

<b>Committee(s):</b> <b>Policy and Resources</b>	<b>Date(s):</b> 21 November 2013	<b>Item no.</b>
<b>Subject:</b> Review of Business Plan 2013/16		
<b>Report of:</b> City Remembrancer	<b>Public For Information</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report provides Members with an overview of the activities of the Remembrancer's Office for the period 1 April to 30 September 2013.</p> <p>The overall aim of the Remembrancer's Office is to support the City's interests in Parliament and to promote the City as the world leader in international finance and business services.</p> <p>Underpinning this is the Office's strategic aims and key objectives which have four key themes. These are:</p> <ul style="list-style-type: none"> <li>i. promoting the City;</li> <li>ii. influencing policy;</li> <li>iii. enhancing the City's international relationships through events and diplomatic channels;</li> <li>iv. securing value for money and efficiency.</li> </ul> <p>The report also provides an update on progress made against the specific improvement plans included in the latest business plan.</p> <p style="text-align: center;"><b><u>Recommendation</u></b></p> <p>Members are invited to receive this report.</p>		

## **Background**

1. The Remembrancer's Office Business Plan for 2013/16 was approved by this Committee on 2nd May 2013. The plan sets out the strategic direction of the Office and demonstrates how the work of the Office supports the policy priorities set out in the corporate plan. This report

provides an update on progress made to achieve the Office's objectives identified in the Business Plan.

### **Parliamentary**

2. The Parliamentary Commission on Banking Standards published its final report in June. Publication of the Report ("Changing Banking for Good") was a key stage in a period of intense Parliamentary scrutiny of the banking industry. The City Corporation made three submissions to the Commission contributing to the debate as to how best to raise professional standards and restore trust in the industry. Many of the Commission's recommendations are now being implemented by means of Government amendments to the Financial Services (Banking Reform) Bill. The Bill has now reached Committee stage in the House of Lords.
3. Under the Coalition Government, the Queen's Speech has moved from November to May. The legislative programme unveiled this year contained a number of measures impacting on the City Corporation. The main Bills of interest are:
  - a. the Local Audit and Accountability Bill, which abolishes the Audit Commission and requires local authorities to appoint their own auditors. Local authorities, including the City Corporation, are required to establish audit panels, with a majority of independent members, to advise on the appointment. The Government has recently announced that amendments will be made to give the press and public new rights to film and report council meetings, and we will consider how this might affect the City Corporation;
  - b. the Anti-Social Behaviour, Crime and Policing Bill, which reforms the powers available to public authorities to tackle anti-social behaviour. We are discussing with the Home Office how we can best preserve the Corporation's current powers to control dogs on the open spaces administered by the City;
  - c. the Intellectual Property Bill, which makes legislative provision for the location of the London operation of the European Patent Court. It is clearly in London's interest that the new arrangements enable the City's patent expertise to be fully exploited, and we are discussing with BIS/MoJ officials how this can be achieved;
  - d. the Energy Bill, which includes provisions dealing with nuclear regulation, consumer redress, electricity generation and, of interest to the City, electricity capacity. Amendments have been tabled to ensure

that consideration is given to the growing electricity supply which will be needed by expanding City businesses;

- e. the Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Bill which introduces a statutory register of lobbyists and imposes restrictions on non-party campaigning during elections. In its current form, the Bill covers only commercial third-party lobbyists. However, the Bill attracted considerable criticism in the Commons for its narrow scope and potential impact on charities and campaigning groups. The City has not so far been mentioned in debates as a specific concern. We will be following the debates in the House of Lords.
4. The Office is continuing to progress the City of London (Various Powers) Bill, which amends the street trading regime in the City. Under the Bill's provisions, the City Corporation will be able to grant temporary street trading licences. The Bill completed Commons Committee stage before the summer recess and is now awaiting Consideration stage.
  5. A number of new Select Committee inquiries have been announced in recent months. Those to which the City will be submitting evidence include the Communities and Local Government Committee's consideration of Local Government Procurement, the Lords EU Committee's inquiry into the role of national parliaments in the EU and the Transport Committee's scrutiny of the maritime sector. A new Lords Committee has been established to review soft power and the UK's influence overseas. The City Corporation has already submitted written evidence to this inquiry and the Lord Mayor will be giving oral evidence to the Committee in November. In June, the Commons Environment Food and Rural Affairs Committee launched its inquiry into green finance at a seminar at the Guildhall and the Office will be submitting formal evidence to that inquiry in due course.
  6. The parliamentary team continues to maintain and expand relationships with MPs and peers on matters of interest to the City. Subjects of briefings have included relations with UKTI, the arts, proposals for a Financial Transactions Tax, social investment and social enterprise, global migration, drugs and tree diseases.
  7. The Office continues to have a close dialogue with officers at City Hall. Meetings have been held with key members of the Deputy Mayor for Business and Enterprise's team and with the new Deputy Mayor for Policing and Crime.

## **Protocol and City Events**

8. In April, a reception was held at Guildhall immediately following the Funeral Service for Baroness Thatcher of Kesteven at St Paul's Cathedral. Members of the Royal Family and numerous Heads of State attended. The Office worked closely with the Cabinet Office, the Royal Household, the Armed Forces and Police.
9. As part of the Office's objective of promoting the City, the Office has been actively involved in welcoming and engaging with visiting foreign government representatives. Events have included a speech on economic policy by the Prime Minister of Japan after the G8 meeting in Northern Ireland, a dinner for the Prime Minister of New Zealand, a lunch for the Prime Minister of Belize, and business lunches with the Lord Mayor of Perth (Australia) and the Turkish Minister for Science, Industry and Technology.
10. Events that support the cultural strategy have included the City of London Festival Concert "At Sixes & Sevens" highlighting the City's links with Derry/Londonderry; a concert and reception marking the opening of the Guildhall School of Music and Drama's new premises at Milton Court; and a reception recognising the contribution of Uniformed Adult Volunteers.
11. The Office has organised 10 Committee events during the six months ending 30 September including dinners for the Licensing, Markets, and Gresham Committees, the City Bridge Trust and the Epping Forest Ladies Day. The team liaise with the Chairman and Chief Officer responsible for each event and the Office's parliamentary team to review guest lists, identify guest speakers and provide briefing notes for Members. For example, the Minister of State for Universities and Science, David Willets MP, was the speaker at the Gresham Committee dinner.
12. Other notable events have included a lunch marking the award of the first Queen Elizabeth Prize for Engineering; a dinner marking the 400<sup>th</sup> Anniversary of Anglo-Japanese relations; and the Financial Markets Law Committee Quadrilateral Dinner. A flag raising ceremony in Guildhall Yard and a reception marking the 70<sup>th</sup> Anniversary of the Battle of the Atlantic have further demonstrated the City's support for the Armed Forces.
13. In support of the Olympic Legacy, the Office has worked in conjunction with the Mayor of London's Office and London and Partners to promote London as a world-class host venue for sport. Events have included receptions to mark the start of the London Anniversary Games and on the occasion of the World Triathlon Grand Final in London. Plans to welcome

the Rugby League World Cup semi-finals to London later in the year are also in the planning stages.

14. Preparations are in hand for the Autumn schedule of events which include a State Banquet and a reception to mark the start of the World Islamic Economic Forum in London, as well as the Lord Mayor's Banquet and other events relating to the change of Mayoralty.

### **Private events**

15. Attracting new business to help maximise income is a continuing priority. Recent clients new to Guildhall in the six months ending 30 September have included the Kuwait Investment Office, the European Society of Bone Marrow Transplantation, the Pharmaceutical Society of Australia and Arbuthnot Private Bank. The Guildhall also continues to accommodate many returning clients. These include the Booker Prize, the San Pellegrino World's 50 best restaurants, Grocer Gold Awards, Euroweek awards and Exel Survey awards, sponsored by Thomson Reuters.
16. The number of private events for the six month period ending 30 September 2013 (approximately 214) is at a similar level to last year.

### **Other activities**

17. The Corporate Events Management Group presented a report to the Hospitality Working Party in July. The report provided information on steps that have been taken to strengthen co-ordination of event planning and delivery between this Office, Mansion House and the Public Relations and Economic Development Offices, including the provision of a centrally managed contacts database, more consistent seating arrangements at events in Guildhall and Mansion House, and joint planning for forthcoming anniversaries.
18. The Remembrancer's Office and the Public Relations Office continue to collaborate on monitoring Government policy announcements and consultations and the logging of high level political contacts relevant to the City Corporation. The Office also works closely with the Economic Development Office in the submission of evidence to parliamentary select committees on financial services topics.

## **Resources**

19. Income for this year, based on current bookings, is likely to exceed last year's total despite the absence of the additional income generated from Olympic-related events in 2012.

20. A summary of the Office's local risk budget position for the six month period ending 30 September 2013 is provided below. It is expected that the Office will remain within its local risk resources for this financial year.

Committee	Original Estimate 2013/14	Budget to period ending 30 September 2013	Actual to period ending 30 September 2013	Variance (year to date) (under)/over
	£000	£000	£000	£000
Policy & Resources	1,023	502	499	(3)
Guildhall Administration*	(308)	(263)	(270)	(7)

\* The gross income from Guildhall lettings in the six month period ending 30 September 2013 was £596k. The figure of £270k quoted above takes account of the internal charging mechanisms to cover elements for which other departments are responsible (eg security) and a contribution to the general running costs of the venue.

21. As part of the drive to achieve financial savings, the Office works closely with PRO and EDO when compiling guest lists for City events and identifying organisations or 'partners' to co-host events. Recent examples of co-hosted events are the Commonwealth Lecture, the City of London Festival and reception, and the Fair Pensions reception.

22. The required financial savings for the current year are in the process of being achieved and the Office is participating in the Service Based Reviews that are currently taking place. Detailed management of the Guildhall diary ensures that use of the venue for private lettings is maximised.

23. The Office has installed 'perfect table-planning' software which has been developed to create table plans electronically for smaller events including Committee dinners. Other initiatives being developed include a bespoke e-invitations package which can be used for certain events.

## **Learning and development activity**

24. E-learning is the City's preferred way of providing learning and development with staff being able to access a number of learning and development opportunities via their own desk tops at times convenient to them. Recent on-line courses completed by staff have included Fraud Awareness (all staff are required to complete this as a corporate priority).

Some staff have also attended personal development training such as time management and persuading and influencing skills training.

25. The Office continues to support the City Business Traineeship Scheme and recruited a student from a local neighbouring borough for a period of six months. The Office also continues to provide opportunities for work experience for students from neighbouring schools and internships.

## Action Plans

<b>Objective:1</b>	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 GLA.				
<b>Supporting TCT Strategy themes:</b>	All	<b>Priority and rationale (statutory etc):</b>	The Office is responsible for looking after the City's interests in Parliament, in respect of its local authority functions, the promotion of financial and business services in the City, and its provision of services to London and the nation.		
<b>Aligns to Corporate Plan:</b>	All				
<b>Departmental Strategic Aims:</b>	1				
Actions/Milestones		Target Date	Progress as at 30 September 2013	Responsibility	Resources
Briefing of MPs, peers and Departmental officials on Bills likely to impact on the City which are brought forward in the next session, including the Financial Services (Banking Reform) Bill, Local Audit Bill and Anti-Social Behaviour Bill, and any legislation affecting local government, transport, planning and environmental and other relevant matters, with amendments tabled where required. The City is promoting the City of London (Various Powers) Bill.		Before the end of the Parliamentary session (May 2014)	The Office has promoted an amendment to the Energy Bill in support of the better provision of electricity capacity in the City and has circulated specific briefings for five debates. The Office has increased the exposure of the City's research programme among MPs and peers by circulating general briefings on a range of matters including tree diseases, social investment, the value of green spaces, SMEs, the impact of an FTT, the Swiss approach to EU engagements and outturn reports from the Lord Mayor's overseas visits.	City Remembrancer	Within existing resources
To assist in the provision of oral and written evidence to Select Committees (including the Parliamentary Commission on Banking Standards) and to act as a point of reference for Parliamentary Committee officials and policy makers.		May 2014	We have submitted evidence to eight select committees in this period.	Parliamentary Team	Within existing resources
To ensure the effective communication of City concerns to Parliament, the GLA and EU institutions at official level.		May 2014	There is a continuing dialogue with members and officials of each of these institutions. The Remembrancer travels frequently to Brussels in liaison with EDO to engage with individuals in the European Parliament and Commission.	Parliamentary Team	Within existing resources
To maximise the opportunities for engaging with British and EU parliamentary opinion-formers including by holding seminars and other events.		October 2013	The Parliamentary Team has worked closely with the events teams in the office to ensure appropriate politicians are invited to the City's programme of events. This has included securing the Home Secretary to speak at the Police Committee Dinner and David Willetts MP to speak at the Gresham Committee Dinner.	Parliamentary Team	Within existing resources
To ensure that all relevant groups and individuals receive useful and timely briefings, research notes and other information on national and EU issues considered by Parliament.		May 2014	The Office has ensured timely briefings have been circulated following key parliamentary events such as the Budget and the Queen's Speech, and when particularly important issues are being debated in Parliament. Where appropriate this has been done jointly with PRO and EDO.	Parliamentary Team	Within existing resources
CORPORATE CONSIDERATIONS					
Money	People	Environment	Managing Business		
Supporting legislation that, where relevant, safeguards the City's finances.	Through activity of Parliamentary team in briefings and other support to secure a suitable legislative outcome.	Supporting and promoting initiatives on environmental issues including City Open Spaces with suitable briefings.	Regular liaison with Parliament, the GLA, Central Government and London local authorities on matters affecting London. Supports corporate risk - SR 10.		



<b>Objectives: 2 &amp; 6</b>	Provide strategic oversight of the City events programme and maximise the benefits to the City Corporation. Promote greater co-ordination with internal departments including through the Corporate Events Management Group.				
<b>Supporting TCT Strategy themes:</b>	All	<b>Priority and rationale (statutory etc):</b>	Sharing knowledge with EDO/PRO/Mansion House to help enhance the strategic effectiveness of events.		
<b>Aligns to Corporate Plan:</b>	All				
<b>Departmental Strategic Aims:</b>	2,4				
<b>Actions/Milestones</b>		<b>Target Date</b>	<b>Progress as at 30 September 2013</b>	<b>Responsibility</b>	<b>Resources</b>
To support and complement the work of the Corporate Events Management Group (Remembrancer's Office, EDO, PRO and Mansion House) to provide strategic oversight on a continuing basis regarding events and to provide assurance that all offices will co-ordinate events across the organisation.		March 2014	The Office continues to liaise with departments through the CEMG. As set out in a report to HWP in July, City hospitality events are regularly entered onto the CoL events diary; the corporate database is updated; and there is joint planning for forthcoming anniversaries.	City Remembrancer	Within existing resources
To work with the Chairman and Chief Officer for each Committee event to enhance guest lists, identify relevant guest speakers, ensure co-ordination of speech content and Member briefing to help maximise the benefit of each event for the City.		March 2014	Committee events during the last six months have included Licensing, Markets, Epping Forest visit, City Bridge Trust and Gresham Committee. The team continues to work with the Chairman and Chief Officer on each Committee event to maximise the benefits to the City that these events bring.	Assistant Remembrancer (Ceremonial) and Parliamentary team	Within existing resources
To provide briefings for events to key internal stakeholders.		March 2014	Up to date event briefings have been introduced. These are prepared by the Office for Members and key officers.	Director and Assistant Remembrancer (Ceremonial)	Within existing resources
<b>CORPORATE CONSIDERATIONS</b>					
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>	
Potential savings through a review of processes.	To enhance knowledge of event processes and objectives through an awareness programme for staff. Liaison with other City venues when events cannot be accommodated at Guildhall. Expanding network through joint events.			Review of current best practice to improve strategic effectiveness of events and utilise latest IT systems.	

<b>Objectives: 3 &amp; 4</b>	<ul style="list-style-type: none"> <li>- Deliver the City's programme of events for 2013 and develop a programme of events for 2014 including those reflecting significant anniversaries of relevance to the City and the nation.</li> <li>- Identify opportunities for events linked to City interests where working with external organisations can raise the City's profile in a cost effective way.</li> </ul>		
<b>Supporting TCT Strategy themes:</b>	All	Priority and rationale (statutory etc):	To continue to support the City's corporate plan and City Together Strategy through the organisation of appropriate and effective City events.  Collaborative working with key partners, including bodies such as High Commissions and Embassies, the Foreign and Commonwealth Office and the Royal Households.
<b>Aligns to Corporate Plan:</b>	All		
<b>Departmental Strategic Aims:</b>	1, 2, 3		

Actions/Milestones	Target Date	Progress as at 30 September 2013	Responsibility	Resources
Identify relevant anniversaries occurring in 2014, and develop events to create synergies with City interests and to appeal to new audiences.	March 2014	The City has been liaising with the FCO and DCMS to develop proposals in relation to the centenary of the First World War and the 500 <sup>th</sup> Anniversary of Trinity House. Other ideas are being developed and will be reported to HWP.	Director and Assistant Remembrancer (Ceremonial)	Within existing resources
To help ensure that the Lord Mayor is known to Ambassadors/ High Commissioners of countries and to enable relationships to be fostered prior to incoming and overseas visits.	November 2013	Visits by PMs of Japan, New Zealand and Belize, the Lord Mayor of Perth (Aus) and a Turkish Govt Minister have been facilitated and the Office has worked closely with the relevant Embassy and High Commission. Freedom ceremonies for the High Commissioner of Singapore, the Mayor of Utrecht and the Papal Nuncio also took place.	City Remembrancer	Within existing resources
Identifying partners to co-host events and to identify elements of costings that could be funded more efficiently through other means.	March 2014	Olympic Legacy events have been developed with the GLA and new relationships forged with British Triathlon and the Rugby League World Cup organisations. Cost savings have been achieved through increased use of e-invitations and encouraging partners to provide event entertainments.	Assistant Remembrancer (Ceremonial)	Within existing resources
Working with the Corporate Event Management Group to identify key issues and relevant audiences.	March 2014	As reported to HWP, the CEMG meets to coordinate the holding of events at Guildhall and Mansion House. Use of the central contacts database and joint discussion of future commemorative events is part of the joining-up work programme.	Assistant Remembrancer (Ceremonial)	Within existing resources

**CORPORATE CONSIDERATIONS**

Money	People	Environment	Managing Business
Sharing resources and knowledge as part of 'joined-up' working. Part-funded events will reduce expenditure.	Collaborative working will improve knowledge and enhance job satisfaction.	Continue to work with caterers to ensure sustainable, fair trade or seasonal produce is used where appropriate at City events.	Developing closer links with key opinion formers to enhance the City's reputation nationally and internationally.

<b>Objective: 5</b>	Maintain usage of Guildhall for major events and continue to maximise income by retaining current contacts and building new relationships.				
<b>Supporting TCT Strategy themes:</b>	All	<b>Priority and rationale (statutory etc):</b>	To provide an excellent service that is value for money and maximises income for the City.		
<b>Aligns to Corporate Plan:</b>	All				
<b>Departmental Strategic Aims:</b>	2,3,4				
<b>Actions/Milestones</b>		<b>Target Date</b>	<b>Progress as at 30 September 2013</b>	<b>Responsibility</b>	<b>Resources</b>
Identify new and cost efficient opportunities for increasing the venue's external profile, including articles in trade publications, exhibitions and search engines or web-sites.		March 2014	The Guildhall is a member of Unique Venues of London (UVL). The Guildhall was represented at an event at Leadenhall Market to promote the City's venues. The Guildhall brochure is to be developed into PDF format and a historical leaflet is to be produced.	Assistant Remembrancer (Ceremonial)	Within existing resources
As recommended by the Corporate Event Management Group, to cross-refer potential bookings to other City of London venues when the Guildhall complex is booked and to encourage other CoL venues to do the same.		March 2014	A working group has been created with representatives from the Barbican, Museum of London, Tower Bridge and Guildhall to discuss ways of marketing the City brand and opportunities for cross-referral of bookings.	Assistant Remembrancer (Ceremonial)	Within existing resources
Review feedback mechanisms to help increase commercial client responses in relation to their event at Guildhall.		September 2013	Snap survey software is used but with fairly poor response rates. Other ways of capturing feedback are being developed.	Business Support Manager	Within existing resources
Consult with the Guildhall Area Strategy team to ensure the Yard is used in a way that does not impact adversely on Guildhall operations.		September 2013	The Office is engaged with the team working on the Guildhall Area Strategy. The Office has raised a number of issues regarding access to the yard which need to be addressed so that any proposals do not impact on income and the ability to deliver events.	Assistant Remembrancer (Ceremonial)	Within existing resources
<b>CORPORATE CONSIDERATIONS</b>					
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>		
Cross referral of clients for bookings with other CoL venues to help increase income for the organisation. Identifying new commercial clients will lead to new business.	New marketing skills.	Liaison with caterers on sustainability matters and use of local produce.	New approaches to identifying new business and use of the Yard are examples of business change. Use of social media. Increased consultation with clients. Better use of software to improve service delivery.		

