

Committee(s): Culture, Heritage and Libraries – For Discussion Policy and Resources – For Discussion	Dated: 20/11/2023 14/14/2023
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, Acting Executive Director, Innovation & Growth	For Decision
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 (as shown at point 7 in the report).

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

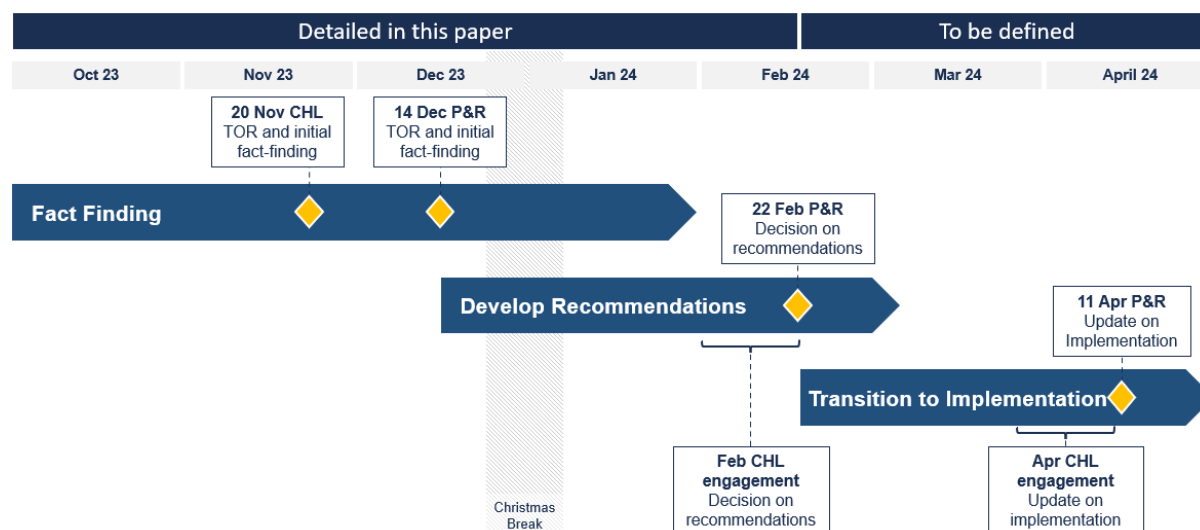
6. In September 2023, the Town Clerk commissioned another independent review of Destination to make recommendations on how the mandate can be renewed and reinvigorated, identifying goals to include under the Destination City umbrella, and departments that could contribute to the Corporation's ambitions.
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

17. 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.
18. Financial implications – these will be determined by the outcome of the Review.
19. Resource implications – the cost of the scope outlined in the paper will be met from the local risk budget of the Innovation & Growth Department.
20. Legal implications – none identified.
21. 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.
22. Equalities implications – the recommendations will be in-line with the Corporation’s equalities priorities.
23. Climate implications – sustainability has been one of the considerations of the Destination City programme and the Martin Review will take this into account.
24. Security implications – the recommendations will highlight any security implications where it is possible to identify any potential risk, and mitigating actions.

Conclusion

25. 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.
26. 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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