

Appendix 1 – Destination Advisory Board: Terms of Reference

Membership

1. To comprise of around 15 senior leaders from a range of sectors and City-based organisations, including representatives from key COL committees.
 - Chairman of Policy and Resources Committee (to chair the Board)
 - COL Members
 - 1x Policy & Resources [in addition to the Chairman]
 - 1x Culture, Heritage & Libraries
 - 1x Planning & Transportation
 - 1x Community & Children's
 - 4x Business representatives
 - 1x BID chair/CEO
 - 1x Cultural institution chair/CEO
 - 1x London & Partners representative
 - 1x Residents Member representative
 - 1x Director of Destination City [and 1x Destination City Programme SRO]
 - 1x Independent consultant for the Independent Review 2024
2. Membership of the Destination Advisory Board (DAB) is by virtue of a mix of expertise, and/or the position served by the member within their organisation, its relevance to the Destination City agenda, and/or the placemaking and business ecology in, or strongly associated with, the Square Mile.
3. The initial term for the DAB will be for a period of two years from the date of establishment by P&R Committee, thereafter, to be confirmed on an annual basis. To encourage a staggered approach to membership, Board members are invited to join for the duration of up to four years (expiring in 2028) from the date of establishment. Membership will be reviewed in line with the civic year in April/May and reconfirmed annually where members may be invited to remain on the Board for another term. Year 1 of the Board's operation may be extended to align with the civic year. The staggered approach to the term and duration aims to strike a balance in the membership between having consistency in the approach from key contributors and variation to bring in new voices and expertise.
4. DAB membership is on for external representatives on an individual basis, not *ex-officio*.
5. Subject matter experts may be invited to meetings to discuss their fields as appropriate. Attendees may also include officers from the City of London Corporation involved in delivering work relevant to the Destination City strategy.
6. Where the Committee representative changes (for whatever reason), the Town Clerk is authorised to amend the DAB membership, upon the recommendation of the relevant Chair, in consultation with the Chairman of P&R.

7. Membership is on an unpaid, voluntary basis.

Governance

8. The Board is a working party and advisory to the Policy and Resources committee, chaired by the City of London Corporation's Chair of Policy & Resources, with deputy duties to be offered through expression of interest once the DAB membership is established.
9. The City Corporation's Policy & Resources Committee will retain oversight of the Destination City strategy, its delivery, and outcomes. P&R committee Members will receive updates from Destination Advisory Board meetings, as appropriate.
10. Other City Corporation committees who play a substantive role in the DAB and in Destination City's delivery and outcomes will also receive updates from Destination Advisory Board meetings, as appropriate. These committees are: Culture, Heritage & Libraries; Planning & Transportation; and, Community & Children's Services.
11. From time-to-time it may be necessary to involve additional City Corporation committees in Board discussions around Destination City's delivery and outcomes. When this happens, these committees will also receive updates from Destination Advisory Board meetings, as appropriate.
12. The Destination Advisory Board will have no formal decision-making powers, with matters for decision being referred up to the relevant Grand Committee(s).

Purpose

13. The purpose of the Destination City Board is to lead the implementation of the growth strategy for the Square Mile as a destination.
14. The objectives of the Destination City Board are to:
 - Implement the Destination City programme in accordance with the strategic direction provided by the Policy & Resources committee.
 - Recommend strategic direction for the Destination City programme to the Policy & Resources committee.
 - Maintain awareness of key trends relating to world class placemaking.
 - Guide the SRO/Director of Destination City on priorities and spending plans.
 - Receive regular insight reports on performance and key metrics, and commission further work where necessary.
 - Provide external advocacy for the City of London as a world class destination.
 - Develop a commercial ethos to return on investment, with the goal of a buoyant income stream to fund interventions.

15. In practice, the objectives translate into the Destination Advisory Board being engaged in activities which will:
- Draw on expertise from internal Members and external co-opted Members.
 - Provide steering and guidance to the development and implementation of the Destination City programme.
 - Advise on the Destination City programme implementation and make recommendations to the P&R committee, for consideration, formal oversight and endorsement.
16. The DAB is an external voluntary group, designed to provide industry-led strategic counsel and sector intelligence to the City Corporation across numerous areas, including business, retail, hospitality, leisure, tourism and culture.
17. Board members will also be ambassadors for the Destination City vision, championing and supporting aspects of its destination promotion and marketing work.
18. Where appropriate, Board members may provide delivery support across relevant campaigns and events.
19. The Destination Advisory Board would be an advisory board with no decision-making powers or budget responsibility. Any advice or recommendations are provided to the City of London Corporation without obligation.

Commitments

Destination Advisory Board members agree to:

20. Attend quarterly meetings, chaired by the Chair of Policy & Resources.
21. Provide knowledge and expertise from relevant sectors, supporting the Destination City strategy and providing ideas, advice, support, and connections that contribute to its ambitions or deliverables.
22. Represent the interests of their own organisation, as well as their wider sector(s), connecting with peer networks where appropriate to develop and strengthen partnerships between public and private sector stakeholders.
23. Champion the City of London's Destination City vision and mission.
24. Undertake one-to-one discussions with senior officers (e.g. the SRO for the Destination City programme and the Destination City Director) at mutual convenience, if required to further the achievement of deliverables.

Secretariat

25. The City Corporation's Destination City programme team will provide secretariat duties.

26. The secretariat would aim to circulate agendas and papers one week prior to meetings and minutes within two weeks of meetings.

Timing and other matters

27. The Destination Advisory Board's membership will be publicly announced in Autumn 2024.

28. It is proposed that the DAB will meet quarterly, commencing:

- December 2024 (tbc)
- March 2025 (tbc)
- June 2025 (tbc)
- September 2025 (tbc)

29. Meetings will take place in person where appropriate.

Appendix 2 – Assessment method for shortlisting DAB applications

Assessment criteria

1. Experience, credibility and seniority
2. Skills and expertise
3. Relevant stakeholder engagement and reach
4. Knowledge of trends and best practices
5. Commitment to Destination objectives
6. Commitment to EDI approach
7. Commitment to COL mission

Scoring rubric

Criteria	Weighting (%)	Applicant's score (1-5)	Applicant's weighted score	Max possible score
• Experience, credibility and seniority	20			100
• Skills and expertise	15			75
• Relevant stakeholder engagement and reach	10			50
• Knowledge of trends and best practices	5			25
• Commitment to Destination objectives	5			25
• Commitment to EDI approach	10			50
• Commitment to COL mission	35			175
• TOTAL	100			500

Scoring scale

- 5 (excellent) – Exceeds all expectations and demonstrates exceptional ability and experience.
- 4 (good) – Meets all expectations and demonstrates strong ability and experience.
- 3 (average) – Meets most expectations and demonstrates adequate ability and experience.
- 2 (below average) – Meets some expectations but has notable gaps in ability or experience.
- 1 (poor) – Does not meet expectations and has significant gaps in ability or experience.