Opportunity Outline

This document is to be used for all new ideas / initiatives as an initial assessment / scope

Title:	Effectiveness of Hospitality review

Name of Business Sponsor	Paul Double	Directorate	Remembrancer's Office
Author of document	Nigel Lefton	Date	26 March 2015

☐ **Mandatory**	☒ **Sustainability**	☒ **Improvement**
Compliance with Legislation, Policy and Audit	*Essential for business continuity*	*New idea / opportunity that improves or increases Service Levels*

Case for Change / Objective

Explanation as to why the proposal has come about (e.g. Audit Requirement; new idea, Service Improvement; Business Plan).

The Service Based Review requires a thorough examination of all aspects of the City Corporation's activities and how these link to the City Corporation Strategic Aims. There is a general recognition that hospitality linked to events takes place in numerous ways and in different departments; it makes sense for such hospitality to be coordinated so far as possible to maximise efficiency and to achieve effective sharing of best practice. As part of the review, it will be necessary to look at what it is we currently do, why we do it, and what are the costs.

Opportunity Description

What is the proposed solution you are putting forward, describe in 50 words (couple of sentences)

The Corporate Events Management Group, chaired by the Remembrancer, will oversee the review. Each department involved in providing hospitality will be asked to set out:

- the current scope of the hospitality on which they lead
- the aims and benefits of the hospitality they provide
- costs, including staff and use of facilities.

On the basis of analysis of these reports, and feedback from senior officers and Members, recommendations will be drafted to provide a flexible yet coordinated and cost-efficient approach to events-related hospitality.

The project will require increased working across departments and sharing of skills and technical expertise and resources.

Expected Outcomes

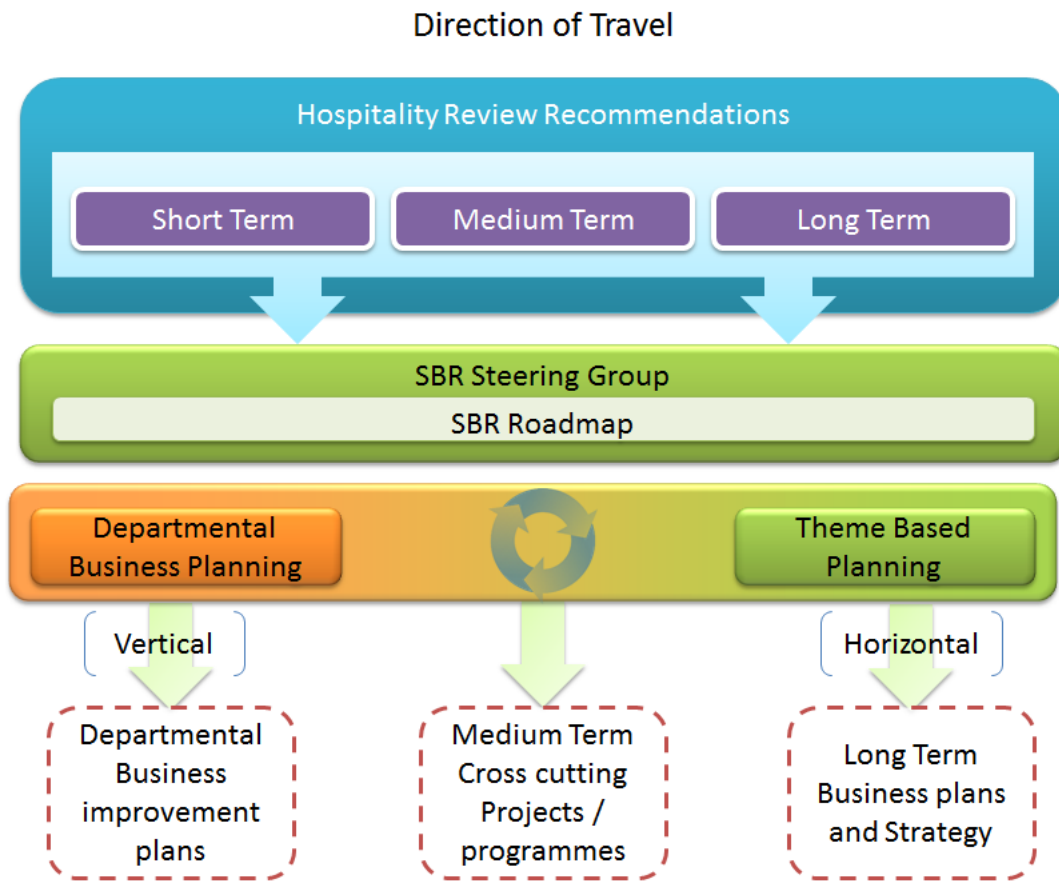*What is the scope of what will be delivered*

The outcome of the recommendations if adopted will be:

- a greater state of knowledge about hospitality-related events across the organisation
- a stronger narrative about the purposes and benefits of the City Corporation's provision of hospitality
- better co-ordinated forward planning
- maximising the use of internal knowledge in getting the best out of events

Recommendations will be categorised into:

- Short term – quick wins that can be delivered immediately
- Medium term – more complex implementation that will have a higher impact

- Long term – longer term changes that require gradual development, which will be relflected in business plans.

Direction of Travel

Impact Analysis

What departments, teams and services are impacted and how

☐ In-Service	☒ Multiple Services	☐ Whole of Corporation
Solely impacts the department	*Impacts more than one department*	*Impacts all areas within City of London Corporation*

Details

Remembrancer's Office; PRO; EDO; Mansion House; and Culture, Heritage and Libraries (including Tower Bridge) are directly within scope of the project. Account to be taken of linked venues including the Barbican Centre, Guildhall School of Music & Drama, the Museum of London and the Central Criminal Court. Time will have to be given to the input of information by departments and to meetings with key people across the organisation.

Outline Costs

Rough costs, for equipment, software, staff time, contractors

Description	Estimated Cost
Staff time to be ascertained but will involve staff input from all relevant departments, with oversight by the Corporate Events Management Group.	

Potential Benefits

Cashable and non-cashable benefits

Benefit Description	How you will measure the benefit
Best practice identified in relation to prioritisation and assessment of proposed events	

and their delivery	
Making use of common processes and procedures	
More efficient use of staff and resources through greater flexibility	

Budget / Funding Source Identified

Will this be funded departmentally, corporately via capital budget request or a combination of both

Source of funds	Amount	Status
Departmental Budget	£ N/A	
Additional Funding Required (Capital budget) / Grant	£ N/A	
Total	£ N/A	N/A

Resources / Delivery Team & Assurance

What resources will be needed for delivery and the business areas

Name	Role	Department
Tony Halmos Paul Sizeland William Chapman David Pearson Charles Henty Simon Murrells with input from Sir Nicholas Kenyon, Barry Ife and Sharon Ament.		

Timescales

Is there an inflexible timescale this is needed by? If yes then provide specific reasons. Or is it simply as soon as possible? What would the project milestones look like? E.g. Weeks 1-4, Preparation of project PID

Operational framework agreed by May 2015. Recommendations to be considered by the Corporate Events Management Group by end July 2015. Approval by HWP, Efficiency and Performance Sub-Committee, Policy and Resources Committee and Court of Aldermen. Implementation to commence by start of the financial year 2016/17.

Risks

Type = Project, Service, Corporate, Regulatory
Likelihood = High, Medium, Low
Impact = High, Medium, Low
Mitigating Plan = Proposed options to address the risk

Description of Risk	Type	Likelihood	Impact	Mitigation Plan
Recommendations will lack coordination.	Project	Low	High	Full consultation as part of review process with all those involved in providing City hospitality.
Changes made pursuant to recommendations will interfere with current generally high standards of hospitality.	Corporate	Low	High	Thorough assessment of risks and monitoring of implementation of changes.

Assumptions

What assumptions have been made whilst constructing this Opportunity Outline?

Continuation of hospitality function at level currently anticipated.

Dependencies

Is this opportunity dependent or linked to other projects or initiatives?

There are implications for other parts of the Corporation, including facilities management.

For Mandatory/Compliance proposals only

Is this opportunity dependent or linked to other projects or initiatives?

Compliance Type	References	Penalty for non-compliance
Statutory / Regulatory		
Audit Recommendation		
Council Policy		
Contractual obligation		

Authorisation

This must be completed by the Author and the Senior Responsible Officer and Head of Department

Name	Role	Date Approved
Nigel Lefton	Author	
Paul Double	SRO and Head of Department	
		SBR Steering Group – 8.4.15
		Summit Group – 18.5.15