

<b>Committee:</b> Policy and Resources Committee	<b>Date:</b> 19 October 2017
<b>Subject:</b> Review of Business Plan 2017/20	<b>Public</b>
<b>Report of:</b> City Remembrancer	<b>For Information</b>

### **Summary**

This report provides Members with an overview of the activities of the Remembrancer's Office for the period 1 April to 30 September 2017. The report also includes an update of the Office's key risks.

### **Recommendation**

Members are invited to receive this report.

### **Main Report**

#### **Background**

1. The Remembrancer's Office Business Plan for 2017/20 was approved by this Committee on 8 June 2017. The plan sets out the strategic direction of the Office and explains how the work of the Office supports the policy priorities described in the corporate plan. This report provides an update on performance in the six month period leading up to 30 September.
2. A copy of the Office's current risk register is attached and an update of each of the Office's key risks is included in this report.

#### **Parliamentary**

3. The Parliamentary team, working with other departments, continued to provide briefing and analysis to Members and officers across the range of Corporation interests. It has been a tumultuous six months in politics and Parliament, unsurprisingly dominated by Europe. The period began with the formal triggering of Article 50 starting the process for the UK's withdrawal from the EU. It was quickly followed by a snap General Election and then the introduction in Parliament of the EU (Withdrawal) Bill. The Office prepared and circulated a briefing ahead of the first parliamentary debate on the EU (Withdrawal) Bill, drawing attention to the wide range of work with which the City Corporation is involved to address the potential effects of Brexit.
4. Other legislation covered included a report to the GSMD Board on the outcome of the Higher Education and Research Bill. A Ministerial assurance was received in Parliament about the position of the School under the new

legislation. The Office also reported on the Neighbourhood Planning Act, the Digital Economy Act and the Technical and Further Education Act.

5. Following the Government's decision not to reintroduce the Local Government Finance Bill after the general election, the Office has continued to work with the Chamberlain's Department to analyse and report on initiatives for fiscal devolution in London. This led to the submission of a joint report to this Committee and the Finance Committee recommending 'in principle' support for a proposed pilot scheme for business rates devolution, drawn up by London Councils and the GLA.
6. After the general election, a revival motion was obtained for the City of London Corporation (Open Spaces) Bill. This seeks to clarify and modernise the City Corporation's powers over its open spaces outside the City. The Bill was subsequently reported without a debate and is shortly to be put down for its Third Reading, following which it will pass from the Commons into the Lords.
7. The majority of Select Committees are still in the process of being re-established following the election, and are yet to announce their future work programmes. However, the Parliamentary team is working with the Economic Development Office and the Policy Chairman's Office to prepare for an oral evidence session with the House of Lords on financial services regulation and supervision post-Brexit.
8. Working 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 arts education, the creative industries, the economy, broadband, housing supply in London, traffic law, fraud and air quality.
9. Following the General Election, as part of a refreshed Parliamentary engagement programme, the team identified key cross-party MPs and peers, in particular, members of relevant Select Committees, both in the Commons and the Lords, as well as Committee staff, and this has fed into the Policy Chairman's engagement programme. Initial meetings have focused on Commons Treasury Select Committee members and their staff. When the House returns after the party conferences, the Parliamentary team will engage in particular with the Brexit Committee and other Brexit related committees.
10. On other matters, the Office led on the preparation of a Law Officers' Opinion on the current legal status of 'precincts' in the City, in response to an attempt to revive one of these historic sub-divisions of wards.
11. The Office has continued to liaise with the Mayor of London and the GLA. Evidence has been submitted to Committee inquiries into the night-time economy and anti-social behaviour, and to the consultations on the Mayor's night-time economy supplementary planning guidance and the Good Work Standard. Responses to the mayoral consultations on the draft strategies for environmental, transport, health inequalities and housing matters are being

coordinated by the Office. A briefing was given to the Environment Committee on the City Corporation's recycling policy.

12. Members of the Office attended the Party Conferences to monitor proceedings and identify policy developments. Full reports on each conference were circulated.

### **City events**

13. The City hosted the State Banquet for the King and Queen of Spain in July this year. The Banquet provided an opportunity for the UK to deepen relations with Spain, especially important in the context of Brexit. The Banquet was well attended by Spanish and UK business representatives as well as key Ministers.
14. As part of the Group of 30 meeting held in London, the City hosted a high level dinner at Mansion House. The Group of 30 is an international body which aims to promote the understanding of economic and financial issues and to explore the wider financial repercussions of decisions taken in the private and public sectors. The Office liaised closely with the Bank of England over the arrangements for the dinner and a number of City businesses were represented.
15. During the last six months the Office has organised a number of events to commemorate significant anniversaries and to mark important bilateral relations. These included a reception in collaboration with the US Embassy to mark the centenary of the United States' introduction to the First World War, the Parliamentary Reception at the House of Commons and a dinner in conjunction with the British-American Parliamentary Group's conference in London. Receptions to mark the IAAF and IPC Games in London also took place during this period.
16. The Office continues to deliver hospitality events in support of the Corporation's cultural strategy, including a reception to celebrate the inaugural Lord Mayor's Cadet Music Competition. To mark the India-UK 2017 Year of Culture, the City Corporation is collaborating with the Indian High Commission on a reception at the Barbican Centre following the closing concert and is supporting the Limelight Film Festival.
17. In addition to the City's hospitality programme, the Office has organised 13 Committee events during the last six months including a dinner for the Licensing Committee, visits by the Open Spaces Committee to Dorneywood and Epping Forest, a dinner in honour of the immediate past Chief Commoner and a lunch for past Chief Commoners on behalf of this Committee's Hospitality Working Party.

## **City Events Management Group**

18. Following the recommendations of the Effectiveness of Hospitality review, the officer-level City Events Management Group has continued to provide a mechanism to foster co-ordination of City hospitality events across the Corporation. Subjects considered include a review of the format of events, enhanced consideration of table plans and seating arrangements, and more strategic evaluation of events, with periodic reports to the Hospitality Working Party. Working with the relevant Chief Officer and Chairman, particular focus has been given to identifying and promoting the strategic objectives of Committee hospitality taking into account the aims and objectives of each Committee.

## **Private events**

19. Income from private events in May and July was recorded as the highest ever, offset by less income in April, probably due to the timing of the Easter period. Overall, income from private events for the six month period ending on 30 September (as at 12 September) was £947,200, which is £26,000 (approximately 3%) less compared to the same period last year. The number of paid events has remained approximately the same but in the first six months of 2017/18 there were slightly fewer large events.
20. Indications from across the event industry are that the market is levelling out with many venues reporting shorter lead in times from enquiry to actual booking. Income from events for the latter part of the year for Guildhall, however, is approximately £200,000 higher at this stage when compared with the position last year. Guildhall continues to attract new commercial clients including Rothschild, Nasdaq, Jet2.com and McKinsey.
21. The team have continued to promote the Guildhall as a venue. Initiatives to increase income include representation at trade shows, production of marketing material and working collaboratively with the caterers on the City's recently updated eligible list to identify new business opportunities. The private events teams have had comprehensive sales training, including developing sales techniques and improved communication with clients. Data is being collected to enable follow up with clients who were not able to be accommodated at Guildhall due to other bookings.
24. The Office continues to be a member of two trade associations, UVL and City Selection, and through these it is able to promote Guildhall and keep up-to-date with developments in the event industry.

## **Office management**

25. The Business Services team, in conjunction with the Chamberlain's and City Surveyor's departments, undertook a thorough review of the charging policy for hiring Guildhall. A report was submitted to the Working Party on 9 November 2016. In approving the review's recommendations, the Working Party noted that the City Corporation should be charging commercial clients the maximum that the market would allow. The changes, effective from 1

April, include increases in commercial charges of 10% for the Great Hall and 10% for each of the next two years for the Crypts and Old Library.

26. The Office continues to work with the City Surveyor's department to develop an effective maintenance, replacement and cleaning programme for Guildhall so as to enable both City Corporation events and private events to have up to date facilities.
27. In July, Members agreed the refurbishment of the West Wing cloakroom and lavatory facilities. The Remembrancer's Office is supporting the City Surveyor's team deliver this project and a Gateway 5 report is planned for later this year. This refurbishment will provide additional facilities which will enable additional events to be accommodated at Guildhall.
28. The Business Services division has supported the work of the Private Events team in monitoring income and providing in depth event analysis to assist in the marketing of Guildhall as a venue for commercial events.

## **Risk management**

29. The Remembrancer is the Chief Officer responsible for Corporate Risk 10 (adverse political developments). The Office is responsible for 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. These risks are reviewed and reported to Audit and Risk Management Committee. The Remembrancer will attend the Audit and Risk Management Committee in November this year for an informal risk challenge followed by a full 'deep dive' review in March next year.
30. Steps being taken to maintain and boost income from Guildhall lettings are described above. A number of policies are in place to provide for the safety of events. These include a fire and evacuation policy and the application of guidance as required under health and safety legislation. The City Surveyor's Health and Safety officer oversees all set up arrangements and reviews risk assessments from third parties involved in events at Guildhall.
31. An up to date database is essential for the successful operation of City events. The Office is assisting the project to provide a replacement for the current CRM being led by the Economic Development Office, with technical assistance being provided by IT division. In the case of events management, the new system will be Dynamics 365.
32. A copy of the Office's risk register is attached as Appendix 1.

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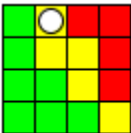
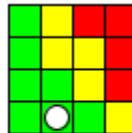

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR10a monitoring legislation	Monitoring of Government legislation and proposed regulatory changes.	Relevant Bills in the Government's legislative programme will be identified and City Corporation departments alerted to issues of potential significance as the measures are introduced in the new Session. Action taken through negotiation with departmental officials or amendments tabled in Parliament as required. The legislative consequences of Britain leaving the EU as they may affect the Corporation and the City more generally as an international financial centre are a particular focus.	Paul Double	11-Sep-2017	31-Dec-2017
CR10b Provision of information	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	11-Sep-2017	31-Dec-2017
CR10c Stakeholder engagement	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select Committee of both Houses on matters of importance to the City, including increased engagement on Brexit-related issues. Working with other organisations, including the Financial Markets Law Committee, to analyse the legal framework following exit from the EU. Continuing engagement on devolution in London and liaison with London Councils and Central London Forward on the application of devolution to the London boroughs and the City, either directly from Central Government or the Mayor.	Paul Double	11-Sep-2017	31-Dec-2017

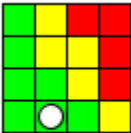
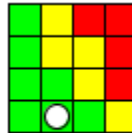

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>REM PCE 001</b> <b>Safe event management</b> 06-Mar-2015 Paul Double	<p><b>Cause:</b> Inadequate processes or lack of staff knowledge and training.</p> <p><b>Event:</b> Failure to follow established security and other guidelines or to provide adequate catering or other facilities resulting in a breach of security, power failure or food poisoning outbreak.</p> <p><b>Impact:</b> Events are not delivered in a safe and satisfactory manner resulting in injury or illness caused to guests or staff. Financial and reputational loss.</p>	<p>Likelihood</p> <p>Impact</p>	8	Procedures and training programmes are in place.  <b>11 Sep 2017</b>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
REM PCE H&S 001C Evacuation and other emergency procedures.	Review and revise existing procedures on an annual basis. Document and implement new procedures as necessary.	A Guildhall complex evacuation exercise took place in August. An invacuation exercise took place in September.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
REM PCE H&S 001D Cleaning and maintenance	Maintenance and cleaning schedules agreed with City Surveyor including regular inspections of the lettable areas. Agree effective repairs and refurbishment programme.	New processes are in place and are being monitored. FM at Guildhall is currently being reorganised.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018



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<b>REM PCE 003</b> <b>Lack of guest data</b>  30-Mar-2017 Nigel Lefton	<b>Cause:</b> City Corporation database (CRM) without adequate support. <b>Event:</b> Loss of guest information and reduced ability to keep information properly updated. <b>Impact:</b> Adverse impact on operational efficiency and consequential reputational damage.	 Likelihood	8	Replacement software has been identified. Preparatory work to provide for the transfer of data to new system has begun.  <b>11 Sep 2017</b>	 Likelihood	2	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>REM PRE 001</b> <b>Income generation</b> 07-Apr-2015 Nigel Lefton	<b>Cause:</b> Reduced demand for Guildhall for private events <b>Event:</b> Fewer commercial bookings <b>Impact:</b> The income target for the department is not met, resulting in compensatory savings elsewhere in the organisation.	 Likelihood	2	Income on target for 2017/18.  11 Sep 2017	 Likelihood	2	31-Dec-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
PRE 001 Working with Barbican Centre to promote both venues	Cross referral of bookings and regular liaison with Barbican Centre.	The team continues to meet with Barbican staff regularly to exchange information and promote joint marketing. Cross referral of enquiries continues.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
PRE 001a Joint working with other departments	Continue to work with the City Venues Group to share best practice.	The City Venues Group meet regularly to share information and best practice.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
PRE 001b General marketing initiatives	To develop a number of marketing initiatives to promote the Guildhall as a venue to hire.	Initiatives include attendance at trade shows and showcases (promoting Guildhall to a number of potential new clients). Inquiries through the Guildhall's web-site are growing in number. Use of Social Media to promote Guildhall has increased significantly.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018