



## **Public Relations and Economic Development Sub (Policy & Resources) Committee**

**Date:** THURSDAY, 19 FEBRUARY 2015

**Time:** 3.00 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Mark Boleat (Chairman)  
Deputy Douglas Barrow (Deputy Chairman)  
Deputy Michael Cassidy  
Roger Chadwick  
Deputy Alex Deane  
Simon Duckworth  
Sophie Fernandes  
Stuart Fraser  
Wendy Hyde  
Oliver Lodge  
Jeremy Mayhew  
Deputy Catherine McGuinness  
Ian Seaton  
Tom Sleigh  
Sir Michael Snyder  
Alderman Sir David Wootton  
The Rt Hon the Lord Mayor, Alderman Alan Yarrow

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**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 6 November 2014.

**For Decision**  
(Pages 1 - 4)

## **Economic Development Office**

4. **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2015-18**  
Report of the Director of Economic Development.

**For Decision**  
(Pages 5 - 36)

5. **UPDATE ON THE ACTIVITIES OF THE INTERNATIONAL REGULATORY STRATEGY GROUP (IRSG)**  
Report of the Director of Economic Development.

**For Information**  
(Pages 37 - 42)

6. **ENGAGEMENT WITH EUROPEAN POLICYMAKERS SINCE NOVEMBER 2014**  
Report of the Director of Economic Development.

**For Information**  
(Pages 43 - 44)

## **Public Relations Office**

7. **CITY OF LONDON COMMUNICATIONS STRATEGY 2015-18**  
Report of the Director of Public Relations.

**For Decision**  
(Pages 45 - 58)

8. **PUBLIC RELATIONS OFFICE BUSINESS PLAN 2015-16**  
Report of the Director of Public Relations.

**For Decision**  
(Pages 59 - 88)

9. **POLITICAL AND BUSINESS CONTACT PROGRAMME - EVENTS REPORT**

Joint Report of the Director of Public Relations and Director of Economic Development.

**For Information**  
(Pages 89 - 96)

10. **CITY OF LONDON WARD ELECTIONS**

Joint Report of the Director of Public Relations and the Electoral Services Manager.

**For Information**  
(Pages 97 - 104)

**The Remembrancer**

11. **THE GENERAL ELECTION 2015 AND THE CONSTITUTION**

Report of the Remembrancer.

**For Information**  
(Pages 105 - 110)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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## PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE

Thursday, 6 November 2014

**Minutes of the meeting of the Public Relations and Economic Development Sub-Committee held at the Guildhall EC2 at 12.00 pm**

### **Present**

#### **Members:**

Mark Boleat (Chairman)	Deputy Catherine McGuinness
Deputy Douglas Barrow (Deputy Chairman)	Ian Seaton
Deputy Alex Deane	Tom Sleigh
Wendy Hyde	Sir Michael Snyder
Jeremy Mayhew	

#### **Officers:**

John Barradell	Town Clerk and Chief Executive
Christopher Braithwaite	Town Clerk's Department
Paul Double	City Remembrancer
Nigel Lefton	Remembrancer's Department
Tony Halmos	Director of Public Relations
Simon Latham	Public Relations Office
Adam Maddock	Public Relations Office
Greg Williams	Public Relations Office
Giles French	Economic Development Office
Isabelle Almeida	Economic Development Office
Laura Davison	Economic Development Office

#### **1. APOLOGIES**

Apologies for absence were received from Roger Chadwick, Sophie Fernandes, Alderman Sir David Wootton and Alderman Alan Yarrow.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Alex Deane declared a non-pecuniary interest in Item 5 ("Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Act 2014") as he would be registered as a consultant lobbyist as a result of the Act.

#### **3. MINUTES**

**RESOLVED** – That the minutes of the last meeting held on 3 July 2014 are approved as an accurate record.

#### **4. CITY OF LONDON CORPORATION: PARTY CONFERENCE ACTIVITIES**

The Sub-Committee considered the report of the Director of Public Relations on the City Corporation's activities in relation to the 2014 Party Conferences and,

in light of Members' feedback, highlighted the operational issues being reviewed to improve the activities in relation to the 2015 Party Conferences.

The Members who had attended the 2014 Party Conferences provided their feedback on the events. Members emphasised that the Party Conferences were extremely beneficial in terms of networking opportunities, particularly in smaller, more focused events. The Conferences also provided excellent opportunities to publicise the strong work of the City to a national audience by both the City and its partners.

In terms of feedback for the events, Members noted that it was important that the dinners had an appropriate number of invitees, and that the fringe meetings had a focal point in terms of either a speaker or discussion session, that the subject of the event was focused upon an area which the City was known for and that the speakers were of a high calibre. Members also noted that it would be beneficial if they could have sight of the guest list for dinners in advance to ensure that they could maximise networking opportunities at the events.

**RESOLVED** – That the Sub-Committee:

- a) notes the information about the City Corporation's activities in 2014;
- b) agrees to the general approach set out for the delivery of the City Corporation's activities in 2015;
- c) agrees that fringe event meetings should be included as part of the City Corporation's activities at the 2015 party conferences, subject to focusing on City issues and being able to secure high calibre speakers for the events;
- d) requests that the Director of Public Relations reports back to the Committee in mid-2015 to provide details of the proposals for the fringe events in 2015;
- e) agrees to review the provision of Party Conference activities after the 2015 Party Conferences; and
- f) approves the limits on Members' travel expenses, exhibition stands, sponsorship of receptions and advertising set out in paragraphs 17 and 18 of the report.

**5. TRANSPARENCY OF LOBBYING, NON-PARTY CAMPAIGNING AND TRADE UNION ADMINISTRATION ACT 2014**

The Sub-Committee considered a report of the Remembrancer which provided an overview of those parts of the Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Act 2014 which were relevant to the City Corporation.

**RESOLVED** – That the Sub-Committee notes the report.

**6. REPUTATION OF THE CITY OF LONDON IN THE MEDIA**

The Sub-Committee received an oral update from the Director of Public Relations regarding the City of London's reputation in the media.

The Director of Public Relations explained that the Public Relations Office monitored both the reputation of the City Corporation and the City as a whole.

In relation to the City as a whole, he explained that polling data indicated that while the City was not necessarily popular it was seen to be very important to the UK economy. In terms of the Corporation itself, he explained that the decision to publish the City Cash Accounts had been effective in reducing the perception that the City Corporation was secretive. It was noted that it was important to respond to any allegations of private funds or similar.

The Sub-Committee noted that it was not often well known that Members were elected to their positions at the City Corporation and this was suggested as a potentially useful piece of public relations which could be shared through social media.

**RESOLVED** – That the Sub-Committee notes the oral report.

7. **POLITICAL AND BUSINESS CONTACT PROGRAMME - EVENTS REPORT**

The Sub-Committee considered the joint report of the Director of Public Relations and the Director of Economic Development on political and business events that had been held since September 2014.

The Sub-Committee agreed that it was useful to receive this report. Members asked what the process was for deciding the attendance list for these events. The Chairman explained that it was decided on a case-by-case basis to ensure that the attendees were appropriate for the event. The main purpose of the events was to provide a forum where senior City practitioners could meet policy makers. It was normal practice for one Deputy Chairman and one or more other Members to be invited.

**RESOLVED** – That the Sub-Committee:

- a) notes the report; and
- b) agrees that similar reports be submitted to the Committee in future.

8. **UPDATE AND FORWARD LOOK AT THE CITY OF LONDON'S ECONOMIC RESEARCH PROGRAMME**

The Sub-Committee considered a report of the Director of Economic Development on the City of London's Economic Research Programme including recently published work.

**RESOLVED** – That the Sub-Committee notes the report.

9. **UPDATE AND FORWARD LOOK ON THE ACTIVITIES OF INTERNATIONAL REGULATORY STRATEGY GROUP (IRSG)**

The Sub-Committee considered a report of the Director of Economic Development which provided an update regarding the work of the International Regulatory Strategy Group (IRSG) since the Sub-Committee's last meeting.

Members who had attended the Annual European Reception in Brussels on Monday 3 November provided feedback from the event. It was noted that all major political parties had been invited to the event, and although the discussion at the event was not fully representative of the views expressed by the British public, that had not been the intention for the event.

**RESOLVED** – That the Committee notes the report.

**10. REVIEW OF EU ENGAGEMENT STRATEGY**

There were no further issues to discuss in relation to the EU Engagement Strategy.

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

**The meeting closed at 1.10 pm**

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Chairman

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<b>Committee(s):</b>	<b>Date(s):</b>
Public Relations and Economic Development Sub-Committee	19 February 2015
<b>Subject:</b> Economic Development Office Business Plan 2015-18	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>

### Summary

1. The attached draft Business Plan for 2015-18 builds on last year's plan as approved by the Policy and Resources Committee in March 2014. It is the outcome of planning sessions held with senior management in the Economic Development Office (EDO), and other planning and review sessions held with all EDO staff, and reflects other key corporate strategies, including the communications strategy.
2. Officers from the Lord Mayor's Office, PRO, Remembrancer's Department and other colleagues across the City Corporation have been consulted in preparation of this plan, and your comments are also invited.
3. Following any amendments, it will be submitted for approval to the Policy and Resources Committee in March, and will then be published.

### Recommendation

4. That the Public Relations and Economic Development Sub-Committee approves the content, and recommends approval by the Policy and Resources Committee of the EDO Business Plan for 2015/2018, and the associated budget which will be the subject of regular scrutiny against the backdrop of the City Corporation's financial position.

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# **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2015-18**

**February 2015**



Responsible Officer: Paul Sizeland  
Contact Officer: Karen Corley

**ECONOMIC DEVELOPMENT OFFICE  
BUSINESS PLAN 2015-18**

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# 1. Introduction - Context and Challenges

## 1.1 Context

The Economic Development Office (EDO) works to promote London as the world's leading international centre for finance and business services, and to assist in making the Square Mile a place of choice for business location and investment. We also fund and deliver a range of programmes in the City, in our immediately neighbouring boroughs and wider London to support residents and their communities, entrepreneurs and businesses, and the voluntary and community sector. This includes close working with City businesses. We also aim to influence the delivery of economic development in wider London. EDO's overseas activities include local representation in Brussels, China and India to promote City interests and two-way cooperation in financial and professional services.

As a "shop window" for the City Corporation, EDO aims to be flexible and responsive to changes in the environment in which the City of London operates across a wide spectrum, for example from social investment through to engagement in helping to restore trust in the financial and related services industry. EDO operates both at a macro level, e.g. contributing to the debate on the impact of closer Eurozone integration on the Single Market; and at a more micro level in developing initiatives such as an employability project with London boroughs. (A summary of EDO activities is shown in Appendix A).

## 1.2 Challenges

The challenges identified in previous business plans continue to shape EDO activity, with the continuing need to operate in a demanding financial climate given the pressures on Government finances. Key points are as follows.

- i) Despite a more promising economic outlook in the UK in the short to medium term, compared with many European economies, there remains a continuing need to promote policies and activities which support economic growth, enterprise, job creation and employability, where there are still significant concerns about skills gaps in a number of key economic sectors. The prospects for the global economy are also uncertain which will have an impact on export sectors of the economy.
- ii) The period 2015-2018 will see UK national elections in 2015 and, depending on the outcome, possibly a referendum on the UK's relationship with the EU; elections for a new London Mayor in 2016; and constitutional reform following the Scottish independence referendum. EDO and the City Corporation need to ensure that an active contribution is made to the policy debates across the political spectrum, and across the range of business and social issues described below.
- iii) The debate on the future of Europe, and the UK's relationship with it, will continue to influence EDO's work both for the City Corporation, and in partnership with TheCityUK through the International Regulatory Strategy Group (IRSG). The key issue for the City remains the impact of further Eurozone integration, and the emerging debate about a Capital Market Union (which needs to be based on the completion of the Single Market for all 28 Member States).

- iv) There remains a need for an active EU engagement programme in Brussels and Member States focussing on explaining the role of financial services in the wider economy; the role of the City as Europe's international financial and business centre; as well as contributing to both the strategic and detailed debates on major policy issues such as creating an appropriate regulatory framework for the industry. EDO will continue to lead the successful Anglo-French dialogue, and develop a similar partnership with Ireland to explore common ground, and where interests are aligned, to work together on the key policy issues.
- v) The reputation of the financial and professional services industry and the continuing examples of bad behaviour and market manipulation remain live issues. We will support the newly established Banking Standards Review Council and other initiatives designed to promote and develop best practice, including corporate responsibility programmes, demonstrating the value of business City and wider London to the overall economy and rest of UK.
- vi) City competitiveness, the attractiveness of the City and the UK as a place to do business, will increasingly need to be set in the context of Europe's global competitiveness and the role of the City as Europe's international financial and business centre. The City Corporation should continue to facilitate initiatives which promote the City, such as the City of London RMB initiative (internationalisation of the Chinese currency, the Renminbi) as it moves into a new phase; and the wider work of the China and India Advisory Councils. Engagement with the US will continue to be important in the context of the proposed new Transatlantic Trade and Investment Partnership (TTIP), and we will continue to build relationships with other important international financial centres, notably Singapore.
- vii) Maintaining the London economy as a global hub, both directly and indirectly, for the financial and professional services industry remains of paramount importance. The London economy as a whole continues to be a major driver for UK growth. EDO and the City Corporation will play a more active part in the key policy debates affecting London including entrepreneurship, social investment, employability and corporate responsibility. The emerging debate around devolution, following the Scottish Referendum will also be important. EDO will continue to promote practical measures including employability initiatives, for example the Working Capital project with Central London Forward, support for growth clusters such as TechCity and more generally organisations at the leading edge of innovation (including Innovate / Finance), which remains part of London's attractiveness to entrepreneurs and investors. Development of infrastructure for future business needs, such as transport and telecoms, remains of high importance.
- viii) A new Director of Economic Development takes up the post in May. This presents an opportunity to build on achievements so far, after the election of a new Government.

### 1.3 Achievements

EDO's activity received recognition from a wide range of constituents, clients and counterparts as an effective partner and facilitator in all key areas of its responsibility, with proven ability to access and engage key players in financial and related services industries. Our ability to attract expert and high calibre participants to effective and targeted events with rigorous follow-up continues to be a strength.

Key successes and achievements over the last year may be found on the Intranet from this link [here](#).

## 2. Meeting the Challenges

Against a backdrop of the Service Based Review, the wider constraints on local government funding and internal organisational reviews, EDO will continue to work to improve effectiveness in developing and delivering the City Corporation's agenda. EDO will need to further prioritise activities and concentrate on core deliverables where there is a risk of over-stretching policy lines and resources. Use of active risk management will be used to help prioritise resources, with more use made of partners for providing some activities and services, for example, inward investment. This will be particularly important in evaluating new activities, including those which need underpinning by the highly regarded research programme.

The opportunity to take a wider, more coordinated approach of overall CoLC activities has been taken, whilst also leveraging further external funding. Examples include:

- Central London Forward partnership (partnership of the City and 8 London boroughs based in EDO and of which CoLC is Accountable Body) will pilot a number of ground-breaking employability programmes across central London, one of which will be a focus as part of the London devolution agenda (London's Growth Deal with Government). As a result, the Accountable Body role will become more significant and there may be a need to consider more formal governance arrangements for CLF.
- Work of EDO's Business Engagement Manager will have a key role in sharpening the focus and impact of CoLC's approach to City employers, and co-ordinating CoLC employability activity to enhance external communications and outcomes.

## EDO Summary Business Plan 2015 - 2018

### Our **Strategic Aims** are:

To support and promote the City as the world leader in international finance and business services by:

- championing a positive, responsible and competitive business and policy environment;
- supporting the City's interests in global markets;
- helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs

### Our **Key Objectives** are:

1. Promote the City as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting investment and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation (CoLC), both in its own right and working with partners (e.g. TheCityUK), plays a leading role in developing a positive business, regulatory and policy environment; one in which the global financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London but especially in the communities of the City and neighbouring boroughs
4. Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.
5. Contribute to the City Corporations strategic priorities and the communications and change agenda, increasing EDO's profile as a dynamic, responsive and proactive team across the Corporation and externally.

### Our **Financial Information**:

Please see the separate EDO Budget sheet (Appendix F)



## EDO Summary Business Plan 2015 - 2018

Our <b>Key Performance Indicators</b> are:		
Description	Prev. Year Performance (2014/15)	2015/16 Target
Number of government and business decisions influenced	To Q3 41	N/A
Number of City and City fringes residents engaged in learning opportunities	To Q3 2152	TBD
Number of City & City fringes residents helped into jobs	To Q3 174	TBD
Number of SMEs in City and City fringes provided with business support	To Q3 399	TBD
Number of new City employers recruited to support CSR programmes. Includes City Action and Heart of The City programmes	To Q3 41	TBD

### EDO Staffing is made up from:

	Dec 2011	Dec 2012	Dec 2013	Dec 2014	Mar 2015
Staff FTE	32	32	31	33	
Full time	30	30	29	29	
P/time	3	3	3	5	
Vacancies	2	1	1	0	
Sickness (Ave working days lost /person)	0.15	1.63	0.25	0.82	
Gender (% M/F)	26/74	21/79	25/75	29/71	
CoLC Service					
< 1 year	6	3	4	3	
1-5 Years	18	18	11	13	
6-10 years	2	5	10	11	
>10 years	7	7	7	7	

### Notes on Staffing Information:

- Excludes funded staff (FTE) as at Dec 2014:  
Heart of The City (3.8) Central London Forward (2) Section 106 (1)
- Staff sickness absence rate remains very low.

## 2.3 Supporting Corporate Priorities

Appendix B shows how the five key objectives support the strategic aims and policy priorities of the City of London Corporation. Appendix E sets out under each objective the high-level actions or workstreams required to deliver them.

Internally the pressure on budgets and the medium term financial forecast necessitates balancing policy priorities and reducing overall spending across CoLC. The outcomes of the Service Based Review and other reviews will inform EDO actions and will be incorporated into the business plan as they develop in order to keep it a living plan.

Priorities to deliver value for money include continuing involvement in the corporate change programmes such as Oracle, information and risk management, Customer Relationship Management (CRM), and delivering the CoLC Education Strategy.

In preparing this plan EDO consulted staff and other departments to ensure alignment with other corporate priorities, for example the Communications Strategy. With continued closer working between EDO teams, and with Public Relations Office, Mansion House and Remembrancer's Department, all key delivery partners, we will continue to seek efficiencies and deliver value for money.

## 3. Performance Measures

Progress against our objectives is reviewed and reported to senior management through the Economic Development Chief Officers Group (EDCOG), Supporting London Group (SLG), and the Policy and Resources Committee on a quarterly basis. We also report to the PR & ED Sub-Committee on relevant issues. The Business Plan is supported by team action plans which are linked to individuals' objectives. A balanced scorecard is used to review performance at team and EDO level.

In delivering the plan we will continue to further improve ways of working within the teams and across the wider EDO to ensure that we incorporate the values of innovation and inclusion, and ensure all staff are developed, supported and well managed through the appraisal system.

## 4. Structure Chart

EDO's activities support the corporate objectives of the City Corporation, including research to inform evidence-based policy, and range from employee volunteering to high level programmes and events. A current organisation chart is shown in Appendix C.

## 5. Workforce Capability

**Equality and diversity** of staff is periodically reviewed from information on staff demographics. EDO has a wide diversity of staff that well represents the international business community in the City. Many activities supported by EDO are specifically aimed at encouraging wider access to services (for example, the central London employability programme), and supports diversity in the City.

**Learning and development** of staff is reviewed regularly and is linked to individual appraisals in order to align with overall organisational objectives, and to help in evaluating outcomes and support further development. We report a summary to the Policy and Resources Committee on a 6-monthly basis.

**Workforce planning** will be informed by the Service Based Review (and other reviews) in terms of organisational development, skills and capabilities required. There is an EDO Career Development document to help people understand how progress within a post or elsewhere within the Corporation occurs.

## 6. Health and Safety

The mainly office-based nature of EDO work means that there are very few serious health and safety risks and is therefore included as a single item in our Risk Register for monitoring.

## 7. Risk Management

The Business Plan supports the actions needed to reduce the risk and mitigate the impact of Corporate Risk 2 - 'Supporting and promoting the business City'. The EDO risk register (Appendix D) is reviewed and updated on a quarterly basis to identify both risks and opportunities.

## 8. Budget Overview

The Economic Development local risk budget for 2015/16 provides for 33 full time equivalent staff based within the Guildhall complex and in Brussels, as well as 6 locally employed staff in India and China. The breakdown is shown in Appendix F with the total 2015/16 budget recorded as £3,964,000 which includes savings of £80,000 identified as part of the Service Based Review (SBR). This figure also allows for additional savings of £16,000 which are still subject to agreement as having already been made on the 2013/14 financial year. If included, EDO's total SBR savings amount to £96,000.

The SBR savings will be met from a 10% reduction in research expenditure which will result in some loss of capacity but an acceptable level of performance should be maintained. There will be a reduction in event activity and consultancy within the City, International and European Affairs team. Inward investment activities and the City Fellowship Programme have been reduced to meet the remaining savings. The impact of these reductions will be closely monitored and it may become necessary to vire funds from other operational budgets should strategically important projects arise during the year.

As well as having to closely manage the impact of the SBR savings, EDO will need to monitor and address the increasing operational costs of running representative offices in China and India resulting from exchange rate fluctuations and local inflation. This will prove to be a major challenge over the coming financial years.

In addition to the core local risk budget, the EDO manages the Policy & Resources Committee's Grants budget of £101,000 for wider related project work ( see Appendix

F). We also manage programme funding from other sources including, Section 106 monies and other Policy & Resources Committee funds.

As Accountable Body for CLF we will manage, for various employment pilots, £11m (over 5 years) of EU funding, £2m (over 2 years) from New Homes Bonus Topslice and £2.1 million (over 2 years) from Bridge House Estates.

Separate budgets cover 4 staff in the Heart of the City, 2 staff in Central London Forward, and one Business Engagement Manager, all accommodated in EDO.

A revised Supplementary Planning Document on Planning Obligations was adopted in July 2014. This sets the framework for requesting funds from developers of City property for training, skills and job brokerage activity. Although this does not affect agreements with developers signed before July 2014, many of which are yet to yield payments, we will monitor any impact this might have on future available funds.

Our projects and programmes are appraised and evaluated against value for money criteria or are subject to Service Level Agreements.

## 9. Supporting Documents

The following documents may be available by contacting the Strategy and Performance Manager.

- Communications strategy
- Learning and development plan
- Investors in People action plan
- Business Continuity/Emergency Plan

## 10. Property and Asset Management

The mainly office-based nature of EDO work means that there are few property considerations other than those that might be taken at Departmental level. Two organisations (Heart of the City, and Central London Forward) are hosted by EDO and share office space with us and are under regular review. We also keep under review the use of overseas offices including those in China, India and Brussels.

I confirm, as Director of the Economic Development Office (EDO) that EDO is utilising its assets efficiently and effectively, and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by EDO continue to be challenged appropriately.

Signed [CHIEF OFFICER of DEPARTMENT]...



Dated 2 February 2015

# Appendix A Summary of EDO Activities

## Role of EDO

EDO plays a unique role in projecting the image and profile of the City Corporation. It provides integrated, stakeholder engagement services for a range of businesses and other organisations in the City and neighbouring boroughs, for Government and institutions, and internationally. These services include a high quality, independent, flexible and responsive research programme providing information and service to stakeholders, but also working directly with them to commission and co-fund relevant research.

The rationale behind the activity of EDO twofold. Firstly 'The City ', shorthand for the UK based financial and professional services industry, is still, even after the financial crisis and multiple scandals, arguably the most important economic sector for the UK both domestically, supporting businesses and individuals, and as a major export earner for UK plc. It is a major employer in the Square Mile (around 400,000 people) and in the UK, generating over £65 billion nationally in taxes in 2013/14, and is a major source of revenue for the City of London Corporation (CoLC) e.g. the property portfolio. EDO is part of the support system for this industry which is crucial to the future economic success of the Square Mile, London and the UK.

Secondly London continues to be the engine of growth for the UK economy, and is a major driver of the technology and innovation sector which is on the City's doorstep. However, it also faces major challenges such as housing, education and employment, especially youth employment. The City Corporation acknowledges the need to make its contribution to address these issues both within the Square Mile and in wider London, including on the London devolution agenda, especially neighbouring boroughs. EDO works with other City Corporation departments, business and external bodies to help shape and deliver this.

EDO works on a partnership basis with a wide range of City Corporation departments and external stakeholders. We provide support for the Lord Mayor, the Policy Chairman and other senior City Corporation figures e.g. briefing and speeches for major events, and in promoting the City overseas.

The Director of Economic Development has overall responsibility for the work carried out by the following teams:

- **City Affairs** promotes and reinforces the position of 'the City'(UK-based financial and related business services)as a world-leading international centre for financial and related business services through engagement with City institutions and stakeholders on competitiveness issues including policy on tax, immigration and infrastructure. Also organises training for HMG overseas officials on financial services and works with PRO on Chairman's and Lord Mayor's contact programme.
- **European Affairs (including City Office in Brussels)** facilitates timely and informed dialogue between City businesses and organisations and the European Commission, the European Parliament and individual EU Member States to maximise the influence of UK-based financial services on EU financial services policy and regulatory developments. We work very closely with TheCityUK providing the joint Secretariat for the International Regulatory Strategy Group (IRSG) established

## Appendix A Summary of EDO Activities

in 2010. The IRSG has established itself as the leading cross-sectoral practitioner-led body in the field of financial services regulatory reform.

- **International Affairs (including overseas offices in India and China)** supports and promotes City interests in international markets (including support for UK based firms in international markets, and addressing barriers to market access), develops the City's presence overseas, including organisation of overseas activity undertaken by the Policy Chairman and supporting the activities of the Lord Mayor; encourages investment into the UK and facilitates inward visits by key overseas contacts.
- **Research** underpins the development of the City's evidence-based approach and supports engagement and informed debate with stakeholders, practitioners and policy-makers through an extensive programme of independent research, looking at key City, regional, national and international issues.
- **Partnerships Programme** supports the economic regeneration of the City's neighbouring boroughs through three key themes of activity to unlock the main barriers affecting the area's prosperity: working with schools to raise aspirations and achievement; training and employment of local residents; and enterprise support. Encouraging entrepreneurship in the City/City fringes, including specific support for the growth of the 'Tech City' cluster, are key foci.
- **Corporate Responsibility** offers tailored assistance and advice to City firms looking to adopt responsible business practices, ranging from setting up employee volunteering programmes to embedding sustainable procurement practices, and celebrating achievements in London-based Corporate Community Involvement (through the Lord Mayor's Dragon Awards). The team also runs the Corporation's own employee volunteering and payroll giving programme supports CoLC's local procurement internally, as well as developing research on key CR issues.
- **Social Investment**- we are managing implementation of the City Corporation's social investment strategy in order to:
  - Encourage and steer a growing supply of appropriate finance into social investment;
  - Work to improve the regulatory and fiscal framework needed to support the social investment marketplace;
  - Develop the capacity of social organisations to access investment and secure contracts and markets;

Working closely with the City Bridge Trust and Chamberlain's Department on the interface with the City Corporation's own £20 million Social Investment Fund - all this with a view to promoting London as a global hub for social investment.

- **Strategic Partners**

We work with partners including the corporate responsibility charity **Heart of the City**, and **Central London Forward (CLF)** – a partnership of eight London boroughs. Both are hosted within EDO. We also work together with the promotional body for the financial services industry, TheCityUK, which is supported by the City Corporation.

## Appendix B Objectives Mapped to Corporate Priorities

### EDO STRATEGIC AIMS

To support and promote the City as the world leader in international finance and business services by:

- championing a positive, responsible and competitive business and policy environment;
- supporting the City's interests in global markets;
- helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs

### EDO KEY OBJECTIVES

#### OBJECTIVE 1

Promote the City as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting investment and building stronger links with other parts of the UK.

#### OBJECTIVE 2

Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in developing a positive business, regulatory and policy environment; one in which the global financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.

#### OBJECTIVE 3

Encourage, support and promote enterprise and responsible business growth across London but especially in the communities of the City and neighbouring boroughs.

#### OBJECTIVE 4

Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.

#### OBJECTIVE 5

Contribute to the City Corporation's strategic priorities, and the communications and change agenda, increasing EDO's profile as a dynamic, responsive and proactive team across the Corporation and externally.

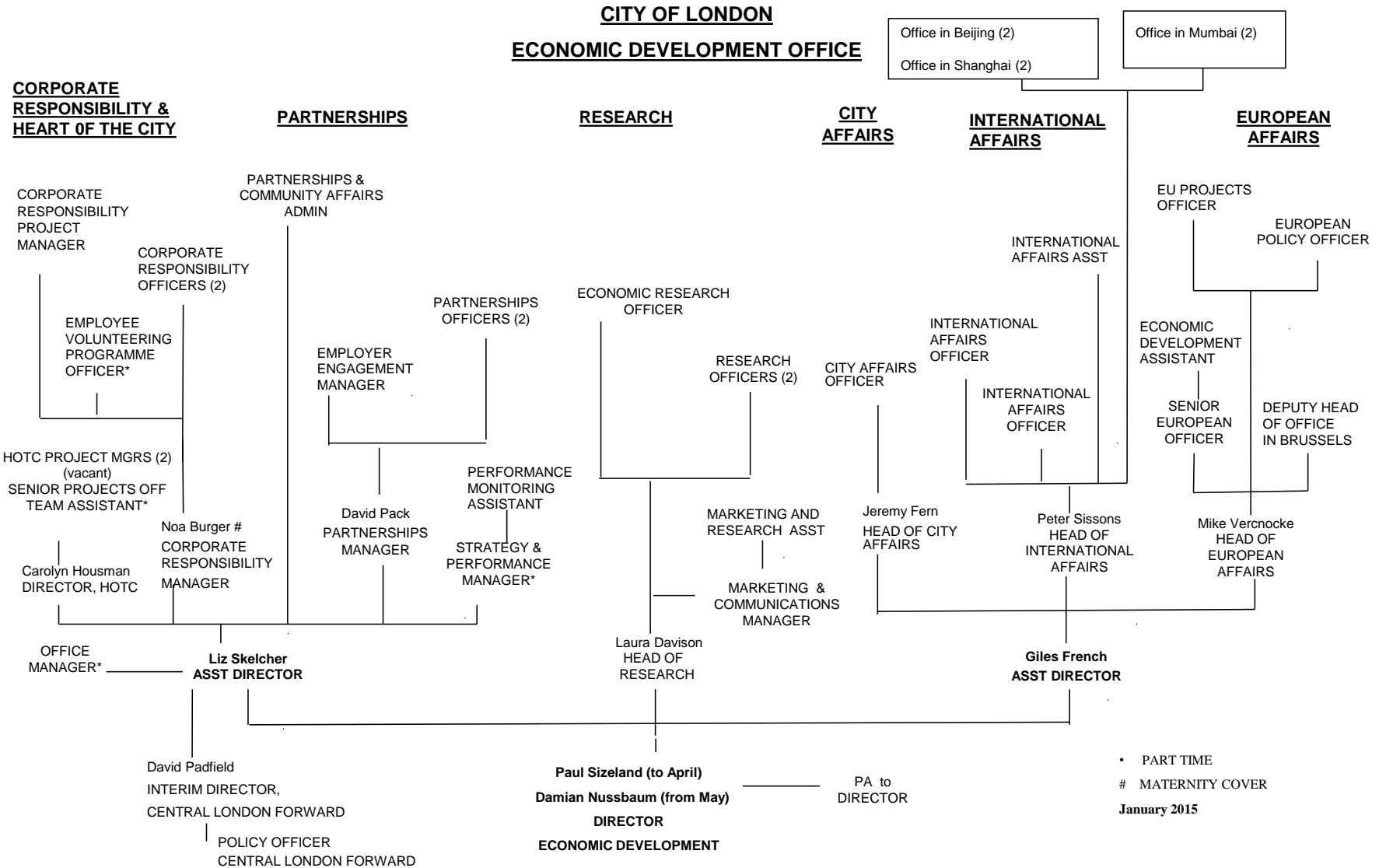
### CoL Corporate Plan 3 Strategic Aims

- To support and promote The City as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors.
- To provide valued services to London and the nation.

### CoL Corporate Plan 5 Key Policy Priorities

- KPP1 Supporting and promoting the international and domestic financial and business sector.
- KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.
- KPP3 Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.
- KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.
- KPP5 Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.

# Appendix C EDO Organisation Chart





## Appendix D Key Risks

Risk No.	Risk	Risk Owner / Lead Officer	Existing Controls	Current Risk			Planned Action	Target Risk		
				L'hood	Impact	Rating and Direction		L'hood	Impact	Rating
1 (CR2)	<b><u>City Corporation fails effectively to defend and promote the competitiveness of the business city</u></b> which loses its position as the world leader in international financial and business services.	Paul Sizeland (Director)	Programme of work by EDO to maintain City's competitiveness and CoLC's role (ref EDO Business Plan). Particular emphasis on protecting UK's position in the Single Market in view of moves to a Banking Union.	2 Unlikely	4 Major	A ↔	Specific issues are refreshed at each review with appropriate mitigation	2 Unlikely	4 Major	A
2	<b><u>TheCityUK fails to prosper or win support of the industry</u></b> which could lead to the loss of credibility in financial services industry and will also undermine EDO's role.	Giles French (Assistant Director)	TheCityUK's strong support from across the industry ensuring work and output match expectations.	2 Unlikely	2 Serious	G ↔	Continue to monitor	1 Rare	2 Serious	G
3	<b><u>Partners' behaviour and an unwillingness to behave as partners</u></b> leading to inefficient use of resources, lack of focus in achieving goals, and a lack of clarity over roles and responsibilities.	Paul Sizeland (Director)	Keep close relationships with partners and act on feedback.	3 Possible	2 Serious	A ↑	Continue to monitor	2 Unlikely	2 Serious	G
4	<b><u>Budget constraints may affect our ability to achieve objectives</u></b> , meaning it is difficult to maintain programme momentum and staff morale.	Paul Sizeland (Director)	Review and prioritisation of activities. Work closely with partners and align with borough priorities. Additional funding from internal and external sources being sought where appropriate. Regular monitoring of budgets to identify	3 Possible	2 Serious	A ↔	Service Review is underway. 2 reviews are also underway to assess EDO staffing to meet current and	2 Unlikely	1 Minor	G

## Appendix D Key Risks

			efficiencies.				future needs.			
5	<b><u>Changes to inflation, currency exchange rates and local employment law differences may cause changes to budget requirements, legal/litigation costs and/or unsustainable operations for overseas offices (particularly China)</u></b>	Audrey Nelson (Senior European Officer) and Peter Sissons (Head of Int'l)	Costs are monitored at least quarterly and contingency funding is built in to costs. Comptrollers Department is aware of the contractual differences between the UK, Belgium, India and China for employment and local advice is taken.	3 Possible	2 Serious	A ↔	Continue to monitor	3 Possible	1 Minor	G
6	<b><u>Research outputs produced affect our reputation.</u></b>	Laura Davison (Head of Research)	Reports are monitored from early design stage and throughout and continue to be shaped by expert input and guidance, external and internal	2 Unlikely	2 Serious	G ↔	Continue to monitor feedback	2 Unlikely	2 Serious	G
7	<b><u>We fail to capitalise on the Wider London agenda</u></b> with CoLC failing to demonstrate its contribution.	Liz Skelcher (Assistant Director)	Key part of CoLC's "Supporting London's Communities". Positioning CoLC as key player in developing a social investment market. Supported PRO to develop case studies as part of 'Working Together' initiative	2 Unlikely	2 Serious	G ↔		2 Unlikely	2 Serious	G
8	<b><u>We fail to capitalise on the Tech City initiative</u></b> , which fails to demonstrate CoLC's strengths in supporting SMEs including by facilitating business angel financing, fintech, telecoms, property and incubator offer.	Giles French (Assistant Director)	Engage with all partners to demonstrate and develop our contribution. Substantial CoLC support for new fintech organisation (Innovate / Finance) agreed.	2 Unlikely	2 Serious	G ↔		2 Unlikely	2 Serious	G

## Appendix D Key Risks

9	<p><b><u>Our contingency planning in the event of a serious incident or emergency</u></b> (including e.g. pandemic) is insufficient and seriously impacts EDO staffing and ability to carry out key activities</p>	Paul Sizeland (Director, EDO)	The EDO Business Continuity Plan covers actions and means of communication in the event of an emergency.	2 Unlikely	2 Serious	<b>G</b> ↔		2 Unlikely	2 Serious	<b>G</b>
10	<p><b><u>We fail to prevent a Health and Safety</u></b> incident/accident resulting in injury or illness impacting EDO staffing and ability to carry out key activities</p>	Paul Sizeland (Director, EDO)	Risk assessments are carried out for identified activities.	2 Unlikely	2 Serious	<b>G</b>	Continue to monitor	2 Unlikely	2 Serious	<b>G</b>

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## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

<b>Objective 1</b>	<b>Promote the City as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting investment and building stronger links with other parts of the UK</b>	
<b>Priority and rationale:</b>		
<p>This is a key part of the City competitiveness agenda and supports the corporate risk (CR2) on 'Supporting the Business City'. London remains one of, if not, the world's leading international financial and business centre. But this can never be taken for granted. At the same time, London's generally accepted status as Europe's financial centre could potentially be affected by the continuing debate about the UK's relationship with the EU. This is set against the backdrop of the Euro area itself moving towards even closer cooperation with e.g. the banking union from which the UK is not a member. However, the focus of the new Commission on jobs and growth presents an opportunity for financial services to engage constructively with EU institutions. The reputational damage the industry has suffered since 2008, coupled with poor public understanding of the role the industry plays in wider society make more challenging our efforts to promote the City as a national asset.</p> <p>EDO's priorities for tackling these challenges are to:</p> <ul style="list-style-type: none"> <li>• support the overseas visits programme of the Lord Mayor and Chairman of Policy and Resources Committee to key markets, facilitating involvement of industry representatives where appropriate;</li> <li>• engender greater understanding of the industry's role in the wider economy, global trade and development, job creation and social investment;</li> <li>• support dialogue with policy makers around issues that challenge London's competitiveness and links with international markets;</li> <li>• seek specific opportunities to promote London's role as an international centre e.g. the City of London Renminbi Initiative;</li> <li>• develop a wider set of contacts and supporters for the City's role in international finance through overseas and inward visits, bilateral dialogue (with e.g. Paris, Dublin), the City Programme and UKTI courses;</li> <li>• develop stronger links with other UK financial and business centres to broaden the presentation of what the City has to offer;</li> <li>• support stakeholder initiatives designed to support the industry including HMGs Financial Services Trade and Investment Board (FSTIB) and TheCityUK International Trade and Investment Group (ITIG) groups.</li> </ul>		
<b>Supporting:</b>		
<b>The City Together Strategy theme:</b>	<b>Corporate Plan - Key Policy Priorities</b>	
Is competitive and promotes opportunity	<b>KPP1</b> Supporting & promoting the international and domestic financial and business sector <b>KPP5</b> Increasing the impact of the City's cultural and heritage offer on the life of London and the nation	

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

Actions/Milestones	Target Date	Measure of Success	Resp (Teams)	Resources
1.1 Review capabilities and capacity to promote the UK-based financial and business services sector internationally to enable prioritisation of current and future activities, and implement improvements (linked to 5.5) in line with Service Based Review	On-going	<ul style="list-style-type: none"> <li>• Business engagement programmes in place are reaching the right audiences.</li> <li>• Evidence and collateral produced to support engagement and dialogue</li> <li>• China &amp; India Advisory Boards reviewed and revised as required</li> <li>• Timely decisions and well planned actions implemented</li> </ul>	International European City Research	Use of overseas offices & India and China Advisory Councils
1.2 Maintain and enhance the City of London's profile as a trusted interlocutor.	On-going	<ul style="list-style-type: none"> <li>• Programme of meetings and events in place using Lord Mayor/Policy Chairman convening power to deliver objectives.</li> </ul>	All	
1.3 Provide evidence-based policy advice and support to key internal stakeholders	On-going	<ul style="list-style-type: none"> <li>• Accurate, high quality briefings and supporting material delivered.</li> <li>• Positive feedback received</li> </ul>	International European City Research	Research funding income
1.4 Develop and implement a UK regional strategy for CoLC's work reflecting the City's function as a national asset.	Sept 2015	<ul style="list-style-type: none"> <li>• Strategy and action plan developed (in liaison with the Mansion House, UKTI and TheCityUK)</li> </ul>	City Affairs	
1.5 Promote London's role as a global hub for emerging sectors as drivers of economic growth, including fintech <sup>1</sup> and social investment (working with external partners (such as Innovate / Finance, and Social Investment Research Council))	Mar 2016	<ul style="list-style-type: none"> <li>• Opportunities are developed and seized to shape national and international agendas for global initiatives</li> <li>• Our role in these emerging sectors (fintech and social investment) and London's place is given due prominence</li> </ul>	City Affairs  Research	Use of external partners
<b>Measurements:</b> Number of government and business decisions influenced (specific details tbd)				

1. The fintech industry is broad, including businesses which aim to either:

- innovate traditional financial services product offerings by introducing new products and better ways of doing business; or
- develop technology-led solutions to develop, enhance and complement existing services.

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

<b>Objective 2</b>	<b>Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment; one in which the global financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.</b>			
<b>Priority and rationale:</b>				
It is important that City Corporation is seen to be taking an active role in facilitating debate and cross-sectoral input to regulatory initiatives. A key element is promoting the financial services industry's key role in economic recovery and job creation, and to improve understanding about this role among key audiences. The International Regulatory Strategy Group (IRSG), a practitioner-led advisory body both to CoLC, and to TheCityUK, will be the main focus for work on regulatory and policy developments, along with the overseas and domestic contact programmes of the Lord Mayor and Chairman of Policy.				
<b>Supporting:</b>				
<b>The City Together Strategy theme:</b>		<b>Corporate Plan Key Policy Priorities:</b>		
Is competitive and promotes opportunity		KPP1 Supporting & promoting the international and domestic financial and business sector		
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Resp</b>	<b>Resources</b>
2.1 Enhance City of London's profile and reputation in the European Parliament and maintain dialogue with EU Commission and Council	On-going	<ul style="list-style-type: none"> <li>• Positive feedback from meetings / events and briefings</li> <li>• Impact on policy development</li> </ul>	European	
2.2 Maintain and develop dialogue with EU Member States and industry practitioners	On-going	<ul style="list-style-type: none"> <li>• Positive feedback from meetings/events and briefings</li> <li>• Impact on policy development</li> </ul>	European City	
2.3 Agree division of roles and responsibilities between EDO and TheCityUK to ensure that EDO and TheCityUK activities are complementary rather than duplicate.	Sep -15	<ul style="list-style-type: none"> <li>• On-going relationship management programme in place</li> <li>• Specific roles and responsibilities agreed</li> </ul>	Asst Dir City, EU, Int'l	

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

2.4 Ensure the IRSG plays a leading role in shaping future Financial Services Regulation in CoL's key policy areas.	On-going	<ul style="list-style-type: none"> <li>Evidence of impact of IRSG work seen in legislative outcomes</li> <li>High quality evidence produced to support dialogue</li> </ul>	European Research Int'l City	
2.5 Influence UK and EU parliamentary and regulatory process in favour of a more competitive business environment.	On-going	<ul style="list-style-type: none"> <li>Contact programme and relevant submissions and briefings produce positive impact and feedback.</li> </ul>	City European	
<b>Measurements:</b> Number of government and business decisions influenced				

<b>Objective 3</b>	<b>Encourage, support and promote enterprise and responsible business growth across London, but especially in the communities of the City and neighbouring boroughs.</b>			
<b>Priority and rationale:</b>				
Small and medium sized enterprises (SMEs) and social enterprises - including start-ups and early-stage businesses - are the drivers of job creation and economic growth in London. The City Corporation provides support to such organisations across a range of business sectors in the City and surrounding boroughs (e.g. Tech City and Tech London Advocates), focusing on entrepreneurship (supporting innovative businesses with high growth potential such as fintech businesses and women entrepreneurs), helping SMEs and social enterprises to access the City's supply chain, and providing support for the emerging fintech ecosystem in the City. This is a further contribution to London's competitiveness, complementing and mutually reinforcing CoLC's work with the financial and related business services sector.				
<b>Supporting:</b>				
<b>The City Together Strategy theme:</b>		<b>Corporate Plan - Key Policy Priorities:</b>		
<ul style="list-style-type: none"> <li>Is competitive and promotes opportunity</li> <li>Supports our communities</li> </ul>		<b>KPP1</b> Supporting & promoting the international and domestic financial and business sector <b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities		
<b>Actions/Milestones</b>				
<b>Target Date</b>		<b>Measure of Success</b>		<b>Resp</b>
<b>Resources</b>				



## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

3.1 Develop and deliver business support to SMEs, social enterprises and individual entrepreneurs.	On-going	<ul style="list-style-type: none"> <li>• Numbers of businesses and individuals involved and supported through the individual programmes</li> <li>• Positive feedback from business engagement</li> </ul>	P'ships City	
3.2 Develop and deliver activities to support the growth of the Tech City cluster centred on the City's neighbouring boroughs.	Mar 2015	<ul style="list-style-type: none"> <li>• Number of businesses and individuals supported positive feedback from supported events</li> <li>• Investment secured through business angels and other sources</li> </ul>	P'ships City	
3.3 Encourage and support business growth across London and contribute to the overall economic growth agenda through research and engagement.	On-going	<ul style="list-style-type: none"> <li>• Increasing awareness of CoL's role through briefings and promotion</li> <li>• Positive feedback from follow-up/ survey</li> <li>• Research into areas supporting business growth and SME environment published</li> </ul>	All  Research	
3.4 Develop and deliver business and policy engagement supporting the fintech ecosystem, in particular via Innovate / Finance		<ul style="list-style-type: none"> <li>• Policy agenda and support for Innovate / Finance's cross-party and regional development strategy is developed (building on Innovate / Finance's global summit in March 2015)</li> <li>• Ongoing relationship management programme in place</li> <li>• Positive feedback from meetings, events &amp; briefings</li> </ul>	City	
<b>Measurements:</b> Number of SMEs and social enterprises in City and City fringes provided with business support (Partnerships and Heart of The City)				

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

<b>Objective 4</b>	<b>Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.</b>				
<b>Priority and rationale</b>					
<p>Promoting skills and employability is a major priority of the CoLC (specifically the P&amp;R Committee) and there is a need to address the skills gaps between London job seekers and available jobs. The opportunity to take a wider, more coordinated approach of overall CoLC activities has been taken, whilst also leveraging further external funding.</p> <p>A continuing priority will be to help businesses develop responsible business practices, including promotion of skilled volunteering activity by City businesses - and CoLC employees to help the capacity-building of charities, schools and social enterprises in neighbouring boroughs.</p>					
<b>Supporting TCT Strategy themes:</b>		<b>Aligns to Corporate Plan – Key Policy Priorities</b>			
<ul style="list-style-type: none"> <li>• Is competitive and promotes opportunity</li> <li>• Supports our communities</li> </ul>		<p><b>KPP1</b> Supporting &amp; promoting the international and domestic financial and business sector</p> <p><b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London’s communities.</p>			
<b>Actions/Milestones</b>					
<b>Target Date</b>		<b>Measure of Success</b>		<b>Resp</b>	
<b>Resources</b>					
4.1 Fulfil Accountable Body commitments for Central London Forward (CLF) employability pilot programmes		On-going	<ul style="list-style-type: none"> <li>• New CLF Director recruited and inducted</li> <li>• Programme management team for CLF Growth Deal pilot recruited and delivery commenced</li> <li>• CLF Construction Skills pilot up and running</li> <li>• Management, monitoring and reporting of all 3 pilots in place</li> </ul>	P’ships	PM team

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

4.2 Develop and deliver CoLC employability initiatives that focus in particular on the residents of the City and neighbouring boroughs (including Education Strategy implementation)	On-going	<ul style="list-style-type: none"> <li>• Targets met on number of individuals, placements and business involved</li> <li>• Support for the CoLC's 'family of schools' (see note2) is increased</li> <li>• Potential activity on careers fairs is scoped, and Policy Initiative Fund budget managed</li> </ul>	Part'ships Corp Resp	Focussed use of volunteering /mentoring to support schools
4.3 Promote, facilitate and recognise corporate community involvement internally and among businesses, especially in SMEs, to increase the value and contribution made to charities and social enterprises.	On-going	<ul style="list-style-type: none"> <li>• Targets met on numbers of companies involved in capacity building volunteering programmes</li> <li>• Targets met on numbers of individual volunteers and payroll donors</li> <li>• Increased diversity of Dragon applications (e.g. more smaller companies and BME)</li> <li>• Support commissioned to ensure developers meet local procurement requirements in planning agreements.</li> <li>• Use of Buy Social Directory increased and opportunities scoped to develop website functionality</li> <li>• Agreed actions from external consultation on Lord Mayor's Dragon Awards implemented</li> </ul>	Corp Resp	<p>Use of volunteers to add support capacity</p> <p>More use of IT e.g. City Action website and on-line Buy Social Directory</p>
4.4 Support the development of evidence based policies and engagement around key social and economic challenges for the City and London	On-going	<ul style="list-style-type: none"> <li>• Research commissioned and published into key areas such as employment, health and housing,</li> </ul>	Research	
4.5 Ensure the wider CoLC activities e.g. CSR, regeneration, sustainability, and social investment are brought to the attention of our EU and UK-based	On-going	<ul style="list-style-type: none"> <li>• Opportunities taken to promote the work in meetings, events and through briefings</li> </ul>	European City	

2 CoLC's 'family of schools' -the Academies, Sir John Cass, and Prior Weston.

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

interlocutors.		
<b>Measurements:</b> Number of City & City fringes residents helped into jobs Number of City and City fringes residents engaged in learning opportunities Number of new City employers recruited to support CSR programmes (Includes City Action 1 <sup>st</sup> matches and Heart of The City progs)		

<b>Objective 5</b>	<b>Contribute to the City Corporation’s strategic priorities and the communications and change agenda, increasing EDO’s profile as a dynamic, responsive and proactive team working across the Corporation and externally.</b>
<b>Priority and rationale</b>	
<p>There is a continuing need to communicate effective messages to key stakeholders, local communities and general public regarding the work we do. EDO contributes significantly to the CoLC Communications Strategy, particularly the first two priorities: 1) Supporting and promoting London’s role as the world leader in international financial and business services, and 2) Working in partnership with London’s communities. EDO will continue develop and embed ways of communicating our work to our stakeholders. Third party endorsement of our work (e.g. London Councils, boroughs and recipients of our research pieces) may be more effective than mainstream media. Social media will continue to play an increasingly important role. As TheCityUK profile has increased it has become more important for us to be clear about how our roles differ and complement one another (see Action 2.3).</p> <p>Use of the PR/ED Sub-Committee, EDCOG and Supporting London Group (SLG) should facilitate communications and joint working, with EDO helping to support wider strategic priorities across CoLC, for example looking at the future of the City, and development and implementation of initiatives such as the development of the cultural hub, and health and wellbeing responsibilities.</p> <p>The CoLC change agenda includes changes to the way we use management and information systems, as well as collaborative tools. Further development of content for Internet and Intranet will also be required to support the internal and external communications agenda.</p>	
<b>Supporting TCT Strategy themes:</b>	<b>Aligns to Corporate Plan – Key Policy Priorities:</b>
Underpins all themes	<b>KPP2</b> Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency <b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London’s communities

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

Actions/Milestones	Target Date	Measure of Success	Resp	Resources
5.1 Build on developed EDO communications strategy and regular meetings, making a valuable contribution to CoLC's Communications Strategy, and increasing awareness among stakeholders of the work of CoLC and EDO	On-going	<ul style="list-style-type: none"> <li>• Regular meetings take place with relevant departments and key stakeholders to ensure CoLC agenda is well understood</li> <li>• Relationship management programme in place</li> <li>• Events, meetings and briefings developed</li> <li>• Opportunities for new and innovative ways of reaching key audiences, including use of new and social media identified</li> <li>• Members continue to be engaged in EDO work</li> <li>• Increased impact and good feedback received</li> </ul>	Marketing & Comm's  All	Close working with PRO, Mansion House, Remembrancer's etc
5.2 Map out EDO relationships with the leading (top 20) City businesses in the City and deepen their engagement with CoLC	Mar -14	<ul style="list-style-type: none"> <li>• Stakeholder group defined and key contacts identified;</li> <li>• CRM and relevant databases amended where necessary;</li> <li>• Cross-EDO plan for engagement agreed;</li> <li>• Attendance at events and participation in policy / promotional initiatives, with positive stakeholder feedback.</li> </ul>	JF All Marketing & Comm's	Use of CRM
5.3 Support and help develop CoLC strategic and policy priorities, working cross-departmentally	On-going	<ul style="list-style-type: none"> <li>• Review and input into corporate strategic priorities, including those generated via EDCOG and Supporting London Group (e.g. Future City agenda, infrastructure - telecoms)</li> <li>• Help development of ICT use (e.g. Teamsites)</li> </ul>	All	
5.4 Implement funding and working arrangements agreed as a result of Service Based and other reviews		<ul style="list-style-type: none"> <li>• Arrangements identified and steps put in place for implementation</li> <li>• Actions monitored and communicated within the department</li> </ul>	All	
5.5 Implement changes in working as part of		<ul style="list-style-type: none"> <li>• People are trained in the new systems</li> </ul>	All	

## Appendix E - ECONOMIC DEVELOPMENT BUSINESS PLAN 2015 - ACTIONS

the CoLC corporate change agenda (inc Oracle financials, Risk Management, CRM, Teamsites, Internet/Intranet)		<ul style="list-style-type: none"> <li>• Effective processes are in place</li> </ul>		
5.6 Embed CoLC values, and Investors in People actions		<ul style="list-style-type: none"> <li>• EDO staff understand and demonstrate behaviours</li> <li>• liP evidence is reviewed and development actions are embedded</li> </ul>	All	

## Appendix F Economic Development Budget 2015

### ECONOMIC DEVELOPMENT BUDGET BREAKDOWN

**Budget A** - Economic Development Local Risk budget (Local Gov. Act 2000)

**Budget B** - Non-ED budget (funding under other Local Government Powers; P&R Committee Contingency or other)

	EDO Budget A	EDO Budget A	EDO Budget A	EDO Budget A	EDO Budget A	Non EDO Budget B
	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16
	ACTUAL [1]	ORIGINAL	REVISED [2]	FORECAST [3]	ORIGINAL [4]	ORIGINAL
	£000	£000	£000	£000	£000	£000
City, International & Inward Investment	664	648	651	650	649	
European Affairs	369	319	305	310	291	
Partnerships [5 & 6]	443	423	433	447	435	
Corporate Responsibility	61	73	109	101	88	
Research	400	414	406	373	373	
UK & Brussels employee costs (salaries, on-costs, recruitment, L&D)	1,951	2,010	2,010	2,047	2,076	
Guildhall office running costs	52	45	70	72	52	
<b>EDO Sub Total</b>	<b>3,940</b>	<b>3,932</b>	<b>3,984</b>	<b>4,000</b>	<b>3,964</b>	
Forecasted underspend on funds ringfenced for carry forward to 2015/16 [3]				-19		
<b>EDO Grand Total</b>	<b>3,940</b>	<b>3,932</b>	<b>3,984</b>	<b>3,981</b>	<b>3,964</b>	
Regeneration and Corporate Responsibility partnerships/projects agreed by P&R Committee which cover wider London. The three items are East London Business Alliance subscription; One-Stop Shop grant and the Lord Mayor's Dragon Awards.						101
Heart of the City staffing and office costs [6]						165
<b>Non EDO Total</b>						<b>266</b>

### APPENDIX NOTES

## Appendix F Economic Development Budget 2015

- [1] The actual spend on 2013/14 EDO budget A shows as £3,940,000, which was an underspend of £20,000 on the approved budget of £3,960,000. Carry forward requests were subsequently submitted and agreed to carry £19,000 of this sum forward into 2014/15.
- [2] The 2014/15 EDO budget A was revised from £3,932,000 to £3,984,000 due to the addition of £19,000 carried forward from 2013/14 and £33,000 to resource the City of London's Social Investment Activity.
- [3] The 2014/15 EDO budget A was further revised to £4,000,000 as £16,000 was added for staff contribution pay. An underspend of £19,000 is planned on this £4,000,000 as funds have been ringfenced for two recurring carry forward items (£12,000 provision for wind-down costs linked to Central London Forward and/or Heart of the City plus £7,000 contribution to the City of London's delayed E-invitations project).
- [4] The original 2015/16 EDO budget A includes revisions amounting to a net increase of £32,000 on the baseline budget. This is made up of an increase of £79,000 for inflation, £33,000 for year 2 of the City of London's Social Investment Activity and £80,000 savings which have been identified as part of the Service Based Review. Additional SBR savings of £16,000 are still subject to agreement as having already been met in 2013/14 which, if not agreed, would bring the available budget total to £3,948,000. Allowing for these savings of £80,000 and £16,000, EDO's total SBR savings amount to £96,000. Further SBR savings will need to be implemented in 2016/17.
- [5] In addition to the Partnerships budget here, the EDO is also responsible for managing:
- a) Section 106 monies for skills training and job brokerage in the City fringes. Funds likely to be recovered from developers through Section 106 planning gain contributions are however difficult to predict.
  - b) Programmes led by Central London Forward:- EU funds of £11m for the 'Working Capital' pilot as part of London's Growth Deal, £2m of New Homes Bonus Topslice funding for the Central London construction skills and jobs brokerage pilot and Bridge House Estates Funds of £2.1m for a central London employability partnership.
- [6] EDO hosts and provides support for the administration of the Heart of the City. As well as the budget of £165,000 met by the P&R Committee, there is a further £30,000 provided from the EDO Partnerships budget. These sums cover HotC's 3 (out of 4) staff and office costs.

### **ADDITIONAL NOTES**

- [A] EDO manages a number of projects funded through the Policy Initiatives Fund/Contingency. At the end of January 2015, £633,700 has been secured for the 2015/16 financial year on projects including TheCityUK accommodation (£100,000); "New FinTech UK" Initiative (£250,000); Teach First (£18,000); Access Europe (£50,000); TeenTech City (£10,000); Tech London Advocates (£50,000) and International Forum of Sovereign Wealth Funds (£120,700). In addition, P&R Committee agreed to a budget uplift of £50,000 for 2015/16 to continue to engage a Social Investment Advisor, of which two thirds (£33,330) is allocated to the EDO budget.
- [B] Total central recharges are £347,000 (£139,000 for administrative buildings recharge; £102,000 for IS recharges; £90,000 for capital charges; £3,000 for City of London Procurement Service and £13,000 for liability insurance).
- [C] The Court of Common Council has agreed to the City Corporation taking responsibility for providing the necessary core funding for research, marketing and administrative support to TheCityUK (at a cost not exceeding £500,000 per annum to be met from City's Cash).
- [D] Should it be necessary to attract or retain international institutions in the City, a request would be made to the appropriate Committee.
- [E] EDO will continue to seek opportunities for external sources of funding for our activities.



<b>Committee(s):</b>	<b>Date(s):</b>
Public Relations and Economic Development Sub (Policy and Resources) Committee	19 February 2015
<b>Subject:</b>	<b>Public</b>
Update and forward look on the activities of International Regulatory Strategy Group (IRSG)	
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Summary</b>	
<p>The report provides Members with an update on the work of the International Regulatory Strategy Group (IRSG) since the last meeting of the Public Relations and Economic Development Sub-Committee in November.</p>	
<b>Recommendation(s)</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### **Background**

1. This paper provides an update on recent IRSG activity and sets out the anticipated areas of activity over the coming months.

### **European Commission**

2. The first Vice President of the Commission, Frans Timmermans invited submissions to a Better Regulation Review with suggestions of pending EU legislation which should either be withdrawn or revised. An IRSG submission (appendix 1) was made, identifying the proposals for Institutions for Occupational Retirement Provision (IORP), bank structure reform and the FTT.

### **Capital Markets and EU Reform Agenda**

3. This is the subject of increased debate in Brussels and EU capitals and is the responsibility of Lord Hill, the Commissioner for Financial Stability, Financial Services and Capital Markets Union, who has stressed that this must be a project

for the EU28. A Green Paper is due to be published on the 18 or 19 February and will be circulated to Members of the Sub-Committee.

4. The IRSG has already made an input to the debate through its briefing paper “Principles for Capital Markets Union”. In addition the following analyses will be undertaken:
  - A corporate view of CMU (Q1 2015). This report will include a survey of EU corporates, across industries, countries and firm size, an analysis of corporate financing requirements and the potential benefit from CMU, and include case studies from across Member States.
  - A legal analysis (Q1 2015) of the barriers to the development and integration of capital markets in the EU.
5. A new IRSG workstream, which will be chaired by Nick Collier of Thomson Reuters (a member of the IRSG Council and Executive Board) will develop a policy document to flesh out industry proposals on how this initiative should be taken forward by the European authorities. Given the complexity of this workstream, it will be overseen by a steering group co-chaired by Paul Sizeland and Chris Cummings and including trade association representatives.

#### **EU Engagement including bilateral dialogues**

6. The inaugural meeting of the Anglo Italian Financial Services Dialogue (AIFSD) was held on 24 and 25 October 2014 in Rome. Council member Mark Garvin (JP Morgan) is the UK Chairman for the dialogue and the Italian side is led by Professor Innocenzo Cipolletta. One output of the dialogue was a joint letter to the Italian Prime Minister, the European Commission President and other senior figures highlighting that the key areas for joint activity will be around the development of an effective Capital Markets Union; securitisation and SME finance; and long term investment in infrastructure.
7. The annual City of London Brussels reception and dinner on 3 November provided a platform for Martin Wheatley, FCA Chief Executive, to set out his views to a European audience. He stated that regulation did not have to be a barrier to more economic growth. The challenge for regulators is to set rules that ensure well-ordered markets whilst protecting the interests of consumers, including SMEs.
8. The subsequent dinner provide an opportunity for senior City practitioners to hear from the UK Ambassador to the EU Ivan Rogers.
9. As part of the IRSG work on Benchmarks, the City of London co-hosted an educational seminar for MEP assistants with Paris Europlace and Frankfurt main

Finanz on 18 November 2014. The aim was to provide background on the role of benchmarks in the financial system as negotiations get underway on the regulation.

10. The City Office in Brussels hosted a lunch with the financial attaches of the incoming Latvian Presidency on 21 November 2014. The lunch, which was attended by over 30 industry representatives, provided the Presidency to give an overview of their priorities in the area of financial services, as well as to exchange views with industry representatives on various live dossiers.
11. From 26-28 November 2014 a delegation led by Sir Gerry Grimstone (Chairman, TheCityUK and IRSG Council member) and Lord Green (Chair of TheCityUK's Advisory Council) visited Berlin to meet with German policymakers, officials, industry associations and practitioners. The Policy Chairman was part of the delegation. During the course of this visit there was engagement with over 50 policymakers, officials, practitioners and representatives of industry associations. Regulatory issues, questions about EU reform and the UK's EU relationship were discussed. In general, all stakeholders welcomed the visit and the proposal to set up an Anglo-German Financial Services Dialogue. There was broad support for the idea of closer links between the UK and Germany-based financial services sectors. Other issues that were discussed included the risks of a possible Brexit, the need for a more stable and integrated Eurozone and a general willingness to do what is necessary to ensure the UK remains a member of the EU. There was also strong interest in CMU, especially securitisation and private placement.
12. The theme of financing Europe's economic growth was further explored at an IRSG event in Brussels on 1 December with Commission Vice President Katainen at which the latest iteration of the Wholesale Financial Markets series and its report on Financing Europe's Investment and Economic Growth, (developed through the Anglo French Committee) was discussed. At the start of his speech Katainen noted that he had decided to make his first public appearance at the conference because he understood how important the City is to promoting investment in Europe and wanted to hear at first hand the views of financial sector practitioners – as well as the needs of industry, represented by the CBI and MEDEF.
13. The first high level meeting took place on 15 December in Dublin of the dialogue which has recently been established with the Irish financial services sector. The Lord Mayor led the City delegation which included the BBA, Aviva, HSBC, Blackrock, Metlife and Citi. The Irish representation was led by John Bruton (former Taoiseach) who is President of IFSC Ireland, which comprises representatives from the key trade bodies. Discussions included the following issues: Capital Markets Reform, EU Competitiveness, EU Engagement, SME

financing and the Fintech agenda. The next meeting will take place in London in May 2015.

14. The latest meeting of the Anglo French Committee was held in Paris on 19 January 2015. The Committee discussed the Capital Markets Union with representatives of the Tresor and the French Embassy and the Committee will continue to work on developing a joint position on this issue. The Committee also took stock of joint work with SWIFT on payment currencies, which should be launched in April.

15. On 5 February 2015, the Policy Chairman co-hosted a breakfast with Glenis Willmott, Labour delegation leader in the European Parliament, for Labour MEPs. The event, which included representatives from across the City, aimed to demonstrate the role the financial services sector plays outside of London, as well as the wider economy both in the UK and Europe.

### **IRSG priorities 2015**

16. The IRSG Executive Board has proposed a number of priority areas for action in 2015, which are designed to address the new European Commission and European Parliament's priorities in a constructive and informed manner. These are as follows: Capital Markets Union; Long Term Finance; benchmarks; bank structural reform; taxation issues including FTT; data and cyber security; post trade; and the Fair and Effective Markets Review. These priorities are due to be approved at the IRSG Council on 23 February 2015.

### **City of London Programme for Romania and Bulgaria**

17. This year's programme is currently underway, and due to conclude in March. Delegates from Romania and Bulgaria have placements with a number of firms and institutions, including the FCA, Deutsche Bank, JP Morgan, AIG and S&P. Further details available from Youla Faita at [youla.faita@cityoflondon.gov.uk](mailto:youla.faita@cityoflondon.gov.uk)

### **Fair and Effective Markets Review (FEMR)**

18. The IRSG has submitted a response to the FEMR. The submission (appendix 2) including three key points:

- a. The regulatory authorities should allow time for recent regulatory reforms time to 'bed in', as several will impact on the fixed income, foreign exchange and commodities (FICC) markets;
- b. Firms should improve the behaviour and standards of employees through training, incentives and effective whistle-blowing processes;

- c. The UK should not take unilateral regulatory action, as this will damage UK competitiveness and simply move the activities to other jurisdictions.

19. The issue also featured at the last IRSG Council meeting in December, where members heard from Council member, Elizabeth Corley, who chairs the independent Market Practitioner Panel and David Lawton of the FCA.

**Director of Economic Development**

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<b>Committee(s):</b> Public Relations and Economic Development Sub (Policy and Resources) Committee	<b>Dated:</b> 19 February 2015
<b>Subject:</b> Engagement with European Policymakers since November 2014	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>

## Summary

This report provides an outline of City of London Corporation engagement with European policymakers since the last meeting of the sub committee in November 2014.

## Recommendation

- Members are asked to note the report.

## Open Europe Conference, 20 January 2015

The City of London Corporation hosted a conference in partnership with Open Europe to examine the role of the financial services to deliver growth across Europe. Participants included:

- Dr Kay Swinburne MEP, Conservative member of the Economic and Monetary Affairs Committee (ECON)
- Rimantas Šadžius, Social Democratic Party, Finance Minister of Lithuania

## European Commission

- Jyrki Katainen, Commission Vice President for Jobs, Growth, Investment and Competitiveness
- Lee Foulger and Mette Toftdal Grolleman, Commissioner Hill's cabinet
- Mario Nava, Director, Regulation & Prudential Supervision
- Lars Boman, DG FISMA

## Officials and Policymakers met by City Office in Brussels.

- Alison Rose, HM Ambassador to Belgium
- Michael Taggart and Declan Kelly, Irish Permanent Representation
- Etienne Oudot de Dainville and Guillaume Drano, French Permanent Representation

- David Cook, Ola Ajadi, Matt Fisher, Joe Rashid-Pitt and Nathaniel Brudney, UKRep
- Karel Lannoo, CEO Centre for European Policy Studies
- Peter Curwen, Director Financial Services, UKRep
- John Watson, Commission Representative, Coreper

### **Visit by the Town Clerk to Brussels**

The Town Clerk visited Brussels on 13-14 January as part of the on-going review of the City of London's operations in Brussels. As part of his visit, the Town Clerk met with UKREP, the Channels Islands EU Office, the Greater London Authority Brussels Office, the Swiss Finance Council, the German Savings Banks, the British Ambassador to Belgium and the CBI EU office.

### **Round Table with Labour MEPs, 5 February 2015**

- Glenis Willmott MEP
- Catherine Stihler MEP
- Neena Gill MEP
- Anneliese Dodds MEP
- Richard Corbett MEP
- Richard Howitt MEP
- Clare Moody MEP
- Seb Dance MEP
- Afzal Khan MEP
- Paul Brannen MEP
- Judith Kirton Darling MEP

### **Appendices**

- None

### **Paul Sizeland**

Director of Economic Development

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# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
Public Relations/Economic Development Sub	19 February 2015
<b>Subject:</b> City of London Communications Strategy, 2015-18	<b>Public</b>
<b>Report of:</b> Director of Public Relations	<b>For Decision</b>

Each year, the *City of London Communications Strategy* is revised and updated, on a three-year rolling basis. Attached is a draft of the *Strategy* for 2015-18, on which comments are invited. The first page provides a full summary of the *Strategy* and the remainder of the document sets it out in detail.

Following any amendments, it will be submitted for approval to the Policy and Resources Committee in March and will then be published.

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**CITY OF LONDON  
COMMUNICATIONS STRATEGY  
2015-18**





## The City of London Corporation: helping London thrive

The Communications Strategy aims to promote and enhance **the work which the City of London Corporation undertakes to make London an excellent place to live, work and visit – helping London thrive.**



The *Strategy* broadens awareness of how the City Corporation **works for the Square Mile, London and the whole the UK** by:

- Supporting and promoting London as the world's leading international financial and business centre and attracting new business to the capital and the whole UK
- Working in partnership with local communities to increase skills, employment and opportunities for all Londoners, including through the City Bridge Trust
- Enhancing the capital as a hub of culture, history and green spaces for Londoners – residents, workers, and visitors.

The City Corporation **works for the Square Mile, London and the UK**, reaching audiences which are **local, regional, national** and **international**, targeting a wide range of opinion formers:

- City residents, workers, and visitors
- Business leaders and trade bodies
- Politicians and policymakers
- Journalists, bloggers and other commentators
- Third sector leaders and voluntary bodies



In order to **maintain the City Corporation's role as an essential voice in discussions about the future of London**, the *Strategy* seeks to:

- Engage with key audiences through digital and traditional media
- Explain in a transparent way the City Corporation's role, history, governance and finances
- Contribute to debates about London's competitiveness, including its governance, finances, infrastructure and services
- Build relationships with and facilitate engagement between a range of key stakeholders in London, the UK and abroad
- Disseminate the *Strategy's* objectives to City Corporation Members and officers via the internal communications plan in order better to 'embed' communications across the organisation.



## The City of London Corporation: helping London thrive

The *Communications Strategy* aims to promote and enhance the work which the City of London Corporation undertakes to make London an excellent place to live, work and visit – **helping London thrive**.

The *Strategy* broadens awareness of how the City Corporation works for the Square Mile, London and the whole UK in three distinctive ways, distilled through a number of key messages.

### **Promoting and supporting London as the world's leading international financial and business centre and attracting new business to the capital and the whole UK**

- The City Corporation supports and promotes London as the world's leading international financial and business centre;
- It argues the case that finance and business services are a key asset for the UK economy and need to remain globally competitive;
- It also highlights that London is not just the UK's financial centre, but the international financial and business centre for Europe and beyond, as well as an international centre for social investment;
- It also argues the case that, to remain globally competitive, London needs world class infrastructure, a workforce with the right skills, openness to talent from around the world, and a competitive regulatory and tax environment;
- The City Corporation plays a substantial role in Brussels, together with other industry bodies including *TheCityUK* and the *International Regulatory Strategy Group (IRSG)*, contributing to debates about EU financial services regulation and the UK's role in the EU; and
- The City Corporation provides first class local services for the Square Mile, especially in a period of tightly constrained budgets, and supports the work of the City of London Police in tackling economic crime across the country and helping keep the City safe and secure.

**Working in partnership with local communities to increase skills and opportunities for all Londoners, including through the City Bridge Trust**

- The City Corporation works to raise aspirations among young people and contribute to better achievement in schools, through sponsorship of academy schools in neighbouring boroughs and other projects;
- It promotes employability, skills, apprenticeships and job brokerage;
- It supports entrepreneurship, small and medium sized enterprises, and social enterprises and promotes Central London Forward as part of London's *Growth Deal* and the wider devolution agenda;
- It promotes the Lord Mayor's civic role and the work of the Livery;
- It supports efforts to improve London's air quality and works on other public health issues across the capital; and
- It promotes the work of the City Corporation's charity, the City Bridge Trust, in supporting the charitable and voluntary sector across the whole of London.

**Enhancing the capital as a hub of culture, history and green spaces for Londoners – residents, workers and visitors.**

- The City Corporation plays a full part in contributing to London's culture, heritage and green spaces;
- It supports London's cultural life, through the Guildhall School of Music & Drama, the Guildhall Art Gallery, the Barbican Centre, funding for the London Symphony Orchestra and more;
- It helps to look after the nation's history and heritage, through the London Metropolitan Archives, the Guildhall Library, the Monument, Gresham College and other facilities;
- It funds jointly the Museum of London with the GLA;
- It provides 11,000 acres of green spaces in and around London, including Hampstead Heath and Epping Forest; and
- It manages the green spaces within the Square Mile to enhance the local environment for residents, workers, and visitors.

## Delivery of Messages

In order to **maintain the City Corporation's role as an essential voice in discussions about the future of London**, the *Strategy* seeks to:

- Engage with key audiences through digital and traditional media;
- Explain in a transparent way the City Corporation's role, history, governance and finances;
- Contribute to debates about London's competitiveness, including its governance, finances, infrastructure and services;
- Build relationships with and facilitate engagement between a range of key stakeholders in London, the UK and abroad; and
- Disseminate the *Strategy's* objectives to City Corporation Members and officers via the internal communications plan in order better to 'embed' communications across the organisation.

Key messages are delivered to the relevant audiences using the most appropriate channels. These include particularly individual contacts, events (including conferences, seminars and informal discussion meetings), printed and online published materials, and working with the media.

To ensure that the communications of the City Corporation are received in a consistent and timely manner, it is also crucial that senior Members and Officers are fully informed and able to play appropriate roles in this work.



### Role of the Lord Mayor and Policy Chairman in delivering messages

One of the crucial tasks of the *Communications Strategy* will be the continuing need to maintain at a high level the standing of the Mayoralty. In line with the strategy on this matter for a number of years, the best way to achieve this will continue to be the reinforcement of the major role which the

Lord Mayor plays as the City's ambassador, in representing the interests of modern finance and business and communicating with a wide variety of audiences and stakeholders, overseas and in the UK.

In addition, it will continue to be an important component of this *Strategy* to explain the distinction between the respective roles of the Lord Mayor and the Mayor of London.

Successful promotion of the City is dependent on an effective partnership between the Lord Mayor and the Chairman of the Policy and Resources Committee and the supporting officers at the Mansion House and Guildhall. This *Communications Strategy* takes full account of this requirement. It is also



assisted in its implementation by regular liaison meetings between the Lord Mayor and the Chairman of Policy and Resources, which ensure a co-ordinated approach to this work.

### Audiences

The City Corporation **works for the Square Mile, London and the whole UK**, reaching audiences which are **local, regional, national and international**, targeting a wide range of opinion formers, including:



- City residents, workers, and visitors
- Business leaders and trade bodies
- Politicians and policymakers
- Journalists, bloggers and other commentators
- Third sector leaders and voluntary bodies.

The full range of the key audiences and the relevant activities directed towards them is as follows:

Audience	Activity
Residents	Extended efforts are undertaken to communicate systematically with residents through specially targeted publications and other communications, and the holding of annual residents’ meetings.
City workers	City workers influence others with whom they work and come into contact – on City issues generally, and on our role and work to the extent that they are informed. They also, crucially, the audience from which is drawn the City voters appointed by businesses. They are also themselves direct users of our local services, especially policing and libraries, as well as gaining from our care and maintenance of the City’s streets and general environment. The level of knowledge of our work among the broad range of City workers should be increased over time by carefully targeted communications. In particular, the opportunities provided by social media need further to be developed and used.

Visitors	Suitable communications with visitors to the City are increasingly important, as they help bring employment opportunities and growth to the Square Mile.
Businesses	Regular contact with both senior business figures and a wide range of City businesses as well as City institutions, trade associations etc. This also includes other relevant business sectors such as property and utilities.
Politicians and relevant public bodies	Regular contact with the main political audiences at all levels: Westminster and Whitehall, local government across Greater London, Scotland and the other devolved governments within the UK, as well as EU political contacts including MEPs.
Media	The media, both in their own right as opinion formers and as a mechanism to reach the other audiences, must always be of the highest priority. In the current economic climate, there is a greater interest than normal in the activities of the financial services industry and the City and thus, responding to this, the media is giving more extensive coverage to these issues. Also, the media is evolving rapidly, with the growth of social media and other digital channels and resources need to be devoted to keeping abreast of this, including video images and other suitable new content.
Londoners	Many residents, workers, businesses, and visitors across London make use of the services which the City Corporation provides Greater London as a whole, not just within the Square Mile. They represent an important audience which needs to be targeted effectively on a continuing basis.
Relevant international audiences	Engagement with policy makers, regulators, businesses and central banks in Europe and the USA, is undertaken in order to influence debate and policy. Similar audiences in key growth markets, including China and India, are targeted with our messages on London as the world's leader in international finance and business services.

## Third sector leaders and voluntary bodies

Engagement with the third sector and voluntary bodies, especially in relation to the role of the City Corporation's charity, the City Bridge Trust, and other parts of the organisation making financial and other contributions to the work in the sector.

## The Livery

The Livery is kept briefed on our role and work, and is supported in the promotion of its role. Briefings for new Livery members are conducted at Guildhall. We also consult the Livery on issues of concern to them, through the Livery Committee and its relevant sub-Committees, as well as other ad-hoc arrangements, including material relating to the Livery on the website.

## Elected Members

It is essential that Members are kept up to date on key issues and messages, to enable them to be effective communicators on behalf of the organisation. This is achieved through regular communications, such as the Members' Briefing, and also via electronic alerts as appropriate.

## City Corporation Employees

Internal communications also form a crucial part of the overall *Communications Strategy*. Keeping employees informed and engaged, is essential in helping them to remain engaged, committed, well-motivated, and to be good ambassadors for the organisation with external audiences. This is supported by the Internal Communications Plan.

## **Communications Challenges and Opportunities in 2015/16**

- Supporting the work to maintain the City's international competitiveness, including the relevant role of the EU Single Market;
- Promoting and developing the City's role not just in the London economy but also in the UK and EU economy, mindful in particular in the current year of possible implications of the General Election in May 2015;
- Continuing to highlight the important role played by the creative industries in Tech City and beyond in the UK economy;

- Promoting the City Corporation’s work in partnership with London’s communities, specifically on education and employability, mindful in particular of the Mayoral and London Assembly elections in May 2016;
- Promoting the City Corporation’s role in contributing to London’s culture, history and green spaces, including the Magna Carta 800<sup>th</sup> Anniversary in 2015, the planning for the 350<sup>th</sup> anniversary of the Great Fire in September 2016, and the continuing ponds project at Hampstead Heath;
- Promoting London as a global centre for social investment and philanthropy through better business practices;
- Preparing for the General Election in 2015, and the London Mayor and Assembly elections in 2016;
- Encouraging the appointment of voters by City businesses in the run-up to elections for the Court of Common Council in 2017;
- Continuing to monitor, engage with and expand the use of social media and other digital communications, including the website;
- Ensuring good and improving internal communications with Members and employees;
- Furthering the City Corporation’s transparency agenda;
- Supporting the work of the City of London Police as the lead force in the UK for combatting economic crime, including cyber-enabled crime;
- Handling communications issues, both external and internal, around the service-based review of the City Corporation’s income and expenditure budgets;
- Handling any street works, highway management, and road safety issues; and
- Promoting the City Corporation’s responsibility for public health and support for the London-wide work on air quality.

### **Horizon-scanning for challenges and opportunities in 2016/17 and 2017/18**

**2016/17** Run-up to possible referendum on British membership of the EU  
 London Mayoral and Assembly Elections, *5 May 2016*  
 400<sup>th</sup> Anniversary of the death of William Shakespeare, *23 April 2016*  
 Centenary of the First World War – Battle of the Somme, *1 July 2016*  
 350<sup>th</sup> Anniversary of the Great Fire of London, *2 September 2016*  
 US Presidential and Congressional elections, *3 November 2016*

**2017/18** Possible referendum on British membership of the EU  
 French Presidential and National Assembly elections, *May and June 2017*  
 German Bundestag elections, *September 2017*

## Implementation of the Communications Strategy

**2015**

The Public Relations Office leads on the delivery of the *Communications Strategy 2015-18*, but also coordinates with departments across the organisation. Through the implementation of the *Communications Strategy*, communications are embedded across the organisation to ensure consistent and coordinated messages are delivered.

This process of ‘embedding’ involves ensuring that there are ample opportunities across the organisation better to understand its different functions and, in so doing, enhance the knowledge base among both Members and officers of the key components of the *Communications Strategy*. The objective, in short, is to empower more local communications, while maintaining high standards across the organisation; this includes reinforcing the importance of communications as an integral part of departmental business plans, especially with regard to the use of digital communications and the social media implications of reputational risk. It is also important for senior Members and officers to take opportunities to promote our key messages in relevant forums. To this end and where appropriate, individual departments will be asked to prepare their own specific PR plans.

One of the key roles of the *Communications Strategy* is also to embed across the organisation the importance of managing reputational risk. Across the organisation, there is a continually growing awareness of the emerging role of social media, specifically in relation to the management of reputational risk and we have developed a strategy for this, including relevant training of an ever-wider group of City Corporation staff and more detailed and systematic monitoring of relevant activity in the social media sphere.

Discussions of this crucial work are now planned on a regular basis, with periodic reviews to be held at Chief Officers’ meetings of the progress being made overall, as well as individual meetings with departments about their particular areas of responsibility.

**2018**

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# Agenda Item 8

<b>Committee(s)</b>	<b>Dated:</b>
Public Relations/Economic Development Sub	19 February 2015
<b>Subject:</b> Public Relations Office: Business Plan, 2015-16	<b>Public</b>
<b>Report of:</b> Director of Public Relations	<b>For Decision</b>

Each year, the Public Relations Office Business Plan is revised and updated. Attached is a draft of the Plan for 2015-16, on which comments are invited. The first four pages provide a full summary of the Plan and the subsequent seven annexes set it out in detail.

Following any amendments, it will be submitted for approval to the Policy and Resources Committee in March and will then be published.

Contact:

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## Public Relations Office Business Plan 2015-16

**Responsible Officer: Tony Halmos**

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## Introduction

The Public Relations Office seeks to provide high quality public relations services and counsel to support the work of the City of London Corporation - specifically to lead on delivery of the City of London Communications Strategy 2015-18 and manage its reputation. The Public Relations Office Business Plan 2015-16 sets out how the Office plans to develop and improve the delivery of its services in line with the key elements set out in the Communications Strategy, but also taking into account the changing external pressures faced by the City Corporation and with fewer resources following the service based review.

Some of the key achievements of the Public Relations Office during 2014-15 are set-out in Annex 6. The key communication challenges and opportunities for the Public Relations Office in 2015-16 will be:

- Preparing for the General Election in 2015 and dealing with its aftermath, and preparing for the London Mayor and Assembly elections in 2016; promoting the City's Corporation's work across London's communities through political contacts and events; promoting the City Corporation's role in contributing to London's culture, history and green spaces, including the Magna Carta 800th Anniversary in 2015, and the planning for the 350th anniversary of the Great Fire in September 2016 (Corporate Affairs Team).
- Handling the increasing media interest in all aspects of the City Corporation's work; enhancing the Team's capability to handle the growing the speed and unpredictability of new media and the way in which technology is allowing non-PRO officers deliver communications; and dealing with the growing media handling and reputational issues related to the transparency agenda (Media Team).
- Taking forward further enhancements of the website, including issues arising from the "customer care words" project; improve co-ordination of Twitter feeds across the organisation; rationalise internal communications channels; and continue to support the Crossrail art project (Publishing Team).
- Implementing the budget changes agreed under the service based review, contributing to the cross-cutting reviews now being undertaken, including on hospitality and income generation, and handling the follow-up from the announcement by the current Director of his retirement in October 2015.

## Strategic Aims and Key Objectives

Our Strategic Aims are:	<p>The Communications Strategy 2015-18 for the City of London Corporation has three key aims:</p> <ol style="list-style-type: none"> <li>1. Promoting and supporting London as the world’s leading international financial and business centre and attracting new business to the UK.</li> <li>2. Working in partnership with local communities to increase skills and opportunities for all Londoners, including through the <u>City Bridge Trust</u></li> <li>3. Enhancing the capital as a hub of culture, history and green spaces for Londoners – workers, residents and visitors.</li> </ol>
Our Key Objectives are:	<ol style="list-style-type: none"> <li>1. Lead on the implementation of the Communications Strategy 2015-18 by promoting the role of the City throughout the UK and the EU.</li> <li>2. Continue to handle media interest in the structure of the City Corporation, including through digital communications, strengthening the media narrative about the City Corporation’s three main streams of work (above) for London and the UK, especially through raising skills for new media among Officers; and continuing media contingency planning and training for extraordinary risk incidents.</li> <li>3. Lead on the development of the City Corporation’s political contacts and events programme across the mainstream domestic political spectrum; manage the City Occupiers’ Database, as well as contributing to the management of the annual City worker registration process; and manage the City Corporation’s film location work.</li> <li>4. Develop the website and other digital communications tools, and continue to produce relevant high quality printed materials.</li> <li>5. Continue to provide mechanisms to facilitate and improve internal communications to both Members and officers, and work closely with colleagues across all departments.</li> </ol>
Note	<p>Each key objective is aligned with the Corporate Plan and The City Together Strategy: Heart of a World Class City 2008-14. For each of the five key objectives a number of actions/milestones are highlighted in Annex 1 of this Business Plan.</p>

## Staffing Information

<b>Our Staffing is made up of:</b>	Headcount: 31	Vacancies: 0
Full Time: 28 / Part Time - 3	Turnover – 13.79%	Gender: 48% Male, 52% Female
Grade: 58% Grades A-E, 42% Grades F-J	Sickness absence: 3.17 (see note 1)	
Note 1: (1/1/14-31/12/14) PRO average days lost = 3.17, City of London Corporation average = 5.72		

## Key Performance Indicators

Our Key Performance Indicators are:		
Description:	2014/15 performance	2015/16 target
Quality and quantity of media coverage (both print and broadcast)	Print Media Stories for the year: 5,879 Unique visits to websites' Media Centre (3 Nov-10 Jan): 43,700	At least maintain, but aim to increase both. In particular, aim to increase coverage of non-financial services issues. Add a measure for number of broadcast pieces.
Familiarity across four of our key audiences measured by the triennial polling exercise	Results from 2013: Businesses: 28% Senior execs: 51% Workers: 34% Residents: 67%	Working with relevant departments to increase the familiarity percentage across all four audiences, especially businesses, where there has been a decline in the most recent results.
The number of registered firms/numbers of business staff voters	Firms: 3,612 Voters: 13,855	At least maintain, but aim to increase the number of firms and voters registered.
Awareness of the communications strategy amongst Members and staff	Relevant staff survey pending	An increase in awareness shown in staff survey.

## Financial Information

Our Financial Information:						
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget
	£000	£000	£000	£000	%	£000
Employees	1,509	1,557	1,512	1,512	100	1,539
Premises	1	0	0	0	0	0
Transport	22	28	33	33	100	13
Supplies & Services	929	819	882	882	100	544
Third Party Payments	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0
Unidentified Savings	0	0	0	0	0	0
Total Expenditure	2,461	2,404	2,427	2,427	100	2,096
Total Income	(84)	(17)	(17)	(17)	100	(17)
Total Local Risk	2,377	2,387	2,410	2,410	100	2,079
Central Risk	0	0	0	0	0	0
Total Local and Central	2,377	2,387	2,410	2,410	100	2,079
Recharges	233	235	227	227	100	232
Total Net Expenditure	2,610	2,622	2,637	2,637	100	2,311

**Further details of each aspect of the Business Plan are set out in the following Annexes, 1-7:**

Annex 1 - Key Improvement Objectives

Annex 2 - Performance Indicators

Annex 3 - Public Relations Office Structure Chart

Annex 4 - Workforce Capability, Health and Safety, Property and Asset Management

Annex 5 - Departmental Risk Register

Annex 6 - Review of performance and summary of key achievements in 2014-15

Annex 7 - Focus for the work of the Public Relations Office 2015-16



### Annex 1 - Key Improvement Objectives

<b>Objective 1</b>	Lead on the implementation of the Communications Strategy 2015-18 by promoting the role of the City throughout the UK and the EU.			
<b>Rationale (why are you doing it?)</b>	To promote policies that maintain and enhance the City's competitiveness (including input to the debate on the UK's role in the EU); to promote the services provided by the City Corporation, specifically the City Corporation's work in partnership with London's communities and its help looking after London's culture, heritage and green spaces; and to embed the Communications Strategy across the organisation.			
<b>Supporting:</b>				
<b>The City Together Strategy</b>		<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>	
All		All strategic aims.	All	
<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>		<b>Responsibility</b>
In line with Key Aim 1 of the Communications Strategy, provide communications support to increase understanding of the City's role in the UK and importance of the City as Europe's international financial centre.	March 2016	Organise successful events with key audiences, in the UK and abroad by working closely with the Lord Mayor and Policy Chairman in the run-up to and during their EU and other visits throughout 2015-2016, collaborating effectively with Economic Development (EDO).		Public Relations Office
		Increase familiarity amongst the key audiences, as measured by the triennial polling survey (the next one is due in 2016).		Corporate Affairs Team
		Run an effective political contact programme to ensure that key messages are conveyed to political audiences. In the run up to and following the 2015 General Election, work with the new government and opposition frontbenches, to maximise their understanding of and support for, the City's role.		Media Team
		Maintain at least at the current level and aim to increase quality of the coverage which demonstrates the City's benefit to the UK and the EU as		

		a whole, including work by the Lord Mayor, the Policy Chairman and research papers and other stories, alongside TheCityUK's work.		
In line with Key Aim 1 of the Communications Strategy, promote policies that sustain and enhance the City's international competitiveness.	March 2016	Engage with key audiences through our events programme on London issues, including improving central London air quality, delivering the Crossrail art project, obtaining approval for increased runway capacity in the SE, and the provision and quality of office space. Through inductions and departmental meetings, encourage staff in other departments to work more closely with PRO, particularly on these issues.	Public Relations Office	
In line with Key Aims 2 and 3 of the Communications Strategy, use new and current communications channels to gain publicity for the work we do in partnership with London's communities to increase skills and opportunities for Londoner's, and to enhance the capital as a hub of culture, heritage	March 2016	<p>Create more engaging and visual new media for green spaces, culture and heritage, as measured by the number of website visits. This will be done by developing targeted social media for the Supporting London's Communities (SLC) agenda, on an individual "Working Together" case study rather than project basis, and by focusing Youtube videos on the SLC/Working Together case studies.</p> <p>Seek to engage with a political audience on these two areas via new and regular communications channels, including using our established links with key think tanks and other partner organisations.</p> <p>Increase opportunities to work with other departments in both of these areas, by expanding collaborative events.</p> <p>Focus existing and new publishing output, where possible on these two areas and encourage key messages being incorporated in departmental output.</p>	<p>Media Team</p> <p>Corporate Affairs Team</p> <p>Public Relations Office</p> <p>Media and Publishing Teams</p>	



and green spaces.				
<p>In line with the Communications Strategy, continue to embed communications across the organisation and raise awareness of the importance of communications in all areas of work.</p>	<p>On going</p>	<p>Hold regular departmental meetings and advise Chief Officers, Departmental Management Teams and other relevant officers on communications issues, priorities and messages. Embed communications more substantially by building on the annual individual meetings with chief officers. Encourage early communication to PRO of potentially damaging issues and also 'good news' for it to promote.</p> <p>A reduction in the number of incidents that require emergency public relations handling. Work to embed communications more substantially, particularly online channels, in departmental business plans and especially to reflect the new environment created by accelerating technological change which renders many service activities and processes a communication "act", and raises the need for non-PRO officers to have relevant communication skills.</p> <p>Increase the communications abilities of relevant non-PRO staff through Learning &amp; Development week events, insight lunches and training workshops.</p>	<p>Public Relations Office</p>	

Objective 2	Continue to handle media interest in the structure and role of the City Corporation, and strengthen the media narrative about the City Corporation's three main streams of work (above) for London and the UK, especially through digital communications, specifically raising the use of new media amongst Officers; and continuing media contingency planning and training for extraordinary risk incidents.				
Rationale (why are you doing it?)	To tell our story ever more widely and deeply in a proactive, fully alert and expert fashion, to do so using the revolutionary means of new media, taking into account the new demands for pictures (and the way new media spreads communications to non-PR teams) - and to handle reactive and negative stories.				
<b>Supporting:</b>					
<b>The City Together Strategy</b>		<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>		
All		All strategic aims.	All		
<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>		<b>Responsibility</b>	<b>Resources</b>
Manage inquiries from both the media and non-PRO staff.	On going	Increase further the speed of response to ensure that all media are provided with appropriate information in a timely manner. Aim to provide all responses by close-of-play same business day or faster.		Director of Public Relations and Head of Media	
Establish a more robust e-radar system for officer use across key parts of the City Corporation.	April 2016	Deliver training sessions to ensure competent use of the Gorkana social media software system by relevant officers in all PRO teams and relevant staff across the organisation, enabling more effective handling of reactive stories. Although the single expert PRO user is currently making strong use of the new tool, embedding it in other teams and departments is proving a challenge.		Director of Public Relations and Head of Media	
Strengthen the offsite and onsite Emergency Response plan.	March 2015	Deliver refresher training sessions to PRO teams in the handling of an Emergency Response incident, using both Guildhall and Walbrook as a base.			
Exploit the new Media Centre platform and	April 2016	Aim to create 2/3 interesting images a day for use in new media to tell our story, and to work with both the TC's team			

<p>develop much stronger use of pictures on new media, especially with regard to Green Spaces, Culture and Heritage. Also develop some capacity to make our own info-graphics, especially relating to Committee</p>		<p>and EDO to develop simple in-house info-graphics to illustrate both research stories and key Committee decisions.</p>		
<p>Engage further London leaders via social media, adapting our current project-based approach to PRO work to focus narrowly on Working Together case studies.</p>	<p>April 2016</p>	<p>Work to increase by at least 50% the number of “Working Together” case studies to be used, illustrating our skills and education work across London, with more Boroughs actively engaged via social media.</p>		
<p>Grow the Youtube content further, but with a narrower PRO focus on SLC work.</p>	<p>April 2016</p>	<p>Make 20-30 short videos about our “Supporting London’s Communities” work using PRO resources, leaving departments to produce videos on other topics, with our messaging help.</p>		
<p>Re-issue the Media Officer’s handbook</p>	<p>April 2015</p>	<p>Produce new handbook as soon as possible during the year.</p>		

<b>Objective 3</b>	<b>Lead on the development of the City Corporation’s political contacts and events programme across the mainstream domestic political spectrum; manage the City Occupiers’ Database, as well as contributing to the management of the annual City worker registration process; and manage the City Corporation’s film location work.</b>			
<b>Rationale (why are you doing it?)</b>	<b>To promote the Square Mile and the City Corporation’s work to a wide range of key audiences in the UK and beyond.</b>			
<b>Supporting:</b>				
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>		
All	Strategic aims 1 and 2.	All		
<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Continue to strengthen our political contact and events programme with relevant political audiences.	On going	Work with senior Members and relevant departments, particularly EDO, to achieve increased recognition of our contribution to London and the rest of the UK within the mainstream domestic political spectrum, as measured by the TNS Triennial Poll and other surveys.	Director of Public Relations and Assistant Directors/Heads of Teams	EDO
Continue to engage with businesses and residents and communicate the City’s voting system, specifically targeting large City firms	January 2016	Number of firms / voters registered in 2014: 3,612 / 13,855. At least maintain the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle. Ensure the Microsoft Customer Relationship Management (MS CRM) and the City Occupiers’ Database (COD) are accurate and kept up to date.	Corporate Affairs Team / Media Team	

Continue to assist domestic and international productions to film in the City.	January 2016	The City Film Liaison Team was established in 1998 to provide an efficient single point of contact for the film-maker and alleviate pressure on our many departments that administer to filming. The Film Liaison Team manages the impact of filming in the City through consultation and endeavours to ensure it is carried out safely. There were 1,196 film shoots in the City of London during 2014 and we aim to do our best to match this number in 2015. An unusually high number of large scale highway projects will be taking place in the City in 2015 with widespread road closures and diversions, which will lead to many film projects being unable to take place.	Corporate Affairs Team	
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<b>Objective 4</b>	<b>Develop the website and other digital communications tools, and continue to produce relevant high quality printed materials.</b>				
<b>Rationale (why are you doing it?)</b>	<b>To communicate to key audiences the City Corporation’s work and services and how they benefit the City, wider London and nation</b>				
<b>Supporting:</b>					
<b>The City Together Strategy</b>	<b>Corporate Plan</b>		<b>Departmental Strategic Aims</b>		
All	All strategic aims.		All		
<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>		<b>Responsibility</b>	<b>Resources</b>
Assist cluster composers with the requirements	ongoing	Increased awareness of best practice amongst website editors for example in relation to accessibility issues for disabled visitors. This will mainly be achieved through the existing framework of weekly meetings held with cluster composers and content editors, and when achieved will help speed up the approvals process for content ‘going live’ on the website.		Publishing Team	
Ensure the website is up-to-date, searchable, engaging and easy to navigate.	ongoing	Review, maintain and/or increase the number of website visits on a monthly and annual basis, measured through Google Analytics (for example 241,345 people visited the website in December 2014, compared to 160,150 in December 2013). The outcome of the Customer Carewords consultation should give an evidence base around which to refine the website based on user needs and cut down on the amount of content, creating a leaner, more efficient site.		Publishing Team	
Enhance the social media offering provided by the City Corporation.	ongoing	Continue to brief Members and staff, on the effective use of social media as a communications channel and corporate guidelines (BARCelona guidelines), via inductions, learning and development week workshops, departmental training sessions, bi-annual intranet news stories, and networking meetings.		Public Relations Office	Deputy Town Clerk’s Office

<p>Explore options for greater digital communication with key audiences.</p>	<p>March 2015</p>	<p>Database of email addresses that could be used across the City Corporation and accompanying policy guidelines to be scoped with all Chief Officers.</p>	<p>Public Relations Office</p>	
<p>Maintain high quality printed materials, but reduce their cost.</p>	<p>April 2015</p>	<p>Put the mailing contract out for tender for Cityview magazine; continue to encourage stakeholders to subscribe to social media and/or email alerts for online publications rather than print variants. Work within the Print Procurement team to achieve a roster of printers that offer best value for money while offering flexibility of choice.</p>	<p>Publishing Team</p>	

<b>Objective 5</b>	<b>Continue to provide mechanisms to facilitate and improve internal communications to both Members and officers, and work closely with colleagues across all departments.</b>				
<b>Rationale (why are you doing it?)</b>	<b>To embed the communications strategy across the City Corporation.</b>				
<b>Supporting:</b>					
<b>The City Together Strategy</b>	<b>Corporate Plan</b>		<b>Departmental Strategic Aims</b>		
All	All strategic aims.		All		
<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>		<b>Responsibility</b>	<b>Resources</b>
Keep Members up-to-date with news from across the organisation.	ongoing	Include up to date messages and news in Members Briefing on specific issues that would assist Members in their own external communication. Monitor and sustain high levels of submissions of copy for the Members' Briefing, and obtain feedback from Members.		Publishing Team	
Further develop internal communication channels to ensure they reach the widest possible audience.	March 2015	Explore methods of measuring the success of internal communications via software such as MailChimp, staff uptake of events and competitions, and through staff recognition of different channels (e.g. inductions). Provide consultancy to Chief Officers and departments with regard to improving their departmental communications, specifically in relation to the service based review. Increase awareness of the redeveloped Corporate Internal Communications plan 2015-18.		Publishing Team	
Assist with implementation of Staff Survey in partnership with HR	First six months of 2015	Work with HR, with input from Investors In People outcomes, to help implement the survey, drawing from the results possible improvements to internal communications.		Director of Public Relations / Head of Publishing	HR
Work with IS to	ongoing	Enhanced intranet aiding collaboration, information and knowledge		Publishing	IS



improve intranet functionality, in consultation with departments and user groups across the organisation		sharing. The completion of the “Opportunities Outline” exploring the possibilities of a redevelopment including short, medium and long term aims and goals.	Team	
Review Internal Communication Channels looking at options for simplifying or reducing them.	April 2015/ ongoing	Create greater understanding across the organisation of each channel and what they are used for. Feedback systems will be in place for output to measure usefulness and ‘return on investment’. Continue informal audit of existing channels within departments that may allow other options.	Publishing Team	

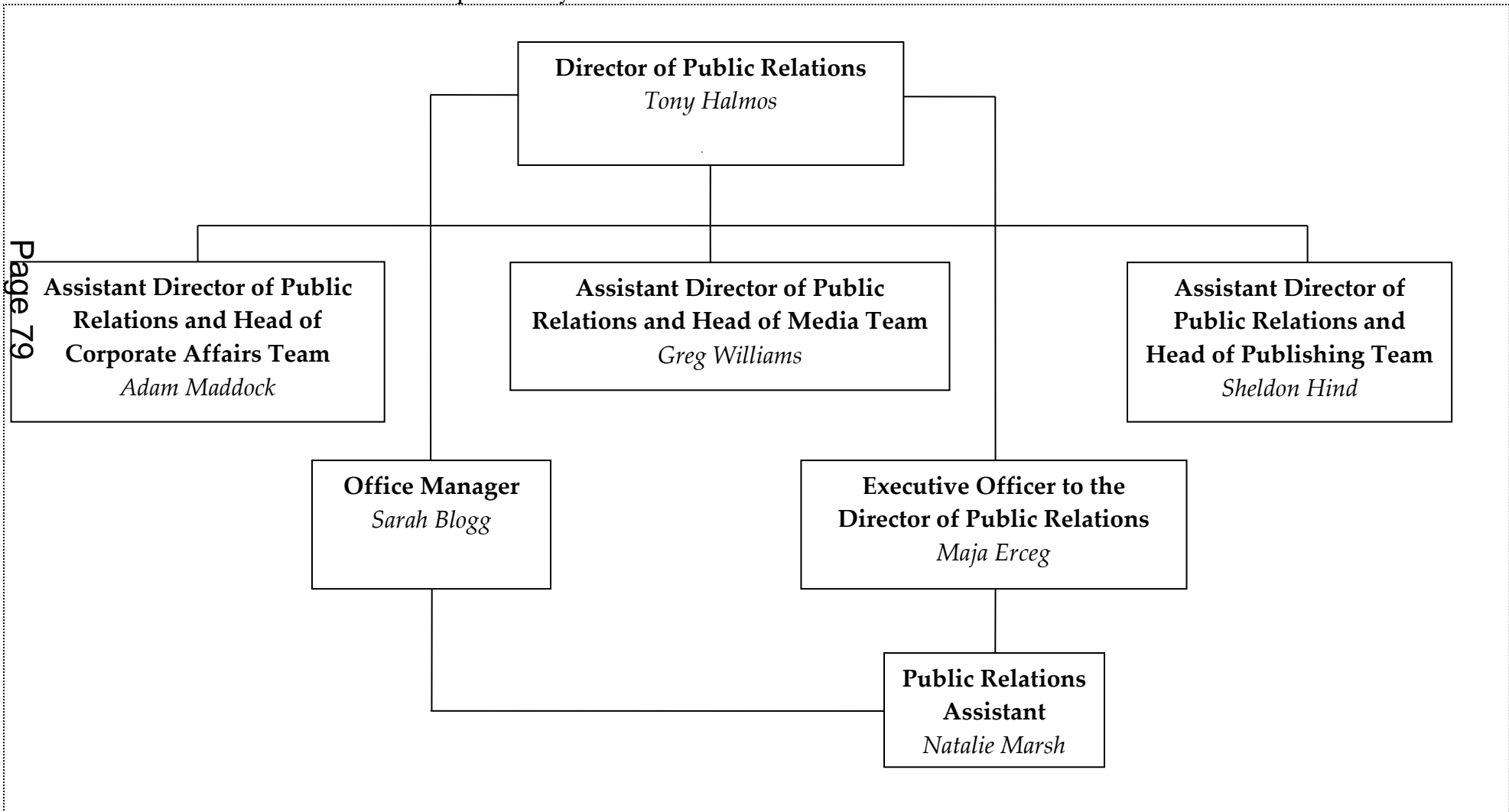
## Annex 2 - Performance Indicators

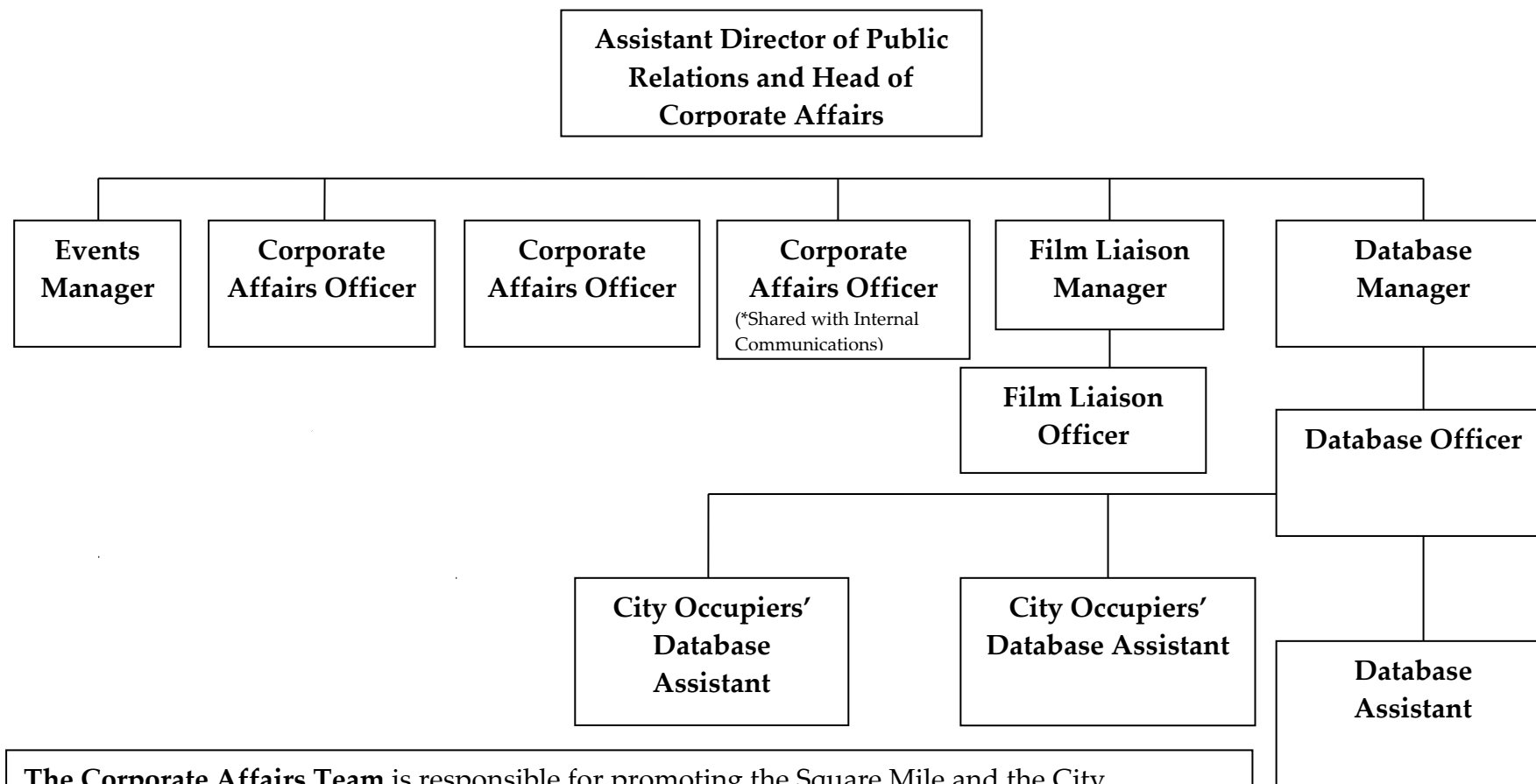
The Public Relations Office and Director of Public Relations seek to measure on an ongoing basis the outcomes of the work performed by the Office in order to ensure that it successfully implements the Communications Strategy 2015-18. This is done in a number of ways:

- Implementing, evaluating and responding to the triennial polling of the City Corporation's key audiences as outlined in the Communications Strategy; this polling was most recently conducted in 2013 by TNS and is due to be conducted again in 2016 with the tendering process and questionnaire production taking place in this financial year.
- Monitoring the number of businesses registered and voters appointed during the annual electoral registration process, and ensuring that the City Occupiers' Database remains up-to-date at all times.
- Reviewing the quantity of media coverage – in print, online and broadcast – of the City of London Corporation.
- Monitoring social media through advanced e-radar software and increasing knowledge of staff across the organisation of this capability.
- Testing staff awareness, across the organisation, of internal communications channels through interactive events and the level of responses to invitations and offers made through these channels.
- Implementing and evaluating, in consultation with the Lord Mayor and Chairman of Policy and Resources, activities with key thinktanks and partner organisations, mainstream domestic political parties and other relevant audiences.
- Reviewing the use of the website through Google Analytics, the Customer Carewords project and other software to help shape its structure and content for the best user experience.
- Developing greater online options for communication with residents, businesses and other key audiences, while balancing the need for specific printed content.

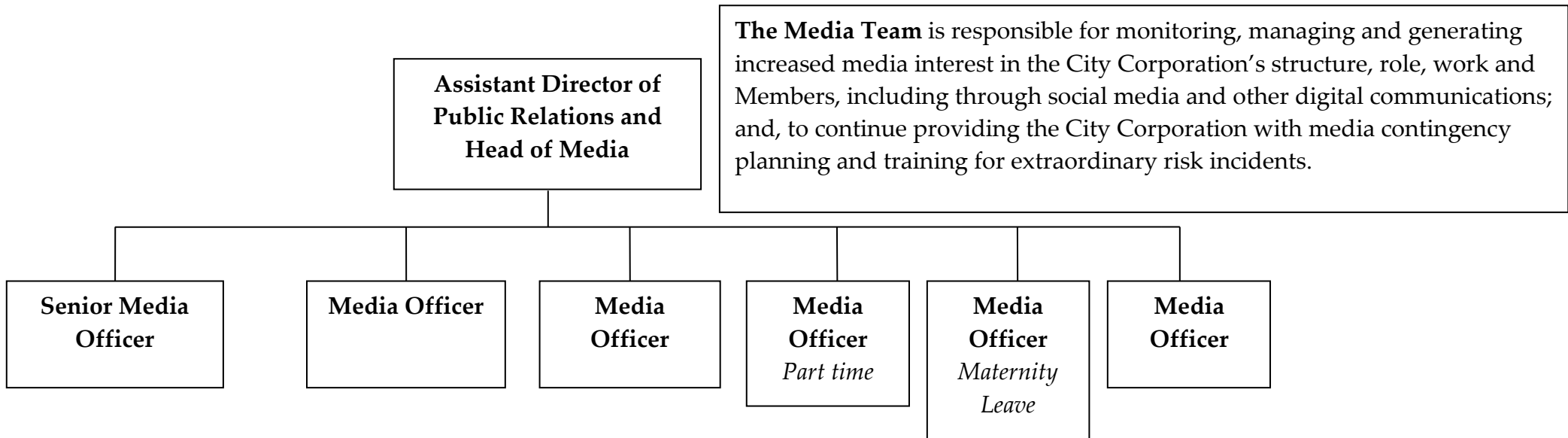
### Annex 3 - Public Relations Office Structure Chart

The Director of Public Relations – supported by a small team comprising an Office Manager, Executive Officer and PR Assistant – has overall responsibility for the supervision of the work of the Office, which is carried out through the Corporate Affairs, Media and Publishing teams. Further information about the areas of responsibility for each team and their structure can be found in annex 3.

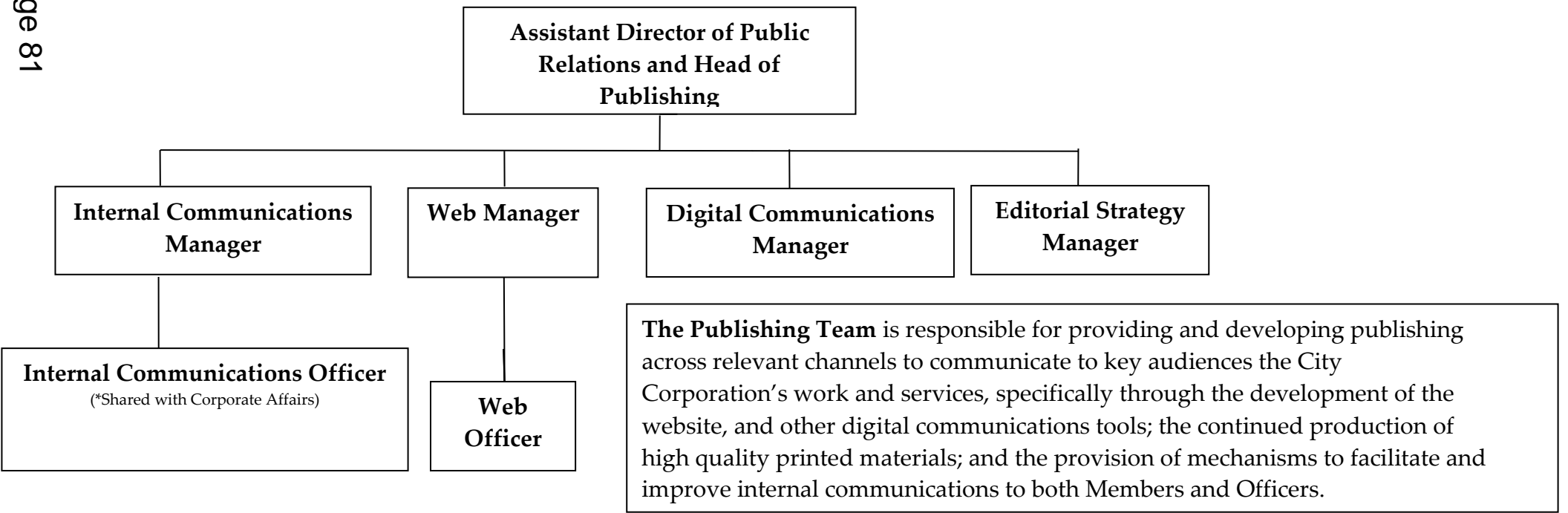




**The Corporate Affairs Team** is responsible for promoting the Square Mile and the City Corporation's work to its key audiences, as outlined in the Communications Strategy 2015-18, through the development and management of the City Corporation's political contacts and events programme; the management of the City Occupiers' Database, and contributing to the management of the annual City worker registration process; and, the management of the City Corporation's Film Location work.



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## **Annex 4 - Workforce Capability, Health and Safety, Property and Asset Management**

### **Workforce Capability**

#### Learning and Development

The Public Relations Office values and fully supports the encouragement of staff to develop and enhance their knowledge, skills and experience. Staff are given the opportunity to discuss, identify and prioritise strategic learning and development opportunities for the year ahead through the performance and development framework. In 2015, the main focus will be to develop wider City Corporation knowledge across the office. The Public Relations Office ensures its learning and development activities are aligned with the four key principles of the corporate Learning and Development Strategy. This is applied through different techniques: e-learning; internal and external training courses; mentoring and work-based learning; and evaluating learning and development activities. The Director of Public Relations will be required to complete the designated template twice a year, outlining the impact of significant learning and development on an individual, team or the organisation as a whole. The Public Relations Office continues to fully support the organisation's Investor in People (IIP) accreditation, specifically by achieving the 'stretch standard' over the period of this Business Plan.

#### Equality and Diversity

The Public Relations Office is fully committed to supporting and promoting equality of opportunity. Equality and diversity are incorporated into all aspects of the business and the work it delivers, ensuring it responds to the needs of our staff, stakeholders and service users. The City of London Corporation website conforms with level AA of the Web Content Accessibility Guidelines. The websites PDF files are currently being made accessible to improve this rating.

### **Health and Safety**

The Public Relations Office recognises the importance of health and safety throughout the Office, it ensures that all staff are supported in terms of the aspects of the work environment, this includes DSE regulations, general risks in the workplace, eg equipment and workstations and general office conditions. Colleagues continue to be encouraged to report all issues, both physical and those relating to staff welfare, to the Office Manager, who will report and action appropriately.

### **Property and Asset Management**

I confirm, as Director of the Public Relations Office (PRO) that PRO is utilising its assets efficiently and effectively, and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by PRO continue to be challenged appropriately.

Signed [CHIEF OFFICER of DEPARTMENT]..... Dated.....

## Annex 5 - Departmental Risk Register

Risk No.	Risk (Short description)	Risk Owner	Existing Controls	Current Risk				Planned Actions	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
CR8	Negative publicity and damage to the City Corporation's reputation	Town Clerk and Director of Public Relations	Communications Strategy and experienced media/communications team in place. Also regular work with departments to increase understanding of reputational risk	Possible	Serious	A	↔	Continuing further work with PR Consultants to improve the City Corporation's ability to manage increasingly challenging reputational issues. Also increased work to embed communications issues more effectively across the organisation	Possible	Serious	A
PRO R1	A decrease in the number of firms and voters registered in the annual electoral registration process	Corporate Affairs Team and Electoral Services	Publicity and awareness raising activities to encourage registration; appropriately resourced COD team; engage with Members and other stakeholders to encourage registration	Possible	Minor	G	↔	Ensuring adequate staff resources for registration team in PRO, regular publicity and encouragement to Members to assist	Possible	Minor	G
PRO R2	Failure effectively to manage relationships with key stakeholders (e.g. City businesses, politicians, etc.)	Director of Public Relations / Assistant Directors	Continuing political and business contact programme; creating suitable opportunities to engage and using the most appropriate communications channels; efficient management of the CRM system	Rare	Serious	G	↔	Close coordination with LM and CPR to ensure active and continuing contact programme to cover all relevant areas	Rare	Serious	G

PRO R3	Crossrail funding model	Town Clerk, Chamberlain and Director of Public Relations	Crossrail Art programme well under way	Rare	Serious	G	↔	Successfully completed art programme	Rare	Minor	G
PRO R4	Failure to be able to update the City of London Corporation's website	Director of Public Relations / Director of IS / Assistant Directors	Multiple access arrangements in place for both remote and networked updates	Rare	Serious	G	↔	Developing increased skills and knowledge in web editing etc across the organisation	Rare	Minor	G
PRO R5	Technology failure preventing the City Corporation sending out core messages through certain channels	Director of Public Relations / Assistant Directors	PRO staff have remote access via the network to update the website	Unlikely	Serious	G	↔	Work with IS to ensure remote non-networked access (including radios)	Rare	Serious	G
PRO R6 Page 84	A failure in the arrangements of an event leading to risk to the organisation's reputation	Director of Public Relations and Corporate Affairs Team	Clear 'political' direction given; emphasis on attention to detail in event planning (checks and balances); use of approved and reputable caterers/suppliers	Rare	Minor	G	↔	Ensure current detailed event planning procedures remain effective and up-to-date	Rare	Minor	G



## **Annex 6 - Review of performance and summary of key achievements in 2014-15**

The work and achievements of the Public Relations Office have reflected the medium-term strategy of the organisation, and the communications priorities that were outlined in the City of London Communications Strategy 2013-16 and equally took full account of changing circumstances and emerging priorities throughout the year. Some of the main highlights of activities from 2014-15 include:

### **To support and promote “The City” as the world leader in international finance and business services**

- Partnered with think tanks across the political spectrum to deliver a wide range of events including the Centre for Policy Studies, the Social Market Foundation, Institute for Public Policy Research, the Institute of Economic Affairs, the New Local Government Network, Politieia, the Foreign Policy Centre, Policy Network, CentreForum, Chatham House, Demos, Fabian Society, Bright Blue, New City Agenda, Open Europe, Policy Exchange, and the Smith Institute.
- The Party Conference programme has again formed a key aspect of the political contact programme. This year’s programme featured fringe meetings on growth at Liberal Democrat and Conservative Conferences, plus dinners with a London focus at the three conferences. Politicians involved in the programme included the Foreign Affairs spokesperson of the Liberal Democrats in the House of Lords Lord Wallace, the Chair of the London Liberal Democrat’s Mike Tuffrey, the Shadow Infrastructure Minister Lord Adonis, the Shadow Employment Minister Stephen Timms MP, the Chair of London Councils Jules Pipe, the Financial Secretary to the Treasury David Gauke MP, the Treasury Select Committee Chair Andrew Tyrie MP, and the Mayor of London’s Chief Economic Adviser Gerard Lyons.
- Extensive media coverage of the range of work carried out by the City Corporation continued in both UK and abroad: over the course of 2014-15, there were Print Media Stories for the year: 5,879. There number of unique visits to the websites’ Media Centre (3 Nov-10 Jan) were 43,700.
- Successful media coverage was achieved in support of international visits made by the Lord Mayor and Policy Chairman, including visits to China, Latin America, the Gulf, Turkey, and the US, as well as on a range of topical domestic issues.

### **To promote the success of the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile**

- At the end of the 2014 registration process the total provisional number of registered voters appointed by City firms is 13,855 from 3,612 firms (this includes the “carry-forward” of those who registered in 2013, but did not submit a registration this year). 269 more firms and 558 more voters were actually registered this year compared to the previous year. However there was an overall decline in the number of voters and firms due to the decline in the number of “carried forward” voters. As it will be necessary to discontinue the “carry

forward” process as a result of legal changes, it is useful to note that the “carry forward” for 2013 was 4026 voters (26% of total registrations), but in 2014 it was just 2114 voters (15% of total registrations).

- The regular CityAM adverts have been used to promote the work of the Lord Mayor and Policy Chairman, public consultations, and other services provided by the City Corporation.
- A concerted campaign by taxi drivers to reverse changes to Stonecutter Street was addressed through the corporate and @squarehighways Twitter feeds; feeds for recycling, drug use and health and safety in the workplace, tips and ‘myth-busting’ have also been launched.

### **To promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole**

- Provided public relations and media support for the Hampstead Heath Ponds Project.
- Undertaken work to ensure the City Corporation’s plays its full role in the centenary of the First World War (2014) and 800<sup>th</sup> anniversary of the Magna Carta (2015)

### **Reputation management, risk management and emergency plans**

- The emergency communications plans were updated in line with the increased use of social media; the Public Relation Office has begun using a sophisticated social media monitoring service to better gauge patterns of online opinion about the City Corporation.

### **Engaging with City of London Corporation key audiences and stakeholders**

- Continued engagement with UK and European politicians through private meetings, seminars, conferences, roundtable discussions, and keynote speeches.
- Undertaken triennial polling of the City Corporation’s key audiences; reported results to Members and Officers, and worked closely with departments to respond to issues arising from the results. Public Convenience polling was undertaken to understand awareness and satisfaction levels among City of London residents, visitors and workers.
- Continued to develop and enhance the City Corporation’s website involving service areas and staff from across the organisation in a devolved editorial structure under four clusters.
- Continued to develop the organisation’s social media offering. This now includes 51 Twitter feeds, 23 Facebook pages, 8 apps, 4 Flickr accounts, 6 Pinterest pages, 4 blogs and 3 YouTube channels with over 200 videos.
- Communications to staff continue to be enhanced through internal communications channels including *The Leader*, eLeader, the Town Clerk’s blog and masterclasses.

## Annex 7 - Focus for the work of the Public Relations Office 2015-16

In line with the Communications Strategy 2015-2018, over the course of 2015-16 the following activities will provide the main focus for the work of the Public Relations Office. This list is not intended to cover all issues for every service area, or set any order of priority:

- Promoting and developing the City's role not just in the London economy but also in the UK and EU economy, mindful in particular in the current year of possible implications of the General Election in May 2015;
- Supporting the work to maintain the City's international competitiveness, including the relevant role of the EU Single Market;
- Continuing to highlight the important role played by the creative industries in Tech City and beyond in the UK economy;
- Promoting the City Corporation's work in partnership with London's communities, specifically on education and employability, mindful in particular of the Mayoral and London Assembly elections in May 2016;
- Promoting the City Corporation's role in contributing to London's culture, history and green spaces, including the Magna Carta 800<sup>th</sup> Anniversary in 2015, the planning for the 350<sup>th</sup> anniversary of the Great Fire in September 2016, and the continuing ponds project at Hampstead Heath;
- Promoting London as a global centre for social investment and philanthropy through better business practices;
- Preparing for the General Election in 2015, and the London Mayor, Greater London Assembly and US Presidential elections in 2016;
- Preparing for the triennial opinion polling of key audiences in 2016;
- Encouraging the appointment of voters by City businesses in the run-up to elections for the Court of Common Council in 2017;
- Continuing to monitor, engage with and expand the use of social media and other digital communications, including the website;
- Ensuring good and improving internal communications with Members and employees;
- Furthering the City Corporation's transparency agenda;
- Supporting the work of the City of London Police as the lead force in the UK for combatting economic crime, including cyber-enabled crime;
- Handling communications issues, both external and internal, around the service-based review;
- Handling any street works, highway management, and road safety issues; and
- Promoting the City Corporation's responsibility for public health and support for the London-wide work on air quality.

### Horizon-scanning for challenges and opportunities in 2016-17 and 2017-18

#### 2016-2017

- Run-up to possible referendum on British membership of the EU
- London Mayoral and Assembly Elections, *5 May 2016*
- 400<sup>th</sup> Anniversary of the death of William Shakespeare, *23 April 2016*
- Centenary of the First World War – Battle of the Somme, *1 July 2016*

- 350<sup>th</sup> Anniversary of the Great Fire of London, 2 *September 2016*
- US Presidential and Congressional elections, 3 *November 2016*

2017-2018

- Possible referendum on British membership of the EU
- French Presidential and National Assembly elections, *May and June 2017*
- German Bundestag elections, *September 2017*

<b>Committee:</b> Public Relations / Economic Development Sub	<b>Date(s):</b> 19 February 2015
<b>Subject:</b> Political and Business Contact Programme – Events Report	<b>Public</b>
<b>Report of:</b> Director of Public Relations & Director of Economic Development	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>The Public Relations Office and Economic Development Office are together responsible for delivering the City Corporation’s political and business contact programmes. As part of these programmes, roundtables – usually hosted by the Chairman – are regularly held with key politicians and business leaders, invariably under the Chatham House Rule. Details of these events, including attendees and topics of discussion, are provided in this report.</p> <p><b><u>Recommendation</u></b></p> <p>The Sub-Committee is asked to note the information in this report.</p>	

## **Main Report**

1. The Public Relations Office and Economic Development Office maintain, on behalf of the City of London Corporation, relationships with a range of politicians and businesses. One key element of the political and business contact programmes is for the Chairman of the Policy and Resources Committee to host roundtables – breakfasts, lunches and dinners – with members of HM Government and Opposition, overseas governments and international institutions, and business leaders.
  
2. The attached annexe outlines details of the roundtables that have taken place since November 2014. Invariably these roundtables are held under the Chatham House Rule. Within this constraint, this report seeks to update your Committee on the roundtables which have taken place, specifically the attendees (with other City Corporation hosts named) and topics of discussion.

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Annexe: CPR Roundtable List

Date	Event	Guests	Topics of Discussion
3 Nov, 2014	<b>Dinner after Brussels Reception</b>	Jeremy Mayhew  The dinner was attended by senior representatives from City businesses, MEPs, Commission officials, officials from the UK Representation to the EU, and other EU policy makers.	The dinner provided an opportunity to have a wide-ranging discussion on issues such as UK-EU relations, the EU reform agenda, Capital Markets Union, the priorities of the new Commission and engagement with the European Parliament.
13 Nov, 2014	<b>Advisory Council for China Dinner</b>	Lord Green, Chairman of the Advisory Council of TheCityUK, City firms, members of the Advisory Council and senior representative from the Chinese Embassy.	The discussion focused on the City Corporation's work programme for China, including the Renminbi Internationalisation working group, UK-China trade and other areas of cooperation.
20 Nov, 2014	<b>Lunch with Lord Wood of Anfield</b>	Catherine McGuinness  This lunch discussion with Ed Miliband's key adviser Stewart Wood focussed on localism and devolution and was organised in partnership with the New Local Government Network.  The lunch was attended by a mixture of Councillors, Council Officers, Academics, think tank representatives and business figures.	The discussion covered a number of areas, notably the importance of adequate scrutiny, the difficulty of attracting high quality people into Local Government, which services are suitable for devolution, the Manchester Deal and how similar agreements could be extended to other areas, the impact of the digital revolution on service provision and the need for devolution of property taxes.
25 Nov, 2014	<b>Lunch with Labour Parliamentary Candidates</b>	Catherine McGuinness.  This roundtable discussion with Labour Candidates in the forthcoming	The discussion covered a wide range of areas including the work of the City Corporation and the IPT, the Labour Party's relationship with business, the UK's relationship with the European Union, visas and migration,

Annexe: CPR Roundtable List

		General Election and representatives of business was organised in partnership with the Industry and Parliament Trust.	infrastructure, education and employability.
14 Jan, 2015	<b>Dinner with Shadow Europe Minister Pat McFadden</b>	This dinner was attended by a range of representatives from City firms and trade associations.	The discussion focused on the importance of the Single Market to the financial sector and Labour's approach to the EU. McFadden confirmed that Labour was in favour of the UK remaining in a reformed EU but only supported a referendum if additional powers were to be transferred from the UK to the EU. Reform could best be achieved by forming alliances with like-minded countries and should be viewed as good for the entire EU rather than just for the UK. The importance of the financial sector to the UK economy was noted and the importance of its role in financing the wider economy.
19 Jan, 2015	<b>Lunch with Conservative Parliamentary Candidates</b>	Jeremy Mayhew, Alex Deane  This roundtable discussion with Conservative Candidates in the forthcoming General Election and representatives of business was organised in partnership with the Industry and Parliament Trust.	The discussion covered a range of areas including the role of City Corporation, the work of the Industry and Parliament Trust, education and employability especially in central London, provision of IT skills, airport capacity, energy infrastructure, housing supply in London, migration/visas and the UK's relationship with the European Union.
19 Jan, 2015	<b>Lunch with Shadow Chancellor Ed Balls and former US Treasury Secretary Larry Summers</b>	Charles Bowman  This lunch was stimulated by the publication of a Centre for American Progress report. The lunch was attended by a mixture of City business figures and people associated with the	Summers and Balls set out the main themes of the report which they had published in Washington the previous week and London that morning. The report highlighted the changed nature of developed economies, following the financial crisis, with especially the problem of such economic growth as there is being highly unevenly distributed, with in some countries the risk of little or no



Annexe: CPR Roundtable List

		report.	<p>income growth for very large numbers. This creates not just economic but broader political threats, which need to be recognised.</p> <p>The discussion centred around, first, the real extent to which this problem existed and whether it was temporary – during the current recession – or was going to be more permanent or at least longer lasting. Second, the discussion looked at the scope for countering these trends successfully, with the focus on taxation levels for the better off – and the negative economic effects these may cause; the role that could be played by financial regulation; and the job of the state, through welfare payments etc to handle these issues directly.</p>
20 Jan, 2015	<b>Dinner after Open Europe Conference</b>	<p>Jeremy Mayhew</p> <p>Lithuanian Finance Minister, senior FCO official, Board members of Open Europe, Member of Treasury Select Committee, representatives of senior City business.</p>	<p>Following the conference hosted by the City Corporation the same day, which included a keynote speech by the Deputy Governor of the Bank of England, Sir Jon Cunliffe, the dinner provided a private forum for discussing the priorities of the European Commission, the potential of Capital Markets Union to facilitate growth, the situation in the Eurozone and UK-EU relations.</p>
21 Jan, 2015	<b>Create Streets Dinner</b>	<p>This dinner discussion, organised in partnership with Create Streets, focussed on housing and estate regeneration in London.</p> <p>The dinner was attended by a mixture of Councillors, Officers, academics, housing experts and business figures.</p>	<p>The topics that were discussed during the roundtable were building styles, densities and cost efficiency, funding models, the role of market forces, regulation and constraints, the role of local authorities and a consideration of London specific features.</p>

Annexe: CPR Roundtable List

29 Jan, 2015	<b>Lunch with Liberal Democrat Parliamentary Candidates</b>	This roundtable discussion with Liberal Democrat Candidates in the forthcoming General Election and representatives of business was organised in partnership with the Industry and Parliament Trust.	The discussion covered a number of areas including the role of the City Corporation, the European Union, Infrastructure and Investment, London's economic relationship with the rest of the UK, perceptions of the City, devolution and city-regions, immigration/visas and education and employability.
3 Feb, 2015	<b>Foreign Policy Centre Dinner – Roundtable Discussion with Rt Hon Jeremy Browne MP, Rt Hon Dominic Grieve QC MP and Stephen Twigg MP.</b>	The discussion was chaired by Deborah Mattison, co-founder of BritainThinks with the <i>The UK in the world: 2015 and beyond</i> .  The other guests were a mixture of City and wider business representatives.	The topics discussed included internationalism versus isolationism, challenges imposed by Islamic terrorism, possible implications of the UK's exit from the EU for the UK business in general and the financial services in particular (the City of London), the need for Europe wide reforms and challenges for EU's Neighbourhood Policy, UK's engagement with BRIC countries, working within alliances as well as through wider networks, the role of international aid, fragmenting of domestic political parties, rebalancing the North – South divide.

**Future Roundtables:**

- 12.02.15 President of the Bundesbank dinner (following lecture)
- 17.02.15 UK Ambassador to China lunch
- 26.02.15 London Councils Executive dinner
- 03.03.15 Dinner with Jon Cruddas and Liam Byrne
- 11.03.15 Lord Livingston dinner (following lecture)

Annexe: CPR Roundtable List

- 17.04.15 Anglo French roundtable lunch
- 19.05.15 London Councils 50th anniversary Borough dinner (following lecture)

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<b>Committee:</b> Public Relations/Economic Development Sub	<b>Date(s)</b> 19 February 2015
<b>Subject:</b> City of London Ward Elections	<b>Public</b>
<b>Report of:</b> Director of Public Relations/Electoral Services Manager	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>This report aims to give an overview of the City of London’s ward elections and, in particular, the registration processes associated with them. The report gives consideration to the background and history, the 2014 worker voter registration process, the voter carry-over, online registration, the diversity of the electorate, residential registration and turnout in City elections.</p> <p><b><u>Recommendation</u></b></p> <p>Members are asked to note the contents of the report and discuss issues that may arise from it.</p>	

## Background and History

1. The present voting franchise in the City is set out in the City of London (Ward Elections) Act 2002. Previously only sole traders and unlimited liability partnerships had been able to appoint voters. The Act extended this to include a wide range of qualifying bodies and therefore made the electorate more representative of the modern City. Each incorporated body or organisation, whose premises are within the City of London may appoint a number of voters based on the number of workers it employs. Limited liability partnerships also fall into this category.
  
2. The Act sets a qualifying date of 1<sup>st</sup> September. In order to be eligible to appoint voters a qualifying body must have been based in the City for 12 months prior to the qualifying date. The number of employees at premises on the qualifying date determines the number of voters that they may nominate. Bodies employing fewer than ten workers may appoint one voter, those employing ten to fifty workers may appoint one voter for every five; those employing more than fifty workers may appoint ten voters and one additional voter for every fifty workers beyond the first fifty.

3. Eligible voters must be at least 18 years old and a citizen of the United Kingdom, a European Union country, or a Commonwealth country. (N.B. Non-UK EU citizens are ineligible to vote in Aldermanic elections.) In addition, only certain individuals may be appointed as voters. Under section 5 of the Act, the following are eligible to be appointed as voters
  - Those who have worked for the body for the past year at premises in the City
  - Those who have served on the body's board of directors for the past year at premises in the City
  - Those who have worked in the City for the body for an aggregate total of five years
  - Those who have worked mainly in the City for a total of ten years and still do so or have done within the last 5 years.

In addition, residents who work in the City are only allowed to vote once in City elections.

4. The annual worker voter registration process takes place in the 14 week period between the qualifying date of 1<sup>st</sup> September and the registration deadline of 16<sup>th</sup> December. The ward list is then published in February and cannot be amended until the following year.

### **2014 Worker Vote Registration Process**

5. The annual worker voter registration work employs a number of tactics and devices to assist the process:
  - i. The City Occupiers Database (COD) team start the annual ward survey in January. During the ward survey they visit and analyse every building in the City to determine the organisations located in the building and the number of people that they employ. The success of the worker voter registration process is a function of the quality of the COD data and at present the COD team only have the resource to examine each premise once per year.
  - ii. All eligible qualifying bodies receive three mailings during the registration period, the first of which is sent prior to the qualifying date. The mailing contains a letter from the Town Clerk, the registration form and literature that explains the process.
  - iii. The City Occupiers Database and Electoral Services teams follow up the mailings and encourage businesses to return the forms

- through a continuing and extensive series of emails, phone calls and face to face meetings.
- iv. For the first time this year there was a member of the electoral registration team that worked exclusively on worker voter registration during the registration period.
  - v. A dedicated team concentrate on personal visits to small shops, bars and restaurants
  - vi. Letters returned to sender from these mailings are used to update the COD data and ensure that further mailings are not sent to non-existent companies.
  - vii. Advertisements through City AM, e shots and other media are used to raise awareness and encourage businesses to register.
  - viii. There is a section of the City of London's website dedicated to City Elections including voter registration.
  - ix. Members also assist in the registration process, especially through providing updated information on the movement in and out of their wards of individual firms.
6. At the end of the 2014 registration process the total provisional number of registered voters appointed by City firms is 13,855 from 3,612 firms (this includes the "carry-forward" of those who registered in 2013, but did not submit a registration this year). 269 more firms and 558 more voters were actually registered this year compared to the numbers actually registered in the previous year. However, there was an overall decline in the number of voters and firms due to the decline in the number of "carried forward" voters. The total theoretical business electorate is 27,346 from 7,107 organisations, though the real figures will be less than this due to reasons of ineligibility and firms no longer actually existing despite still being on the COD database.
7. A number of issues associated with worker voter registration have been identified:
- i. The high levels of satisfaction with the way in which the City Corporation performs its functions means that firms often do not see the need to register.
  - ii. The extremely fluid nature of the City workforce means that it is often not easy to retain contacts.
  - iii. The current structure of registration is rather restrictive and a rolling register would greatly improve the accuracy of the Ward lists. It would also be more efficient as the City Occupiers Database team could carry out the ward surveys and registration at

the same time. However, this change would require primary Parliamentary legislation.

- iv. It is more difficult to register voters in the ‘fallow’ years in which there is a not complete election for all 100 Common Council seats.
- v. There is a concern that the pressure to take up their full entitlement may deter firms from participating. The electoral services and COD teams feel that this may be true in isolated cases but isn’t a widespread problem.
- vi. In the past, the lack of contested elections had caused some frustration amongst the contacts who carry out the registration process in the firms but this is much less of an issue than it had been.

### **Voter Carry-Over**

- 8. In previous years the firms that did not register in a particular year but had registered in the previous year were re-registered in a carry-over process. In 2014 2,114 voters were carried over in this manner which represents 15% of total registrations. This compares with 4,026 voters and 26% of total registrations in 2013. The carry over process is being discontinued in 2015, which will have a positive effect on the accuracy of the register.

### **Online Registration**

- 9. A trial of online registration took place during the 2014 registration canvass. Businesses that were included in the trial were still sent a registration form. On the form, and covering letter they were directed to a website where they could update the information for their business. Each business was given a unique ID and passcode which they had to enter when they registered online. The online form, like the paper form, was prepopulated with the businesses’ existing voter information. Alternatively, businesses could still complete and return the paper form in the traditional way.
- 10. The businesses that were chosen for the trial were predominantly those that did not respond during the canvass in 2013. Additionally, some of the larger businesses with multiple premises, and those that in the past have requested forms to be emailed to them were also included in the trial. The businesses were a mix of qualifying bodies, sole traders and partnerships. They were spread across all 25 wards and their voter entitlement ranged from 1 to over 50.



11. In total 974 businesses were included in the trial, although of these 118 were identified during the canvass as having moved. Of the remaining 856 businesses, 97 registered online (11.3%). Another 66 registered by post (7.7%).
12. While the numbers and percentage of businesses using the online registration service may seem low, the fact that the majority of those included in the trial were businesses that did not register in 2013 indicates that there were already difficulties in engaging them in the registration process. However, that this number of such businesses decided to use the online system rather than returning a paper form is an encouraging trend. The evidence from other local authorities that have used telephone and internet registration for residents is that year on year the numbers and percentages using the system increase as people get used to using the new service. Should online registration be rolled out to all businesses, it is not unreasonable to expect an improved take-up, particularly when businesses that are more engaged in the registration process are also able to register in this way. In addition, there is scope for significantly increased information regarding the online service to be included in the leaflet and other information sent to businesses.

### **Diversity of Worker Vote Electorate**

13. Analysis of the ward lists suggests that 29% of the worker voters are female which compares to the latest ONS estimate of 38% for the overall City workforce. Analysis of the job titles for over 2500 workers in larger firms suggests that approximately 55% of voters are senior level (at least board level or partner), 25% are middle management and 20% are junior staff. Efforts are made during the registration process to encourage firms to have electorates that are representative of the overall workforce where it is reasonably practicable.

### **Residential registration**

14. Electoral Services conduct a thorough canvass of all residential addresses to register the residents on the ward lists. A household registration form is sent to each address before the end of August. This is followed up with a reminder form to non-responding addresses before the end of September. A team of personal canvassers are then employed to visit those addresses that still have not responded during October and November. The canvassers are required to make at least 3 visits to each address, although they will often make more visits. Once they have made their final visit, if

they still have not obtained a completed form, then they deliver a final form.

15. Prior to the personal visits, information provided from council tax data is used to identify properties that are short-let. These addresses are not personally canvassed, so that canvassers can focus their time and effort on properties where potential electors reside.

### **Turnout in Common Council By-elections and Aldermanic Elections**

16. The Wardmote for an Aldermanic election has to take place within 42 working days of the Alderman's surrender of office at the Court of Aldermen. If this happens towards the end of the year, then it is a legal requirement to hold the election while the old ward list is still in force. Non-UK EU citizens are also ineligible to vote in Aldermanic elections.
17. Listed below are the turnout figures in Common Council by elections and Aldermanic elections since 2009 showing the month of the contest. In theory the register for elections in March should be most complete, and January the most incomplete and there does appear to be a loose correlation. It is also clear that elections in the wards with large electorates suffer from smaller turnouts, especially the very large wards in the west of the City.

<b>Ward</b>	<b>Contest</b>	<b>Month</b>	<b>Turnout %</b>
Aldersgate	Ald	Jun 11	31
Bassishaw	Ald	Apr 10	44
Bishopsgate	CC	May 11	21
Bishopsgate	CC	Nov 11	13
Bishopsgate	Ald	Dec 14	24
Bread Street	Ald	Mar 13	35
Broad Street	Ald	Jul 13	18
Castle Baynard	CC	Feb 14	11
Cheap	CC	Mar 14	33
Coleman Street	Ald	Nov 13	27
Dowgate	Ald	Dec 14	29
Farringdon Within	CC	Mar 11	19
Farringdon Within	CC	Jul 12	11
Farringdon Within	Ald	Oct 13	18
Farringdon Without	CC	May 11	11
Lime Street	CC	May 11	54
Portsoken	CC	Sep 11	32
Portsoken	CC	Mar 14	44
Walbrook	Ald	Sep 09	54

As a comparison below is a list of the turnouts in London Borough By-Elections since 2012. There is a broad similarity between the tables especially when the large ward outliers are discounted. The discontinuation of the carry over will improve the accuracy of the City's registers and therefore have a corresponding positive effect on the City's turnout figures.

<b>Borough</b>	<b>Ward</b>	<b>Date</b>	<b>Turnout</b>
Barking & Dagenham	Longbridge	9 May 2013	29.8
Brent	Barnhill	3 May 2012	38.0
Bromley	Bromley Town	3 May 2012	42.8
Camden	Gospel Oak	14 March 2013	27.2
Hackney	Hackney Central	3 May 2012	41.5
Hammersmith & Fulham	Wormholt	7 February 2013	24.8
Harrow	Harrow on the Hill	7 November 2013	29.0
Havering	Gooshays	21 March 2013	20.6
Islington	St George's	21 March 2013	25.9
Kingston upon Thames	Beverley	25 July 2013	42.2
Lambeth	Tulse Hill	25 July 2013	20.0
Lewisham	Evelyn	28 March 2013	16.2
Merton	Colliers Wood	8 August 2013	29.9
Richmond upon Thames	North Richmond	3 May 2012	52.4
Southwark	East Walworth	29 November 2012	25.4
Sutton	Stonecot	6 December 2012	24.0
Tower Hamlets	Weavers	3 May 2012	44.6
Waltham Forest	Larkswood	12 July 2012	24.4
City of Westminster	Marylebone High St	2 May 2013	23.1

## **Conclusion**

18. Members are asked to note the contents of the report and discuss issues that may arise from it.

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<b>Committee(s):</b>	<b>Date(s):</b>
Public Relations and Economic Development Sub-Committee	19 February 2015
<b>Subject:</b> The General Election 2015 and the Constitution	<b>Public</b>
<b>Report of:</b> City Remembrancer	<b>For Information</b>
<b><u>Summary</u></b>	
<p>This report provides an overview of the constitutional issues that may fall for consideration in the event of a hung Parliament after the 2015 General Election. These include the principles of government formation, transitional arrangements, and the types of government that may be formed. It also outlines the procedural considerations in the event of a ‘snap’ second election in light of the Fixed-term Parliaments Act.</p>	
<b>Recommendation</b>	
<ul style="list-style-type: none"> <li>• Members are invited to note the contents of this report.</li> </ul>	

## Main Report

1. At the 2015 General Election, the electoral mathematics indicate that both the main parties may face significant obstacles to winning an outright Parliamentary majority. At the time of writing, most opinion polls suggest a hung Parliament.

### *Government Formation and Transitional Arrangements*

2. If the General Election does not yield a decisive result, the political parties will doubtless enter into discussions to determine which party (or parties) is (or are) best placed to form a government. During this time, the convention is that the incumbent Prime Minister and Ministers remain in office until the Prime Minister chooses to resign, or until the Government is defeated on a motion of no confidence in the House of Commons. For example, following the February 1974 election, Ted Heath remained in office for four days while he unsuccessfully attempted to make a deal, first with the Liberal Party, and then with the Ulster Unionist Party. Less swiftly, after the Conservatives lost their Parliamentary majority in

December 1923, Stanley Baldwin remained in office for six weeks until his government was defeated on a no confidence vote in its first confrontation with the newly elected House of Commons following the King's Speech.

3. The convention that the incumbent remains in office until he resigns or is defeated on a motion of no confidence in the House of Commons appeared to be little understood following the 2010 General Election. In the five days it took the Liberal Democrats and the Conservatives to agree a coalition, Gordon Brown was referred to as a “squatter” in Downing Street by some sections of the press. But to quote the Cabinet Manual, which outlines the principles of government formation following an inconclusive election—“An incumbent government is entitled to wait until the new Parliament has met to see if it can command the confidence of the House of Commons, but is expected to resign if it becomes clear that it is unlikely to be able to command that confidence and there is a clear alternative.”
4. The Sovereign appoints a new Prime Minister on the basis of who is best placed to command the confidence of the House of Commons. As the Cabinet Manual notes, the convention is for the Sovereign to remain impartial in this process. If there is any uncertainty or doubt as to who should form a new government, “it is the responsibility of those involved in the political process, and in particular the parties represented in Parliament, to seek to determine and communicate clearly to the Sovereign who is best placed to be able to command the confidence of the House of Commons.” This duty will typically fall to the incumbent Prime Minister.
5. During the transitional phase, incumbents are expected by convention to continue to observe *purdah* restrictions. The Cabinet Manual recommends a caretaker government refrains from initiating any new action of a continuing or long-term character, such as entering into large or contentious procurement contracts or making senior public appointments, unless delay would compromise the national interest or waste public money. If decisions cannot wait, the recommended procedure is for temporary arrangements to be put in place, or for decisions to be made in consultation with the Opposition. An example of such consultation occurred days after the 2010 General Election when Alastair Darling attended a meeting of European finance ministers to agree a €500bn scheme to alleviate the Euro crisis.

6. It is less clear when these transitional arrangements come to an end. According to the Cabinet Manual, it “depends on circumstances”, and may be, for example, when a new Prime Minister is appointed or when a government’s ability to command the confidence of the Commons has been tested. At the very least, they will remain in place for as long as it remains unclear which party or parties can command the confidence of the House of Commons. There is no constitutional time limit on how long the negotiations may take, and thus the transitional arrangements may remain in place for a significant period of time.
7. The constitutional position is also unclear on the question of whether or not a caretaker government must remain in place until there is clearly a government in waiting. When the House of Lords Constitution Committee examined the Cabinet Manual, it concluded that no such duty existed. The Cabinet Manual has this to say:

“Recent examples suggest that previous Prime Ministers have not offered their resignations until there was a situation in which clear advice could be given to the Sovereign on who should be asked to form a government. It remains to be seen whether or not these examples will be regarded in future as having established a constitutional convention.”

Presumably, were the Prime Minister to resign before an heir-apparent emerged, the leader of the largest party or a mutually agreeable temporary candidate would be invited to continue to uphold the transitional arrangements.

### ***Governing Without a Majority***

8. Four types of government could arise from inter-party discussions following a hung Parliament. First, a single-party minority government in which the governing party struck deals on an *ad hoc* basis with other parties to get a legislative programme through the Commons. The second option is a formal confidence and supply agreement, whereby a single party would govern as a minority, but with a formal agreement with one or more parties to back the government on motions of confidence and supply (motions proving funding for its policies). Such an arrangement existed between the Liberals and Labour from 1977 to 1978—when the Callaghan Government lost its majority as a result of several by-election defeats, the Liberals agreed to ensure it was not defeated on a confidence motion in exchange for being consulted on policy. The third option is coalition government, which (as with the current administration) consists

of Ministers from more than one party implementing an agreed programme of government.

9. A further, though unlikely, possibility is that of a coalition government, with ministers from more than one party, governing without a Commons' majority. Such a government could strike deals with other parties on an *ad hoc* basis. Alternatively, it could agree a confidence and supply agreement with an additional party, which would support the coalition government on votes of confidence, but would not occupy any Ministerial positions.
10. Minority government after an indecisive election is the historical norm. On five of the six occasions since 1900 when a general election has failed to produce a decisive single-party victory, minority government has followed. Prior to the 2010 General Election, coalitions had only emerged from war and the perceived need for national unity, or in the case of the National Governments of the 1930s, from the idea that a financial crisis demanded collective action. As in the 1930s, financial crisis appears to have been a relevant factor in the formation of the Cameron-Clegg Coalition. In less troubled times, Disraeli's maxim that "England does not love coalitions" may hold true.
11. On the other hand, it could be argued that the pre-2010 precedents date back too far to be of any relevance to modern political culture. Only two elections have produced a hung parliament since 1945, one of which resulted in a minority government and the other a coalition. Moreover, minority governments have not proved terribly successful in Britain. The Liberal minority government of 1910-15 was incapable of addressing industrial unrest, women's suffrage, 'Home Rule' and ultimately of responding to the demands of the First World War. The Labour minority government of 1924 survived for only nine months with little to show for it, while the Party's 1929-31 minority government lasted longer, but proved incapable in the face of economic crisis. In the 1970s, the Callaghan minority government presided over the 'winter of discontent'.

### ***Beyond May 2015 – Dissolution and the Fixed-Term Parliaments Act***

12. Traditionally, minority governments have not survived for the full term of a Parliament, either because they have lost the confidence of the House of Commons, or because the incumbent Prime Minister has used prerogative powers to call an election at a propitious moment in the hope of securing a majority.



13. The Fixed-Term Parliaments Act 2011 abolishes the prerogative power to dissolve Parliament and call a general election. Instead, the dates of polling and dissolution are fixed by a rule in the Act. There are two scenarios under which an early election may be called. First, if two-thirds of the Members of the House of Commons vote for a motion “that there shall be an early parliamentary general election.” Second, if a government is defeated on a motion “that this House has no confidence in Her Majesty’s Government”, a 14-day period ensues during which a new government may be formed from the House of Commons as presently constituted, or the incumbent government may attempt to regain the confidence of the House. If no government can secure the confidence of the House within 14 days through the approval of a motion “that this House has confidence in Her Majesty’s Government”, a general election will take place, with the polling day appointed by the Sovereign on the recommendation of the Prime Minister.
14. In other parliamentary jurisdictions with fixed-term parliaments, it has been possible for the head of government to engineer an early election by tabling a vote of no confidence in their own government. For example, the 2005 German Election was precipitated when the then Chancellor, Gerhard Schröder, engineered a vote of no confidence in his own government. There seems to be no obstacle to prevent British Prime Ministers doing the same, though it would seem to be very much of a last ditch option. If it were triggered, an election could still not be called until 14 days had elapsed during which no alternative government had been formed.
15. The foregoing considerations raise a final possibility not alluded to above—that no party, or combination of parties, is able to command the confidence of the House of Commons following an indecisive election. There is no automatic dissolution if inter-party negotiations are protracted or unsuccessful. Unless a motion “that this House has confidence in Her Majesty’s Government” were passed, it would seem that the caretaker arrangements outlined above would remain in place. Although the situation is unlikely, it implies the possibility of a protracted period of negotiation while the country would be presided over by a constitutionally hobbled government.

### *Conclusions*

16. The ultimate outcome of the 2015 General Election promises to be the most uncertain in a generation. The current Government will, in accordance with the usual constitutional norms, remain in power until it

formally resigns from office. In the event of a hung Parliament, it could remain in office for a significant period of time while inter-party negotiations are ongoing. In these circumstances, the Government would be bound by convention to observe *purdah* restrictions on incurring any long-term commitments, or making contentious policy decisions. A snap second election after an indecisive result is not ruled out by the Fixed-Term Parliaments Act, but the circumstances in which that eventuality might arise have been circumscribed.

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