

Report – Policy and Resources Committee

Destination City Governance

To be presented on Thursday, 23rd May 2024

*To the Right Honourable The Lord Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

Destination City was originally proposed to this Honourable Court in October 2021, as a programme of work setting out a renewed vision for the Square Mile to become the world's most attractive destination for workers, residents and visitors.

Currently, as agreed by this Honourable Court in January 2022, your Policy and Resources Committee (P&R) has responsibility for the strategic overview of the Destination Strategy, with the Culture, Heritage and Libraries Committee (CHL) positioned as a key committee in the implementation of recommendations.

Following a comprehensive Review into the Destination City Programme undertaken by Paul Martin in 2024 and your Policy & Resources Committee and the Culture Heritage and Library Committee have approved a series of recommendations on the future of the Programme.

Having considered the Review, both impacted Committees supported the alignment of accountability for the refreshed Destination City programme to the Policy & Resources Committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries Committee. Whilst this does not require changes to Committee terms of reference to facilitate this change, it does require this Honourable Court's approval, which is now being sought this day.

RECOMMENDATION

That the Honourable Court agrees to align accountability for the refreshed Destination City Programme to the Policy & Resources Committee while noting that accountability for the Culture Strategy remains with the the Culture, Heritage & Libraries Committee.

MAIN REPORT

Background

1. In 2021, the Destination City report by Danny Lopez¹ and Kate Keating made recommendations for targeted interventions that seek to build the City's leisure offer.. The Policy and Resources (P&R) and Culture, Heritage and Libraries (CHL) Committees approved the Destination City programme as being vital for raising the

¹ Founding CEO, London & Partners (2010-11); Former British Consul General to New York (2011-16); CEO Glasswall

City's leisure appeal to one that is worthy of its world-class business brand and befits a global city. It was endorsed by the Court of Common Council on 13 January 2022.

2. It was within the January 2022 proposals that this Honourable Court agreed that, in terms of governance, P&R would have responsibility for the strategic overview of the Destination Strategy, with CHL positioned as a key committee in the implementation of recommendations.
3. These two aforementioned committees were entrusted to consider emerging proposals. Where there were implications for other Committees, it was suggested that their perspectives be reflected by their Chairs serving in an ex-officio capacity on Policy & Resources and Culture Heritage & Libraries, or (where not already Members) their being invited to attend and contribute for discussion of the item at the relevant meeting. Wider engagement with other relevant Chairs has been provided during the programme to ensure that their Committees' interests are considered against the emerging proposals.
4. In September 2023, the Town Clerk initiated an independent review of the Destination City programme to ensure it adhered to the previous vision and consider future plans in light of a Corporation-wide strategy. The aim of this review was to make recommendations to renew and reinvigorate the mandate in the context of a developing new Corporate Plan 2024-2029, identify additional goals to include under the Destination City umbrella and determine how strengthened cross-departmental working could contribute further to the City Corporation's ambitions.
5. The Destination City – Independent Review 2024, led by Paul Martin², was commissioned to:
 - Consider how to meet the 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 become a world-leading place for workers, residents, visitors, businesses and investors.

Current Position

6. In April 2024, your P&R and CHL Committees considered a series of 14 recommendations arising out of this Independent Review 2024. At an informal meeting of CHL, the proposals were supported, with formal approval being consequently endorsed under urgency procedures. At the April 2024 meeting, Members of your P&R Committee endorsed the 14 recommendations arising from the Independent Review 2024.

² 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). Key achievements include the regeneration of Battersea Power Station and the Wider Nine Elms area.

7. Within the 14 recommendations arising from the Independent Review 2024, a key proposal being:

- *[To] Align accountability for the refreshed Destination City programme to the Policy & Resources Committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries Committee.*

8. Your Committees both agreed that this recommendation, with P&R retaining oversight of Destination City and its delivery, would help to establish Destination City as a cross-departmental programme. The CHL Committee would own the strategic and delivery responsibility for a future Culture Strategy.

Proposal

9. Any new/additional activities would be subject to mutual agreement between a 'Destination City Hub' and delivery department or partner and bring additionality to what's already being done. Destination City Hub would be an officer group – it is the central team that enables and supports the Destination City programme. Destination City Hub's core functions are strategic (advising on the evolving strategy to achieve footfall, spend and enhanced reputation), preparing and coordinating the Destination City programme, measuring its progress and supporting its collaborative governance.

10. The Destination City Hub would be different to the current approach. It will not run events directly, but work with the BIDs, City Corporation services, businesses and existing partnerships, and cultural organisations that will do so. The Hub will be small, strategic, collaborative - an enabler of the Destination City programme.

11. The proposed structure would enable CHL – and other service committees and departments that play a crucial role in enabling the Destination City vision – to work in a joined-up way and support the delivery of the programme.

12. Whilst there are no changes required to the Court Orders (terms of reference) of any committees to give rise to this recommendation, given the explicit, prior direction of this Court (which expressly stipulated the shared Governance arrangements for Destination City) further approval is sought to disaggregate the responsibilities.

13. Approving this change would ultimately allow the two Committees to take forward the remaining recommendations, as appropriate.

Corporate and Strategic Implications

14. Strategic implications – proposals have been developed in alignment the new Corporate Plan 2024-29.
15. Financial implications – whilst there were financial implications contained within the Independent Review, these governance proposals (in isolation) have no direct financial implications.
16. Resource implications – the proposed Destination City Hub will have resource implications for the existing Destination City Team and those Departments that would feed into the Destination Hub. Further details will be subject to the Town Clerk's organisational design considerations which will be developed now the recommendations have been adopted. Once further planning as take place, the resource implications would be presented to the relevant committees for decision.
17. Legal implications – none identified.
18. Risk implications – given the high profile of the programme for the Corporation, there are reputational risks if the implementation of the recommendations is significantly delayed.
19. Equalities implications – the recommendations will be in-line with the Corporation's equalities priorities.
20. Climate implications – sustainability has been one of the considerations of the Destination City programme and implementing the recommendations from the independent review would take this into account.
21. Security implications – whilst it has not been possible to identify any specific security implications at this stage, the implementation plan would continue to keep security as a key consideration.

Conclusion

22. The Destination City – Independent Review 2024 marks a significant milestone in the City Corporation's efforts to shape the future of the Square Mile. Through extensive engagement and thorough discussions, valuable insights from a diverse range of stakeholders have been gathered. The recommendation presented in this report will allow your Committees to realise the culmination of these efforts and offer a framework for evolving our vision.
23. As the City Corporation moves forward, your Committees felt it was imperative that actions are aligned with the recommendations laid out in this report. It signifies commitment to the proposed next steps for implementation, demonstrating dedication to realising the vision of Destination City.

Background Reports

- [Destination City: Strategic Review](#) (Court of Common Council, October 2021)
- Destination City: Independent Review (Court of Common Council, January 2022) – *available on request*
- Destination City: Independent Review 2024 (CHL and P&R, March 2024) – available on request

All of which we submit to the judgement of this Honourable Court.

DATED this 11th day of April 2024.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee