



**CITY REMEMBRANCER'S OFFICE
BUSINESS PLAN 2015-18**

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BUSINESS PLAN 2015-18**

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1 Introduction

1.1 The overall aim of the Remembrancer's Office is to advance the City's interests in Parliament and to support and promote the City as the world leader in international finance and business services. Further information about the work of the Office is set out in Appendix A.

1.2 This business plan sets out the Office's priorities over the medium term and identifies how the Office will achieve its strategic aims and in doing so support the Corporate Plan and City Together Strategy.

1.3 Some of the key achievements of the Remembrancer's Office during 2014-15 are set out in Appendix C. The key challenges for the Office in 2015-16 will be:

- The changed political landscape following the General Election in 2015. The parliamentary team will assess the results of the general election, the likely moves towards devolution of central government services and funding to local government as they affect London.
- Subject to Court approval, the introduction of a City of London Open Spaces Bill. The proposed Bill would provide additional power to enable the open spaces to be managed in a more effective manner and would include provision for income generation in well-defined circumstances.
- The cross-cutting service based review of the effectiveness of hospitality, which will consider corporate hospitality. The review, which is under the sponsorship of the Remembrancer and will be overseen by the Corporate Events Management Group, will consider hospitality provided by the Remembrancer's Office, Public Relations Office (PRO), Economic Development Office (EDO), Mansion House and Culture, Heritage and Libraries (including Tower Bridge). Account will also be taken of linked venues including the Barbican Centre, Guildhall School of Music and Drama, the Museum of London and the Central Criminal Court.
- Growing usage of Guildhall and increasing income by attracting more commercial clients. Joined up working with other departments, particularly the Barbican, and cross-Corporation liaison through the Corporate Events Management and City Venues Groups, will assist in attracting new clients. Guildhall charges will be reviewed as part of the income generation cross-cutting service based review.
- A varied schedule of City events in 2015/16, including the 10th Anniversary of the London bombings, 75th Anniversary of the Battle of Britain, 75th Anniversary of the 101 (City of London) Engineer Regiment, the Churchill 21st Century Statesmanship Programme Conference and the anticipated Autumn State Visit and the Lord Mayor's Banquet. Other short notice events such as lectures or speeches by leading international figures will be arranged on a running basis in liaison with the Foreign and Commonwealth Office and the London Diplomatic Corps.
- The City Corporation's Customer Relationship Management (CRM) System, which loses standard support in July 2016. The Remembrancer's Office is working with IS department and other departments to identify an events contacts management system which will provide an up-to-date replacement necessary for the effective operation of City events.

2 Summary Business Plan

Our Strategic Aims are:	<ol style="list-style-type: none">1. Maintain the constitutional position of the City of London and promote the City's interests among opinion formers in Parliament, Whitehall, the Greater London Authority, London Diplomatic Corps and EU institutions' London offices.2. Commission and deliver events that support the interests of the City, the business community and the UK and, through the State Visits programme and other City related events, ensure that the City's traditions are suitably maintained and enhanced.3. Generate income from use of the Guildhall, consistent with the City Corporation's own needs, as a venue for commercial events.4. Deliver an efficient and effective service for the City's elected Members including arrangements for the Lord Mayor's Banquet, Committee Events and Common Hall.
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Our Key Objectives are:	<ol style="list-style-type: none">1. Analyse draft legislation and, where necessary, seek amendments, promote the City's own legislation, and provide briefings on City issues to Parliament (including to Parliamentary Committees) and other policy makers, including the Greater London Authority.2. Sponsor the 'effectiveness of hospitality' cross-cutting service based review and participate in the 'income generation' review.3. Deliver the City's programme of events for 2015/16 and develop a programme of events for 2016/17 including those reflecting significant anniversaries of relevance to the City and the nation.4. Promote greater co-ordination and joint working with internal departments including through the Corporate Events Management and City Venues Groups.5. Maintain and aim to increase usage of Guildhall for commercial events that generate income while enabling continued use of Guildhall for the City Corporation's own purposes.
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Our **Key Performance Indicators** are:

Description:	2014/15 Target	2014/15 performance	2015/16 target
Generating income from commercial bookings of Guildhall	£1.5m	£1.7m	£1.8m
Feedback from clients hiring Guildhall (after implementing new procedure)	N/A	N/A	Qualitative feedback from at least 50% of commercial clients.
Identifying new high grade clients wishing to hire Guildhall while maintaining the existing client base.	10	15 (exceeded target by 5)	10

Our **Staffing is made up of:**

- Headcount: 26 FTE
- Number of full timers: 26
- Sickness absence: 3.04 FTE days per FTE staff (for the year ending 31 Mar 2015)
- Gender: 11 Male, 15 Female

- Age range: 21 – 30 40%; 31 – 40 20%; 41 – 50 24%; 51 – 60 8%; 61+ 8%

- City of London Service: Under 1 year 12%; 1 – 5 years 36%; 6 – 10 years 16%; 11 – 20 years 20%; 21 – 30 years 16%

- Grade: A – E 76%; F – J 20% ; SMG 4%

Notes on Staffing Information:

1. Sickness compares favourably to the corporate average of 5.7 days for the same period. There was no long-term sickness in the Office.
2. The high proportion of 21 – 30 year olds reflects the policy of the Office to recruit able young events staff, who may typically leave after gaining experience in the Office to further their career.
3. In addition to the above, the Office has a pool of casual staff to assist at events.

3 Corporate requirements

Joined up working

- 3.1 The Office liaises increasingly closely with Mansion House, EDO and PRO, in the development of policy and the delivery of events at both Guildhall and Mansion House. The Corporate Events Management Group promotes closer working between departments. The Group, chaired by the Remembrancer, aims to strengthen the ways the Remembrancer's Office, EDO, PRO, Mansion House, the Department of Culture, Heritage and Libraries, the Barbican Centre and the Museum of London work together, in particular in the provision of events. An example of this is the co-ordinated working to identify and deliver the events relating to the centenary of the First World War, the 800th anniversary of Magna Carta and the 350th anniversary next year of the Fire of London.
- 3.2 The City Venues Group, chaired by the Assistant Remembrancer Ceremonial brings together representatives from Guildhall, Barbican, City Business Library, City Centre, Guildhall Art Gallery, Tower Bridge and the Museum of London to promote, and generate income for, the City of London and associated venues.
- 3.3 The Office increasingly works with partners to deliver events so as to maximise benefits to the City and reduce costs. Examples of this are the events in 2014/15 for the Global Law Summit and Inclusive Capitalism.

Service Based Reviews

- 3.4 The Office will be implementing departmental savings agreed as part of the Corporate Service Based Review initiative, namely:
- A reduction of £50,000 in the general hospitality budget with effect from 2015/16.
 - Additional income of £50,000 in 2016/17 by increasing commercial bookings, including by means of joint working with the Barbican.

The Remembrancer is the sponsor of the effectiveness of hospitality cross-cutting review, which will be overseen by the Corporate Events Management Group. The Office will also be participating in the income generation cross-cutting review and contributing to other reviews (such as the facilities management review).

Risk Management

- 3.5 The Office's Risk Summary is attached as Appendix E. The Office has three key risks: loss of income from Guildhall lettings, failure to deliver events in a safe and satisfactory manner and an adverse operational and reputational impact arising from the loss next year of standard support for the CRM database. The Remembrancer is also the risk owner for Corporate Risk 10 (adverse political developments undermining the effectiveness of the City of London Corporation). The risks are reported to the Policy and Resources Committee on a regular basis. A full copy of the register is available from the Business Support Manager on request.

Investors in People

- 3.6 Working within the framework provided by the Investors in People (IIP) Standard. The City of London recently achieved the bronze standard and is currently working towards the silver standard. A corporate Business Improvement Plan has been produced and the Office is addressing a number of actions identified in the Plan to ensure we support the City Corporation in successfully achieving the next stage of the IIP Standard.

Learning and Development

- 3.7 The Office will continue with its programme of bi-monthly meetings designed to improve working relationships with other departments and outside organisations. The City's Performance Development Framework and appraisal process and the Learning and Development programme will be used to improve staff development.
- 3.8 The upgrade of the Office's diary system, Artifax, commenced in March 2014. This is an initiative proposed by frontline members of staff, one of whom managed the project through to its installation. The upgrade will provide increased analysis of event data and produce reports that were previously done manually.
- 3.9 The Office continues to share resources and rotate tasks to ensure staff continue to develop and learn new skills. A number of learning activities identified as part of the IIP review, particularly in relation to management development will be explored.
- 3.10 The departmental procedure for recording and evaluating learning activity has recently been reviewed and an improved procedure is now being implemented.
- 3.11 The Office will continue to support local communities by providing work experience for students from local state schools and the City of London Boys' School Student Exchange Programme.

Health and Safety

3.12 A health and safety audit conducted last year was positive. Areas of good practice noted included:

- Good evidence of Chief Officer involvement in Policy development.
- Good incorporation of H&S into operational management meetings to help "normalise" safety
- Good evidence maintained and systems/procedures seen.

The recommendations, which included a review of manual handling and communication mechanisms, have been addressed.

Corporate social responsibility

- 3.13 The Office supports corporate social responsibility by including a social enterprise caterer, on the list of caterers eligible to cater at events at Guildhall. The caterer, Café Sunlight, provides employment, work experience and training opportunities to disadvantaged local residents.
- 3.14 The Office also stipulates that, wherever possible, all caterers make use of Fairtrade produce, support local suppliers and use fish from sustainable sources.
- 3.15 As stated above, the Office offers work experience placements to students from neighbouring boroughs.

Workforce Planning

- 3.16 The Events teams have a regular turnover of staff at event organiser level. This reflects our general policy of recruiting recently qualified, ambitious individuals who will stay with the City Corporation for a period before moving on to other organisations to further their careers. To cope

with the increased number of enquiries and provisional bookings for hiring Guildhall, an additional member of staff has been appointed on a one year fixed term contract.

3.17The Office is able to deploy resources flexibly through cross-team working and a programme of continuing training and the sharing of information across the Office. As part of this, the post of Attendant has been re-designated as a Business Support Assistant. The post-holder reports to the Business Support Manager but supports all areas of the Office, particularly the Private Events team.

3.18The Office has a pool of casual staff to assist at events. Casual staff are engaged in particular during the Autumn to assist during the busiest periods for City events. In addition, the Office welcomes staff from other departments who volunteer to assist at major City hospitality events.

Equalities and Diversity

3.19The Office adheres to corporate policies in relation to equalities and diversity. The Office responds to customer needs wherever possible in relation to catering and access requirements at events. Reduced rates for hiring Guildhall are offered to charities and the events teams assist in hosting events such as International Women's Day and the World Islamic Forum.

3.20The Office collaborates with a charity called Fareshare which provides food to more than 1,290 local charities and community organisations across the UK. These include homeless shelters, children's breakfast clubs, women's refuge centres and lunch clubs for the elderly. The Office liaises with the Guildhall eligible caterers so that surplus food following an event can be collected and distributed by the charity.

Data Quality

3.21 For the financial year 2015/16 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Signed:



Paul Double
City Remembrancer

Date: 24 April 2015

Remembrancer's Office Business Plan 2015/18: Key Improvement Objectives

Objective (relating to Key Objective 1)	To review the outcome of the General Election and the likely result of the London Mayoral election and determine the impact on the City Corporation.	
Priority and rationale	To protect the City's interests in Parliament, in respect of its local authority and private functions, the promotion of financial and business services in the City and its provision of services to London and the nation.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	All	1

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Produce a briefing document following the outcome of the general election.	By 15 May	Document produced and distributed to Members and Officers.	Parliamentary team	REM, PRO
Review the new Government's legislative programme and assess the impact of the proposals on the Corporation.	Within a week of publication of the programme.	Briefing produced and distributed.	Parliamentary team	
Introduce new MPs to the City's work.	On-going	Schedule of meetings arranged.	Parliamentary team	
Engage with relevant personnel following the appointment of Select Committees and produce analysis and briefings of parliamentary business. Distribute these briefings to Members, Officers and those in the City's wider constituency.	Within a week of parliamentary debates.	Briefing notes circulated.	Parliamentary Team	
Monitor the elections for the Mayor of London and the London Assembly and analyse the agendas of the candidates.	On-going	Briefing notes circulated.	Parliamentary Team	
Work closely with the Mayor of London's Office and make submissions to and provide briefings for Committees at City Hall on relevant issues.	On-going	City's interests represented.	Parliamentary Team	

Objective (relating to Key Objective 2)	Cross-cutting review of the effectiveness of hospitality.	
Priority and rationale	Cross-cutting initiative arising from Service Based Review. To provide a flexible yet co-ordinated and cost-effective approach to events related hospitality.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	KPPs 1 – 5	2

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Identify the scope and cost of City hospitality including budgets, facilities and staff numbers across all departments included within the review.	April	All costs identified and evaluated.	Events teams	REM, MH, EDO, PRO, CHL.
Review processes with a view to sharing best practice.	July	More efficient procedures identified.	Remembrancer	
Consider new ways of providing hospitality.	July	New ways of providing hospitality identified.	Remembrancer	
Consult with relevant Officers.	July	All relevant Officers consulted and views used to formulate proposals.	Remembrancer	
Prepare draft proposals.	July	Proposals submitted to the Corporate Events Management Group.	Remembrancer	
Consult with Members of Hospitality Working Party and General Purposes Committee of Aldermen,	October	Consultation undertaken.	Remembrancer	
Produce findings of the review and report to HWP, General Purposes Committee of Aldermen, and Policy & Resources Committee.	Before April 2016	Recommendations approved.	Remembrancer	

Objective (relating to Key Objective 5)	To identify further ways of promoting the Guildhall to commercial clients.	
Priority and rationale	To generate additional income from commercial lettings.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	KPPs 1 – 5	3

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Review ways of using the internet and social media for promoting Guildhall. This will include considering the use of social network sites such as 'Twitter' and reviewing the Guildhall events web-site.	October 2015	Increased exposure and enquiries via the internet.	Private events team	REM, PRO
Production of a revised on-line and hard copy brochure for Guildhall lettings.	June 2015	Revised brochure published and distributed. Website updated.	Private events team	To be costed.
Effective diary management for internal and external events so as to maximise occupancy of Guildhall.	Continuing	Successful management of the diary so that we are able to accommodate additional internal and paid events	Private events team	
Implement the new procedure for obtaining feedback from clients.	From April 2015	Qualitative and quantitative data which is evaluated quarterly and acted upon where appropriate.	Private events team	
Liaise with 'Unique Venues of London' to identify best practice at other venues and assess what can be used to improve operations at Guildhall.	Quarterly meetings	Continuous improvement/shared experiences and knowledge.	Private events team	

Objective (relating to Key Objective 4)	Joined-up working with other departments in relation to events.	
Priority and rationale	To ensure that all opportunities for maximising income is realised. To share best practice and to promote closer and more co-ordinated working between departments.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	KPPs 1, 2, 4, 5	3

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Working with the Barbican Centre to support each other in delivering events, including international conferences that make use of both Guildhall and the Barbican Centre.	Continuing	Additional events attracted to Barbican and Guildhall.	Private events team	REM, Barbican
Increase distribution of the joint Guildhall and Barbican brochure and explore other marketing opportunities working with the Barbican Centre's Marketing team.	Continuing	Increase in marketing activity resulting in increased bookings.	Private events team	REM, Barbican
Cross-referral of bookings to other City venues.	Continuing	Increased income generation for all City Corporation venues	Private events team	
Identify events that can take place in the Yard that will not have an adverse impact on income generation through Guildhall lettings nor on ceremonial and policy events.	Continuing	Successful Yard events take place consistent with the commercial and City use of Guildhall.	Events teams	City Surveyor's, CHL
Engaging with other corporate initiatives that impact on the use of Guildhall for events, particularly the review of Facilities Management services and the cleaning contract.	Continuing	Reviews take full account of events requirements	Events teams	City Surveyor's
Working with City Surveyor's FM team to ensure that the Guildhall functions areas are cleaned and maintained to a high standard.	Continuing	High standard of maintenance and cleanliness of Guildhall function areas.	Events teams	City Surveyor's

Objective (Relating to Key Objectives 2 and 5)	Undertake a full review of Guildhall Charging Policy and hire charges.	
Priority and rationale	To generate income through commercial lettings. The review will analyse the existing policy, ensure that all costs for hiring Guildhall are recovered and included in any hire charges, and review staff resources and budgets (both within City Surveyor's department and Remembrancer's Office) to ensure both are sufficient to deliver events successfully and maintain the Guildhall as a first class venue to hire. The review will be informed by the outcome of the income generation cross-cutting review.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	KPPs 1,2,4,5.	3

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Review the existing charging policy including charging categories.	July	Policy reviewed and recommendations identified.	Business Support team	
Review existing terms and conditions for hiring Guildhall.	July	Reviewed and amendments included	Business Support team	Comptroller's
Expand the current comparator list to evaluate how we compare against our competitors.	October	Comprehensive data collected.	Private events team	
Review all costs for events.	December	All costs identified.	Business Support team	Chamberlain's
Report to HWP and Policy & Resources Committee.	March 2016	Report submitted and recommendations approved.	Business Support team	Chamberlain's

Objective (relating to Key Objectives 3 and 5)	To work with IS department to identify and implement an events contacts management system for managing guest information for City events.	
Priority and rationale	The current CRM system will cease to receive standard support after July 2016. To ensure operational efficiency and avoid reputational damage, an effective event contacts management system is needed. The replacement system will also assist future marketing campaigns.	
Supporting:		
The City Together Strategy	Corporate Plan	Departmental Strategic Aims
All	KPPs 1, 2, 4 and 5	2 and 4

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Identify the needs of users in relation to invitations, table and floor plans and registration of guests.	July	Needs identified.	Events teams	REM, PRO, EDO, MH
Explore suitable software solutions which are readily available and cost (including annual maintenance costs).	September	Software identified.	Events teams	IS
Ensure compatibility of any proposed software on the City's IS infrastructure.	September	Compatibility assured.	Events teams	IS
Submit a proposal for adopting the selected software.	December	Proposal accepted.	Events teams	IS, REM, PRO, EDO, MH
Install new software.	April 2016	Successful installation	Events teams	Cost of software and associated running costs.

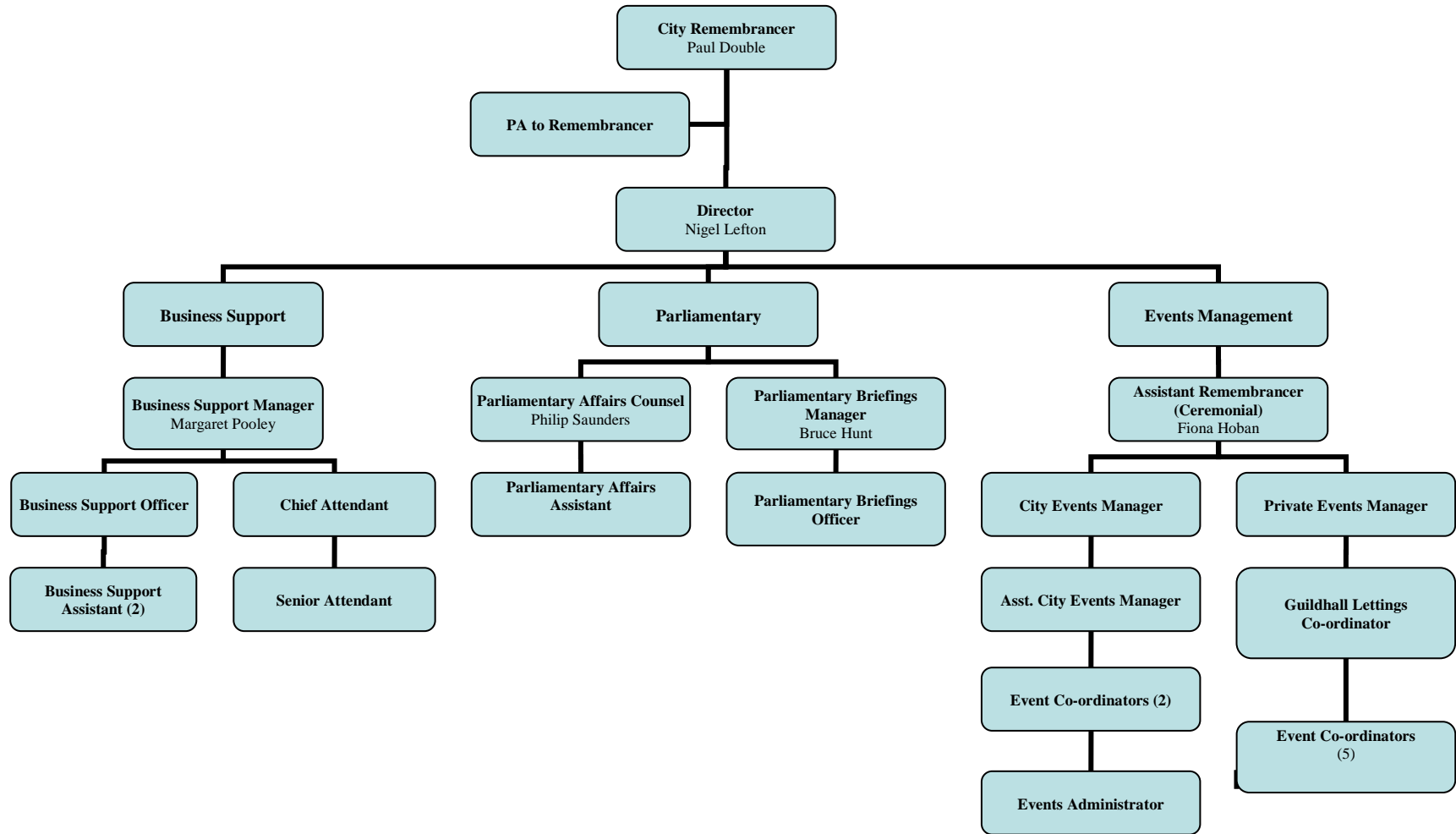
The Remembrancer's Office

The Office was created in 1570. In its early years it was closely allied to the Monarch and the Court, and this is reflected in some of its functions today. These range from diplomatic and protocol advice and liaison with the London Diplomatic Corps to responsibility for the City element of State Visits and other major events. The Remembrancer is one of the City's four Law Officers and the Office is responsible for the maintenance and protection of the City's constitution.

The Office acts as a channel of communication between Parliament and the City. In the contemporary context, this means day to day examination of Parliamentary business and contact with Westminster, including examination of and briefing on proposed legislation and amendments to it, regular liaison with the Select Committees of both Houses and contact with officials in Government departments dealing with Parliamentary Bills. Liaison is also maintained with the City Office in Brussels on proposed EU laws before they receive Parliamentary consideration in the UK. The Remembrancer is the City's Parliamentary Agent and the Parliamentary Agent for the Honourable the Irish Society.

The work of the Mayor and London Assembly, and the GLA's associated bodies are monitored and briefing provided on matters of relevance to the City.

Events and hospitality organised on behalf of the City Corporation, and the Lord Mayor's Banquet, are run through the Office. In addition to City Corporation use, the Guildhall is made available on a permissive basis for private events. These are arranged through the Office in addition to City Corporation events and hospitality. There are nearly 500 events each year for leading British and international companies and institutions ranging from dinners and graduations to concerts, lunches and receptions. The Office has responsibility for a variety of domestic ceremonial events such as the Silent Ceremony, Common Hall and Church Services, and the organisation of functions and dinners hosted by Chairmen of Committees. Additional responsibilities include servicing the suite of Committee Rooms and Member areas and the maintenance and safe keeping of gowns, maces and chains.



Achievements during 2014/15

1. The Remembrancer's Office's legislative activity over the previous 12 months has included:
 - a. Providing analysis and reports on the Deregulation Bill and the Small Business, Enterprise and Employment Bill, and their possible effect on the City;
 - b. Liaising with the City Police regarding the Serious Crime Bill and discussions about cybercrime;
 - c. Assessing the effects of the Consumer Rights Bill on the Corporation's trading standards powers and on businesses;
 - d. Examination of the Infrastructure Bill and the related proposal to make it easier to change offices into residential accommodation;
 - e. Reporting on the Anti-Social Behaviour, Crime and Policing Act 2013 and its application to the City Corporation, particularly in relation to the City's open spaces (for which special provision was secured in the legislation giving the Corporation an ability to apply anti-social behaviour orders in its open spaces outside the Square Mile) and social housing;
 - f. Advice on the City of London (Various Powers) Act 2013, which gave the City Corporation the power to grant temporary street trading licences and to permit ice cream receptacles outside business premises. Powers under the Act have now been used by officers in the Markets and Consumer Protection Department to deal with numerous ice cream vans, including one seizure;
 - g. Detailed scrutiny of the Development Consent Order, which will govern the construction and operation of the Thames Tideway Tunnel, following the decision of the Secretary of State to approve the project; and
 - h. A report considering the constitutional implications of the Fixed Term Parliament Act 2011 and a hung parliament was circulated to Members.

2. Evidence has been submitted to the following inquiries:
 - a. the House of Commons Transport Select Committee's inquiry into "Strategic River Crossings";
 - b. a House of Lords Inquiry into "Digital Skills", in particular in relation to superfast broadband;
 - c. an Inquiry by the House of Lords into electricity generation and capacity;
 - d. an Inquiry into climate change adaptation by the Environmental Audit Committee;
 - e. a Communities and Local Government Committee inquiry into litter;
 - f. a Culture, Media and Sport Committee inquiry into tourism;
 - g. a Treasury Committee inquiry into economic crime; and
 - h. the Lords EU Sub Committee inquiries into the Capital Markets Union and EU financial services regulatory framework.

3. The Office was closely involved with the arbitration proceedings involving the City's property rights following a claim made by Transport for London related to GLA roads running through the City. In liaison with the Comptroller and City Solicitor, the Office submitted evidence to the Arbitrator.

4. The Office has maintained a programme of active engagement with MPs and peers focusing on matters of interest to the City, including support for SMEs, financial services regulation, banking conduct and standards, trade and commercial diplomacy, superfast broadband, electricity capacity, planning policy, the arts, and drugs policy. On broadband, the Office provided background material for three debates in the Commons and one in the Lords and it

has collaborated with colleagues in the relevant service departments to help promote the improved provision of superfast broadband in the Square Mile.

5. Discussion has taken place with the Electoral Commission regarding the possible impact on City events of the Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Act 2014. The Act introduces a statutory register of lobbyists and imposes restrictions on non-party campaigning in the run-up to a general election.
6. The Office continues to maintain a close dialogue with officers at City Hall. Since April 2014 the Office has responded to committee inquiries on food waste and climate change. Support was given to witnesses representing the City giving oral evidence to Assembly committees on cycle superhighways. Briefing sessions on the work of the City Corporation covering the City's economy, planning, the City fringe and policing were held with officers from the two main party groupings at the London Assembly. A more focused session on the regeneration of the Smithfield/Farringdon area was held with officers and members of the Assembly's Regeneration Committee, followed by a tour of the area. Fostering relations with the Greater London Authority committee staff and Mayoral advisers has enabled the team to identify where the Corporation can best assist the GLA.
7. The Parliamentary team continued to produce background briefings for Members ahead of significant Corporation events.
8. The Protocol and City Events team, in addition to supporting the key elements of the Civic and Mayoral Programmes, including the Lord Mayor's Banquet, facilitated during the year three State Banquets in honour of the Presidents of Mexico, Singapore and Ireland.
9. The Office has continued to arrange receptions and other events for visiting dignitaries and officials to the City including the Prime Ministers of Japan, Canada, Italy, France and Malta and the Deputy Prime Minister of Turkey, as well as a delegation of Judges from the Court of Justice of the EU. Marking the 800th Anniversary of the signing of Magna Carta the Office arranged a reception for the Commonwealth Parliamentary Association's "Magna Carta to Commonwealth Charter" conference and also hosted delegates attending the Global Law Summit.
10. Additional events have included a joint concert in Guildhall Yard performed by the City's two Reserve Forces' bands of the Honourable Artillery Company and Royal Yeomanry, a reception to launch the Guildhall Heritage Gallery, hospitality on the occasion of the 500th anniversary of Trinity House, a lecture by Professor Jeremy Black marking the centenary of the start of World War One and support for the Global Pound Conference. The Office also assisted the award of an Honorary Freedom to internet pioneer Sir Tim Berners-Lee.
11. The Office has delivered the annual cycle of 34 Committee events, 5 – 6 Church Services, 2 Common Hall and 2 Admission events, 9 Common Council meetings and almost 500 private events.
12. For the current year to 31 March 2015, income from private lettings of Guildhall is £1,750,934, a £249,727 (17%) increase from 2013/14. The total number of events has also increased by 25 from 471 in 2013/14 to 496 for 2014/15. While repeat business continues to be strong, the Private Events team exceeded their 2014/15 target of identifying ten new commercial clients hiring Guildhall. The 15 new clients included General Motors and the London Bullion Market Association. The Office continues to work to ensure that all opportunities for maximising usage and income are explored while continuing to support the City's other key policy priorities. As part of the joining-up initiative, the Office has referred 24

enquiries during the year to other City venues in cases where Guildhall has been unable to accommodate a booking.

Remembrancer's Office 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	1,487	1,589	1,609	1,527	95	1,612	
Premises	0	0	0	0	--	0	
Transport	37	49	51	39	76	51	
Supplies & Services	268	269	296	267	90	258	1
Total Expenditure	1792	1,907	1,956	1,833	94	1,921	
Total Income	(1,307)	(1,220)	(1,220)	(1,565)	128	(1,220)	
Total Local Risk	485	687	736	268	36	701	
Central Risk	801	918	1,231	1,269	103	1159	2
Total Local and Central	1,286	1,605	1,967	1,537	78	1860	
Recharges	4,128	3,934	4,052	4,310	106	4,406	
Repairs and maintenance cyclical works	125	6	18	0	-	0	3
Total Net Expenditure	5,539	5,545	6,037	5,847	97	6,266	4

Notes on Financial Information:

1. Supplies and Services includes corporate hospitality (delegated authority budget).
2. Central Risk includes corporate hospitality budget and some income generated from Guildhall lettings. There has been a reduction of £50,000 on corporate hospitality for 2015/16 as a result of the service based review initiative that took place last year.
3. Expenditure on repairs and maintenance is determined by the City Surveyor's department.
4. Figures compiled from budgets included within Finance Guildhall Administration and Policy and Resources Committee estimates.

REM Risk Register summary

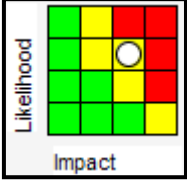
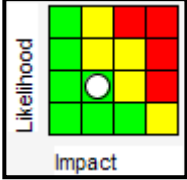
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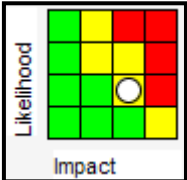
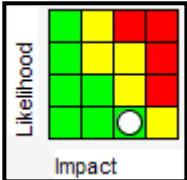



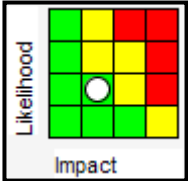
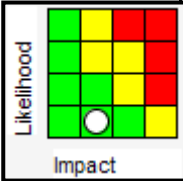
APPENDIX E

Risk Traffic Light: Amber 3 Green 1

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
CR10 Adverse Political Developments Remembrancer's	<p>Cause: External political developments undermining the City of London Corporation.</p> <p>Event: Issues involving financial services that make the City Corporation vulnerable to adverse comments; proposals made for the devolution from Central Government of responsibilities for public services that call into question the justification for the separate administration of the Square Mile.</p> <p>Effect: Functions of City Corporation and boundaries of the City adversely affected.</p>		8	Paul Double	There has been close engagement with those responsible for developing proposals to enable the devolution of responsibilities while safeguarding the City. Constant attention is given to the form of legislation affecting the City. Continued promotion of the good work of the City Corporation among opinion-formers particularly in Parliament and Central Government so that the City Corporation is seen to remain relevant and "doing a good job" for London and the nation .	8	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PCE 002 Lack of guest data Remembrancer's	Cause: database without adequate support. Event: Loss of guest information and reduced ability to keep information properly updated. Effect: Adverse impact on operational efficiency and consequential reputational damage.	 12	Nigel Lefton	Work has commenced to find a replacement Events Contacts Management System.	 4	01-Jul-2016	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PCE 001 Safe City events Remembrancer's	Cause: Failure to deliver events in a safe and satisfactory manner. Event: Failure to follow established guidelines/policies resulting in a breach of security, power failure or food poisoning outbreak. Effect: Financial and reputational loss. Injury or illness caused to staff, guests and event personnel.	 8	Paul Double	Actions to mitigate this risk are in place but need regular monitoring to ensure matters are kept under review.	 4	31-Mar-2016	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PRE 001 Failure to generate sufficient income from Guildhall lettings Remembrancer's	Cause: failure to generate income. Effect: inability to achieve income targets. Event: adverse impact on City finances.	 4	Nigel Lefton	Effective diary management, market testing and monitoring income on a monthly basis help to mitigate the risk.	 2	31-Mar-2016	