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| Committee(s): Culture, Heritage and Libraries | Dated: 18 September 2023 |
| Policy and Resources | 21 September 2023 |
| Subject: Destination City Reprofile update and forward plan | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 3, 7, 9, 10 |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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 of Innovation and Growth (IG) | For information |
| Report author: Luciana Magliocco, Destination Director, Innovation and Growth | |

Summary

The priority projects proposed in the Destination City Implementation Plan have all been successfully initiated. The consumer place brand and digital channels have launched, and a major City of London event has been delivered. The development stages of the Insights Programme and Commercial Partnership Programme are complete with next steps underway. Programme priorities for 2023/24 and 2024/25 delivery have been set out.

Recommendation(s)

Members of Culture, Heritage and Libraries (CHL) and Policy and Resources (P&R) are asked to:

- Note projects set against the £836,000 reprofile amount have been successfully delivered except for the Cultural Planning Framework which will be finalised in November.
- Note the key priority programmes for 2023/24 and 2024/25 delivery have been set.

Main Report

Background

1. Destination City is a first of its kind programme for the City of London Corporation. It is aimed at growing the City of London's leisure proposition to boost our attractiveness to existing audiences while also opening it up to new ones. Success will be increasing footfall and spend.
2. The below priority projects were set out in the Destination City Implementation Plan and approved by CHL and P&R in November 2022.
 - I. Develop a Destination Brand and launch a new consumer facing website
 - II. Develop a Destination City Insights Programme
 - III. Develop a Commercial Partnership Strategy
 - IV. Develop the Destination City Delivery Programme
 - V. Transitioning the Culture Mile into the Destination City Agenda
 - VI. Deliver effective stakeholder engagement, marketing and communications and measurement across all programme activity
3. Due to several unforeseen barriers encountered in setting up a foundational programme of scale from scratch, priority projects needed to be staggered. In March 2023, Members approved the request for £836,000 to be rolled over to 2023/24 to ensure appropriate delivery.
4. Members also approved the request to return to Committee with a forward plan of priority programmes for 2023/24 and 2024/25, recognising that each priority programme will have its own strategy to inform targets, implementation, and budget allocation.

Current Position

5. The below summarises the progress made against the strategic priority areas.
6. The new consumer facing destination brand *The City of London* launched in June 2023. All consumer facing brand channels are now live and the summer awareness campaign underway. The reprofiled budget to deliver all consumer brand launch related activity will be spent by end of September.
7. The forward strategy for the Destination Insights Programme has been set and a Baseline Report produced. Work delivered to date will inform the brief for the Insight's provider tender process. The reprofiled budget to deliver the above aspects will be spent by end of September.
8. The interim Commercial and Brand Partnership Strategy has been produced following an extensive market listening exercise with all major industry players. The brief for the appointment of a Sponsorship agency has been approved by central procurement and the tender process will begin in October. The reprofile budget will be spent when the procurement process is complete.
9. The reprofile budget to secure artists and agency support for the development of Bartholomew Fair has been spent. The total budget allocated to Bartholomew Fair planning and delivery has come in higher than originally forecasted. The increased

costs have come from additional event production costs and enhanced counter terrorism measures to ensure public safety. These costs will be covered from event contingency funds. Learnings have been taken on board to inform more precise event forecasting in the future.

10. Work is underway on the development of the Cultural Development Framework with a reviewed completion date of end of October. This is being managed by the Planning and Policy department. The reprofiled budget to complete this scope of work will be spent by November.

Proposals

11. With the foundations now in place for all Destination priority programmes, our focus will be to actively drive forward the consumer agenda. Better understanding consumer behaviours and trends and delivering targeted marketing and enlivenment to attract and convert leisure audiences.
12. **Destination Profile & Promotion:** *The City of London* brand will be a powerful tool in which to reappraise audience perceptions, grow destination brand equity and unlock new opportunities to attract consumers, brand partners and future leisure occupiers to the Square Mile. We will deliver a fully integrated annual promotional programme to position *The City of London* as a leading leisure destination of choice; promoting its culture, retail and hospitality offer as well as the wider calendar of City events to drive demand.
13. **Destination Insights & Performance:** We aim to launch the City Consumer Performance Platform (working title) in Q1 of 2024. Timings will be subject to agency responses and the tender process which will go through central procurement. This will power more robust and reliable consumer and market insight which will be critical in shaping future consumer strategies at a City Corporation and broader stakeholder level.
14. **Destination Commercial & Brand Partnerships Programme:** The market listening exercise highlighted the incredible opportunity the City of London has in attracting more diverse audiences, through partner-led activity. We propose a multi-layered approach to attracting new brand partners that enhance our leisure offer and bring new audiences:
 - I. Create a "Venues for Vibrancy" model - offering up vacant premises to new and established brands on a Pop Up and Meanwhile basis, in exchange for a high-quality offer that drives guaranteed footfall.
 - II. Appoint a Sponsorship Agency to sell the City of London proposition and secure major brand partnerships deals for future events and activations.
 - III. Broker new cultural openings with landlords and developers to build the City's permanent cultural offer.
15. **Destination Enlivenment & Vibrancy:** Bartholomew Fair will be an opportunity to test the impact of our new event model, establish baseline KPIs and demonstrate proof of concept to attract future brand partners and sponsors. The level of

financial investment against future event delivery will reduce as we start to attract brand partnerships on a contra-deal basis, working towards paid sponsorship deals as we establish the City of London's leisure credentials.

16. **Destination Wayfinding:** The Destination team will work with the Environment department and City stakeholders to develop a wayfinding strategy. The resource, funding and timings to deliver a City-wide solution will be considered as part of the strategy development over the coming months.

Corporate & Strategic Implications

17. Strategic implications – includes alignment with the [Corporate Plan](#) across outcomes 3, 7 and 10. Supporting a flourishing society, a thriving economy, and the shaping of outstanding environments.
18. Financial implications – delivery of the priority programmes outlined in this report are covered by the Growth BID which is funded through Local Risk.
19. Resource implications – external resource has been factored into budget forecasting where there are gaps in internal expertise or operational systems.
20. Legal implications – none identified.
21. Risk implications – the Destination City vision requires strategic alignment and implementation across departments to be successful.
22. Equalities implications – none identified.
23. Climate implications – none identified.
24. Security implications – none identified.

Conclusion

25. This report outlines the positive progress made across all priority projects set out in the Implementation Plan. With programme foundations now in place, the forward strategy will focus on targeted consumer initiatives that drive consumer demand of the City's leisure offer.

Background Papers

- Proposals for the implementation of Destination City - 14 November 2022, Policy and Resources and 17 November 2022, Culture, Heritage and Libraries
- Destination City –Growth BID Reprofile - 23 March 2023, Policy and Resource
- Destination Brand Identity and Destination Website - 11 May 2023, Policy and Resources and 22 May 2023, Culture, Heritage and Libraries

- Destination City 2023 Bartholomew Fair - 20 April 2023, Policy and Resources and 22 May 2023, Culture, Heritage and Libraries - Destination City – 2023 Bartholomew Fair
- 17 July 2023, Culture, Heritage and Libraries – Destination City Overview - 17 July 2023, Culture, Heritage and Libraries –

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