

Committee(s)	Dated:
Policy and Resources – For Decision	16 September 2021
Culture, Heritage and Libraries – For Decision	22 September 2021
Subject: Destination City: Strategic Review – programme overview and governance proposals	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 7-10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Director of Innovation & Growth	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report provides Members with an overview of *Destination City - Strategic Review*, a programme of work which sets out a renewed vision for the Square Mile to become the world’s most attractive destination for workers, residents and visitors.

Included in the report are proposals for governance of the project, identifying the formal committees and informal consultative groups that will be engaged throughout.

Stakeholders across the City will be consulted during the review to gather evidence, test proposals and embed a shared vision for growth. The governance proposal aims to facilitate a fast-paced and agile project that can best equip the Corporation to swiftly develop an ambitious and long-term plan.

Recommendation(s)

Members of Policy and Resources and Culture, Heritage and Libraries are asked to:

- Agree the approach to the strategic review and approve the governance arrangements, noting that they will be formally submitted to Court of Common Council for ratification at its October 2021 meeting.

Main Report

Background

1. The pandemic continues to create a rapidly changing socioeconomic and cultural landscape. Over the coming years, destinations will need to be even more compelling places to visit, work and invest. The City therefore needs to build on its strengths, but also challenge itself to be more innovative, inclusive and sustainable.
2. The Recovery Taskforce's report *Square Mile: Future City* provided a blueprint for medium-term recovery from COVID-19. One focus was on creating a vibrant offer, and included a commitment to a strategic review of the City's offer.
3. This will build on key existing strategies including the Visitor Strategy 2019-23 and Cultural Strategy 2018-22, as well as the Transport Strategy and the Climate Action Plan.

Current Position

4. The *Destination City - Strategic Review* aims to assess and benchmark the City's current offer as a destination for workers, visitors and residents. Setting out the vision for the City's future offer, the key output from this work will be a set of specific, detailed and evidence-based recommendations to deliver this. A summary overview document is provided in Appendix 1.
5. The review will provide findings and conclusions for Members to consider, focusing on three key deliverables:
 - a. **A new vision for the City as a destination:** ambitious and wide-ranging, this will provide a touchstone for prioritising activities and embedding a shared vision for growth, covering both internal stakeholders and external partners.
 - b. **Recommendations for developing the City's offer as a destination:** improving the City's offer and appeal, this will identify specific activities and actions that will boost the City's draw as a destination with a range of audiences, immediately and over the next five years.
 - c. **Recommendations for promoting the City's offer as a destination:** this will set out recommendations and strategies for showcasing the City's appeal to a range of new and existing target groups.

6. The review will span all the elements that make for an attractive destination, engaging with numerous sectors including retail, hospitality, culture and heritage, and the night-time economy.
7. Numerous business areas across the City Corporation will be consulted to gather evidence and co-create a shared vision, while testing the feasibility and implications of proposed activities.
8. External engagement and relationship building will also be an integral pillar of the programme. Interviews and workshops with stakeholders will identify the City's strengths, as well as new activities for development. This work will be underpinned by research exploring innovations in other global destinations.
9. The review will be led by Danny Lopez, founding head of London & Partners and former Consul General in New York. Danny will be working on a pro bono basis. A summary CV is provided in Appendix 2. He will be supported by Kate Keating who has extensive experience in marketing.
10. A final report outlining the findings of the review (detailed in paragraph 4) will be presented to committees in December for approval.

Governance Arrangements

11. It is proposed that the two primary Committees with responsibility for the strategic review are:
 - a. Policy & Resources Committee (noting its responsibility for the City Corporation's overall policies, strategic priorities, and resource allocation); and
 - b. Culture, Heritage and Libraries Committee (noting its responsibility for the City Corporation's current culture and visitor strategies).
12. Where there are implications for other Committees, it is suggested that their perspectives are reflected by their Chairs serving in an ex-officio capacity on Policy & Resources and Culture Heritage and Libraries. Wider engagement with other relevant Chairs will be provided during the programme to ensure that their Committees' interests are considered against the emerging proposals. In addition, the final recommendations will be taken to Court for approval.
13. The Chairs and Deputy Chairs of Policy & Resources and Culture Heritage and Libraries will ensure there is oversight as the Review progresses.
14. The review will establish short and medium term actions that can be deployed from early 2022. By delivering the project at pace, it will equip the City with an

offer that reflects the evolving needs of City businesses and their consumers in a radically changed economic and social landscape. It is hoped that governance arrangements would provide the maximum opportunity to facilitate Member engagement, whilst also enabling swift and impactful project delivery.

15. It is therefore requested that this committee approves the governance arrangements outlined above so that they can be presented to the Court of Common Council at their October meeting for ratification.

Corporate & Strategic Implications

- **Strategic implications:** this goes to the heart of the Corporate Plan in underpinning the aim of having a vibrant and thriving City. The outputs are also likely to provide an update and assess the existing 2018-22 Cultural Strategy and 2019-23 Visitor Strategy which were both created prior to the pandemic.
- **Resource and financial implications:** funding has already been agreed for the delivery of the project. The outcomes of the project will inform a subsequent review of resources across Cultural and Visitor Development. This will be sent to Culture, Heritage and Libraries Committee at a later stage.
- **Legal implications:** no legal implications have been identified at this stage. This will be kept under review.
- **Risk implications:** At this stage in the project, no significant risks have been identified. This will be kept under review.
- **Equalities implications:** underpinning the review will be diversity and inclusion. At this stage in the project, no negative equalities implications have been identified. This will be kept under review and equalities analysis will be carried out if necessary, to ensure negative impacts can be mitigated and opportunities for positive impacts exploited.
- **Climate implications:** this will be fully in line with the Climate Action Strategy and will look to drive the implementation of the actions that Members have agreed.
- **Security implications:** there are no security implications which have been identified at this stage in the project. This will be kept under review.

Conclusion

16. The City is unique, combining a rich history with a huge capacity for re-invention. It has faced countless challenges in the past and has always emerged as a global destination of choice. These unprecedented times have

reshaped what our audiences want and the City needs to act fast to remain competitive.

Appendices

Appendix 1: Destination City – Scope

Appendix 2: Summary CV - Danny Lopez

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