 February 2019 13:50  
To: [REDACTED]  
Subject: RE: L&P Partnership

Alright, just a quick question about L&Ps objectives over the next 12/24 months... if you were to distil them into 3 or so main ones, what would they be?

From what we were talking about, I came up with the following but just wanted to check I was on the right path.

1. Focus on/showcase the future of London as a major MICE destination (education led)
2. Win both national and international association business
3. Support L&P members in targeting UK and European MICE Business

[REDACTED]

From: [REDACTED]  
Sent: 05 February 2019 09:12  
To: [REDACTED]  
Subject: RE: L&P Partnership

Sorry to hear that – no worries at all take your time.

[REDACTED]

**From:** [REDACTED]  
**Sent:** 05 February 2019 08:51  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Alright, good weekend?

I will get an initial proposal over this evening, had a bit of a nightmare end to the week and weekend so haven't got around to getting everything together yet

Sent from my Samsung Galaxy smartphone

----- Original message -----

**From:** [REDACTED]  
**Date:** 31/01/2019 17:15 (GMT+00:00)  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Good to see you too. I've gone back to [REDACTED] and [REDACTED] so look out for those (and asked if I can intro you so watch this space).

Cheers

[REDACTED]

**From:** [REDACTED]  
**Sent:** 31 January 2019 16:58  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Good to see you and cheers for the coffee!

Will get working on a proposal and get it over asap.

[REDACTED]

**From:** [REDACTED]  
**Sent:** 31 January 2019 14:22  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Lets hit café Rouge

**From:** [REDACTED]  
**Sent:** 31 January 2019 14:03  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Yeah that's perfect, which café?

[REDACTED]

**From:** [REDACTED]  
**Sent:** 31 January 2019 14:01  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

Mate lets meet offsite. Hays gallery any good in between Tube and our office?

**From:** [REDACTED] >  
**Sent:** 29 January 2019 08:27  
**To:** [REDACTED]  
**Subject:** RE: L&P Partnership

We are just working on this, will make sure I have an update on Thursday!

[REDACTED]

**From:** [REDACTED]  
**Sent:** 28 January 2019 18:00



To: [REDACTED]  
Subject: RE: L&P Partnership

Great thanks [REDACTED] And this may be too early but is there an indication on what content areas will be covered in the conference?

Cheers

[REDACTED]

From: [REDACTED]  
Sent: 28 January 2019 17:51  
To: [REDACTED]  
Subject: L&P Partnership

Hi [REDACTED]

Good to chat, I've attached a summary of last years partnership as well as the 2019 sponsorship brochure.

We amended the partnership last year to not include the welcome reception after [REDACTED] departure.

Currently, L&P have first refusal on the headline sponsorship and [REDACTED]. On thursday, it would be good to understand what the key objectives are now so I can come up with some suggestions on how the show can help meet them. As L&P are a key partner we can put something quite bespoke together which was the idea of the 'Host City Partnership' but I understand that objectives have likely changed since we put this together.

Let me know if anything else would be helpful at this stage, otherwise, I'll see you Thursday!

Kindest,

[REDACTED]

[REDACTED]

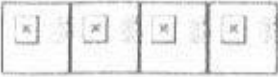
[REDACTED]

Tel: [REDACTED]

Mob: [REDACTED]

[REDACTED]

Twitter [REDACTED]



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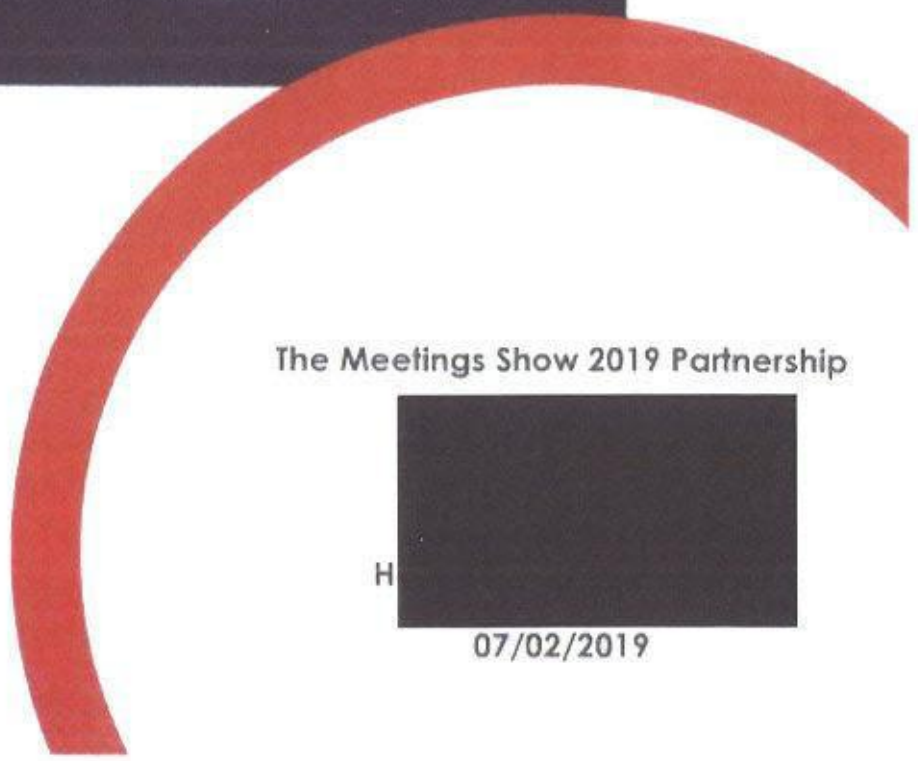
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# THE MEETINGS SHOW



The Meetings Show 2019 Partnership



H

07/02/2019

## Summary

From the meetings and conversations that London & Partners (L&P) and The Meetings Show (TMS) have had, TMS has put together the following proposal for the partnership moving forward into 2019. This is based on the partnership from 2018 but looks to improve on some of the areas to align them closer with the current L&P objectives.

## London & Partners objectives

- Talk about the future of London – strong new infrastructure developments, product openings, neighbourhood experiences, as well as growth in leading business sectors such as tech and life sciences to attract conferences and events
- Generate business leads for London
- Provide strong London presence and activation for members to secure good appointments and additional stand traffic

## The Meetings Show Suitability – Key insights from 2018

Hosted Buyers	906	Up 30% YOY	(59% UK   41% International)
Visitor Buyers	1,158	Up 6% YOY	(97% UK   3% International)
Unique Attendees	4,572	Up 5% YOY	
Pre-Scheduled Appointments	10,846	Up 10% YOY	
Average PSA per Exhibitor	17	Up 38% YOY	
TMS Pre-Show Conference	351	Up 345% YOY	(292 Buyers)
Hosted Buyer Welcome Reception	410	Up 206% YOY	(351 Buyers)

██████████ average annual hosted buyer budget for meetings and events

### Our reach to the UK Inbound MICE Market

- The hosted buyer team are in regular contact with high level MICE buyers from across all the UK and Europe.
- The Meetings Show invests in delivering these buyers into the UK and plans to increase investment in 2019 for key targets, namely Germany, France and the USA.

### Meet Your Target Audience

- TMS is centred around the hosted buyer programme that proactively brings national and international MICE buyers to the London exhibition. London has consistently come out as the #1 city our buyers are interested in bringing their MICE business to (90% of buyers indicated this in 2018).

### Deliver on London & Partners objectives

A L&P and TMS partnership presents unique opportunity with a tradeshow that is proactively bringing MICE buyers into the capital city.

- The extensive education programme will give L&P a platform to talk about the future of London whilst positioning/cementing the city as a thought leader within the industry
- With 90% of buyers expressing an interest in London, TMS has a large pool of engaged buyers to target.
- Partnership with the TMS will illustrate support for members by providing a cost-effective platform to meet with pre-qualified MICE buyers under a large-scale London presence.



## Our Recommendation

This exclusive opportunity centres around being the official Host City partner at The Meetings Show 2019 and includes various opportunities in the lead up, during and post show that allow L&P's objectives to be met.

The breakdown of this is as below:

### Official Host City Partnership Status - [REDACTED]

- L&P logo and URL to be listed on the homepage of TMS website as our official 'Host City'
- L&P to be listed in show preview, show guide as official host city
- Welcome letter from L&P to be included in official show guide
- L&P branding to be included on all onsite signage where partners included
- L&P to receive social media support from TMS in recognition of official 'Host City' status from the time of agreement until the show
- Focus on L&P in TMS monthly newsletter to announce 'Host City' partnership. Story to be hosted on TMS website and promoted through social media channel.
- Opportunity to align show hosted buyer recruitment with L&P target markets

### Pre-Show Conference Headline Partner - [REDACTED]

- All promotional material for the Pre-Show Conference will be co-branded with L&P logo including the website, digital brochure, print brochure and promotional emails
- Double page spread in the print brochure to be used as either advertorial or editorial feature
- Dedicated page on TMS website within the Pre-Show Conference pages, introducing L&P as the headline sponsor with space for video embed and a link back to L&P website
- All social media promotion of the Pre-show conference to mention headline sponsor with handle/link included where relevant (Twitter, LinkedIn, Facebook, Instagram)
- All signage to be co-branded with L&P logo including introductory slides throughout the day
- 4 x tickets to the Pre-Show Conference
- 4 x tickets to the Hosted Buyer Welcome Reception
- Speaking opportunity at the Pre-Show Conference ahead of the main plenary session to all delegates attending
- Opportunity to have L&P branded desk in breakout area at Pre-Show Conference

### London & Partners London Village with L&P Diary [REDACTED]

- L&P branded London Village providing partner members cost effective platform to exhibit at TMS
- Commercial aspect handled by TMS
- L&P area for meetings with hosted buyer diary, online profile and show guide entry
- Space for 20 partners with L&P members receiving a discounted rate to exhibit.
- Dedicated London Village email sent out to visitors prior to exhibition detailing L&P partners on the London Village
- Digital Signage (Giant iTabs) located on stand with L&P content

Total Investment - [REDACTED]

## Summary

From the meetings and conversations that London & Partners (L&P) and The Meetings Show (TMS) have had, TMS has put together the following proposal for the partnership moving forward into 2019. This is based on the partnership from 2018 but looks to improve on some of the areas to align them closer with the current L&P objectives.

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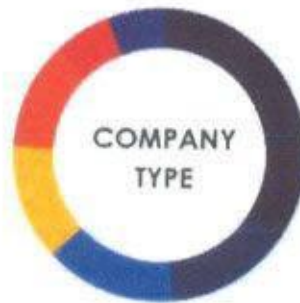
Total Investment - [REDACTED]

**Appendix 1 – Buyer demographic from 2018**

Hosted Buyers:

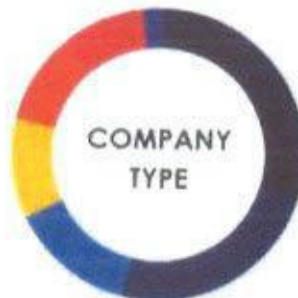


- UK: 59%
- Rest of world: 14%
- France: 6%
- Germany: 5%
- Italy: 5%
- Belgium: 2%
- Netherlands: 2%
- Poland: 2%
- Denmark: 2%



- Event Management Agency: 34%
- Association: 14%
- Venue Finding Company: 15%
- Incentive House: 13%
- Corporate: 12%
- Charity/Non-for-profit/Government Organisation: 6%
- Other: 6%

Visitor Buyers:



- Agency: 30%
- Corporate: 24%
- Other: 14%
- Charity/Not for profit / Government Organisation: 11%
- Association: 10%
- Venue Finding Agency: 9%
- Incentive House: 2%

**Appendix 2 – Digital/Social Media audience**

**Website**

Average monthly users: 12,812

Average monthly website page views: 94,112

Average dwell time 3:46 mins

**Social Media:**

Twitter: 9,776 followers

LinkedIn: 3,520 followers

Facebook: 1,596 followers

Instagram: 1,134 followers

YouTube: 40,231 channel views

**Appendix 3 – Headline exhibitor offer:**

- 900 - 1000 hosted buyers
  - 33% International
  - 70% UK
- Networking opportunities – Welcome reception / TMS partnership events
- Higher number of pre-scheduled appointments booked
- Increased visitor buyers
- Investment in HB team from the wider Travel and Meetings portfolio within Centaur, with a specific focus on individual HB delegate recruitment.
- Investment in visitor marketing, specifically for secondary buyers.



**Appendix 4 – 2019 Event Summary / Outline Hosted Buyer offer**

Venue:

- Build up Monday 24<sup>th</sup> & Tuesday 25<sup>th</sup>
- Pre-show conference Tuesday 25<sup>th</sup>
- Open days – Wednesday 26<sup>th</sup> & Thursday 27<sup>th</sup>
- Breakdown Friday 28<sup>th</sup>

Hosted Buyer Proposed Itinerary

- Saturday – Monday
  - Pre-event fam trips
- Tuesday 25<sup>th</sup> June
  - pre-show multi stream (corporates, agency and association) conference
    - Attracting 250 – 300 HBs
    - Options for exhibitors to attend if sponsors
    - Starts 11.30am to allow hosted buyers enough time to arrive
    - Keynote speaker and plenary for all. Pre-lunch / streamed sessions post
  - Welcome reception for circa 500 people with limited exhibitor places available
- Wednesday 26<sup>th</sup> June
  - Show
  - TMS lead partnership event. Exhibitor and GCs led events as per previous editions
- Thursday 27<sup>th</sup> June
  - Show
  - Home or fam trips (no HB travel booked prior to show closing)
- Friday – Sun
  - Post event fam trips

Rotations

Rotation 1: Circa 350

- 3 days 16 appointments
- accommodation Tuesday & Wednesday night
- International and long-distance UK

Rotation 2 circa 350

- 2 days 12 appointments (tbc)
- Wednesday night only

Rotation 3 circa 300

- 1 Day visitors London and SE 6 appointments
- Travel only

Appointments

- Circa 11,500 – 12,000 based on 8 appointments per day
  - 350 rotation 1 – 5,600 appt.
  - 350 rotation 2 day – 4,200 appt.
  - 300 rotation 3 – 1,800

### **3 Procurement Initiation Document (PID)**

To be completed for all requirements over £25K

#### **1. Background & Current Situation**

As part of the on-going convention bureau strategy we exhibit at major MICE (meetings, incentives, conferencing and exhibitions) industry trade shows worldwide. The major costs of exhibiting at the trade show include the cost of the floor space/participation and of the exhibition stand design and build.

We have had a three-year contract with a stand contractor, Open Exhibitions, who design, build and install our stand at our European & US shows. This contract will conclude at the end of December 2020, but we still need approval for yearly costs of stand usage and floor space.

#### **2. Requirement**

London & Partners will be exhibiting at four trade shows in 2019/20 as outlined in the current business plan. For each trade show, the large costs involved are the show floor space and the stand design and build.

Floor space is purchased from the show organisers as per below:

- IMEX Frankfurt – Regent Exhibitions
- IMEX America – Regent Exhibitions (IMEX America)
- IBTM, Barcelona – Reed Exhibitions
- The Meetings Show – Centaur/ M&I

The cost of the show floor space includes all pre-show marketing, show organisation, publicity and access to the hosted buyers, for not only ourselves but our partners. The match funding generated through partners' covers a large proportion of the stand space and the build costs. All budget holders have negotiated discounts on this space ranging from 10-35%.

The stand design and build costs include the rental or purchase of exhibition stand furniture initial design, construction, in-house graphics production, transport to and from the exhibition site, on-site supervision, rigging and material handling while in the exhibit house's warehouse, rental of ancillary furnishings, and exhibit-property inventory control and storage. The costs also include all labour costs and provision of onsite power and internet where required.

#### **3. Alignment to Business Objectives**

# LONDON & PARTNERS

Exhibiting at international and presence at UK trade shows fits into the following London & Partners business objectives:

*Deliver additional jobs and economic value for London, by convincing visitors, students and businesses to come to London*

- Exhibiting at trade shows is the major driving force for business tourism enquiries for the Convention Bureau team. For example, IMEX America 2018 Received enquiries 50 worth [REDACTED]
- Being present at the show also provides a route to market for our partner venues (between 12-30 partners at each show) and enables them to showcase their facilities to international meeting planners.

*Strengthen London's reputation as a cultural centre and a leading destination for life sciences and high technologies*

- Our presence along with our partners at the trade shows enhances the reputation of London as a centre of business, ideas, innovation, and creativity.

*Secure support and active engagement from institutions, businesses and high-profile individuals with an interest in London*

- We run seven diaries at trade shows and our internal staff meet with over 120 meeting organisers, corporate organisations and associations from the UK, European, North American and long-haul markets to drive business, support and interest in London
- During the trade shows, we sponsor high profile events to drive interest in London.

*Establish London & Partners' reputation as a world leading promotional organisation*

- Trade shows form an important part of driving traffic and enquiries to the Convention Bureau team to place us in the forefront of global meeting planners' minds when planning their conferences and business events.
- As part of our trade show presence, we have previously had leading tourism representatives participate in the Politicians Forum at IMEX Frankfurt. Participation at events such as these is a driving force for promoting London & Partners as a world-leading promotional organisation
- With the launch of a new stand at our tradeshow, we will be cementing our status as a world leading, creative dynamic and advanced promotional organisation.

#### 4. Expected benefits

The benefits we expect from this procurement exercise are:

Exhibiting at international trade shows fits into the conventions and major events business objectives by:

- Contributing towards our target of [REDACTED] for the London economy through bringing business tourism to the city



# LONDON

## & PARTNERS

- Allowing us to attract value in kind from our partners to reach our goal of [REDACTED]
- Providing a route to market for our partners, thereby helping to protect partnership revenues
- Helping to achieve ring fenced revenue
- Meeting directly with association event planners to secure business and keep our ICCA ranking in the top ten.
- Driving new enquiries to the Convention Bureau, who provide a support service to international event planners

### 5. Estimated costs

Item		Unit price	Total	
IBTM 2019	Participation Costs	[REDACTED]		
Imex USA 2019	Participation Costs	[REDACTED]		
Imex Frankfurt 2019	Participation Costs	[REDACTED]		
Imex Frankfurt 2020	Participation Costs	[REDACTED]		
The Meetings Show 2019	Participation costs	[REDACTED]		
<b>Total</b>	<b>Participation Costs</b>	[REDACTED]		
IBTM 2019	Stand build costs	[REDACTED]		
IMEX USA 2019	Stand Build Costs	[REDACTED]		
IMEX Frankfurt 2019	Stand build costs	[REDACTED]		
Imex Frankfurt 2020	Stand build costs	[REDACTED]		
<b>Total</b>	<b>Stand Build Costs</b>	[REDACTED]		
<b>Total External costs, as detailed above</b>		[REDACTED]		

### 6. Options Generation

- A. Option 1 only one current option as stand builder contracted to 2020, and stand space limited to specific trade show, so no other options
- B. Option 2
- C. Option 3
- D. Do Nothing

**7. Additional Information**

<p><b>Risks/Mitigations</b></p> <p>None anticipated</p>
---

**8. Project**

<p>Is this linked to an approved project? Yes          If yes, please attach a copy of the approved project Plan          Business As Usual</p>
---

**9. Procurement Options**

<p><b>Direct Award (<u>use direct award form in place of the PID</u>)</b></p>	<p>No choice, stand builder contracted already to 2020, and space subject to show</p>	
<p></p>		

<p><b>Recommended Procurement Route</b>          The recommended procurement route is the direct award as above</p>
---



Procurement Reference	
-----------------------	--

**10. Procurement Implementation & Timetable**

**Roles & Responsibilities**

Name	Title	Responsibilities
██████████	██████████	Internal/External events for L&P, cross teams

**Indicative Procurement Timescale**

Action	Planned Date	Action Owner
1. Imex Frankfurt 2019	20 – 23 May 2019	██████████
2. The Meetings Show	25 – 27 June 2019	
3. IBTM	19-21 November 2019	
4. Imex USA	10 – 12 September 2019	
5. Imex Frankfurt 2020	12 – 14 May 2020	

**11. Authorisation Levels**

<i>Indicate which level of authorisation is required</i>		
Total value	Authorisation level	Signed
All (1)	Procurement Manager	x
All (2)	Sponsor	x
All (3)	MD Operations & Governance	x
Up to ██████████	Management Committee	x
Up to ██████████	CEO or MD Operations & Governance	x

# LONDON

& PARTNERS

Up to £		Chair	x
Over £		Board	x

# **APPENDIX**

## **14C**

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 18 November 2019 16:30  
**To:** [REDACTED]  
**Subject:** FW: Future of AI

Hi [REDACTED]

Here is the approval from [REDACTED] to use his credit card for paying the sponsorship.

I will forward you separately the email about the discussions with the organiser.

Best wishes,  
[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 19 February 2019 11:38  
**To:** [REDACTED]  
**Subject:** RE: Future of AI

Cool - thanks [REDACTED]

[REDACTED]

**From:** [REDACTED]  
**Sent:** 19 February 2019 11:37  
**To:** [REDACTED]  
**Subject:** FW: Future of AI

Fyi – invoice for the Future of AI event which we used your credit card for.

Included in the sectors commitment records

Best,  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 19 February 2019 10:40  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Future of AI

Dear [REDACTED]  
We have received your credit card payment successfully.  
An invoice [REDACTED] and a receipt [REDACTED] are attached to this email.

Many thanks for your cooperation.

KR,

[Redacted]

Tel: [Redacted]

[Redacted]

[Redacted] :From  
Thursday, February 14, 2019 5:10 PM :Sent  
[Redacted] :To  
[Redacted] :Cc  
RE: Future of AI :Subject

Hi [Redacted]

Please find attached:

- Signed offer
- Logo
- Speaker bio
- Credit Card Form

Please can you provide us with

- Invoice (stating the VAT as well)

Also, what's the timeline on setting the topic/time for the panel? I will join the first day (company visits/VIP reception) and then the half day of the conference when my panel is – as I also am visiting the MedinISrael conference the other half day. Would be good to be able to plan.

Thanks,

[Redacted]

[Redacted]

London & Partners

[Redacted]

From: [Redacted]  
Sent: 13 February 2019 09:43  
To: [Redacted]  
Cc: [Redacted]  
Subject: Re: Future of AI

Hey,

Please ad signed agreement.  
PFA a CC form to be filled

Thanks,

[Redacted]



On Tue, Feb 12, 2019 5:53 PM, [REDACTED] wrote:

Thanks [REDACTED]

We are very excited to cooperate with you.

Please send us:

- Signed offer
- Logo in vector file, so we can start exposing and promoting you
- Speaker name, picture, title, short bio (up to 100 words)

About the payments, meet [REDACTED] from the finance department, she will answer you.

Thanks,  
[REDACTED]

**From:** [REDACTED]  
**Sent:** Tuesday, February 12, 2019 5:36 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Future of AI

Hi [REDACTED]

Was lovely speaking to you & [REDACTED] as well yesterday, and I'm very excited to work with you both on this.

I have discussed internally for budgeting reasons and happy to say I've got sign off for the second proposal of [REDACTED]

What are next steps? Shall I start off by sending you our logo? (let me know specs etc.)

Also wanted to ask if you take credit card payments, as it simplifies our internal procedure.

Thanks and speak soon,  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
London & Partners

[REDACTED]  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 12 February 2019 09:12  
**To:** [REDACTED]

Cc: [REDACTED]

Subject: Future of AI

Hello [REDACTED]

We were happy to talk to you.

I've attached here 2 special offers for you.

I highly recommended about the second offer. It will give you more exposure also as sponsor of welcome reception with 100-200 VIP attendees including speakers and sponsors.

I'll be your point of contact for the conference and will gladly assist and answer every question you may have.

Thanks,

[REDACTED]

[REDACTED]

**Our upcoming conferences**

See all our conferences [here](#)

[REDACTED]

**Our upcoming conferences**

See all our conferences [here](#)

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 January 2019 18:06  
**To:** [REDACTED]  
**Subject:** Re: London to Tel Aviv trip

Yes go ahead - thanks.

[REDACTED]

[Get Outlook for iOS](#)

---

**From:** [REDACTED]  
**Sent:** Monday, January 14, 2019 3:26:12 PM  
**To:** [REDACTED]  
**Subject:** RE: London to Tel Aviv trip

Fab, thanks!

PS Handelsblatt AI Conference speaker has been confirmed, [REDACTED] from UCL

**From:** [REDACTED]  
**Sent:** 14 January 2019 13:57  
**To:** [REDACTED]  
**Subject:** RE: London to Tel Aviv trip

All good for me [REDACTED] and it is recorded in the staff travel spreadsheet [REDACTED] so we should be good on that front.

Thanks

[REDACTED]

**From:** [REDACTED]  
**Sent:** 14 January 2019 11:24  
**To:** [REDACTED]  
**Subject:** RE: London to Tel Aviv trip

Hi both

Are you happy for me to go ahead booking the flight to Israel directly?

By the way, there is a large AI conference the same time so will be able to kill two birds with one stone / feed two birds with one scone (vegan version)

Best,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 04 January 2019 16:14  
**To:** [REDACTED]  
**Subject:** FW: London to Tel Aviv trip

Hi [REDACTED]

Please see below for your approval re my flight to Tel Aviv for Medintsrail.

I've asked flightcentre for quotes- Easyjet is cheapest and most convenient for me. However flightcentre is always more expensive than going direct.

Direct is only [REDACTED] including checked in luggage and seat selection so I'll pay for it myself and then claim it back on expenses.

I'll look to book the Airbnb next week direct as well.

Happy Friday,  
[REDACTED]

[REDACTED]

From: [REDACTED]  
Sent: 04 January 2019 10:08  
To: [REDACTED]  
Subject: RE: London to Tel Aviv trip

Hi [REDACTED]

I hope that you are well and had a great Xmas and New Year's?

Please find a few quotes as below for Tel Aviv:

**Option 1 - British Airways from Heathrow**

There are 2 x flight times each day for Tel Aviv:

Economy class = [REDACTED]

Carrier	Flight	From	To	Departure	Arrival	Duration	Stops	Cabin	Aircraft Type
British Airways	BA165	LONDON, (HEATHROW) Terminal 5	TEL AVIV YAFO, (BEN GURION INTL) Terminal 3	Monday 25MAR 08:05	Monday 25MAR 14:50	04h45	No Stop	Economy	BOEING 777-200/300
British Airways	BA162	TEL AVIV YAFO, (BEN GURION INTL) Terminal 3	LONDON, (HEATHROW) Terminal 5	Sunday 31MAR 09:25	Sunday 31MAR 13:00	05h35	No Stop	Economy	BOEING 777-200/300

Economy class = [REDACTED]

Carrier	Flight	From	To	Departure	Arrival	Duration	Stops	Cabin	Aircraft Type
British Airways	BA163	LONDON, (HEATHROW)	TEL AVIV YAFO, (BEN GURION INTL)	Monday 25MAR	Tuesday 26MAR	04h50	No Stop	Economy	BOEING 787-8

[REDACTED]

**FUTURE of AI**

Tuesday, February 12, 2019

To

[REDACTED]  
[REDACTED]  
[REDACTED]

## **SPONSORSHIP @ FUTURE of AI**

The following is a special offer for sponsorship custom tailored L&P at **Future of AI 2019**, which will be held on March 26-27, 2019 at Lago Event Complex and various locations in Israel.

### **1. PACKAGE OVERVIEW**

- **SPONSORSHIP LEVEL: BRONZE**
- **PACKAGE TOTAL PRICE:** [REDACTED]
- **FIRST TIME SPONSOR SPECIAL PRICE:** [REDACTED]

\* Prices is subject to Israeli VAT of [REDACTED]

\* This is an early bird offer available until February 14, 2019

### **2. PACKAGE INCLUDES**

- **PRE-EVENT MARKETING & EXPOSURE**
  - ✓ Your logo in conference website, ads and emails
- **ON-SITE SPEAKING OPPORTUNITIES**
  - ✓ Track stage panel (30-40 min)
- **ATTENDANCE IN CONFERENCE**
  - ✓ 2 x complimentary tickets
  - ✓ [REDACTED] discount on additional tickets
- **WELCOME RECEPTION ON MARCH 26, 18:00 – 20:00**
  - ✓ Exposure as sponsor of welcome reception with 100-200 VIP attendees including speakers and sponsors
  - ✓ 5 minutes greeting during welcome reception

[REDACTED]

1





• **ADDITIONAL EXPOSURE**

- ✓ Exposure as conference sponsor in all side events on March 26
- ✓ Invitations to exclusive welcome reception on March 26

**3. PAYMENT TERMS** (unless agreed otherwise)

- [Redacted] of the total amount upon confirmation
- [Redacted] of the total amount (the remainder) by 30 days before the conference

**4. CANCELATION POLICY**

If circumstances change and you can no longer sponsor the conference, you may cancel your sponsorship in writing. You will be subject to the following cancellation fee:

- Cancellation up to 45 days before the conference: [Redacted] of the total amount.
- Cancellation up to 30 days before the conference: [Redacted] of the total amount.
- Cancellation 30 days or less before the conference: [Redacted] of the total amount.

**5. PAYMENT INFORMATION**

Please submit your payment to:



People and Computers Ltd.

**6. SIGNATURE**

Full Name [Redacted] Date 14 Feb 2019

Company Ladon 4 Partners Signature [Redacted]

Address 2 Pine Lodge, Riverdale Company Stamp \_\_\_\_\_  
London SE1 2RR

Tax ID Number \_\_\_\_\_



[REDACTED]

[REDACTED] # 34321

February 18, 2019

To : London & Partners

Attn.: [REDACTED]

[REDACTED] OF CHARGES	USD
[REDACTED] @ Future of AI 2019 - 27/03/19	[REDACTED]

Payment Method: MasterCard [REDACTED]

[REDACTED] Barclaycard February 2019 [REDACTED]  
Signed on by [REDACTED] - [REDACTED]

[REDACTED]

# APPENDIX

## 14D

# LONDON & PARTNERS

**Direct Award Form (DAF)  
REQUEST FOR DIRECT AWARD APPROVAL**  
Form must be returned to Procurement once all Approvals obtained  
(To be completed for all DAF requirements over £5K)

<b>Date</b>	Wednesday, 08 May 2019
<b>Business Area/Team</b>	Business/ Convention Bureau
<b>Purchase Order No</b> <small>*Do not issue to supplier unless form has been approved</small>	
<b>Contract/s Reference No</b>	
<b>Procurement Reference No</b>	DA4
<b>Project Title</b>	London Tech Week: Opening Dinner
<b>Contract Title</b>	Sponsorship
<b>Team and Contact</b>	[REDACTED]

**Finance Details** (Please ensure you use the correct business budget codes)

<b>Budget Holder</b>	[REDACTED]
<b>Budget Code</b>	[REDACTED]
<b>Budget Allocated</b> <small>*Including VAT</small>	[REDACTED] GBP

**Contract Details**

<b>Supplier</b>	[REDACTED]
<b>Contract Start Date</b>	10 June 2019
<b>Contract End Date</b>	10 June 2019
<b>Total Contract Cost</b> <small>*Including VAT</small>	[REDACTED] GBP
<b>Saving / Increase against Budget</b>	n/a
<b>Saving / increase against previous contract:</b> (Where applicable)	N/a

<b>Where a schedule of rates % saving / increase against overall budget</b>	n/a
<b>Estimated value increase / decrease (Describe in % in multiples of 5%)</b>	n/a
<b>If decreases in value please provide justification</b> e.g. quality levels were overprescribed; certain requirements no longer required; quality reduced at request of residents.	
n/a	

**Background**

London Tech Week consists of 300+ events taking place from 10-14 June. London & Partners are one of the founding partners of the week which showcases London's global leadership in Tech. The opening gala dinner is one of the key events of the week, with key dignitaries, VIPs, ambassadors in attendance. Our table will consist of [REDACTED] prospects and wider tech business community.

**Align to business objectives?**

Yes – strengthening London global brand in Tech world, attracting international audiences, supporting existing business grow in London

**Selection Details**

<b>Market Testing Undertaken</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If Yes - Number of suppliers approached</b>	
<b>If No – WHY?</b>	n/a
<b>Please provide justification for Direct Award:</b>	



As the event and sponsorship opportunity is owned by one entity, [REDACTED] we are unable to undertake any market testing for the purchase of sponsorship. All sponsorship opportunities are owned and sold through [REDACTED] Therefore, the contract must be awarded to this entity

**Procurement Comments**

Due to the nature of the requirement there is no alternative but to use [REDACTED] and as such complies with UK legislation. There is no risk in awarding this directly to [REDACTED]

**Approvals to be obtained before award of contract.**

**Procurement's approval must be obtained in all circumstances.**

<i>Indicate which level of authorisation is required</i>		
<b>Total value</b>	<b>Authorisation level</b>	<b>Signed</b>
All (1)	[REDACTED]	Approved 8.05.19
All (2)	Sponsor	
All (3)	MD Operations & Governance	Approved 8/05/19
Up to [REDACTED]	Managing Director	
Up to [REDACTED]	CEO or MD Operations & Governance	
Up to [REDACTED]	Chair	
Over [REDACTED]	Board	

*Please note these are values of the entire contract life, not per year.*

**EVENT SPONSORSHIP AND EXHIBITION AGREEMENT**

**EVENT DETAILS:**

Event Title: London Tech Week	Event Code: TEC6384
Event Dates: June 10 <sup>th</sup> 2019	Venue: The Tower of London
City: London	Country: UK

██████████ ██████████

Sales Contact: ██████████	Tel: ██████████
Email Address: ██████████	Mobile: ██████████
Address: ██████████	

**PAYMENT DETAILS:**

Total amount of Fees payable for the Package:	██████████ (plus VAT where applicable)
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**PAYMENT TERMS:** Full Payment Due 30 Days

**CANCELLATION TERMS:** Cancellations must be received in writing. The following cancellation fees shall apply:

Cancellation received less than 120 days prior to the Event: 100%	Cancellation received between 120 and 240 days prior to the Event: 80%	Cancellation received more than 240 days prior to the Event: 50%
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This Application Form together with the Informa Telecoms & Media Ltd: Sponsorship and Exhibition Terms and Conditions, which are hereby incorporated into this Application Form, together constitute the Agreement between Informa Telecoms & Media Ltd and the Client. By signing this Application Form, the Client confirms that it has read and understood both this Application Form and the Sponsorship and Exhibition Terms and Conditions and acknowledges and agrees to be bound by their terms. The signatory of this Application Form is signing as the authorised signatory of the Client and possesses all necessary power and authority to bind the Client to this Agreement.

**CONFIRMATION**

Applied for on behalf of the Client:

Signed: ██████████  
 Name: ██████████  
 Date: 31.05.19

<b>CLIENT CONTACT DETAILS</b>	<b>INVOICE CONTACT DETAILS (IF DIFFERENT)</b>
Contact Name: ██████████	Contact Name: ACCOUNTS
Company: London and Partners Ltd	Company: London and Partners Ltd
Address: 6 <sup>th</sup> Floor, 2 More London Riverside, London, UK, SE1 2RR	Address: 6 <sup>th</sup> Floor, 2 More London Riverside, London, SE1 2RR
Telephone: ██████████	Telephone:
Mobile:	Fax:
Email: ██████████	Email: ██████████
VAT Number: ██████████	
Purchase Order Number: ██████████	

<b>MARKETING CONTACT DETAILS (IF DIFFERENT)</b>		
Our Marketing Team will be in touch regarding any free marketing tools that you may be entitled to. Please provide contact details for the relevant person responsible for marketing your presence at the Event, if different to your general point of contact person above.		
Contact Name:	Address:	
Company:		
Email:	Tel:	Fax:

**Description**

3 x tables at the Opening Dinner in support of F4S

No of Guest: 30

Time: 18.30-22.30

End of Contract