

Committee(s): Culture, Heritage and Libraries – For Discussion	Dated: 20/11/2023
Subject: Destination City Review 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 7 and 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: Simi Shah, Interim Executive Director, Innovation & Growth	For Discussion
Report author: Luciana Magliocco, Destination Director	

Summary

This paper outlines the context and Terms of Reference for the Destination City Review commissioned by the Town Clerk. This is the first step in a Member-led reset of Destination City. The review, led by Paul Martin, will:

- Consider how to meet evolving expectations of the Destination City programme; and,
- Make recommendations on how the next phase of Destination City can best support the Square Mile to be a world leading place for workers, residents, visitors, businesses and investors.

The review will be conducted so that there is ample time and opportunity for Members to input their views and ideas. It is intended that Members and other key stakeholders who have yet to be engaged will be consulted before the end of January 2023. A summary of the initial fact-finding is attached in Appendix 2.

Recommendation(s)

Members are asked to:

- Note the report on the Destination City Review 2023-24.
- Endorse the Terms of Reference of the Martin Review.

Main Report

Background

1. In 2021, the Destination City Independent Review carried out by Danny Lopez and Kate Keating made recommendations for targeted interventions that seek to build the City's leisure offer. Its primary objective is to drive footfall that encourages spend.
2. P&R and CHL Committees approved the Independent Review as being vital for raising the City's leisure appeal to one that is worthy of its world-class business brand and befits a global city. This was endorsed by Court on 13 January 2022.
3. In September 2022, the Destination Director joined the Corporation and after another six-months of recruitment, the structure outlined in the Independent Review was established.
4. A set of strategic priority areas to shape and deliver future programme implementation were set out in the Destination City Implementation Plan. In November 2022, P&R and CHL approved the following strategic priorities:
 - Brand Identity
 - Destination website
 - Insights Programme
 - Commercial Partnership Strategy
 - Destination City Delivery Programme
 - Culture Mile Transition
 - Stakeholder Engagement Strategy
 - Measurement Framework

It should be noted that these priorities are collective and require wider departmental collaboration hence are not all owned by the Destination team. These priorities have been further refined in subsequent committee reports.

5. One year on it is important to (a) review that current plans adhere to the previous vision, and (b) consider future plans in light of a cross Corporation strategy.

Current Position

6. In September 2023, the Town Clerk commissioned another independent review of Destination to make recommendations on how the mandate can be renewed and reinvigorated, identifying goals to include under the Destination City umbrella, and departments that could contribute to the Corporation's ambitions.
7. The independent review, led by Paul Martin, has been commissioned with the following Terms of Reference:
 - **Create a strategy and narrative** that sets out the different potential workstreams involved (e.g. strategies, teams, partners) with associated

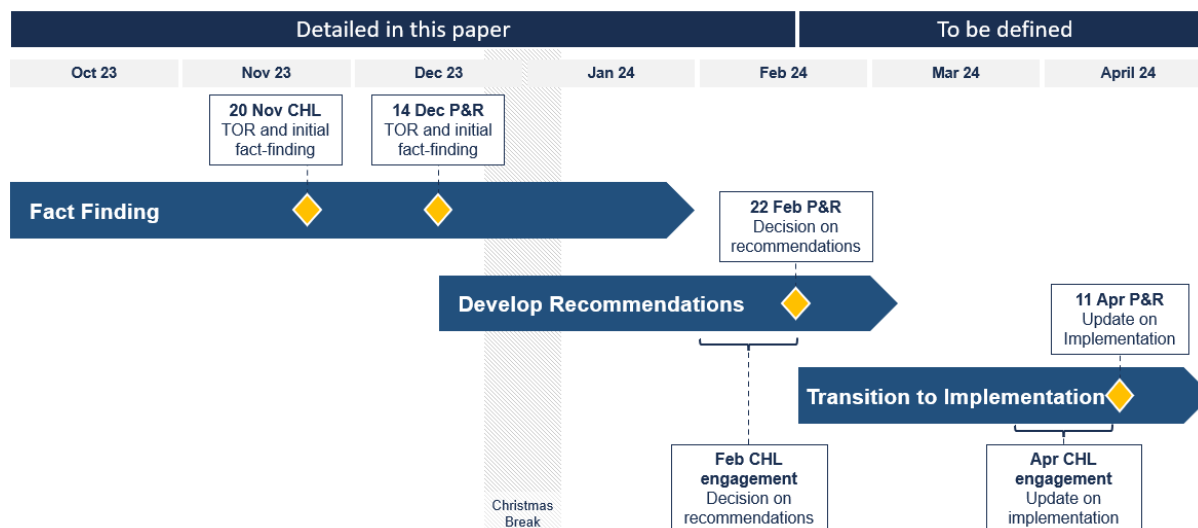
responsibilities, deliverables, KPIs, and interdependencies which contribute to the shared outcome of footfall that creates spend.

- **Deliver a set of recommendations** to how this desired shared outcome can be best delivered (particularly the vision, strategy & implementation plan, and communication & engagement plan), including any proposed changes and/or new workstreams.
- **Define a measurement model** to monitor and assess performance and report on results (outcomes and outputs) in a clear, cohesive and consistent manner.

8. The review will consider how an Arts and Culture Strategy is both aligned, and distinct from, the leisure offer.
9. The Martin Review will gather and evaluate views of members, senior officers and external stakeholders of the existing programme. This requires a highly consultative approach with City of London Corporation members, staff and partners. The proposed consultation list is detailed in Appendix 1.
10. The Martin Review's initial fact-finding consulted with a subset of key stakeholders to form the initial findings. The objective was to bring both the initial findings and the Terms of Reference to P&R and CHL committees for Member feedback. Once committees note this report and endorse the Terms of Reference then Members will be engaged and consulted until the end of January 2023.
11. Members will be invited to engage with the review either by requesting a 1:1 meeting, through a series of drop-in sessions and an online portal for those Members who wish to submit feedback electronically is being considered should members find this useful. There will also be engagement with external stakeholders, which is proposed to take the form of round tables.
12. In terms of governance, updates from the Martin Review will be presented to P&R and CHL for consultation. The Town Clerk will be the project sponsor and requested the Executive Director for Innovation & Growth (IG) to take lead on: ensuring that a broad range of stakeholders are consulted; the quality assurance of the approach; and, integrating the output into the Corporation's governance process.
13. To ensure other committees are involved during the consultation process, it is proposed that nominated representatives from other committees will be consulted in parallel with the process for P&R and CHL committees. Where engagement is identified beyond P&R and CHL, the chair of those committees will be asked to nominate member(s) to represent their respective committees.
14. CHL meets less frequently than P&R and the review will seek options outside of the timetable for committee to ensure that CHL members are consulted and have the opportunity to engage.

15. Appendix 2 presents Paul Martin’s initial response from discussions during initial fact-finding.

16. Member feedback from P&R and CHL will help to shape emerging findings from November to December 2023 and inform a set of recommendations. A progress update will be provided to Committee in February 2024. A provisional timetable is illustrated below.



Corporate & Strategic Implications

Strategic implications – includes alignment with the Corporate Plan across outcomes 3, 5, 7 and 10. The outcomes of this review will also be aligned to the new Corporate Plan 2024-29.

Financial implications – these will be determined by the outcome of the Review.

Resource implications – the cost of the scope outlined in the paper will be met from the local risk budget of the Innovation & Growth Department.

Legal implications – none.

Risk implications – given the high profile of the programme for the Corporation, there are reputational risks if the next phase of the programme does not reflect the collective views of members.

Equalities implications – the recommendations will be in-line with the Corporation’s equalities priorities.

Climate implications – sustainability has been one of the considerations of the Destination City programme and the Martin Review will take this into account.

Security implications – the recommendations will highlight any security implications where it is possible to identify any potential risk, and mitigating actions.

Conclusion

17. The Destination City programme was set up in the wake of the pandemic. Over the last two years the context has changed. So too has the opportunity for the Corporation to reflect on what has been achieved so far, and the shape of Destination City for the future.
18. The Martin Review will make recommendations to Members on how the next phase of Destination City can best support the Square Mile in being a world leading destination for workers, residents, visitors, businesses and investors. Initial findings are attached and it is vital that there is ample time and opportunity for input by Members as it is prepared.

Appendices

- Appendix 1 – Proposed stakeholder consultation list
- Appendix 2 – Destination City Review – response from initial fact-finding
- Appendix 3 – Paul Martin: summary of credentials and expertise

Background Papers

- Destination City – Independent Review (Confidential) - 13 December 2021, Culture, Heritage and Libraries and 16 December 2021, P&R.
- [Proposals for the implementation of Destination City](#) - 14 November 2022, Policy and Resources and 17 November 2022, CHL.
- Destination City – Growth Bid Reprofile (Non-Public) - 23 March 2023, P&R.
- [Destination City Overview](#) - 17 July 2023, CHL.
- [Destination City - Destination City Reprofile update and forward plan](#) – 18 September 2023, CHL and 21 September 2023, P&R.

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Appendix 1: Proposed stakeholder consultation list

City of London Senior Leadership – Members and Chief Officers

- Chair of Policy and Resources and their office;
- Policy and Resources Committee Members;
- Culture, Heritage and Libraries Committee Members;
- Chairs of relevant committees (e.g. Planning & Transportation, Culture, Heritage and Libraries);
- Member policy leads in relevant areas (e.g. SME strategy, BIDs)
- Town Clerk & Chief Executive;
- Executive Directors of Innovation & Growth; Environment; Planning; Corporate Strategy; Comms.

Heads of areas and teams responsible for internal delivery

- Local Plan team;
- City Consumer team (currently Destination team);
- City Property Advisory Team,
- Small Business Research and Enterprise Centre;
- Transport team;
- Public Realm team;
- Resident engagement and worker engagement

External partners – both delivery and commercial

- Directors of amenities and attractions – e.g. Barbican, Guildhall Art Gallery, Tower Bridge, Tower of London; St Pauls
- City BIDs leadership

Appendix 2: Destination City Review – response from initial fact-finding

Destination City review – summary of progress

1. Alongside a literature review, I have met with 61 people to discuss their experience of, and insight into, Destination City. This comprises 35 officers, 13 members and 13 colleagues from businesses and relevant organisations.

2. Key findings so far are that Destination City has become successfully established as a flagship City of London Corporation programme since its launch in May 2022. Notably, the aspiration of Destination City commands support and advocacy from businesses outside the Corporation, as well as internally. The initial targets set for Destination City were to increase visitor numbers by 5% from a peak of 21 million in 2019 to 22 million by 2025; and to increase spend by 7.5% from £2.1 billion in 2019 to £2.25 billion in 2025. The City has recovered well over the past year although the distribution of both visitor numbers and spend has markedly redistributed over the 7 day week – itself an example of how post-pandemic demand is significantly different from the pre-pandemic era.

3. In the past 18 months, Destination City has set a confident and outward-looking mission for the Square Mile in a positive, commercial and ‘can do’ tone.

4. Although the aspiration of Destination City commands widespread recognition, interpretations of the vision vary, and a degree of confusion exists as to the purpose and remit of the Destination City team in Innovation & Growth. For example, is Destination City a 3 year programme to ensure the Square Mile recovers and exceeds its pre-pandemic footfall and spend? Alternatively, is the ambition for Destination City longer term and transformational? How is professional and political accountability for Destination City effectively discharged, and what is the relationship between Destination City and the anticipated cultural strategy? Should Destination City be seen as the central officer team located in Innovation & Growth, or a collaborative partnership between the CoLC, businesses and cultural institutions? How can the programme quickly become data driven, in order to assess a commercial return on investment?

5. The review methodology enables these questions to be addressed through a participative process that draws on the richness of experiences and insights within and outside the Corporation. In the weeks and months ahead, there is every opportunity for members, officers and third parties to engage in this work to achieve the desired clarity of vision, governance, accountability and performance management.

6. At this interim stage, and to provide a transparent sense of direction, what I have heard so far inclines towards the Destination City programme being a long-term plan for the Square Mile as a magnetic business destination, visitor destination and creative, entrepreneurial place to live and work. The way that people live and work now has changed so fundamentally – ‘bleisure’ and the need for the Square Mile to “earn the commute” requires sociable and attractive offices set within a lively and atmospheric streetscape experience.

7. Building on this vision, the programme should be collaborative between all CoLC departments, cultural institutions and the business community embedded within a governance structure that utilises existing expertise.

8. A focus on visitor numbers and spend needs to be balanced with attention to social inclusion and equity – Destination City must embrace the City's long-standing and impressive commitment to serving the public good.

9. Destination City is therefore not only about place marketing (although this is essential and needs more attention) but the future development of a liveable, lively and connected City in a uniquely historic, cultural and characterful setting. Future decisions on allocation of the Destination City programme budget should flow from this collaborative approach.

10. Professional leadership of Destination City requires Board level orchestration of the City's exceptionally impressive capabilities and cultural assets working closely with business partners. In the development of a new cultural strategy, consideration needs to be given to spatial, temporal and community approaches that enable well planned, coordinated and sustained programmes of activity.

Appendix 3: Paul Martin – summary of credentials and expertise

Paul Martin has the unusual distinction of having been a London borough Chief Executive in four different places - Sutton (2005/10); Wandsworth (2010/20); Richmond-upon-Thames (concurrently with Wandsworth in a shared service, 2016/2020); and Ealing (as interim Chief Executive, 2022). His first Chief Executive job was in the newly created unitary authority of Peterborough City Council where he was the youngest Chief Executive in the country(1998/2002). Prior to becoming a Chief Executive, he was Assistant Chief Executive for 5 years at Cambridgeshire County Council. His earlier career was in cultural services, as Area Organiser for Cultural Services at Manchester City Council.

Key achievements include the regeneration of Battersea Power Station and the wider Nine Elms area. Paul worked on this for over a decade and led the council's officer team in the programme governance of the area's regeneration, which included the tax increment financing of the construction of the Northern Line extension. Regeneration in local places gets no bigger than this - 25,000 new jobs, £7.9 billion in economic growth, 16,000 new homes.

Another highlight was the creation of the shared service between two very different London boroughs - Wandsworth and Richmond-upon-Thames. The priority here was to maintain and improve service standards while dramatically reducing costs by £20 million each year in increased efficiency. Careful planning coupled with attention to the ethos and values of each council, and building on the best achievements of both councils, created a strong platform to build a durable shared service. The only arrangement of its kind nationally, it has now seen both councils through change in political administration and the transformation of cross cutting leadership capacity and capability.

During a distinguished career, Paul has worked with over 1,000 councillors, learning much about the ingredients of a great partnership between officers and members based on a shared understanding of roles and mutual respect. His view is that effective teamwork and governance lies at the heart of this, and helps organisations get the most out of their whole teams.

Mr Martin has also worked for national Government in the UK as Regional Director, Government Office of the Southeast (2002/2005) and Interim Chief Executive of the self-governing crown dependency of Jersey (2020/2021). This involved spending a year living and working in Jersey, following a turbulent period for the island state. The Government fulfils the roles of both national and local government, it is the island's legislature and wholly owns nearly all the island's key infrastructure (including telecoms, airport, ports etc.) making this a fascinating place to work. Importantly, the island has only very limited party politics - most States Assembly members are independents, including the whole of the Council of Ministers. This provides quite a different context to working within a party-political council as he has done earlier in his career.

In a quest to continue his development and learning, last year he applied for and was awarded an EB 1 visa by the US Federal Government as "an alien of extraordinary ability" - in order to experience living and working in the US. Recently, he has been

working for a UK based management consultancy which is considering growth in the US market. This has involved living and working in the County of Los Angeles - the biggest local authority in the US serving 10m residents, with \$807billion in annual output.

Finally, Paul is dedicated to the highest standards and innovation in public services, to help ensure the present and future prosperity and well-being of populations. He believes this depends on great people working for great organisations that have the ambition to be world class.