



**CITY REMEMBRANCER'S OFFICE
BUSINESS PLAN 2016-19**

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BUSINESS PLAN 2016-19**

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1 Introduction

1.1 The Remembrancer's Office seeks to advance the City's interests in Parliament and support and promote the City as the world leader in international finance and business services. This plan identifies how the Office will achieve its strategic aims and in doing so support the Corporate Plan.

1.2 A brief overview of the work of the Office is set out in Appendix A.

1.3 Key achievements during 2015-16 are set out in Appendix B.

1.4 The key challenges for the Office in 2016-17 are:

- a) To analyse and produce briefings on the results of the Mayoral election and EU referendum. In addition, the team will be active in relation to the move towards devolution of central government services and funding to local government as they affect London.
- b) To respond to the new legislative cycle for 2016/17. The team will scrutinise the effects of legislative proposals and respond as appropriate, including reporting to Members.
- c) To promote the City of London Corporation (Open Spaces) Bill. The Bill would provide additional powers to enable the open spaces to be managed in a more effective manner and to take enforcement action against those who commit offences.
- d) To advise on and respond to the review of Parliamentary constituency boundaries. The Boundary Commission is expected to make initial recommendations in the autumn, and this will initiate a two-year process of consultation and deliberation. As during the last such exercise, the Parliamentary team will put together submissions in favour of retaining the long-standing link between the City and Westminster.
- e) To implement the recommendations arising from the cross-cutting service based review of the effectiveness of hospitality. The review provides for the establishment of a City Events Management Group (CEMG). The CEMG will provide oversight at official level of City hospitality provided by the Remembrancer's Office, Economic Development Office, 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. The Group will consider the strategic relevance of proposed hospitality and share best practice in the delivery of events.
- f) To increase usage of Guildhall and maximise income by generating more commercial bookings of Guildhall as a venue for hire, consistently with the City's own operational and policy use of the Guildhall. A number of marketing initiatives are being taken forward. Work with the Barbican, and wider cross-Corporation

liaison through the City Venues Group, will be developed as part of the implementation of the income generation service based review subject to the oversight of the CEMG.

- g) To deliver a varied schedule of City events in 2016/17, including events to mark the centenary of the Battle of the Somme and the Household Cavalry March Past, a dinner for the European Bank for Reconstruction and Development, a reception following a service at St Paul's Cathedral to mark the 90th birthday of Her Majesty The Queen, the Lord Mayor's Banquet and an anticipated Autumn State Banquet.
- h) To implement an events contacts management system to ensure the effective operation of City events, in conjunction with the Town Clerk's department, Economic Development Office and Mansion House.

2 Summary Business Plan

<p>Our Strategic Aims are:</p>	<ol style="list-style-type: none">1. Maintain the constitutional position of the City of London in all its capacities 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 nationally and internationally.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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<p>Our Key Objectives are:</p>	<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. Respond collaboratively to consultations undertaken by the Government, Law Commission and others.2. Implement the recommendations of the effectiveness of hospitality review.3. Deliver the City's programme of events for 2016/17 and develop a programme of events for 2017/18 including those reflecting significant anniversaries of relevance to the City and the nation.4. Develop, as part of the implementation of the income generation review, a marketing strategy to increase usage of Guildhall for commercial events while enabling full use of Guildhall for the City Corporation's own and related purposes.5. To ensure the venue is fit for purpose by working with the City Surveyor's department in developing a maintenance and works schedule for the function areas with agreed parameters (including a planned maintenance and replacement or refurbishment timetable).
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Our **Key Performance Indicators** are:

Description:	2015/16 Target	2015/16 performance	2016/17 target
Generating income from commercial bookings of Guildhall.	£1.8m	£1.9m	£2m
Feedback from clients hiring Guildhall.	Qualitative feedback from at least 50% of commercial clients.	49%	Qualitative feedback from at least 55% of commercial clients.
Identifying new high grade clients wishing to hire Guildhall while maintaining the existing client base.	10	23	20
Facilitating passage through Parliament of the City Corporation (Open Spaces) Bill.	-	-	Completion of all stages in the House of Commons.

The Office's organisation chart is attached as Appendix C.

Our **Staffing is made up of:**

- Headcount: 27 FTE (note 1)
- Number of full timers: 27
- Sickness absence: 2.65 FTE days per FTE staff, for the year ending 31 Jan 2016. (note 2)
- Gender: 10 Male, 17 Female
- Age range: 21 – 30 39%; 31 – 40 27%; 41 – 50 15%; 51 – 60 11%; 61+ 8% (note 3)
- City of London Service: Under 1 year 15%; 1 – 5 years 39%; 6 – 10 years 8%; 11 – 20 years 23%; 21 – 30 years 15%
- Grade: A – E 77%; F – J 19%; SMG 4%

Notes on Staffing Information:

1. In addition to the above, the Office has a pool of casual staff to assist at events.
2. Sickness compares favourably to the corporate average of 5.62 days for the same period. There was no long-term sickness in the Office.
3. 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.

Details of the Office's financial resources are set out in Appendix D.

3 Corporate requirements

Risk Management

3.1 The Office's Risk Summary is attached as Appendix E. The Office has three key risks: failure to generate sufficient income from Guildhall lettings, failure to deliver events in a safe and satisfactory manner and loss of standard support for the CRM database leading to a lack of, or incorrect, guest data. The Remembrancer is also the risk owner for Corporate Risk 10 (adverse political developments undermining the effectiveness of the City Corporation). The risks are reported to the Hospitality Working Party and the Policy and Resources Committee.

Investors in People

3.2 Working within the framework provided by the Investors in People (IIP) Standard, the City Corporation achieved the Silver Standard in September last year and is currently working towards the Gold Standard. The Office is addressing a number of actions identified both in the departmental and corporate improvement plan to ensure we support the City Corporation's objective to achieve the IIP Gold Standard award.

Learning and Development

3.3 The Office will continue with its programme of bi-monthly meetings designed to improve working relationships with other departments and outside organisations. In addition to regular team and Office meetings to discuss work and staff matters, short monthly Office briefing sessions, lasting 15 minutes, have been introduced to ensure that all members of the Office are aware of key priorities in the coming month.

3.4 The City's Performance Development Framework and Appraisal Process and the Learning and Development programme will be used to improve staff development.

3.5 Staff initiatives currently under way, which individual staff are leading, include:

- refreshing the City's events web-site;
- developing a marketing strategy to generate income;
- improving business intelligence by enhancing the client data we collect;
- adoption of a new events contacts management system.

3.6 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 pursued.

Health and Safety

3.7 The Office's main health and safety risks relate to event management. Procedures are robust and are overseen by the City Surveyor's Health and Safety Officer. A growing number of commercial events with large production set-ups require increased management, including reviewing risk assessments and ensuring

adherence to legal requirements such as the Construction, Design and Management Regulations 2005.

Corporate social responsibility

- 3.8 The Office continues to collaborate 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 Guildhall eligible caterers so that surplus food following an event can be collected and distributed by the charity.
- 3.9 The Office stipulates that, wherever possible, all caterers make use of Fairtrade produce, support local suppliers and use fish from sustainable sources.
- 3.10 Café Sunlight, a community interest company, is included in the Guildhall list of eligible caterers. Café Sunlight provides employment, work experience and training opportunities to disadvantaged local residents.
- 3.11 The Office offers work experience to students from neighbouring boroughs, and to German students as part of the City of London School exchange programme, in addition to opportunities for interns and apprentices from other departments. We also support the City's Business Trainee Scheme.
- 3.12 The Office actively encourages its staff to engage in the City's volunteering activities. A number of staff volunteered at a Fareshare food distribution centre, while others have supported local students by providing additional tuition and attended a workshop called Inspire, at which staff talk to young adults about working life and possible careers.

Workforce Planning

- 3.13 A regular turnover of staff at event organiser level within the event industry is to be expected and this reflects our general policy of recruiting newly qualified, ambitious individuals who will stay with the City Corporation for a period before moving on to other organisations to further their careers. Turnover of staff has been relatively high this year and while this has led to some uncertainty, this can also present an opportunity to recruit individuals with new ideas and experience.
- 3.14 To cope with an increased number of enquiries and provisional bookings for hiring Guildhall, an additional member of staff, appointed on a one year fixed term contract last year, has been made permanent, and a Research and Development Officer has been appointed to assist with projects.
- 3.15 The Office is able to deploy resources flexibly through cross-team working and a programme of continuous training and the sharing of information takes place across the Office.
- 3.16 The 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. The recruitment of staff to the casual 'pool' is being reviewed and this will include a review of

the training given to such staff. In addition, the Office welcomes staff from other departments who volunteer to assist at major City hospitality events.

Equalities and Diversity

3.17 The Office adheres to corporate policies including the City Corporation's recruitment policy, in relation to equalities and diversity. The Office responds to customer needs in relation to catering and access requirements at events wherever possible. Reduced rates for hiring Guildhall are offered to charities and the events teams assist in hosting events, for example, for the Lord's Taverners.

3.18 Working with the Economic Development Department's SME team, the Office will facilitate a market in Guildhall Yard for a number of Social Enterprise organisations. The aim of this initiative is to raise awareness and generate support for such businesses.

Data Quality

3.19 For the financial year 2016/17 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.

Property Assets

3.20 I confirm that the Remembrancer's Office 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 Office's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule of occupied areas will be annually reviewed to ensure that the use of assets by the Remembrancer's Office continues to be challenged appropriately.

Signed:



Paul Double
City Remembrancer

Date: 25 April 2016

Remembrancer's Office Business Plan 2016/19: Key Improvement Objectives

Objective (relating to Key Objective 1)	To engage with relevant legislative proposals and consultations, the London Mayoral campaign and issues relating to the EU referendum.				
Priority and rationale	To protect the City's interests in Parliament and elsewhere, in respect of its local authority and private functions, the promotion of financial and professional services in the City, and its provision of services to London and the nation.				
Supporting:					
Impact Assessment	Corporate Plan			Departmental Strategic Aims	
None	All			1	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources	
Analyse the Government's legislative programme and assess the impact of the proposals on the Corporation.	Within a week of publication of the programme.	Briefings produced and distributed.	Parliamentary team		
Engage with relevant personnel following the appointment of Select Committees and produce analysis and briefings on parliamentary business. Distribute these briefings to Members, Officers and interested bodies and individuals.	Within a week of parliamentary debates.	Briefing notes circulated.	Parliamentary team		
Provide advice as required on matters relating to the EU Referendum.	Within a day of request for advice	Advice provided on matters of concern.	Parliamentary team		
Work closely with the Mayor of London's Office and GLA and make submissions to and provide briefings for Committees at City Hall on relevant issues.	Submissions made at least 5 working days before Committee deadline.	City's interests represented.	Parliamentary team		
Passage of the City of London Corporation (Open Spaces) Bill through Parliament.	Before the end of the 2016/17 Parliamentary session (House of Commons stages).	Progression through Parliamentary stages of both Houses.	Parliamentary team		
Assess Government, Law Commission, Parliamentary and other consultations and provide a response in line with City's interests.	Response made at least 5 working days before deadline.	City's interests represented.	Parliamentary team		

Objective (relating to Key Objectives 2 and 5)		To implement the recommendations of the effectiveness of hospitality review.		
Priority and rationale		To provide a co-ordinated and cost-effective approach to events-related hospitality across the organisation.		
Supporting:				
Impact Assessment		Corporate Plan		Departmental Strategic Aims
None		KPPs 1 – 5		2
Actions / Milestones	Target Date	Measure of Success		Responsibility
Agree terms of reference for the City Events Management Group.	30.6.16	Terms of reference agreed.		Remembrancer
Prepare draft proposals for review of processes and sharing of best practice.	30.9.16	Proposals submitted to the City Events Management Group.		Remembrancer
Working with City Surveyor's FM team to: 1) Ensure that the FM team is fully aware of cleaning, maintenance and repairs requirements for the Guildhall function areas. 2) Provide detailed requirements for the project to refurbish the West Wing Cloakrooms and monitor progress of project.	Continuously to 31.3.17 30.5.16	Production of a cleaning and maintenance schedule that provides a high standard of repair for Guildhall function areas with minimal disruption to events. West Wing Cloakrooms Project is managed efficiently and results in additional required cloakroom and lavatory facilities, enabling more events to be held simultaneously at Guildhall and the venue to be used more flexibly.		Private events team City Surveyor's

Objective (relating to Key Objectives 4 and 5)	To develop a marketing strategy as part of the implementation of the income generation review that will identify further ways of promoting the Guildhall to commercial clients.			
Priority and rationale	To generate additional income for the City Corporation from commercial lettings.			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1 – 5		3	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Enhanced use of social media for promoting Guildhall through increased use of a Twitter and Instagram account.	Continuously to 31.3.17	Increased exposure and enquiries via the internet.	Private events team	
Introduce a refreshed Guildhall events web-site.	30.6.16	Successful launch of a new web-site that generates additional enquiries for lettings of Guildhall.	Private events team	Cost of upgrade
Implement an effective promotional campaign for Guildhall through distribution of the new Guildhall brochure.	30.6.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	
Create a comprehensive database of existing and new clients.	31.7.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	
Research and implement new ways of promoting Guildhall including trade-fairs and supplier showcases. Monitor the outcome of these initiatives to ensure value for money.	30.9.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	Cost of attending trade shows

Objective (Relating to Key Objectives 2 and 5)	To undertake a full review of charges for the hire of Guildhall.			
Priority and rationale	To generate income through commercial lettings and to provide for non-commercial use of the Guildhall to take place subject to appropriate charges. The review will analyse the existing charging policy, ensuring that all costs are recovered and that commercial charges are set at market competitive rates.			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1,2,4,5.		3	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Review the existing charging policy including charging categories.	31.7.16	Policy reviewed and recommendations identified.	Business Support team	
Review existing terms and conditions for hiring Guildhall.	31.7.16	Reviewed and amendments included.	Private events team	Comptroller's
Identify and analyse pricing policy of comparator venues.	30.9.16	Comprehensive data collected and reflected in recommendations.	Private events team	
Identify and assess all costs incurred in holding events to ensure reflected in charges.	30.9.16	All costs identified and evaluated.	Business Support team	City Surveyor's
Report to HWP and Policy & Resources Committee.	31.10.16	Report submitted and recommendations approved.	Business Support team	Chamberlain's

Objective (relating to Key Objectives 3 and 5)	Working with IS department, to implement an events contacts management system for managing guest information for City events.			
Priority and rationale	To ensure operational efficiency and avoid reputational damage, an effective event contacts management system is needed for the delivery of City-hosted events..			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1, 2, 4 and 5		2 and 4	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Testing and installation of chosen software	30.6.16	Successful installation	City events team	IS, REM, EDO, MH. Cost of software and associated running costs.
Induction in use of software	31.7.16	Prompt induction and rapid implementation of new system	City events team	IS, REM, EDO, MH.

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 external 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 2015/16

Parliamentary

1. The General Election fell at the beginning of the staff year and started a busy period for the Parliamentary team in analysing the new Government's legislative programme and building its knowledge of the new MPs, and new appointments to the Government and Shadow Front Benches. The team hosted the annual reception on the Parliamentary Terrace in June, shortly after the new Parliament commenced and MPs started work. It proved a useful opportunity for Members, Officers and City practitioners to meet the new intake.
2. The Remembrancer's Office's legislative activity over the previous 12 months has included:
 - a) Providing analysis and reports on the Cities and Local Government Devolution Act, working closely with Central London Forward and London Councils to identify how the City and the Boroughs could benefit from the provisions;
 - b) Examining the provisions of the EU Referendum Act, in particular the scope of the restrictions on campaigning, and engaging with the Electoral Commission about the interpretation of the provisions;
 - c) Analysing and reporting on the Housing and Planning Bill in close liaison with the affected service departments, and engaging with parliamentarians and officials about its provisions;
 - d) Assessing the effects of the Psychoactive Substances Bill on the Corporation's trading standards powers and on the Police, and reporting to committees;
 - e) Examination and reporting of the Charities (Protection and Social Investment) Bill as it relates to the City's social investment activities and City Bridge Trust;
 - f) Reporting on the Welfare Reform and Work Bill and its consequences for the City Corporation;
 - g) Monitoring the progress of, and reporting on, the Education and Adoption Bill;
 - h) Working with Livery Companies on provisions in the Enterprise Bill which seek to limit the usage of the term "apprenticeship";
 - i) Reporting on provisions of the Trade Union Bill relating to public authorities, and engaging with officials to ensure that the drafting appropriately captures the constitutional position of the City Corporation.
3. A private Bill to amend the legislation governing the City Corporation's Open Spaces has been prepared and deposited and has received its Second Reading in the House of Commons. This has necessitated close working with the Open Spaces Department and liaison with external groups interested in the open spaces, as well as extensive technical work by the Parliamentary team.
4. Evidence has been submitted by the City Corporation to the following:
 - a. the House of Commons Home Affairs Select Committee's inquiries into psychoactive substances and into immigration and skills shortages;
 - b. a House of Lords Inquiry into national policy on the built environment;
 - c. Business, Innovation and Skills Committee inquiries into productivity and into the digital economy;
 - d. an Environmental Audit Committee inquiry into the environmental impacts of airports expansion;
 - e. a Culture, Media and Sport Select Committee inquiry into connectivity;

- f. an Education Select Committee inquiry into the purpose and quality of education;
 - g. Communities and Local Government Committee inquiries into the National Planning Policy Framework and into business rates;
 - h. a Science and Technology committee inquiry into digital skills;
 - i. an Environment, Food and Rural Affairs Committee inquiry into air quality.
5. In liaison with Mansion House, the Economic Development Office and other Corporation Departments, the Office has maintained an active programme of engagement with MPs and peers through briefings on matters of interest to the City, including financial services regulation, trade and commercial diplomacy, superfast broadband, air quality, economic crime, and open spaces. The Office also continues to maintain a close dialogue with officers at City Hall.
 6. The Parliamentary team continued to produce background briefings for Members ahead of significant Corporation events.

City events

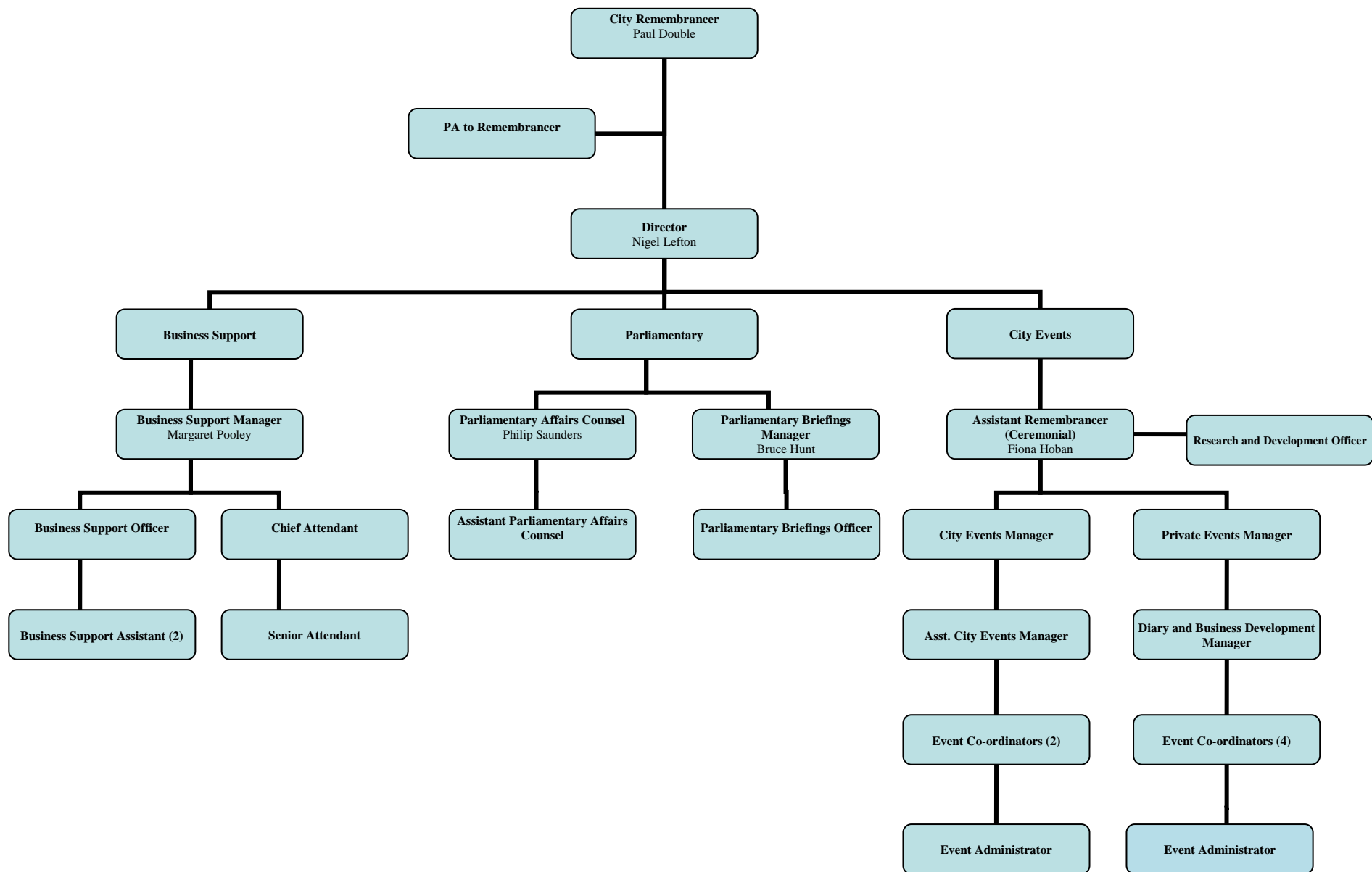
7. The City Events team, in addition to supporting key elements of the Civic and Mayoral programme including the Lord Mayor's Banquet and associated events, facilitated a State Banquet for the President of China in October 2015.
8. The Office has continued to arrange receptions and other high profile events for visiting dignitaries and officials, including an address by the Prime Minister of India, the second Inclusive Capitalism Conference, at which ex-President Bill Clinton made a keynote speech, and an Education Lecture given by the Secretary of State to a City audience on education matters, linking into the City Corporation's education strategy. The City has continued its support for the armed forces through events marking the 75th anniversary of the Battle of Britain, the 350th anniversary of the Battle of Waterloo, the 75th anniversary of the formation of the 101 (City of London) Engineer Regiment and the annual Armed Forces Flag Day, now in its eighth year. The Office also facilitated a reception following a national service at St Paul's Cathedral to mark the end of combat operations in Afghanistan.
9. Other notable events have included the Commonwealth High Commissioners' Banquet, which was preceded by a reception attended by Her Majesty The Queen, a dinner for the Commonwealth Sergeants at Arms to coincide with their annual conference, a lecture and reception to mark the 70th anniversary of the United Nations, the hosting of the UK-US Legal Exchange's conference and lunch, and a lunch at Mansion House to celebrate this year's Queen Elizabeth Prize for Engineering.
10. The Office has delivered the annual cycle of civic events comprising 34 Committee events, six Church Services, two Common Hall and two Admission events and nine Common Council meetings.

Private events

11. For the year ending 31 March 2016, income from private lettings of Guildhall is estimated to total £1,917,279, a £166,344 (10%) increase from 2014/15. 482 events took place in 2015/16 compared to 493 in 2014/15. (This small reduction is partly due to there being two Easter week-ends in 2015/16 (April 2015 and March 2016). Easter is, like Christmas, a quieter period for events.) Occupancy of the Great Hall has, however, increased by 4%. While repeat business continues to be strong, the 2015/16 target of securing 10 new commercial clients to Guildhall was more than doubled. The 23 new clients included Mulberry, Wimbledon, HSBC, The Sun newspaper and British Film Institute. The Office continues to seek opportunities for maximising usage and income while continuing to support

the City's other key policy priorities. The Private Events team works closely with the Barbican events team, and as part of the City Venues Group with other City venues, to exchange best practice and maximise income generation. The Office has referred 30 enquiries during the year to other City venues in cases where Guildhall has been unable to accommodate a booking.

12. The upgrade of the Office's event diary system Artifax, completed last year, enables additional events information to be stored and has improved efficiency. Further enhancements are being planned for 2016/17.
13. Other changes to systems to improve efficiency and output have included a revision of the invoicing template to make invoices easier to input and reduce errors, and production of a dashboard to provide a continuously updated record of performance against targets.



Remembrancer's Office Financial Information

	2014/15	2015/16	2015/16	2015/16 Forecast		2016/17	
	Actual	Original Budget	Revised Budget	Outturn (latest)		Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	1,527	1,612	1,651	1,653	100	1,768	1
Premises	0	0	0	-4	--	0	
Transport	39	51	46	38	83	46	
Supplies & Services	267	258	265	217	82	241	2
Total Expenditure	1,833	1,921	1,962	1,904	97	2,055	
Total Income	(1,565)	(1,220)	(1,220)	(1,736)	142	(1,370)	
Total Local Risk	268	701	742	168	24	685	
Central Risk	1,269	1,159	1,152	951	83	1,099	3
Total Local and Central	1,537	1,860	1,894	1,119	59	1,784	
Recharges	4,309	4,406	4,107	4,619	112	4,604	
Total Net Expenditure	5,846	6,266	6,001	5,738	96	6,388	4

Notes on Financial Information:


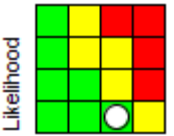
1. Employee costs for 2016/17 have increased as a result of the appointment of a Research and Development Officer to support the private events team, increased Security costs and the transfer of the costs for the H&S Officer who is responsible for event safety management.
2. Supplies and Services includes corporate hospitality (delegated authority budget).
3. 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.
4. Figures compiled from budgets included within Guildhall Admin and Policy and Resources Committee estimates.

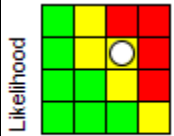
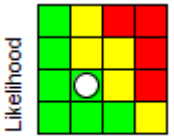


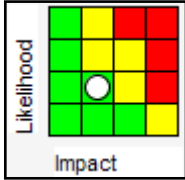
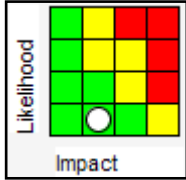
REM Risk Register summary

Generated on: 25 February 2016

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Current Risk score indicator
CR10 Adverse Political Developments Remembrancer's Creation Date 22-Sep-2014	<p>Cause: Financial services issues that make the City Corporation vulnerable to political criticism; local government devolution proposals that call into question the justification for the separate administration of the Square Mile.</p> <p>Event: Functions of City Corporation and boundaries of the City adversely affected.</p> <p>Impact: Controversy over reforms which damages the City's reputation as a place to do business. The future of the City of London Corporation as an independent body could be undermined.</p>	<p>Likelihood</p> <p>Impact</p>	8	Paul Double	There has been close engagement with those responsible for formulating proposals to enable the devolution of responsibilities while safeguarding the City. The developing domestic political situation is being given close consideration. 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. The Office also provides advice on the City Corporation's approach to important political developments including the EU Referendum and the London Mayoral Election.	<p>Likelihood</p> <p>Impact</p>	8		<p>No change</p>

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Current Risk score indicator
REM PCE 001 Safe event management Remembrancer's Creation Date 06-Mar-2015	<p>Cause: Failure to deliver events in a safe and satisfactory manner.</p> <p>Event: Failure to follow established guidelines/policies or to maintain IS, catering or other facilities resulting in a breach of security, power failure or food poisoning outbreak.</p> <p>Impact: Financial and reputational loss. Injury or illness caused to staff, guests and event personnel.</p>	 <p>Likelihood</p> <p>Impact</p>	8	Paul Double	<p>Evacuation and invacuation exercises have taken place in the early part of 2016. Induction of casual staff is under review.</p> <p>The procedure to follow should an outbreak of food poisoning occur is to be formalised by 1 June 2016.</p> <p>Work is under way with the Facilities Management team to ensure a suitable maintenance programme is planned and implemented in respect of the catering and other facilities at Guildhall.</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	↔
No change									

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Current Risk score indicator
REM PCE 002 Lack of guest data Remembrancer's Creation Date 07-Apr-2015	<p>Cause: Events Contacts System without adequate support.</p> <p>Event: Loss of guest information and reduced ability to keep information properly updated.</p> <p>Impact: Adverse impact on operational efficiency and consequential reputational damage.</p>	 <p>Likelihood</p> <p>Impact</p>	12	Nigel Lefton	The tender process to identify a suitable events system has been completed. The next stages are the agreements of terms with the supplier and installation of the new software.	 <p>Likelihood</p> <p>Impact</p>	4	30 June 2016	↔
No change									

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	↔