

REMEMBRANCER'S OFFICE 2025/26 BUSINESS PLAN

About us: Our purpose, aims and impacts

The City Remembrancer is one of the City's four Law Officers, its Chief of Protocol and a Parliamentary Agent. The Office is also responsible for the Lord Mayor's Show and for organising major events and hospitality on behalf of the City Corporation and managing use of the Guildhall complex venue spaces.

Our aims and objectives are to...

- Maintain the constitutional integrity of the City of London.
- Lead on Parliamentary engagement across the City Corporation and in doing so scrutinise all government legislation and promote City of London private legislation.
- Represent the City's views in Parliament, providing evidence to its committees and, in addition, to GLA committees.
- Deliver events that support and promote the strategic priorities of the City and the UK.
- Maintain strong and close relations with the Royal Household and the London Diplomatic Corps.
- Generate income from the commercial hire of Guildhall event spaces.
- Provide services to the City's elected Members, including arrangements for Committee hospitality and Common Hall, and providing support and education for Members on City protocol and procedures.
- Act as Centre of Profession for Events, leading on good practice to include event protocol and EEDI for events.
- Promote the UK legal sector and act as main point of contact for the Ministry of Justice, the Bar Council and the Law Society.
- Provide strategic oversight of the delivery of the Lord Mayor's Show.

Our impacts...

- Following the election of a new Remembrancer, we have carried out a structure review and evaluation across the Remembrancer's Office and implemented changes consistent with, and in liaison with, the Ambition 25 project.
- Provided an enhanced, role specific staff training programme and provided opportunities for work shadowing across teams.
- Participated in the National Graduate Development Programme, assisting with interviews and hosting a National Management Trainee.
- Continued to grow the commercial use of Guildhall complex, increasing income by 26% to £2.35m.
- Introduced commission charge to caterers supplying commercial events, generating an additional £261,000 of income in 2023/24.
- Introduced a restructured Event Sales team to optimise the ability to follow up leads and generate new business.
- Reinvested into the venue space through the purchase of additional furniture and planned Wi-Fi and AV enhancements.



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- Delivered a range of high-profile events including, Lord Mayor's Banquet, State Banquets, Coronation Dinner, Pride, Invictus Games 10th Anniversary Reception, Black History Month, 250th Anniversary of the Royal Humane Society and International Women's Day.
- Worked in partnership with the City Belonging Programme to develop Community Engagement across the City Events Programme.
- Developed and implemented a new diversity questionnaire, issued to those attending City Events, to provide a clearer insight into guests and to assist with improving the diversity of invitees and guests at future events. Established and Chair an EEDI Working Group across the Corporation, focused on events delivery and guest lists.
- Ongoing liaison with City Corporation departments and institutions to represent their views in relevant Parliamentary debates and legislative processes.
- Continued to provide legal and parliamentary support to the Markets Co-location Programme.
- Following the election of a new Parliament, engaged with new MPs to establish relationships and enhance understanding of the City's contribution to London and the nation.
- Supported the re-establishment of the All Party Group for Financial Markets and Services with a new Chair.
- Continue to engage with the Mayor of London's Office and GLA Members following the 2024 election, to ensure an understanding of the role and contribution of the City.
- Continued to promote the UK legal sector and act as main point of contact for the Ministry of Justice, the Bar Council and the Law Society, with frequent collaborative meetings and joint working on matters of shared interest.

Our stakeholders and partners...



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Our key objectives and priority workstreams and major projects

Our objectives...

- We will use the City events programme to promote competitiveness, and by ensuring City events maximise opportunities for business engagement.
- As Centre of Profession for Events, we will work with events teams, staff networks and other departments across the Corporation to further the operational development and delivery of the EEDI protocol for events.
- We will lead on the development of a sponsorship framework with colleagues from Communications as part of the City Belonging Project.
- We will explore opportunities to expand on the City's interfaith work through events in partnership with Staff Networks and the City Belonging Project.
- We will engage with London's diverse communities through the events programme.
- We will continue to review the sources for and composition of guest lists for City events with a particular focus on attracting starter and medium-sized businesses and emerging sectors.
- Working with Corporate Affairs, IG, OPC and other departments across the Corporation, we will continue to ensure that the City's voice is heard in Parliament through briefings for debates, Select Committee submissions, liaison with APPGs, roundtables with party groupings and engagement with individual MPs.
- We will work with colleagues across the Corporation to continue the successful delivery of the Lord Mayor's Show and fully utilise promotional opportunities presented by it.
- We will continue to optimise the commercial use of Guildhall, ensuring it remains a leading location for city, national and international events.
- We will work with colleagues from City Surveyors, Digital Services and Chamberlains to ensure that venue spaces across Guildhall are maintained and enhanced through installation of new Wi-Fi, digital and AV provision.
- We will continue to work with colleagues in City Surveyor's Department to ensure that health & safety procedures are regularly reviewed and enhanced ensuring the safe delivery of events.
- Following the City elections, We will partner with Town Clerk's Office to induct new members and provide guidance on protocol and procedures across a range of activities and events.
- We will continue to ensure that the City and City Corporation have global reach through a range of events and engagement with the London Diplomatic Corps and the Foreign, Commonwealth and Development Office, seeking to enhance opportunities to develop these networks.
- We will continue to engage with the Royal Household and ensure the City Corporation and Guildhall are able to facilitate a range of high-profile events and engagements.

Our major projects...

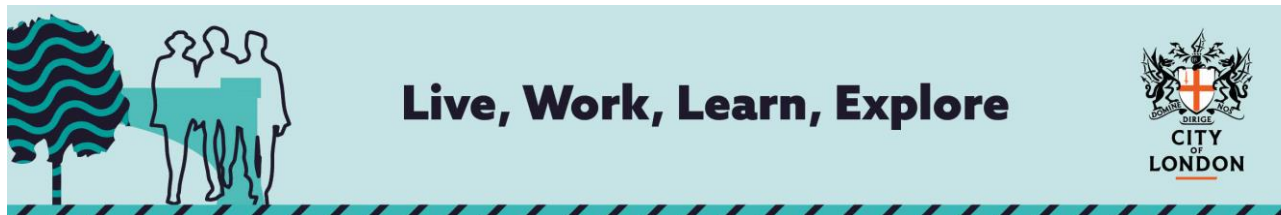
- Initial investigation into UNESCO Intangible Cultural Heritage status and its potential application for the City of London Corporation.
- Contribute to the review of matters influencing the current electoral franchise for Ward elections in the City.
- Retendering of Guildhall event eligible caterers.
- Continue to provide legal and parliamentary resource for the Markets Colocation Programme.



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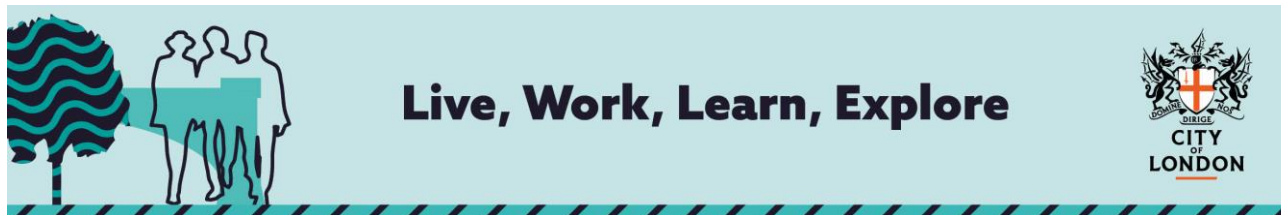


Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>Legal and Parliamentary work linked directly to the City of London (Markets) Bill</p> <ul style="list-style-type: none"> - Act as Parliamentary Agent for the Bill - Provide legal support and advice - Provide regular briefing relating to the progress of the Bill for internal and external stakeholders 	3%	4%	<ul style="list-style-type: none"> • Dynamic Economic Growth • Leading a Sustainable Environment 	<ul style="list-style-type: none"> • This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress. 	<p>The Corporation has in place the necessary legislative underpinning to support its decision making as regards its operation of its wholesale markets</p>
<p>Review of electoral franchise for City of London ward elections</p> <ul style="list-style-type: none"> - Assessment of the change in the composition of the workforce in the City since the last reforms in the early 2000s. - Review of international comparisons. - Identification of options for change and how to give effect to those changes. 	0.2%	2%	<ul style="list-style-type: none"> • Diverse Engaged Communities 	<ul style="list-style-type: none"> • Increase engagement with workers and resident communities. • This workstream does not have quantitative measures for the Remembrancer's Office as we will be supporting other departments, but we will provide quarterly narrations as to progress. 	<p>The Corporation has an understanding of the high level options available as regards potential franchise reforms so that, subject to identifying sufficient resource, it is able to make an informed decision.</p>



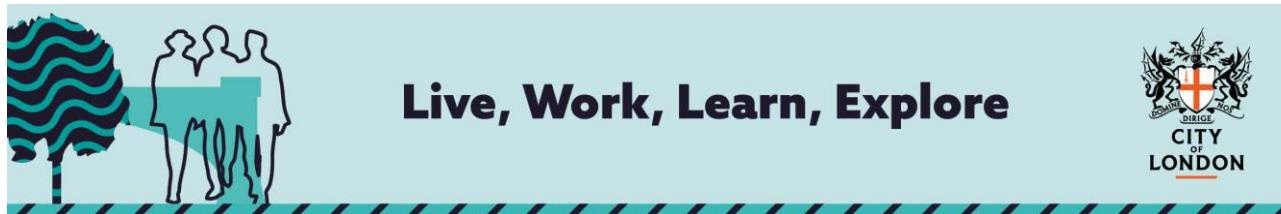
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<p>Retender and contract eligible caterers for the provision of services at Guildhall for the purposes of private and city events.</p> <ul style="list-style-type: none"> - Development of tender package - Advertisement of tender opportunity - Review and assessment of applicants - Confirmation and issue of contracts 	1%	1%	<ul style="list-style-type: none"> • Vibrant Thriving Destination • Providing Excellent Services • Leading a Sustainable Environment 	<ul style="list-style-type: none"> • This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress. 	<p>Ensuring proper procurement process to ensure that the Corporation procures appropriate caterers for the venue, on terms and conditions that have been reviewed and updated as required and which meet Corporate Plan outcomes</p>
<p>Successful delivery of the City Event Programme and Committee Hospitality Programme</p> <ul style="list-style-type: none"> - Review and advise Members on proposed event programme - Identify potential opportunities for new events - Ensure best value is gained from format and delivery of all events & hospitality - Ensure all events meet EEDI objectives - Identify opportunities for stakeholders to co-host events reducing pressure on budgets 	18%	31%	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Dynamic Economic Growth • Providing Excellent Services 	<ul style="list-style-type: none"> • Increase visitor numbers, expenditure, and visits to our cultural attractions • Increase gender diversity of guests to 45% • Increase gender diversity of speakers to 40%. • Increase response to surveys 35% 	<p>Further enhancing the Corporation's reputation and its engagement and relationships with key external stakeholders</p>



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				<ul style="list-style-type: none"> • Maintain satisfaction levels at 95%. 	
<p>Optimising Commercial opportunities and generation of income from paid, external events</p> <ul style="list-style-type: none"> - Review marketing, trade show attendance, website and social media presence - Manage internal events demands to allow optimal slots for commercial bookings - Develop and maintain strong relationships with clients to ensure repeat bookings 	14%	36%	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Dynamic Economic Growth 	<ul style="list-style-type: none"> • Increase visitor numbers, expenditure, and visits to our cultural attractions • Increase income generation to £2.5m • Increase average spend per event to £18k 	Ensuring that the Corporation is maximising revenue generation from one of its biggest assets, namely its event spaces at Guildhall
<p>Improvements to Venue Space</p> <ul style="list-style-type: none"> - Work with City Surveyors to identify opportunities for improvements - Identify potential funding sources - Manage event calendar to allow for improvement and preventative work programme to take place - Ensure facilities are protected and maintained throughout events - Look to the industry to identify opportunities to enhance facilities within Guildhall complex 	3%	4%	<ul style="list-style-type: none"> • Vibrant Thriving Destination • Providing Excellent Services • Leading Sustainable Environment 	<ul style="list-style-type: none"> • Reduce emissions in line 2040 net zero target. • Reduce energy consumption and increase use of renewable energy • This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress. 	Ensuring the venue provides updated facilities that clients expect and therefore continues to attract both new and repeat business to contribute to revenue generation
<p>Induction of new members and provision of guidance on protocol and procedures</p>	1%	3%	<ul style="list-style-type: none"> • Diverse Engaged Communities • Providing Excellent Services 	<p>This workstream does not have quantitative measures attached to it, but we</p>	Ensuring that new members have an enhanced understanding of

















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will provide quarterly narrations as to progress.

protocol and procedures from the outset

Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

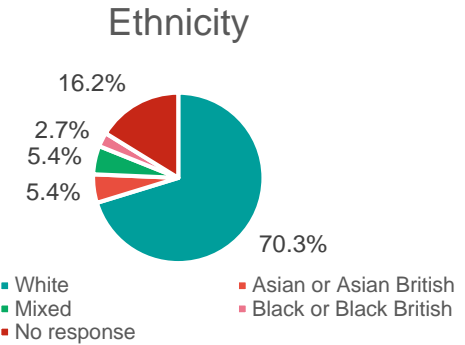
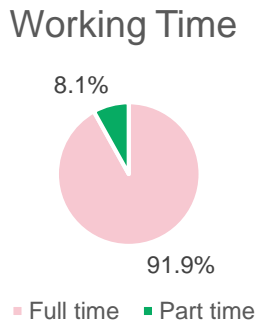
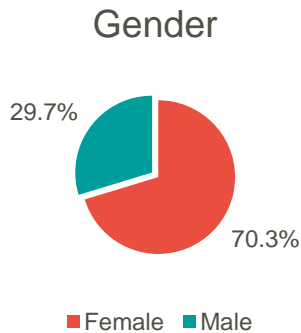
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/2027	2027/2028	
Markets Bill															
Review of Election Franchise		2025 Ward Elections													
New Eligible Catering List		Tenders Received					Appointments					Start			
Delivery of City Events Programme															
Events Income Generation															
Enhance Facilities															
New Member Inductions		New Members													



Enablers

People

The Remembrancer's Office currently has a team of 37 Staff, 35.7FTE.



Staff survey score = 70% -- increase of 7% from 2022

Our key actions are...

1. Develop and enhance line management capacity
2. Address concerns about Members and Member behaviour
3. Ensure all staff understand how to access role appropriate learning and development

Equity, Equality, Diversity and Inclusion

Our top 3 priorities are...

1. To establish a Remembrancer's Office EEDI working group
2. To review and enhance event procedures and venue accessibility across the Corporation to ensure EEDI is embedded in all aspects of event planning and delivery.
3. To lead on the implementation of a diversity questionnaire for external guests for certain City hosted occasions.

As Centre of Profession, the Remembrancer's Office leads on good practice for procedures at events across the Corporation. This has included the establishment of a cross departmental EEDI and events working group to look at event delivery.

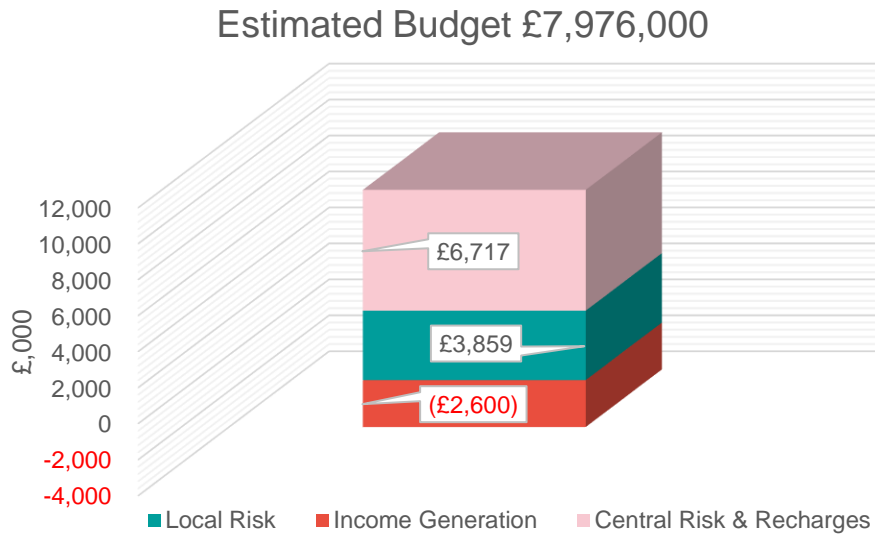
The Remembrancer's Office sponsors both the staff Multi-Faith and Social Mobility networks, and members of the Office are Chairs of both the Women's Inclusive and Social Mobility networks



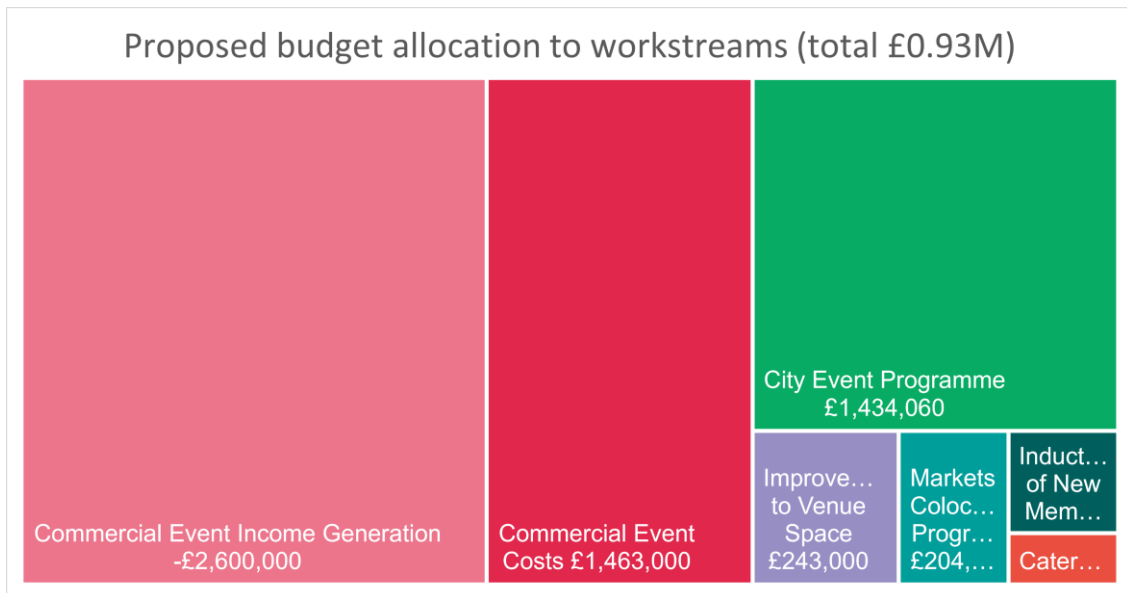
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Finance



Estimated forecast spend in respect of the priority workstreams



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Priorities and plans being considered in the medium term

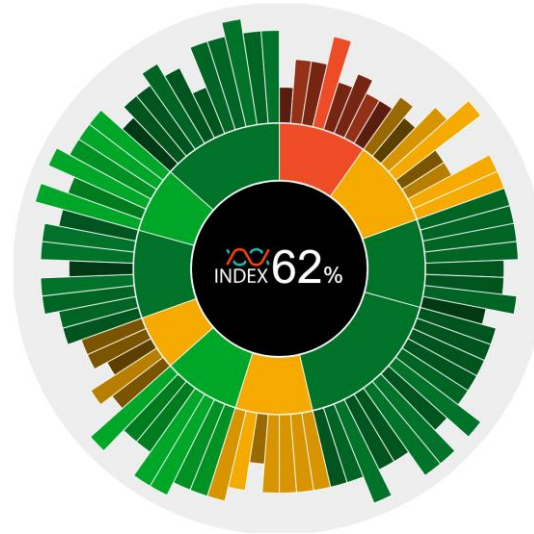
What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Celebration of the 700 th Lord Mayor in 2028	X	X	Unfunded
Promotion of the launch of the new London Museum	X		Unfunded
Promotion of the launch the Salisbury Square development	X		Unfunded
Potential Election Franchise Reform	X		Unfunded

Risks

Risk Title	Score
CR10 Adverse Political Developments	8
REM PRE 001 Income Generation	12
REM PA001 Impact of UK-EU Relations on the legislative & regulatory landscape	8
REM PCE 001 Safe Event Management	4
REM PCE 003 Lack of guest data	4
REM BS 001 Safekeeping of City Property	2

Risk to income generation due to loss of venue spaces due to maintenance or unexpected facility or infrastructure failure. Reliance on City Surveyors to mitigate.

Health & Safety



Safe 365 Score: 62% September 2024

Priorities for 2025-26

1. Expansion of external independent verification programme for event processes.
2. Additional training for Remembrancer staff on reporting processes and use of data.
3. Review of Event Strategy Plan

Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes**