

Committee(s): Policy and Resources – For Decision Culture, Heritage and Libraries – For Decision	Dated: 19/01/2023 23/01/2023
Subject: Destination City Update – Member City Envoy Network Appointment and the Evaluation of The Golden Key Event	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 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, Executive Director, Innovation and Growth	For Decision
Report author: Luciana Magliocco, Destination City Director, Innovation and Growth	

Summary

This report is focused on two key elements of Destination City:

1. Suggested process to appoint a Member to join the City Envoy Network, to represent the collective views of residents on the Destination agenda.
2. The evaluation of The Golden Key event, which took place on 15 October 2022, marking Destination City’s launch event.

Recommendation(s)

Members are asked to:

1. Approve the process to appoint a Member to join the City Envoy Network.
2. Note the evaluation results for The Golden Key event.

Main Report

Background

City Envoy Network

1. A critical recommendation of the Independent Destination City Review was the creation of a City Envoy Network. The purpose of this steering group is to

provide industry-led strategic counsel to the Corporation and act as an independent voice on all aspects of its destination programme.

2. The City Envoy Network was formed shortly before the Chairman of Policy and Resources Committee announced Destination City in May. Membership was agreed by the Culture, Heritage and Libraries and Policy and Resources Committees. The network met for the first time in June 2022; members' terms run for two years from this date.
3. Membership of the network is broad, to capture the breadth of the Destination City agenda. It is made up of industry experts and specialists across the leisure sector. The role of the City Envoy Network is to provide strategic counsel but also to represent a wide pool of potential partners for future Destination City activity.

The Golden Key

4. Between May and October 2022, Members approved The Golden Key event proposal and received updates on the planning and delivery of the event. These included the artistic concept; resident and business engagement; and the marketing and communications strategy.
5. The objectives of The Golden Key were to:
 - Drive positive media coverage and destination profile
 - Drive weekend footfall and dwell time
 - Encourage spend in participating businesses
 - Baseline activity and set recommendations for future decision making
6. On 15 October, the Golden Key took place in the City for one day only. Event planning and delivery was achieved under a short lead time of only three months with a skeleton Destination City team. The media launch and marketing and communications programme were delayed by 11 days due to the unforeseen mourning period, following the death of Her Late Majesty The Queen.
7. In November 2022 Members received a report providing a summary of initial results for The Golden Key event. It should be noted that the coverage figures reported have since been revised. Update figures can be found below and within the event report (appendix 1).

Current Position

City Envoy Network

8. Approval is sought to appoint a Member to join the City Envoy network, to represent the collective views of residents on the Destination City agenda.

9. The purpose of the appointment is to advise on the strategic priorities and delivery programme of Destination City and its impact on the City's resident community.
10. The application process, criteria and commitments for the Membership are as follows:

Process

11. Members are invited to email an expression of interest (one side of A4 only), outlining how they meet the criteria and will contribute to the work of the City Envoy Network to the benefit of residents.
12. Members will be shortlisted by the Destination Team and final selection will be made by the Chairman of the Policy and Resources Committee and Chair of the Culture, Heritage and Libraries Committee.
13. All submissions should be sent to E: dcdirectorpa@cityoflondon.gov.uk, using the subject line: Expression of Interest for the role of Member City Envoy. Any questions around the process should also be directed to this email address.

Timing

14. Timings for the process are as follows:
 - Week commencing 30 January 2023: Expressions of interest opened
 - Friday 10 February 2023: Deadline for expressions of interest
 - Friday 24 February 2023: Short list submitted
 - Early March 2023: Selected Member confirmed

Criteria

15. Applicants will be selected based on the following criteria:
 - A background in one of the following sectors: tourism, culture, retail, hospitality, entertainment, media, digital, sport, wellness.
 - Experience in delivering initiatives under one of the following specialisms: place-making, marketing, media, communications, events, sponsorship.
 - Experience in building and analysing data sets to drive strategic decisions, operational efficiencies and ROI.
 - Proven ability to collate and share resident views on commercial initiatives at a city-wide level.

Commitments

16. Applicants who meet the criteria must commit to the following responsibilities for the duration of the term, which will run to June 2024 (as per other Envoys):
 - To act as a positive ambassador and advocate of the Destination City agenda amongst residents.
 - To attend and input at quarterly City Envoy meetings. To implement required follow up actions.

- To action bespoke requests pertinent to the purpose of the City Envoy Network.
- To provide informed counsel on how the Destination City programme can benefit City residents and drive advocacy among this stakeholder set.
- To advise on the best ways to engage with residents on the Destination City delivery programme.

The Golden Key

17. Following full collection and analysis of event data, key results include:

- a. Footfall – over 30,000 attendees on the day.
- b. Spend – attendees spent £27.30 per head at the event and £41.90 in the City outside the event on food and drink. 84% of attendee spend was in the City.
- c. Business Engagement – 25 businesses participated in the event with venues welcoming new customers through advance bookings and footfall on the day.
- d. Community Engagement – 50 residents participated in pre-event engagement workshops and participation opportunities at the event. 30 City workers and residents volunteered on the day.
- e. Profile - 78 pieces of key national, London, and consumer media outlets. This preliminary figure was originally reported to Committee in November 2022 as 81. On detailed analysis of the coverage, 78 is pieces of coverage is the confirmed amount.
- f. Engagement – 491,000 visits to The Golden Key website and a total social media reach of 21,545,228 and 157,366 engagements.
- g. Added Value – £273,000 of media in-kind generated through partner negotiations (across print, social media and advertising).
- h. Motivation - 80% of attendees came to the City specifically to attend The Golden Key.
- i. Perception – 58% of attendees said their impression of the City had changed because of The Golden Key. 89% agreed events like The Golden Key would encourage them to come to the City more often. Over 70% agreed after attending The Golden Key they see the City as a place for leisure and hospitality.
- j. Experience - 89% rated the overall atmosphere as very good or good and 87% rated the programme as very good or good.

18. A full report on The Golden Key event has been produced. This provides more detail on the event deliverables, results and future recommendations (appendix 1).

19. Key learnings have provided the following recommendations:

- a. the need for quantifiable data around customer motivations to inform event concepts, formats and marketing plans.
- b. the need for more robust data sets and measurement capabilities to effectively evaluate performance, particularly around footfall, dwell time and sales.
- c. the creation of a stakeholder engagement framework to govern and support in the delivery of Destination City activity.
- d. sufficient lead times to plan, produce and promote high profile events for maximum impact.
- e. the need to plan alongside and work more collaboratively with Business Improvement Districts to improve business engagement levels.

Options

20. N/A

Proposals

21. Members are asked to:

- a. Approve the City Envoy Network Membership Application Process.
- b. Note the evaluation results for The Golden Key event.

Key Data

22. Qualitative audience research, marketing, communications and media data was collected from reports provided by in house teams and the appointed agencies who led these workstreams.

23. Footfall data was collected from entry and exist counts into activation zones, TfL data of taps into the City on the day and O2 mobility data.

Corporate & Strategic Implications

- **Strategic implications** – This report aligns with outcomes 3, 4, 7 and 10 in the Corporate Plan.
- **Financial implications** – None
- **Resource implications** – None

- **Legal implications** – None
- **Risk implications** – None
- **Equalities implications** – None
- **Climate implications** – None
- **Security implications** – None

Conclusion

24. Members are asked to approve the proposed process to appoint a Member to join the City Envoy Network and to note the evaluation for The Golden Key event.

Appendices

- Appendix 1 – The Golden Key Member Report

Background Papers

- 7 July 2022, Policy and Resources and 18 July 2022, Culture, Heritage and Libraries - Destination City – Next Steps on Implementation
- 15 September 2022, Policy and Resources and 19 September 2022, Culture, Heritage and Libraries - Destination City Update
- 14 November 2022, Policy and Resources and 7 November 2022, Culture, Heritage and Libraries - Proposals for the implementation of Destination City

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