

EU referendum: The question for the UK

A Cicero Group analysis



M A Y
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Introduction

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On 8th May, the UK woke up to a majority Conservative Government promising a referendum on EU membership.

While there is political will from the Government to move quickly, they will be limited by Electoral Commission guidelines which state that legislation to enact the referendum should be in place six months before polling day. The Opposition Peers in the House of Lords will have an outsized influence in the debate. They could delay the legislation to extract favourable terms on voting eligibility and the question asked, or they could respect that it was a manifesto commitment and let it pass with little drama.

Having held off Conservative backbenchers during the Coalition Government by promising a renegotiation of Britain's EU membership, Prime Minister David Cameron will now be under pressure to secure a good deal. However, 'good' is subjective, and he could find himself campaigning against around 100 of his own backbenchers if he can't meet their expectations.

Britain has allies in Europe but the UK should be careful not to alienate them or to demand too high a price for its continued membership. Many northern European countries welcome the UK's free market approach and there is support for the UK reform agenda in a number of areas. European Commission First Vice President Frans Timmermans' acknowledgement that "the time of an 'ever closer union' in every possible policy area is behind us", and the Better Regulation work that he is leading, both point to a more amenable environment in which the UK will negotiate.

However, the extent to which Member States will be willing to appease the UK has limits. Treaty change also seems very unlikely, not least because it would set in motion a chain of events that could be difficult for countries facing their own Eurosceptic rebellions. Fortunately, there are other ways to achieve reform meaning that creative legal thinking will be in high demand between now and 2017.

The ultimate test is what the public thinks. They will be less interested in technical changes. Headline reforms to freedom of movement of labour will be difficult to achieve but less dramatic reforms across a number of different areas will be possible. Cameron will hope it is enough to convince voters that meaningful change has been achieved.

In the end, whatever deal he is able to bring to the British public, Cameron will need to make a strong case to stay 'in'. Polling, if we trust it, is close and the referendum could go either way.

Key UK reform asks

- Protect the UK economy from Eurozone integration and resist "EU attempts to restrict legitimate financial services activities."
- Increase the role of national Parliaments.
- End the commitment to an 'ever closer union'.
- Ensure power is able to flow back towards Member States.
- Maintain complete UK control over defence policy.
- Extend the Single Market and promote free trade agreements.
- Lower EU spending and focus on jobs and growth.
- Reform Common Agriculture Policy and Structural Funds.
- Free British police and judicial systems from European intervention.
- Greater restrictions on EU migrants to the UK, including;
 - No overall access to social benefits, including to social housing, until they have earned a wage in UK for four years;
 - No access to child benefit for children living abroad;
 - No access to Jobseeker's Allowance (JSA) and the deportation of migrants without a job after six months; and
 - Restricted access to the UK for migrants from new Member States until "living standards have converged."

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The UK reality

Election outcome

Despite close polling and predictions of a hung Parliament, the UK General Election on 7th May delivered a narrow majority Conservative government, with 330 out of 650 seats. The new Government has announced its priorities, and unsurprisingly, one of these is fulfilling the manifesto commitment to hold a referendum on EU membership by the end of 2017.

Party management

Party management is the biggest challenge for Cameron this Parliament; he may look back on the Coalition favourably when compared with his backbenchers. Of the 102 Conservative MPs who publically petitioned the Government to repatriate EU crime and policing powers last Parliament (indicating Euroscepticism), 93 remain. The benefits of majority Government means Cameron can, and has, brought some of these backbenchers into the fold – 10 of the 93 remaining MPs are now ministers. As ministers, they will be bound to the Government line – campaigning to stay in a reformed EU – unless, of course, they resign. Some backbenchers may be convinced to campaign for ‘in’ if Cameron is able to secure a Luxembourg Compromise for the UK, which would block harmful legislation on issues of national importance. However, there are no guarantees – even if Cameron is able to secure such a big win, it may not blunt Euroscepticism. There have been consistent warnings of a split if Cameron is unable to secure an arrangement effectively amounting to a Common Market trade deal – an unrealistic goal. He may still be pitted against much of his party when the referendum comes.

Public Sentiment

The referendum remains a source of uncertainty as it is unclear which way the public will vote. Polls, if we can still trust them, are split on the issue. Figure 1 demonstrates these differences, and while YouGov polling exhibits a clear lead for ‘in’, others show a narrow lead for ‘out’. There is a lot of room for swing before the referendum takes place and it is too early to predict the outcome, but one thing is clear, neither side can be complacent. The Government is likely to publish a White Paper on its renegotiated settlement in advance of the referendum. At that point, battle lines will be drawn and campaigns will escalate.

Devolved regions

Following the Scottish Independence Referendum, which failed to settle a crucial constitutional question, regional nationalism is on the rise. Most notably, the SNP won 56 of 59 Scottish seats at the General Election. Plaid Cymru, in Wales, received national attention by advocating similar policies. SNP Leader Nicola Sturgeon, supported by Plaid Cymru, has now called for a referendum “lock”, requiring all four countries of the UK to vote to leave for it to become a reality. The SNP would consider a vote to leave the EU as justification for a second independence referendum, so Scotland can rejoin the EU. Nonetheless, Cameron has opposed the proposal and has said the referendum will be decided by popular vote across the UK.

Legislative process

The Government has said the new EU Referendum Bill will be the first they publish; they are keen to avoid delays. Government Bills move through the Houses of Parliament in the space of around a year, but this process can be expedited to a couple of months. In the last Parliament,

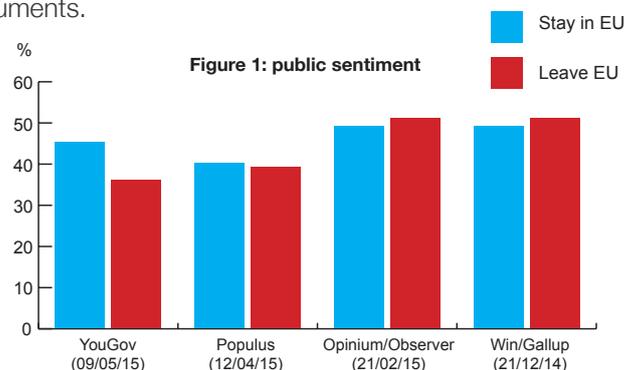
Clashing timing

The Electoral Commission states “that a referendum on an issue as important as the UK’s membership of the European Union should not be held on the same day as the other polls taking place on 5 May 2016.” - *Referendum on the United Kingdom’s membership of the EU*

both EU (Referendum) Bills tabled were unable to secure the Parliamentary time necessary to move through both Houses, finding severe opposition from Labour and Liberal Democrat Peers in the Lords. However, these were backbench, not Government Bills, meaning success was always unlikely. Labour and Lib Dem Peers have a combined 84 seat majority over the Conservatives, but the referendum is a manifesto commitment, so the Lords can’t stop it altogether; the Parliament Act 1911 would be invoked to prevent this. The key is whether Opposition Peers delay the Bill to amend it in their favour - to open the vote to 16 year olds and EU migrants; though Conservative MPs have said the latter would be unacceptable. However, Peers will not want to appear anti-democratic and will be mindful of comments by Bank of England Governor Mark Carney, warning of economic instability should the referendum debate drag on too long. Labour leadership contender Andy Burnham has said he supports a speedy referendum; his competitors may agree.

Electoral Commission

The Electoral Commission has stated that referendum legislation should be in place six months before polling day, to ensure there is enough time for those involved to comply with Commission rules, and so debate focuses on key issues rather than process. In guidance issued on 14 May 2015, the Commission made clear that “a referendum should be held on a separate day to other polls” to avoid important constitutional issues being wrapped up in party political campaigns, and to allow for cross-party campaigning. With Scottish Parliament, as well as other, elections in May 2016, this seems an unlikely time to schedule a referendum. The Commission has recommended a campaign period of 16 weeks for the referendum, to allow time to make important arguments.



The question?

The Electoral Commission has indicated the question is likely to be:

Should the United Kingdom remain a member of the European Union (EU) or leave the European Union?

- Remain a member of the European Union
- Leave the European Union

Referendum date options

#1. March 2016

If the Government can move the Bill through the Houses by September, a referendum in advance of the UK's May 2016 elections is possible. There are indications the Bill will be prioritised, which means the various stages the Bill needs to pass will take place in close proximity to each other, allowing for an expedited debate. For a speedy passage through Parliament, Opposition Peers will need to be amenable; an approach they may take to avoid appearing anti-democratic.

#2. September/October 2016

The Prime Minister, and certainly his Party, might wish to hold the referendum earlier than 2017. Indeed, Conservative right-wingers and UKIP have said as much. However, the challenges of passing the required legislation, and the range of elections taking place in May 2016, means an early summer date is unlikely. Electoral Commission guidelines suggest an autumn referendum.

#3. May 2017

There will be little support for the UK's renegotiation of its relationship with the EU if it chooses to hold a referendum in the middle of either the German or French general elections, particularly as they face their own internal Eurosceptic challenges. Instead, the referendum may be timed to be in between the two, with enough time on either side, but ahead of the UK's Presidency of the EU Council in the second half of 2017.

UK process

EU influencing factors



- 27 May: Queen's Speech
- 28 May: EU Referendum Bill tabled
- 8 July: UK Budget
- September: EU Referendum Bill could receive Royal Assent if Opposition Peers support quick movement through Parliament (Option 1)
- September – October: UK Party Conferences

- 16 June: ECJ final ruling on ECB OMT case
- 25/26 June: Council Summit
- H2: Luxembourgish Council Presidency
- October: Polish General Elections
- 15/16 October: Council Summit
- November/December: Spanish General Elections
- 17/18 December: Council Summit



- March: Potential EU Referendum (Option 1)
- March/April: EU Referendum Bill could receive Royal Assent if Government takes account of slight delays over key clauses (Option 2)
- 5 May: Scottish Parliament, Assembly, Local and Mayoral Elections
- September/October: Potential EU Referendum (Option 2)
- September – October: UK Party Conferences

- H1: Dutch Council Presidency
- H2: Slovak Council Presidency



- January: EU Referendum Bill could receive Royal Assent following delay in the House of Lords (Option 3)
- June: Potential EU Referendum (Option 3)
- September – October: UK Party Conferences

- H1: Maltese Council Presidency
- March: Dutch General Elections
- March/April: French Presidential Elections
- H2: UK Council Presidency
- September: German Federal Elections

The EU reality

There is clear support for the UK to stay in the EU across Member States and in the European institutions. This near unanimous view is reflected by European Commission President Jean-Claude Juncker and European Council President Donald Tusk who have both stated that one of their main tasks in their respective posts will be addressing the 'British question'. Efforts to appease British interests can be seen in the structure and set up of the new Commission, including the decision to award them the coveted financial services post. The establishment of the post of First Vice President, held by the Anglophile Frans Timmermans, with the task of making the Commission regulate better is another move that is expressly intended to suit British interests.

While the new structure of the Commission reflects a desire to ameliorate the UK's concerns, Member States have also made clear that they see the UK as an essential member of the EU. Northern European Member States see the UK's free market outlook as particularly important and a counterweight to the protectionist instincts of 'southern' Member States. Germany is the UK's most powerful ally, with German Finance Minister Wolfgang Schäuble repeating on 20 May that non-eurozone members should be protected in a future revision of the treaties. Dutch Prime Minister Mark Rutte has made clear his sympathy for David Cameron's focus on subsidiarity and the Renzi government in Italy have said that they support the UK's drive to reform the EU.

Keeping the UK in the EU will not come at any price however. Member States have said that a future renegotiation will not consist of the UK adopting a 'pick and mix' approach to which laws they comply with. The European institutions and Member States are also united in their view that the founding principles of the EU are sacrosanct. Any efforts to fundamentally alter the free movement of people will be fiercely resisted by the EU institutions and most Member States.

It is also highly unlikely that the EU treaties will be amended before the referendum. French President Francois Hollande said that this is not a priority and Germany, although keen on treaty change sees it as a long term objective. French Europe Minister Harlem Désir recently said that any attempt to change the treaties would be doomed to failure. Among other considerations, a new treaty would spark referendums in a number of Member States which would almost certainly be rejected. Treaty change will also open a Pandora's Box as every Member State tries to secure a more favourable relationship with the EU.

The UK has plenty of allies in Europe and there is a genuine willingness to address their concerns (as shown in our table on page 6). But this only extends so far. In the next two years, he will need to squeeze every ounce of goodwill out his fellow leaders if he is to stand any chance of delivering tangible reforms that can be sold to his party and to the British public.



Jean-Claude Juncker
European Commission President

"I stand ready to work with you to strike a fair deal for the United Kingdom in the EU and look forward to your ideas and proposals in this regard."

- 8 May 2015 press release



Frans Timmermans

Commissioner for Better Regulation
Timmermans' role as the Vice President with oversight of the Better Regulation agenda and responsibility for interinstitutional affairs makes him the point person in the European Commission on reform. Aside from his

significant experience as the former Dutch Foreign Minister, he led the Dutch government's own EU subsidiarity review in 2013, which echoed many of the concerns held by the British government. He has the added advantage of being a former member of the current Dutch government, which will preside over the Council Presidency in the first half of 2016, a crucial time for the UK's negotiations.



Donald Tusk
European Council President

"My intuition is that treaty change is close to mission impossible today because it's not only about rationality, about good argument"

- 15 May 2015, *The Guardian*, interview



Mateusz Szczurek
Polish Foreign Minister

"If we start hearing about things like freedom of movement of labour being questioned – if that happens this is the end of the Eurozone for sure because it cannot function without it. And the EU probably would be likely to follow."

- 6 January 2015 *European Parliament*



Cameron's EU advisory team

Ed Llewellyn, Downing Street Chief of Staff

Llewellyn has served as Chief of Staff to David Cameron since 2005 and played a key role in coalition negotiations in 2010. His role will now increasingly focus on the EU referendum.

Mats Persson, Director, Open Europe

Persson has been appointed as an adviser to Cameron. Open Europe is the think tank of choice on the Conservative backbenches and he will play an important role in balancing what the UK can achieve with backbench expectations.

Ivan Rogers, UK Permanent Representative to the EU

Formerly the Prime Minister's EU adviser, Rogers will act as Brussels point man, as the UK seeks a new settlement.

Tom Scholar, Prime Minister's Adviser, Head of European and Global Issues, Cabinet Office

A long-time Civil Servant and former Executive Director of the World Bank, Cameron's adviser on Europe will play a key role in the EU renegotiation strategy and the referendum campaign.

The key UK reform asks and what has been delivered so far

What is desired?	What has been delivered?	Analysis
<p>Protect UK economy from Eurozone integration</p>	<p>The introduction of ‘double majority voting’ for the London-based European Banking Authority (EBA) in March 2013 – which requires securing a majority amongst both Eurozone and non-Eurozone Member States – is viewed as an effective, if temporary, safeguard for non-Eurozone Member States not participating in the Banking Union.</p> <p>The UK has added provisions in specific legislation including MIFID/R guaranteeing non-discrimination against any Member States.</p>	<p>The risk of isolation as the Eurozone integrates is one of the UK’s greatest concerns about its position in the EU. Progress has been made, particularly in the Banking Union, but this remains piecemeal.</p>
<p>Resist “EU attempts to restrict legitimate financial services activities.”</p>	<p>The UK secured a notable victory when the European Court of Justice ruled in March 2015 in favour of the UK’s challenge against the ECB policy requiring major euro clearing houses to be located within the Eurozone.</p> <p>The Bank of England and ECB subsequently came to an agreement in late March to ensure multi-currency liquidity support for CCPs in the UK and Eurozone – thereby further strengthening the UK’s position as the EU’s main financial centre.</p>	<p>The UK’s concerns are widely acknowledged and there is an appetite to address the issue more fully. On 20 May, German Finance Minister Wolfgang Schäuble repeated the message of a joint article in the FT with George Osborne in March 2014 that the UK’s interests needed to be protected in a two speed Europe.</p>
<p>Increase role of national Parliaments</p>	<p>An improved role for national Parliaments is at the heart of the Commission’s Better Regulation agenda. The package published on 19 May 2015 includes suggestions on how national Parliaments can be more involved in EU law.</p> <p>“Strengthening the interaction of all Commissioners with national Parliaments... and forging a new partnership with national Parliaments” is also included in the mandate of the Dutch First Vice President Frans Timmermans, who is leading the Better Regulation agenda.</p> <p>This has been reflected in his Better Regulation Package, published on 19 May, proposing the structural opportunity for national Parliaments to “provide reasoned opinions on subsidiarity” once the Commission has adopted a proposal.</p> <p>A number of Member States are also keen for their Parliaments to be more involved in EU decision making. Such a proposal was included in the Dutch Government’s 2013 ‘subsidiarity review’ of EU relations.</p>	<p>There is a clear appetite at EU level to give national Parliaments a greater role in EU policymaking and it is possible that the current measures can be further developed to suit the UK’s interest.</p> <p>The UK has expressed their support for a “red card” system that would allow a coalition of Member States to vote down a new EU proposal. This would build on the existing “yellow card” system. There appears to be enough support in the Commission and among Member States for progress to be made on this issue.</p>

The key UK reform asks and what has been delivered so far

What is desired?	What has been delivered?	Analysis
<p>Remove ‘ever closer union’ from the treaties</p>	<p>Evidence of the willingness to reach a compromise can be seen in the June 2014 European Council statement, which noted that the concept of ‘ever closer union’ allows for “different paths of integration for different countries, allowing those that want to deepen integration to move ahead, while respecting the wish of those who do not want to deepen any further.”</p> <p>Following a Dutch ‘subsidiarity review’ of EU relations led by now-First Vice President Frans Timmermans, the Dutch Government declared that “the time of an ‘ever closer union’ in every possible policy area is behind us.”</p>	<p>While changing this language clearly requires treaty change, the June Council statement points towards the possibility for Cameron to secure a commitment to address the issue when the treaties are amended in the future.</p> <p>Although the initiative of ‘ever closer union’ – and a campaign to edit the language – is largely superficial, this could be passed off as a major win for Cameron.</p>
<p>Ensure power is able to flow back towards Member States.</p>	<p>The Lisbon Treaty currently guarantees the ability for powers to flow back from Brussels to Member States, although this has not occurred in practice. First Vice President Timmermans has emphasised the need to fully enact this aspect of the Lisbon Treaty.</p> <p>The new Commission put the idea of “National when possible, Europe when necessary” at the centre of its mandate. The approach was subsequently reflected in the new Commission’s work programme that contained only 23 new legislative initiatives in contrast to approximately 300 at the start of the previous mandate.</p>	<p>While it is not clear exactly what a “win” might look like here, there is appetite to better reflect subsidiarity in EU policymaking.</p>
<p>Maintain complete UK control over defence policy.</p>	<p>Despite being mentioned by President Juncker, few serious initiatives have been put forward to create an EU army or pool defence forces. As the largest military power in the EU, the UK has clout to block – or opt out of – any attempt to take control of defence policy at EU level.</p>	<p>The inclusion of this language in the Conservative manifesto is more likely a sop to voters than a response to a credible threat to the UK’s sovereignty over defence.</p>

The key UK reform asks and what has been delivered so far

What is desired?	What has been delivered?	Analysis
<p>Extend Single Market and promote free trade agreements.</p>	<p>Recent proposals for an Energy Union, a Capital Markets Union and a Digital Single Market all seek to further expand the Single Market.</p> <p>Additionally, the Commission continues to push support for international trade deals, including the Transatlantic Trade and Investment Partnership (TTIP) with the United States, which is strongly supported by the UK.</p>	<p>The UK is one of the leading architects of the Single Market and continues to push for further liberalisations. Given the inclusion of major Single Market initiatives on the current Commission's work programme, the UK is likely to be able to point to progress in this area.</p> <p>Additionally, the UK will be better served in pursuing trade agreements with India, China and Australia through the EU rather than bilaterally.</p>
<p>Lower EU spending and focus on jobs and growth.</p>	<p>The UK was the architect of the first ever real terms cut in the EU's long term budget in 2013. Negotiations on the Multiannual Financial Framework (MFF) for 2014-2020 resulted in securing a new deal for the MFF and CAP. The budget runs until 2020 but negotiations will start beforehand, allowing for Cameron to push for a commitment to maintain lower levels of spending.</p> <p>On jobs and growth, the new Commission has stated that its "number one priority will be getting Europe growing again and getting people back to work." The new work programme is littered with initiatives that support this objective.</p> <p>Additionally, the Political Guidelines for Juncker's Presidency commits the Commission to carry-out a mid-term review of the MFF at the end of 2016 to "orient the EU budget further towards jobs, growth and competitiveness."</p>	<p>While there is likely to be a group of net contributors and Member States that receive a disproportionately small amount of structural funds who will be willing to cooperate on a reform of the EU budget and how structural funds are spent, the UK will need to guard against the risk of its own rebate being brought into question.</p> <p>On jobs and growth, the shape, structure and work programme of the new Commission suggest that there will be appetite to look at how the EU can promote these goals more effectively.</p>
<p>Reform Common Agriculture Policy and Structural Funds.</p>	<p>The Council, Parliament and Commission reached a political agreement to reform the Common Agricultural Policy (CAP) in June 2013. These reforms, in the form of the four Basic Regulations and Transition Rules for 2014, were published in the Official Journal in December 2013.</p>	

The key UK reform asks and what has been delivered so far

What is desired?	What has been delivered?	Analysis
<p>Restrict EU migrant access to benefits until they have earned in UK for four years.</p>	<p>In late 2013, the UK Government introduced a “stronger, more robust” Habitual Residence Test for those claiming means-tested benefits and, from June 2015, EEA jobseekers will be prevented from claiming Universal Credit.</p>	<p>Member States, including Poland and Slovakia, have repeatedly issued red lines on restrictions to the free movement of labour, perceived as a central tenant of the European project and requiring ruled-out treaty change. The emotional chord it strikes with European leaders makes this Cameron’s most controversial and politically sensitive goal.</p> <p>Despite this opposition, there is sympathy for the UK’s position on ‘benefit tourism’. A notable number of Member States, including the Netherlands, Denmark and Sweden, have also suggested the need to review the legislation that provides access to the benefits of another Member State. In November 2014, the European Courts of Justice ruled in Germany’s favour in the Dano case, deciding that Member States have the right to restrict benefits to recent job-less migrants – a ruling that was expectedly welcomed by Cameron and his team.</p> <p>The ECJ provided further clarity on the UK’s scope for manoeuvrability within the existing treaties in an Advocate General’s opinion in March 2015. The ECJ opinion underlined the Dano case ruling allowing Member States to restrict social benefits to migrants, but highlighted that they cannot automatically be denied them if they have already worked in the country.</p> <p>This legal opinion summarises that treaty change is required to limit in-work benefits, effectively leaving Cameron with only out-of-work benefits to restrict in the short term.</p>
<p>Restrict EU migrant access to social housing until they have lived in UK for four years.</p>	<p>In 2014, the UK Government introduced measures preventing new EEA jobseekers from accessing Housing Benefits even if they are a recipient of JSA.</p>	
<p>Restrict EU migrants from claiming child benefit for children living abroad.</p>	<p>In 2014, the UK Government introduced measures requiring migrants to the UK to wait three months before claiming Child Benefit or Child Tax Credits.</p>	
<p>Deny EU migrant access to Jobseeker’s Allowance (JSA) and deport migrants without a job after six months.</p>	<p>In 2014, the UK Government introduced measures requiring migrants to the UK to wait three months before claiming JSA.</p>	
<p>Restrict access of migrants from new Member States until “living standards have converged.”</p>	<p>Member States have the freedom to restrict migration from newly joined Member States for a set period. The UK and Ireland were the only Member States not to have any restrictions for the 2004 enlargement that saw 10 new countries join the EU</p>	

The key UK reform asks and what has been delivered so far

What is desired?	What has been delivered?	Analysis
<p>Free British police and judicial systems from European intervention.</p>	<p>A series of high-profile successful court appeals by convicted criminals, based on rights guaranteed under the European Court on Human Rights, have led the Government to perceive this as a central area for reform.</p> <p>No action or success has yet been achieved in relation to this goal, however the Conservative majority government, unencumbered by a moderating coalition partners, is expected to introduce a British Bill of Rights in next week's Queen's Speech.</p> <p>This Bill of Rights would repeal the Human Rights Act, introduced under Labour, thereby severing the supremacy of the ECHR over British courts and establishing the UK Supreme Court as the ultimate arbiter of human rights matters.</p>	<p>Although emotionally associated with the EU, the primary concern here is the applicability of the ECHR, an organisation completely separate from the EU, and the UK's ability to independently dispense justice to foreign criminals.</p> <p>Thus this 'reform' of the EU can and will be achieved domestically and completely separately from the UK's broader EU negotiations. Despite their inability to intervene, Brussels and other Member States are likely to object to the UK's decision.</p>



Cicero Group is an integrated communications agency specialising in corporate PR, government relations, digital communications and market research aimed at business, consumer and policy audiences. This means we understand more than any other agency the complex interaction between media, politics and policy. We have offices in London, Brussels, New York and Singapore.



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Cicero has strong media and PR experience, having worked across print, broadcast and online media for a number of clients. Cicero maintains

strong relationships with target media to ensure a best-in-class offering for clients. Cicero's communications team has worked with major organisations in the UK and beyond, and has worked with BBC News, Sky News, Bloomberg, Reuters, all leading national newspapers and trade outlets.



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Cicero was founded in 2000 and has grown from one client in the UK to more than 200 in 22 countries around the world today. Our public affairs business works across retail

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Novares, Cicero's market-leading public policy intelligence tool, is the foundation of our monitoring and

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- Bespoke monthly issue-tracking grids;
- In-depth analysis of set-piece events; and
- Verbal consultant reports and under-the-radar intelligence based on Cicero's wide contact base with Government, Parliament, Whitehall, regulators, think-tanks, and industry sources.



Digital

For a communications strategy to be successful in today's world of 24-hour media, integration with digital media is essential, particularly through social media. Cicero's digital team

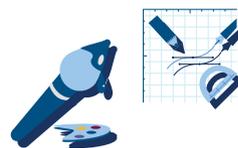
has worked with leading financial services organisations, including GE and Invesco Perpetual, to deliver digital media monitoring, consultancy and execution to ensure effective delivery of key messages online.



Thought leadership

Cicero has managed thought leadership projects since 2000. In overseeing every aspect of the project, from initial questionnaire

design through to results, analysis and reporting, we attempt to ensure that the client is able to generate as many outcomes as possible. Cicero has previously undertaken thought leadership projects for organisations including HSBC, AXA, Scottish Widows and HM Treasury.



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In a world where design is playing an ever increasing role in the success of businesses and companies, we recognise that communication needs to be clear,

quick and simple. Our corporate background means we see the bigger picture and can integrate design throughout the process. We implement communication strategies in new and engaging ways, while managing your reputation through clear and consistent design.

Contact us

Please contact Helena Walsh, Executive Director, with any further questions.

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