



Communicating about the Livery

October 2019



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I: Introduction

Each Livery Company is unique, and this can make it difficult to talk about the Livery overall. How do you describe more than a hundred different Companies with different histories, members, traditions and activities?

But we do have many things in common, alongside our connection to the City of London. Every Company shares a commitment to helping individuals, groups, or local communities – whether that is members of a trade we represent, people struggling to find their place in society, children starting out in education, rehabilitating ex-offenders, or a myriad of other very worthwhile causes.

These commonalities are overwhelmingly recognised by Livery Company members. The 2018 survey of more than 4,000 Livery members – which is included in Appendix Three of this report – revealed that 95 percent would describe a Livery Company as an organisation with “charitable endeavour at the heart of its activities”.

However, the Livery is not well-known or well understood by those outside it. The survey also showed that 98 percent of members believe non-members know little or nothing about Livery Companies, while just 18 percent think the Livery has a positive reputation among non-members.

These issues have never been more important. Institutions of all types are under greater scrutiny than ever before, and are often expected to uphold higher standards of conduct than at any point in the past. The increase in scrutiny and expectations, combined with new forms of digital communications and the 24-hour news cycle, means that organisations must play a much more proactive role in nurturing their reputation. It has never been truer that a reputation can take many years to make but only a second to break.

A reputational challenge is often more difficult to address when the organisation in question is not well-known. A lack of knowledge of the Livery creates an environment in which misunderstandings and wrong impressions could easily take hold. While we know that each Livery Company is different, it is unlikely that people outside the Livery would feel that way. Their first question on hearing about a reputational issue faced by one Company is likely to be: “What is a Livery Company?” And their first assumption is likely to be that all Companies are one and the same.

This means that a more consistent, professional and sometimes coordinated approach to Livery communications is required. When a member of any Company is asked about the Livery by a non-member, they want help in describing who we are, what we do, our good works, and why we are relevant in the 21st Century.

This guide is designed to address these issues. It covers several areas, including:

- Some basic principles on communicating about the Livery.
- Talking points that you can share with members to help them talk about the Livery, and what to do if they identify a communications issue.
- A simple process that we can use to respond, in a joined-up way, to issues that affect the Livery.
- How to develop a ‘stakeholder map’ covering those involved in communications about the Livery.
- Results from two surveys conducted about the Livery in 2018.

This guide is not a mandatory set of rules or stipulations. Nor is it intended to limit what you are doing to communicate about your own Livery Company and its good works. However, we hope it is a useful point of reference in a wide range of situations Companies and members may encounter. Clerks are encouraged to share this material widely within their Companies in a form that best suits them.

We expect that this guide – like the Livery itself – will evolve over time as our environment and needs change. We welcome your feedback so that we can continue to improve it.

The Pan-Livery Steering Group

October 2019

2: Dealing with communications issues in a new environment

The introduction to this guide uses the term ‘communications issue’. But what do we mean by that term? In essence, we are referring to anything that, because of the way it is communicated or may be perceived by others, could present a problem or opportunity for one or more Livery Companies.

The world in which we operate has changed significantly over recent years, and the frequency, speed and potential severity of communications issues has increased dramatically as a result. It is important for Livery Companies to understand the new environment in which communications issues occur today.

We all know from our own experience of reading the news that institutions are increasingly being scrutinised for what they do and how they do it. A number of charities, private companies and public bodies have – quite rightly – been subjected to wide-reaching investigations. In cases where poor conduct, ineffective safeguards or weak systems and processes have been found, a strong track record of good work does not mitigate the causes of criticism. In some cases, the very existence of these institutions, or at least the way they are funded, is now under threat.

The Livery has existed for hundreds of years. We are a great British institution and part of the fabric and pageantry of the City of London. We are a valuable part of society, helping many people fulfil their potential and contribute to their community. But most people do not know much about us, and this lack of knowledge can lead to confusion and mistrust. This is compounded by the fact that, while we know every Livery Company is unique, people who aren’t familiar with the Livery think of us as one entity, sharing the same characteristics – for good or bad. They may even confuse us with other membership organisations that have a very different purpose and ways of operating.

In this context, it is more important than ever that we think carefully about how we communicate about our own Livery Companies and the Livery overall. Indeed, our research (see Appendix Three, pages 24-33) shows that members want help in this area.

In the end, every Clerk, Court and member is responsible for the reputation of their own Company. Only you know the communications issues your Company may face. But we hope this guide is a useful starting point for thinking about those issues, responding to them effectively and protecting your own Company’s reputation and the reputation of the Livery overall.

3: Principles guiding how we communicate about the Livery

The objective of any communication about the Livery is to present ourselves as relevant to our society, and playing a worthwhile, valuable role within it. We should be open and honest about what we do, how we do it, and why it is important today. It is now more vital than ever to communicate effectively with the wider world.

But, at the same time, it is important to recognise that some Livery Companies will want to take a modest and relatively low-key approach to communications. We are not a set of corporate entities trying to ‘sell something’. We typically go about our business quietly and with purpose because this allows us to optimise the help we give to others.

The communications principles below are designed to reflect these characteristics:

More communicative than in the past

Today, people expect institutions of all types to be more communicative than in the past. In today’s world, organisations that do not communicate are viewed as secretive, with something to hide. So, we encourage all Livery Companies to communicate a bit more about themselves than perhaps they have in the past – in a way that still feels natural, authentic and consistent and with the Company’s ethos. Section 5 of this guide will help identify with whom you might communicate, and why.

Increasingly transparent

Being more communicative requires us to be more transparent as well. For example, if anyone asks about us, we respond openly and confidently. We start by understanding the perspective of the person asking so we can give them the most relevant information – about the Livery overall or our own Company. Section 4 of this guide, the Livery talking points, will be helpful in this respect. The talking points allow us to be confident and less defensive about the Livery because we have useful and interesting things to say – and examples to back them up.

Supportive of members

The people with the opportunity to communicate most about the Livery are our members. Yet our research shows that members want more support to do this. They want help talking about the Livery when they meet people who are interested in us. The Livery talking points can be shared with members to help them do that. This guide also includes information on what members can do if they identify a potential communications issue. There are also other materials that members can use, such as the Livery website.

4: Livery talking points

Introduction

We have all been asked questions by non-members about our own Livery Company or other Livery Companies. Those questions often demonstrate that many people outside the Livery do not know or understand us and may wonder why Livery Companies are still relevant today.

Limited public understanding of the Livery is an issue that members themselves have highlighted. In research conducted with Livery members in 2018, 98 percent of respondents said non-members have little or no knowledge of the Livery Companies.

The talking points on the next page are designed for members when in conversation with non-members. They help members to describe who we are, what we do, and why it matters. The talking points naturally focus on the many commonalities across Companies, acknowledging that while we're all different and unique, we're also united by a shared desire to help others.

The talking points are deliberately not designed to be a story or a set script that everyone should learn by rote. They do not cover everything that every Livery Company does, and some aspects may not be completely relevant to every Company.

But they will provide a helpful and thought-provoking starting point for holding a conversation about your own Livery Company and the wider group of Companies. And they will give you useful things to say about the attributes of Livery Companies, along with examples that bring those attributes to life.

The talking points are in three parts:

- **Opening statement.** A short, simple description of who we are, what we do, and why it matters.
- **Attributes.** There are seven attributes covering important aspects of who we are, and what we do. Each attribute is supported by a few points that describe that attribute in a bit more detail.
- **Examples & evidence.** To bring the attributes to life and provide supporting evidence, it is important to provide tangible examples of these attributes in practice. We have provided one or two Livery-wide examples in the table below. However, it is expected that each Livery Company will want to provide their own examples.

Please let us know if you find these materials helpful or if there are ways in which we can improve them.

Finally, please note that members are advised to refer any potential communications issues (including requests for information from journalists) to their Clerk.

Talking points

Opening statement

Livery Companies exist to help people fulfil their potential. That was true hundreds of years ago, when the first Livery Companies supported people working in specific trades. It's true today through the personal and professional development that Livery Companies help provide to hundreds of thousands of people in the UK. And we want to be here for as long as people need that support. Each Livery Company is unique, but philanthropic endeavour has always been, and will always be, at the heart of what we do.

Attribute	Talking points	Examples & evidence
Our professional support	We're a springboard for people entering work and a foothold for small businesses starting out. Many Livery Companies support apprenticeships, training and professional development in their associated trade.	
Our personal support	We provide support for people to develop and improve their lives – from running schools and providing educational bursaries and scholarships, to helping vulnerable people play an active role in society, and supporting them when times are toughest.	
Our future	We want to be around for as long as people need our help. We manage our assets thoughtfully so we can use them to continue helping people well into the future. Each new generation of members evolves their Company, so we find new ways of helping people.	
Our history	We've existed for hundreds of years and are part of the City of London's colourful pageantry. We started out by developing trading standards, training tradespeople and helping workers who'd fallen on hard times.	E.g. The first historical record of a Livery Company recorded was the Weavers – in 1155.
Our purpose	Each Company is unique and independent, focusing on areas where they can be most helpful. But we're all united by a shared desire to help people, particularly those who are vulnerable and struggling.	
Our philanthropy	Philanthropy is, and always has been, a central activity for the Livery. Many Companies are responsible for charities that work for the public benefit. And many Livery members give their time and experience to help others.	E.g. Livery Company members volunteer tens of thousands of hours to good causes every year.
Our members	We're member organisations full of people who feel fortunate to be able to help others. We meet and form professional and personal relationships, and enjoy social occasions with a wide range of people.	

5: Responding to external communications about the Livery

The process described in this section of the guide will help all Livery Companies if others are communicating about us in a negative or misrepresentative way. It is designed to be used in conjunction with the communications issues flowchart in Section 7.

The following table sets out communications roles for five groups related to the Livery:

- Members.
- Clerks and their staff (including Company communications teams, where present).
- Courts.
- Pan-Livery Steering Group

These are the people who are most likely to be involved in communicating about the Livery in some form or another. The table describes their *reactive* communications role. Of course, many members have an everyday *proactive* communications role through their activities for their Company. For example, they could be speaking with school governors or meeting the beneficiaries of charitable activities. These situations are just part of what it means to be a member and do not necessarily fall within this framework.

Finally, it is important to state that Livery Companies need not respond to every negative comment from the media or another external stakeholder. In fact, sometimes the most appropriate response is to do nothing. Whatever course of action we take, it is likely to be most effective if it is done in a deliberate and coordinated manner.

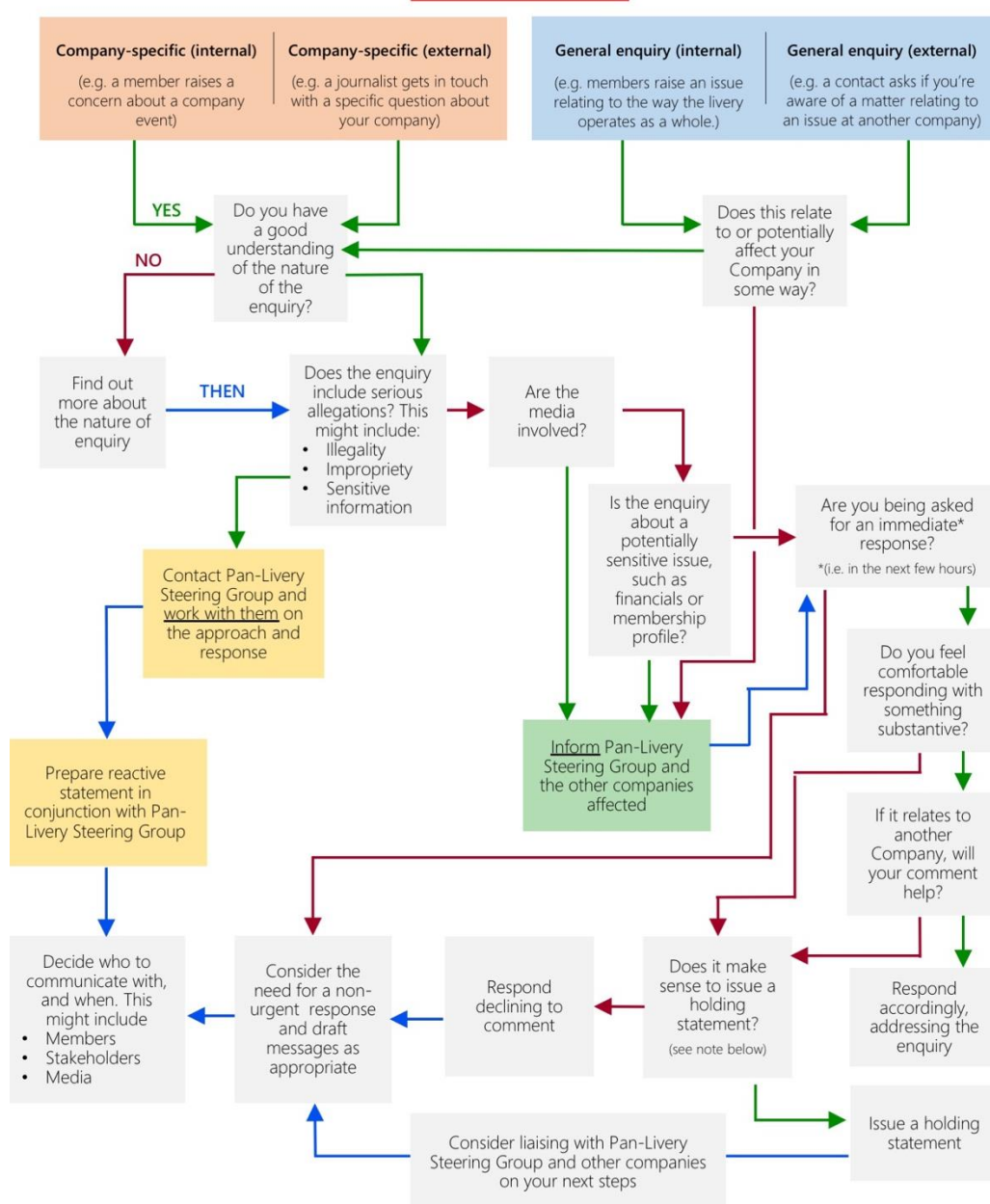


Group	Communications role	Support materials/ activities
Members	Respond to questions about the Livery confidently, constructively and consistently. Be aware of issues that may have a reputational impact on their own Livery Company or the Livery overall. If they identify an issue (for example, something they spot in the media or contact from a journalist), inform their Clerk. Use talking points provided by their Clerk if appropriate for a specific issue.	Livery talking points in Section 4 Talking points developed for specific issues.
Clerks (and their staff, including Company communications teams, where present)	Be alive to the importance of communications and ensure communications is always 'on the agenda' for their Company and Court. Share issues received from members (or identified themselves) with other Clerks (through the Clerks' network) and with the Pan-Livery Steering Group. Work with their Company's Court on approaches to specific communications issues as required and with reference to the communications issues flowchart in Section 7. Provide input to the Pan-Livery Steering Group to help develop the right approach and, if appropriate, talking points for specific issues. Share talking points prepared by the Pan-Livery Steering Group with members, if appropriate for a specific issue.	Talking points developed for specific issues.
Courts	Be alive to the importance of communications and the implications of issues for their own Company and the Livery overall. Work with their Company's Clerk on approaches to specific communications issues.	
Pan-Livery Steering Group (designated person always 'on call')	Work with individual Clerks, and the City of London Corporation communications team, to determine: Is this an issue we should be concerned about? Is there a possible impact on the City of London Corporation? To what extent could this issue affect the Livery overall, or is it just one Company? What's our approach to this issue (e.g. wait and see, proactively engage etc.)? Who should be the spokesperson for this issue, on behalf of the Livery (if appropriate)? How will we monitor this issue to see how it develops? How will we keep Clerks, members etc. up to date with this issue (e.g. provide talking points to Clerks – for sharing with members or not etc.)? Provide Clerks with updates on issues including, if appropriate, talking points for use by Clerks and/or members.	External communications agency support, as required.

6: Communications issues flowchart

This flowchart is designed to help clerks work through any communications issues they may encounter. These issues can be very simple and straightforward to deal with, or very complicated, and the chart is designed to help you assess and respond accordingly, either as a Company or working with others. The two yellow boxes relate to challenging communications issues, and will typically be situations in which the Pan-Livery Steering Group (see Appendix Two) takes the lead, working closely with the Compan(ies) affected. Second, the green box relates to situations in which the Pan-Livery Steering Group is informed and consulted, but will generally involve the Compan(ies) taking the lead.

Communications Issues Flowchart



7: Managing important communications relationships

Introduction

Every Livery Company exists within a complex network of relationships with individuals, groups and organisations. The importance of some of those relationships will be very clear to all Companies. For example, a Company's members are a vital constituency, and every Company is focused on engaging with and communicating with its members to ensure these relationships remain strong.

However, a much wider range of other individuals, groups and organisations also matter to Livery Companies. These many and varied 'stakeholders' – many of whom are external – can have a profound impact on a Company's ability to function effectively, as well as its external reputation.

This section explains the principles behind stakeholder management and is designed to help each Company think about its stakeholder communications in a constructive way.

The following section 'How to map your Company's stakeholders' is a short guide to building your own stakeholder map. It sets out a process that will enable every Company to 'map' its own unique set of external stakeholders, answering questions such as *who* matters, *why* do they matter, and *how* do they matter?

It is important to note that some Companies will already keep track of their key relationships – perhaps using a CRM platform, such as Salesforce. Stakeholder mapping is not designed to replace this sort of platform, but to supplement it.

The introduction of the General Data Protection Regulation (or GDPR) via the UK's Data Protection Act 2018 has significant implications for the way organisations collect, store and use data relating to individuals. Organisations are now required to have a 'valid lawful basis' in order to process personal data (including names, contact details and place of work among others).

All Companies should be aware of how the Data Protection Act 2018 relates to the information they may hold on members and other stakeholders. With this in mind, it is important to assess the potential implications of conducting stakeholder mapping work. This is especially true of any 'sensitive personal data' a company may gather or hold. Sensitive personal data is a sub-category of personal data and requires special handling. It comprises the following types of data: personal data revealing racial or ethnic origin; political opinions; religious or philosophical beliefs; trade-union membership; genetic data, biometric data processed solely to identify a human being; health-related data; data concerning a person's sex life or sexual orientation.

What is a stakeholder?

A stakeholder can be defined as *any individual, group or organisation that has an interest in, or a relationship with, a Company*. Put another way, a stakeholder is someone or something who matters to the Company, or to whom the Company matters.

This definition is deliberately all-encompassing, because it is critical to think broadly when considering who or what comprise a Company's stakeholders. And since a stakeholder is defined in *relation to a particular Company*, the definition also means that every Company will have a unique set of stakeholders.

The diagram on page 18 is designed to give Companies a good idea of the different stakeholder categories, though it's important to bear in mind that not all Companies will have stakeholders

in each of these groups. Page 17 provides more information to help Companies identify their own stakeholders.

Given the breadth of the definition, a Company's stakeholders will always be heterogeneous. Some stakeholders will have very close relationships with a Company, while others will have no direct relationship at all. Some of these relationships will be very long-term, others short-lived. Similarly, an 'interest' in a Company could constitute a significant financial arrangement or a minor involvement in a good cause that is relevant to a Company – and anything in between. It is vital to take account of these differences when considering how to communicate with each group, all of which is covered on page 17.

Why do stakeholders matter to a Company?

Stakeholders matter because they can profoundly influence a Company's ability to operate.

- The strength of a Company's relationships with its stakeholders has a major impact on a Company's ability to achieve its objectives.
- How a Company is perceived by its stakeholders will ultimately define its reputation in the wider world.

Of course, not all of a Company's stakeholders are equally important. Some stakeholders will have greater influence on a Company than others. The relative importance of stakeholders may also change over time or depend on the specific situation or issue.

But it is important to remember that *any* stakeholder can be potentially important to a Livery Company. In an era of social media and mass digital communication, it is incumbent on all organisations and institutions to do everything they can to create and protect good relationships across all their stakeholders.

What are the basic types of stakeholder?

In the broadest terms, stakeholders can be categorised as *internal* or *external*.

Internal stakeholders are relatively easy to identify. Court members, Liverymen and freemen are all examples of internal stakeholders, as are Clerks and their staff. These internal stakeholders will almost all have a good or very good understanding of the Company and at least some of its activities, and will be reachable via a number of established communications channels.

External stakeholders are inherently more varied, and often present a more complex set of communications issues. A Company's external stakeholders can include anything from key individuals at private sector companies operating in a Company's trade; school governors at a Company school; politicians who might influence issues affecting a Company or the Livery overall; journalists who might cover issues involving Livery Companies; applicants and recipients of bursaries; and many more besides.

To reflect the different sorts of relationships external stakeholders have with a Company, we distinguish between two broad categories of stakeholder. (See also the diagram on page 18.)

- Inner circle: These are the external stakeholders with whom a Company is relatively closely and frequently engaged, typically at an individual level. (For example, private companies in a relevant trade who work with the Livery Company, governors at affiliated schools, other Livery Companies.)

- Outer circle: These are organisations or groups with whom the Company is unlikely to have a relationship on a regular, individual basis. (For example, pupils of affiliated schools, the wider public or media.)

When planning and executing a communications strategy – whether that is a series of reactive communications required to address a particular issue, or a proactive communications campaign designed to highlight a Company’s philanthropic activities – it is essential to consider communications from the perspectives of these different stakeholders.

Appendix I: How to map your Company's stakeholders

Introduction

A stakeholder map is a tool that helps a Company to chart and track the network of relationships between individuals, groups and organisations and the Company. It enables a Company to develop ways in which to better target communications and engagement with these different groups, to strengthen important relationships. It is also an important risk management tool, helping Companies identify potential reputational risks, prevent them from becoming material, and mitigate them.

What is a stakeholder map?

A stakeholder map lists all of a Company's stakeholders in one document – usually an Excel spreadsheet. It typically contains a range of information on stakeholders that is relevant to communications and engagement, including:

- Stakeholder category.
- Contact information (if available).
- Main relationship holder with the stakeholder.
- Each stakeholder's areas of interest.
- Date of last interaction with the Company.

An example of stakeholder map is included on page 18.

What are the benefits of mapping stakeholders?

Mapping a Company's stakeholders should not be an academic exercise. The purpose is to develop a map that is useful and useable. The key benefits include:

- Easier, more efficient, information sharing: A good stakeholder map provides a one-stop shop for information on a Company's stakeholders, such as contact details and relationship holders.
- Developing better communications: Once a Company has mapped its stakeholders, it can use the information to develop a more effective communications strategy. For example, a map helps a Company prioritise its communications in order to make the greatest impact with the stakeholders that matter most. At a tactical level, a clear sense of all a Company's stakeholders and their interests can help a Company develop more compelling communications content.
- Improving risk management: A Company's relationships with its stakeholders can be one of its greatest assets. But mapping stakeholders is also a very effective way of managing risk. For example, stakeholder mapping will show if and when a Company has limited or weak relationships with a particular stakeholder type. It also helps a Company plan for crises, by ensuring that relevant information about its stakeholders – including contact details – are in one place.
- Building and maintaining stronger stakeholder relationships: Many of the important relationships a Company has with its stakeholders will be at an individual level. By tracking these relationships via a stakeholder map, a Company can have a clearer grasp of the strength of these relationships, and identify ways in which to strengthen them further.

- Confronting important issues: The process of stakeholder mapping is inherently useful. When creating a stakeholder map, a Company will not only discover new insights about its relationships with its stakeholders, it will also prompt discussion and provide evidence for debate within the Company about a range of different issues: Who matters most to a Company? Does the Company have a clear story to tell? Are any important groups being neglected? What are the big risks the Company faces? What should be the Company's long-term strategy?

A step-by-step guide for Clerks and their staff

1. Begin by collecting any existing, partial stakeholder lists held by the Company. The following steps will help you populate a spreadsheet similar to the example provided on page 18. Throughout, it's important to remember how to define a stakeholder: any individual, group or organisation that has an interest in, or a relationship with, that Company. Put another way, a stakeholder is someone or something who matters to the Company, or to whom the Company matters.
2. List out all the Company's partners: educational institutions, charities, trade bodies, links to the Armed Forces, private sector companies, other Livery Companies, City of London Corporation, etc. with whom it works on a regular basis.
3. Identify all the main areas of focus for the Company. (For example, a trade, a specific type of charitable work in which the Company is involved, or a particular geographic focus.)
4. Consider which of the following stakeholder groups are potentially relevant to the Company (most likely as outer circle stakeholders):
 - a. Wider public in general.
 - b. Local communities.
 - c. Media.
 - d. People who use Company services.
 - e. Politicians.
 - f. Civil society groups.
 - g. Company suppliers (e.g. catering contractors).
5. Assess if any individuals have been missed and add them.
6. Start to input your stakeholders into the spreadsheet, identifying individuals within organisations where possible and relevant.
7. Gathering and including the following information for each stakeholder is essential:
 - a. Name / organisation.
 - b. Stakeholder category (e.g. charity partner, educational institution).
 - c. Contact details / channels of communication.
 - d. Relationship holder / person responsible for communication with this group.
8. However, you should also decide which additional information should be included. Consider the following:
 - a. Strength of the relationship (e.g. colour-coded green for strong, amber for weak, red for non-existent).
 - b. Views about the Company (i.e. are they advocates, neutrals or critics?)
 - c. Stakeholder's interests (i.e. what specifically are they interested in?)
 - d. Date of last interaction with the Company.
 - e. Any additional notes or comments.
9. Once completed, share the map with a number of key internal stakeholders for review and suggestions. The map should be a living document. It doesn't need to be formally signed off, as it should be regularly updated.
10. It's now ready for use.

Example of stakeholder maps

Figure 1: Stakeholder groups to consider

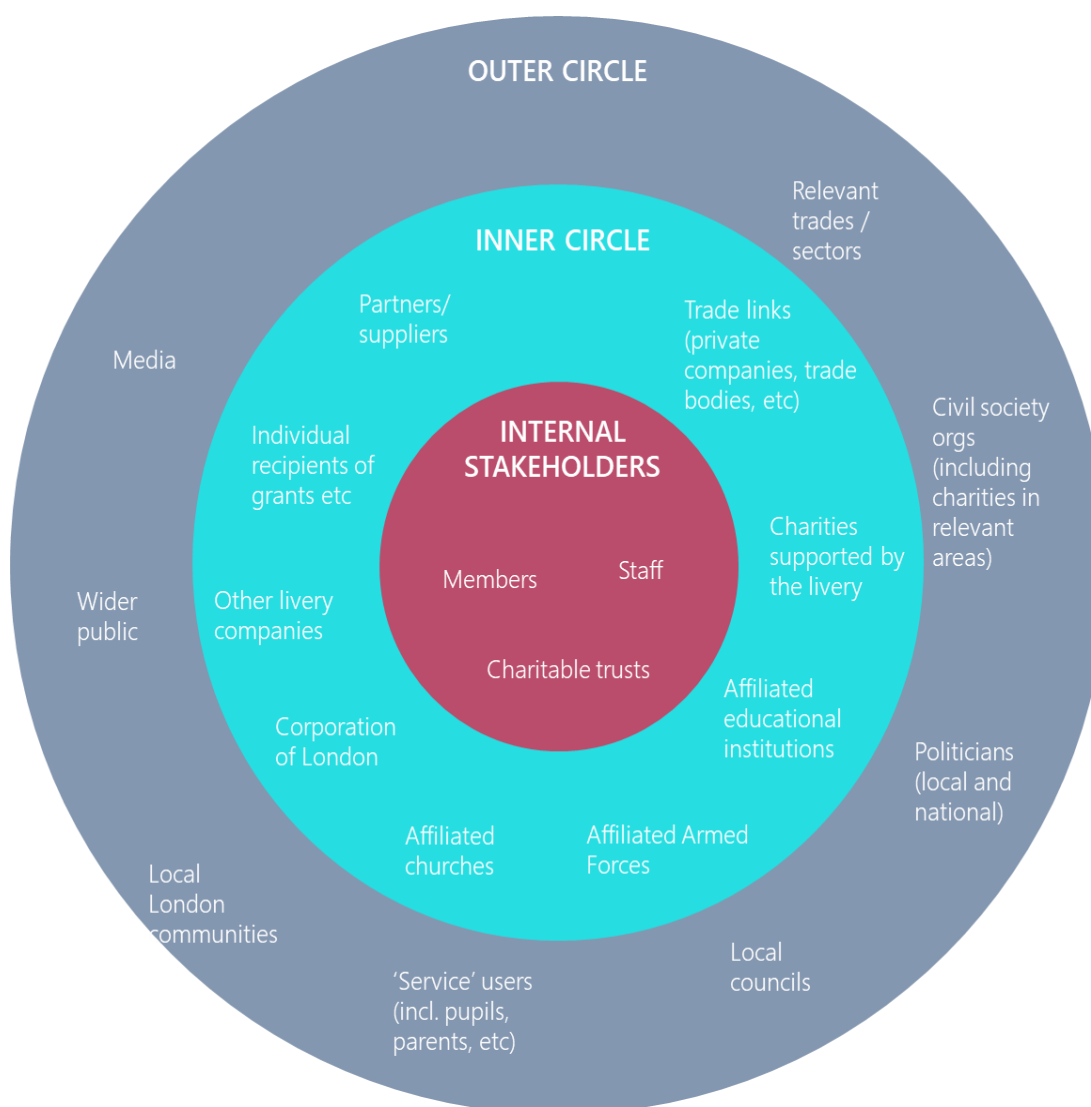


Figure 2: Example of stakeholders on a map

Category	Name	Contact Details	Role	Organisation	Stakeholder type	Main mode of communications	Relationship holder(s)	Last interaction	Notes
Educational institution	Dr Jane Doe	xxxxx	Head of governors	St Thomas School	Inner Circle	In person	John Smith	May-19	
Educational institution	John Lewis	xxxxx	Principal	St Thomas School	Outer Circle	Via governors		Jan-19	
Charity	Joe Bloggs	xxxxx	Trustee		Inner Circle	In person	Sue Jones	May-19	
Media	Jack French	xxxxx	Journalist	The Globe	Outer Circle	In person		Apr-18	Wrote article covering Company A's provision of bursaries in deprived communities
Local community	Lambeth				Outer Circle	Social media; local media	Digital team	Mar-19	Company A has five schools in Lambeth, and provides housing for 40 people

Using a stakeholder map

Once completed, a stakeholder map can be used for a wide range of activities, some of which are tactical, some strategic. Below are a few examples.

- Keeping track of the Company's relationships across different audiences. The stakeholder map allows the Company effectively and efficiently to monitor its relationships across its various audiences.
- Ensuring that every key stakeholder has a main point of contact at the Company, responsible for the relationship. This helps to ensure key stakeholder relationships are fostered and retained by the Company.
- Identifying potential advocates for the Company. Third party endorsements of a Company and its actions are an important part of strengthening a Company's external profile, if required, and enhancing reputation.
- Assessing the strengths and weaknesses of the Company's reputation among its stakeholders. By tracking positive and negative sentiment of stakeholders across its audiences, a Company can identify areas of risk, as well as aspects of its reputation that are particularly strong.
- Spotting new communications opportunities. By reviewing its stakeholders and considering the types of content and communications channels that its stakeholders are most likely to use, a Company can develop and promote content most likely to make an impact on its stakeholders.
- Central database comprising every important Company contact. This has a wide range of uses, from developing invitation lists for events to being able to contact relevant audiences in a crisis situation.

Appendix 2: Charitable giving by Livery Companies

Charitable giving by Livery Companies

Results from a survey conducted September-October 2018

Pan-Livery Steering Group Executive Summary

Presentation based on a survey conducted by Bob Harris,
Worshipful Company of Management Consultants

PLI SG - 24 October 2018

1

Scope of the Survey

A simple structure was developed to encourage responses:

- Financial giving in three broad categories:
 - Education
 - Housing
 - All other categories of grant giving
- Pro-bono time as well as financial support:
 - Trustee and Governor appointments
 - Pro-bono time on front-line delivery

PLI SG - 24 October 2018

2

Timescale of the Survey

- Livery Companies alerted to the proposed survey in June 2018
- Distributed on 3 September 2018 to the Clerks of all Livery Companies via the three Clerk Associations, requesting responses by 28 September 2018
- Reminder issued on 3 October 2018 with a revised deadline for responses of 14 October 2018

PLI SG - 24 October 2018

3

Responses to the Survey

Group	Responses	%
Great 12	7	58
Old (13-77)	39	60
Modern (78-110)	16	48
New	3	

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4

Survey Results – Total Grants

Group	Grants - £m
Sub-total (based on survey responses)	51.7
Estimated additional (based on analysis of Charity Commission website)	15.0
TOTAL	66.7

Survey Results – Grants by category

	Education	Housing	Other Causes	TOTAL - £m
TOTAL	28.7	5.9	17.1	51.7

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Pro-bono time input

Based on survey responses from Livery Companies

	Hours per annum
TOTAL	66,000

However, there are a number of caveats on this data:

- *Some Companies were unable to provide any estimate*
- *Many Companies provided broad estimates*
- *Some included time spent on internal committee work, rather than on direct service delivery or support to organisations delivering front-line services*

Trustees and Governors

Numbers of trustees and governors appointed by Companies:

	Trustees and governors appointed
TOTAL	528

Note: As context, there are 700,000 charity trustees in England and Wales who occupy 950,000 trustee positions.

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Examples of pro-bono support

Several of these examples draw upon professional trade skills and experience:

Air Pilots	Voluntary support in aviation training
Barber Surgeons	Outreach and medical careers advice in schools
Clockmakers	Voluntary support to horology students
Drapers	Befriending almshouse residents
Engineers	Mentoring engineering students
Grocers	Mentoring school pupils
Management Consultants	Consultancy advice to charities on business challenges
PR Practitioners	PR advice to charities and livery companies
Spectacle Makers	Voluntary work for vision charities
Stationers	Mentoring postgraduate bursary holders

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Examples of other charitable giving

Livery Companies also provide support and make grants to a very wide range of other charities and causes, for example:

Support to charities which help disabled groups
Initiatives to rehabilitate offenders and ex-offenders
Combating domestic and sexual violence
Relief of poverty and general welfare support
Support of churches, heritage assets, museums
Recreational facilities and programmes for disadvantaged and disabled youth
Museum open days and heritage festivals
Support to victim and refugee groups
Service and international benevolent charities
Support to homeless charities

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Appendix 3: Exploring the reputation of the Livery among members

The following slides describe the results of the members survey conducted by Brunswick in 2018.



Methodology

About the survey

- Online survey, open to all Livery members.
- All clerks were provided with a link to the survey, and invited to share that link with their members.
- Each survey took around 10 minutes to complete.
- A first stage of the survey was conducted between 24th September and 17th October. 2589 members completed the survey in this stage.
- The survey was then reopened between 13th November and 17th December 2018 to provide the opportunity to members who had not completed the survey to express their views.
- The same questionnaire was used in stage 1 and 2, and mechanisms were put into place to prevent respondents from the first stage to retake the survey.
- Respondents were asked a series of questions relating to their views of their mother company and the Livery in general.

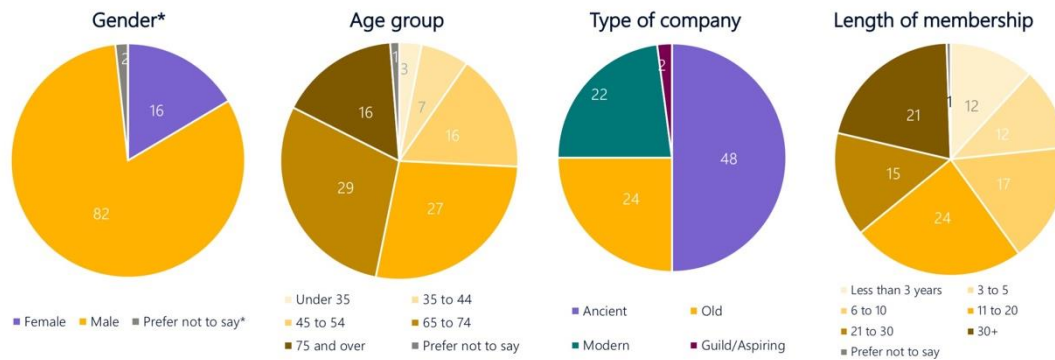
About this report

- All numbers are percentages, unless otherwise stated.
- Numbers might not add to 100% due to rounding.
- Where significant and relevant, we highlight differences in opinion across the various subgroups (e.g. male vs. female members, Liverymen vs. Freeman).

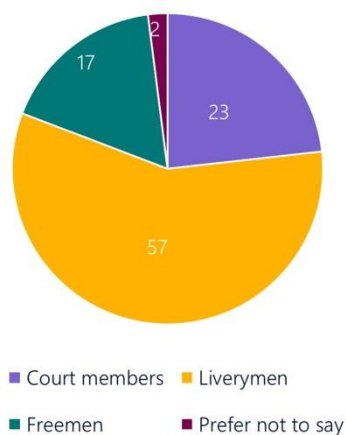
About respondents (by company)

- In total, **4,384 members** completed the survey.
- Members of **107 companies** completed the survey.
- 91 companies had at least 10 respondents.
- On average, companies had 41 responses each (mean).
- The median number of responses per company is 36.
- Haberdashers was the company with more responses (160), followed by Drapers (126).
- More details of sample characteristics are included on the next slide.

Profile of respondents: detailed breakdown

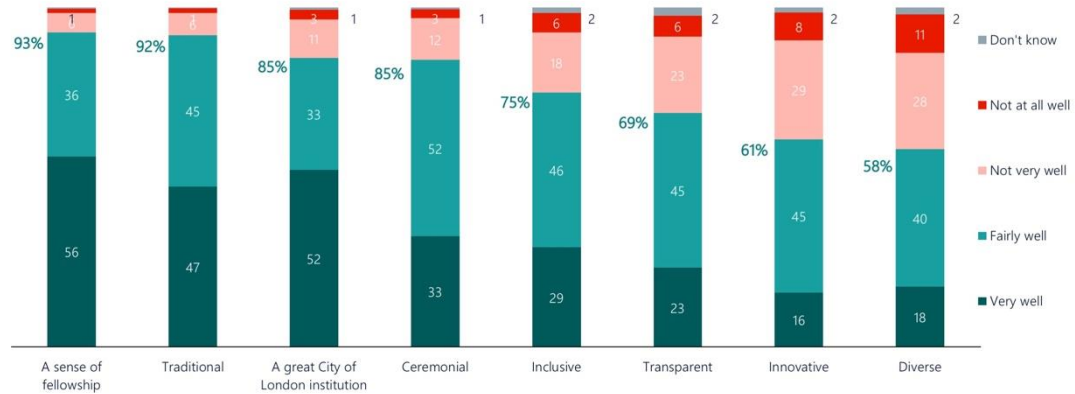


Important note: Court members are over-represented in the dataset; freemen are under-represented



- In order to conduct this research, we invited clerks to share the survey link with all their companies' members – court members, liverymen and freemen.
- However, in some cases the survey was only shared with a limited number of people within a company (e.g. only court members).
- This has likely contributed to the fact that more court members than freemen completed the survey, even though freemen significantly outnumber clerks within the Livery as a whole.
- Where there are significant and instructive differences in opinion between court members, liverymen and freemen, we have reported and commented on these differences.

The vast majority of members have strong positive associations with their mother company

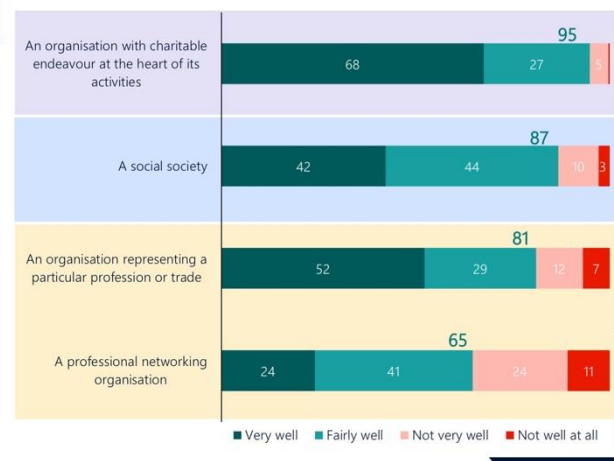


Q. From your own perspective, to what extent do each of the following words or phrases describe your mother company?
Base: All (4384)

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Members view their mother company in primarily charitable and social terms, more than as a professional network

How well do each of these describe your mother company (%)



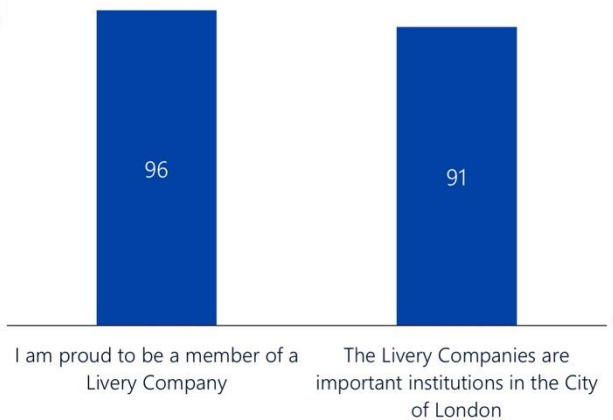
Q. How well, or otherwise, do each of the following phrases describe your mother company?
Base: All (4384)

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Members are proud of being part of an important institution in the City of London

“An honour to belong to. Gives one a feeling of being *part of the History of the City of London*. Very proud to be a Member

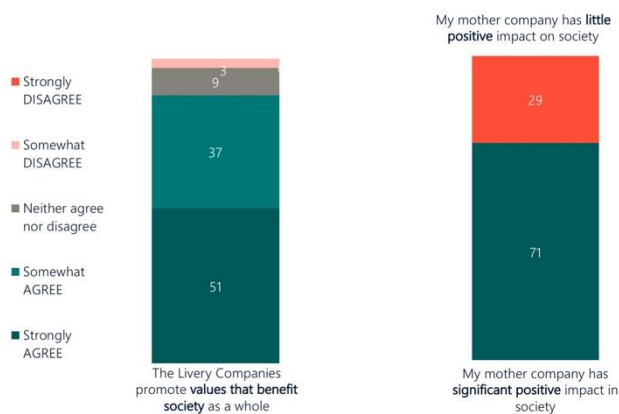
Percentage of those who agree with the following statements



Q. To what extent do you agree or disagree with the following statements?
Base: All (4384)

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A large majority believe that the Livery Companies play an important role in benefiting society – though nearly a third say their mother company makes little positive impact on society



Q. To what extent do you agree or disagree with the following statement:
Q. For each pair, please say which of the two comes closest to your view.
Base: All (4384)

“[A company that] makes a **substantial contribution to society** through philanthropy in areas of education, employment, social deprivation and the arts”

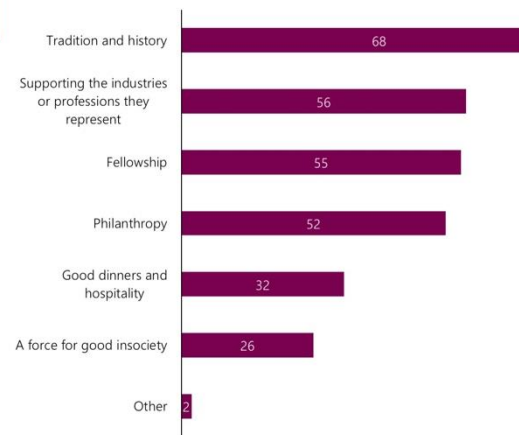
“[We] contribute **to making society a better place**”

“It is rooted in tradition but has an **important contemporary role to play in today's society**”

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A sense of tradition and history is the main shared characteristic across different Livery Companies

Shared characteristics of the Livery Companies (%)



Q. When thinking about the livery as a whole, what are the main characteristics that different Livery Companies share? "None" excluded (0%)
Base: All (4384)

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General consensus that the Livery is moving in the right direction and adapting with the times

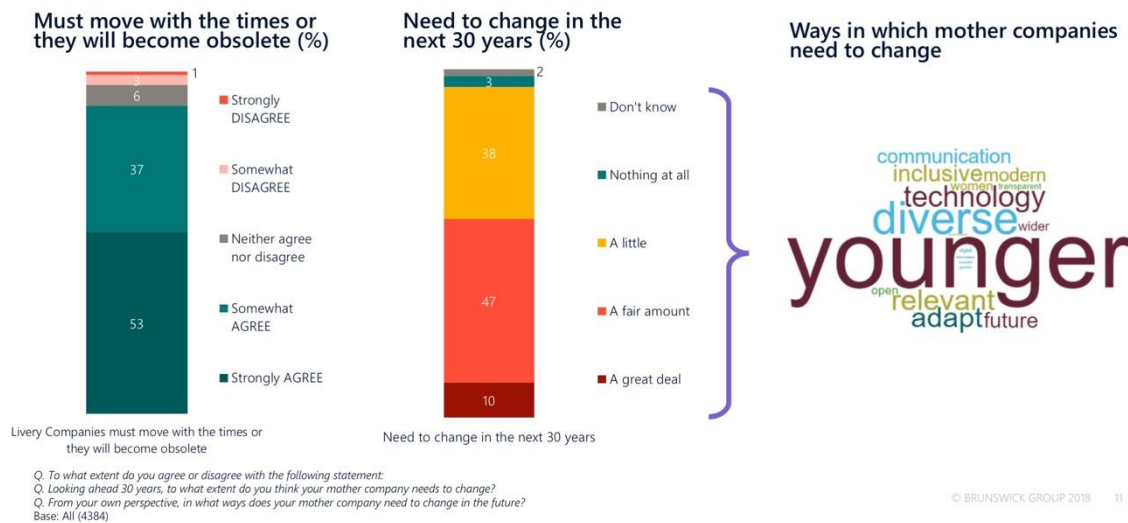
Perceptions of change and future of the livery (%)



Q. For each pair, please say which of the two comes closest to your view.
Base: All (4384)

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But also a recognition that the Livery Companies must continue change and adapt in order to be relevant



Issues to address

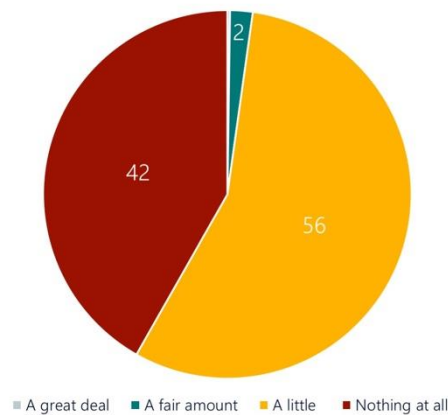
BRUNSWICK INSIGHT

12

Issue 1: External knowledge of the Livery is perceived to be very low

Four in ten members say non-members know **nothing at all** about the City of London Livery Companies

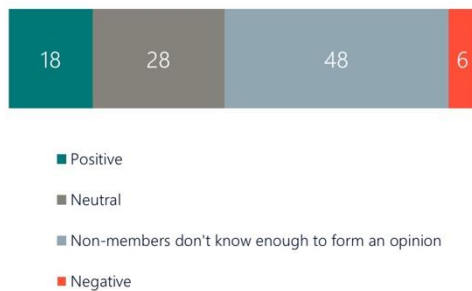
Knowledge of non-members about the City of London livery companies (%)



Q. Generally speaking, how much, if anything, do you think people who are not members of any Livery Company know about the city of London livery companies?
Base: All (4384)

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Members' perception of the external reputation of City of London Livery Companies (%)



Issue 2: Little positivity about the Livery among non-members

Only **18%** believe that the external reputation of the livery is **positive**.

Almost half of the members (**48%**) said that non members cannot assess the reputation of the livery because they don't know enough about the livery companies.

Q. Thinking in general terms, would you say the external reputation of City of London Livery Companies is positive, neutral, or negative?
Base: All (4384)

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Issue 3: The information vacuum is filled with myths and misconceptions about the Livery

Misconceptions about Livery Companies



Q. What are in your opinion the most common myths or misconceptions about the Livery Companies?
Base: All (2589)

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Issue 4: Internal and external perceptions are misaligned

How members describe the Livery to others

Main potential criticisms of the Livery (from an external perspective)

While companies are described by members as **charitable**, with close ties to the City of London, the most common potential criticisms are around being **elitist** and **secretive**.

This misalignment is a reputational risk, and suggests external audiences are unlikely to give Livery companies the benefit of the doubt in a crisis situation.



Q. How would you describe your mother company to someone who has never heard of a Livery Company
Q. From an external perspective, what do you think the main potential criticisms of the City of London Livery Companies might be?
Base: All (4384)

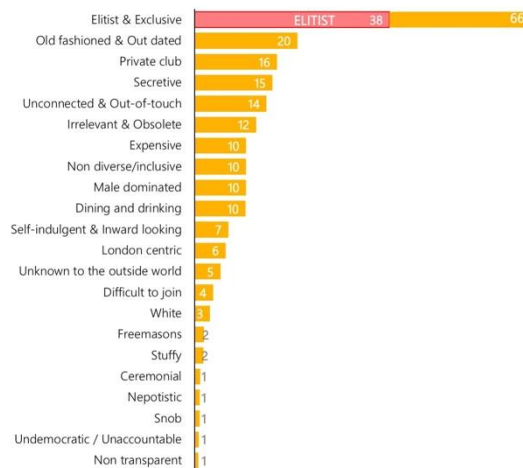
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Issue 5: Perceptions of elitism/exclusivity are particularly prominent in relation to the Livery

Two in three members cite this as one of the main potential criticisms of the Livery.

Issues such as inequality and elitism are major topics of media and popular debate at the moment – and scrutiny.

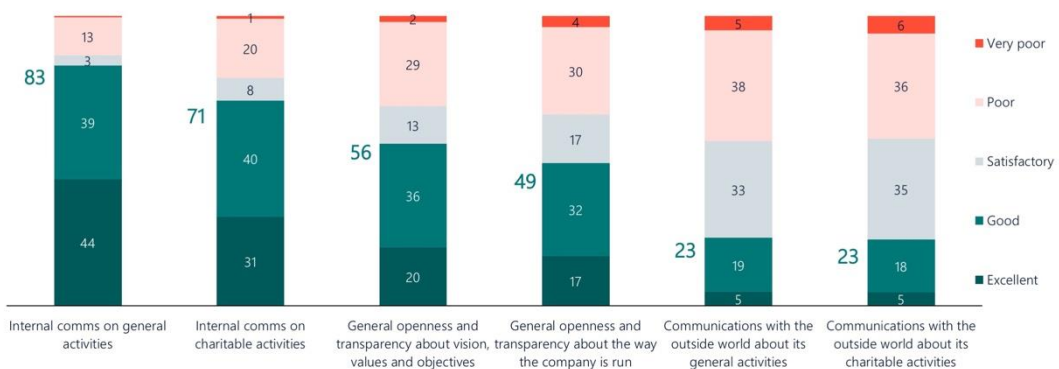
Main potential criticisms (total % who mentioned)



Q. From an external perspective, what do you think the main potential criticisms of the City of London Livery Companies might be?
Base: All (4384)

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Issue 6: Mother companies are not communicating effectively with the outside world



Q. How would you rate your mother company's performance on each of the following:
Base: All (4384)

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Summary of key findings

External knowledge of the Livery is perceived to be very low

Little positivity about the Livery among non-members

The information vacuum is filled with myths and misconceptions about the Livery

Internal and external perceptions are misaligned

Perceptions of elitism/exclusivity are particularly prominent (and it's a live issue)

Mother companies are not communicating effectively with the outside world

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