

APPENDIX A

TERMS OF REFERENCE FOR THE LONDON & PARTNERS REVIEW

A review into the impact and efficiency of GLA funding of London & Partners, to ensure the best possible promotion for London.

1. Review Steering group and secretariat:

1.1 An internal GLA steering group will lead the review and ensure actions are implemented.

- Membership:
 - Rajesh Agrawal, Deputy Mayor for Business (Review Chair)
 - Leah Kreitzman, Mayoral Director, External and International Affairs
 - Fiona Fletcher-Smith, Executive Director, DEE
 - Mark Kleinman, Assistant Director, EBPU
- Secretariat:
 - Hanna Ostling, International Promotion, EBPU, with support from EBPU officers
- Other teams of the GLA will be consulted as and when required.

1.1 Informal advice will also be sought from outside experts and an external advisor is currently being contacted.

1.2 L&P will be consulted throughout the review and given ample opportunity to provide evidence and research through presenting at selected meetings of the steering group.

2. To examine:

London's Promotional Landscape

2.1 A scan/overview of the organisations involved in promoting London internationally. This could include:

- Public sector bodies (London) i.e. L&P, Med City, Film London, London Chamber, City of London, Universities
- Public Sector Bodies (national) i.e. UKTI, British Council, British Fashion Council, GREAT campaign, British Academy
- Private Sector bodies
- What is the remit of these organisations/where is it 'London's responsibility? How do these organisations integrate/work together?

2.2 Overview of international promotion across the GLA family:

- Scope for maximising synergy and avoiding duplication between L&P and the GLA
- Balance between L&P Board priorities and Mayoral priorities (i.e. how to ensure L&P are best equipped to deliver on the Mayor's priorities for London).

Comparing International Promotional activities

2.3 Comparative research on how other cities are undertaking their international promotional activities. Including:

- NYC, Hong Kong (in particular “Invest Hong Kong”) and Singapore with regard to inward investment Paris and other cities with regard to tourism.
- How do other agencies measure their performance?

Measuring Efficiency

2.4 Are we using the correct evaluation methodologies to measure performance/outcomes?

- What has been achieved? ROI for GLA investment
- How is this measured, how robust are the measures?

Changing Context

2.5 How the context and remit of L&P has changed since 2011

- Brexit
- Setting up of MedCity
- Increased funding to Film London following new UK support to other screen sectors, including Games, TV and animation
- Increased commercial funding of L&P
- Launch of Dot London
- Huge tourism success of London post Olympics
- Impact of changes in Mayoral priorities on what is required from L&P