

Committee(s):	Date(s):	Item no.
Policy and Resources Committee	22 March 2012	
Subject: City of London Communications Strategy 2012 - 2015		Public
Report of: Director of Public Relations		For Decision
<p style="text-align: center;">Summary</p> <p>The City of London Communications Strategy is set out on a three year basis, with an update each year. The Strategy for 2012-15 has now been prepared and is attached.</p> <p>The Strategy has been prepared in conjunction with the recent work carried out by Quiller Consultants who endorse the Strategy and support its approach.</p> <p>The three core strands to the strategy remain the same:</p> <ul style="list-style-type: none"> ▪ Support and promote “The City” as the world leader in international finance and business services ▪ Promote the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for workers, residents and visitors ▪ Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole. <p>However, there are three key additions to the Strategy:</p> <ul style="list-style-type: none"> • The issue of transparency and the responsibility of the City Corporation to respond is covered in paragraph 1.5. • Two broad service areas have been specified as a focus over the next 18 months detailed in paragraph 1.5: <i>Supporting London’s communities</i> and <i>Helping to look after London’s heritage and green spaces</i>. • The plan for engaging with digital and social media is set out in paragraph 4.5, with annex 2 setting out a more detailed Twitter engagement strategy. <p style="text-align: center;">Recommendation</p> <p>It is recommended that your Committee agrees the <i>Communications Strategy 2012 – 15</i>, and it is submitted to the Court of Common Council on 19 April for approval.</p>		

City of London

Communications Strategy 2012-2015



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City of London Corporation

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Communications Strategy 2012-2015

Three strands of the strategy

Support and promote “The City” as the world leader in international finance and business services

Promote the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for workers, residents and visitors

Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole.

Reputation management

To sustain and enhance the reputation of the City of London Corporation

The reputation of the City Corporation is sustained and enhanced through the implementation of the communications strategy alongside reputation, risk and emergency management plans that can be implemented in times of extraordinary risk.

Communications challenges for 2012/13 – Olympics year

1	The London elections
2	Diamond Jubilee
3	Launch of the new City Corporation website
4	Olympic and Paralympic Games
5	Electoral registration
6	City Corporation Common Council elections
7	The City’s role in the UK and EU
8	Retaining the City’s international competitiveness
9	Gaining due recognition for the services the City Corporation provides
10	Support the implementation of the Cultural and Visitor Strategies
11	Streetworks
12	Reputation management
13	Social media
14	Transparency agenda
15	Government’s localism agenda
16	Responsible capitalism
17	Developing more effective communications with Members and staff
18	Managing tight resources

Communications priorities 2012/13

The focus on specific service area(s) to promote the work of the City Corporation over the next 18 months

- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities and economic development, thereby helping to provide jobs and growth and improve the quality of life throughout London.
- Helping to look after London's heritage and green spaces – the work the City Corporation does to look after London and the nation's heritage and to provide green spaces across the capital and beyond.

Key Audiences

To whom key messages need to be delivered



Channels

Through which messages can be communicated

Traditional media, digital communications and social media, events and hospitality, printed material, meetings and individual contacts.

Implementation

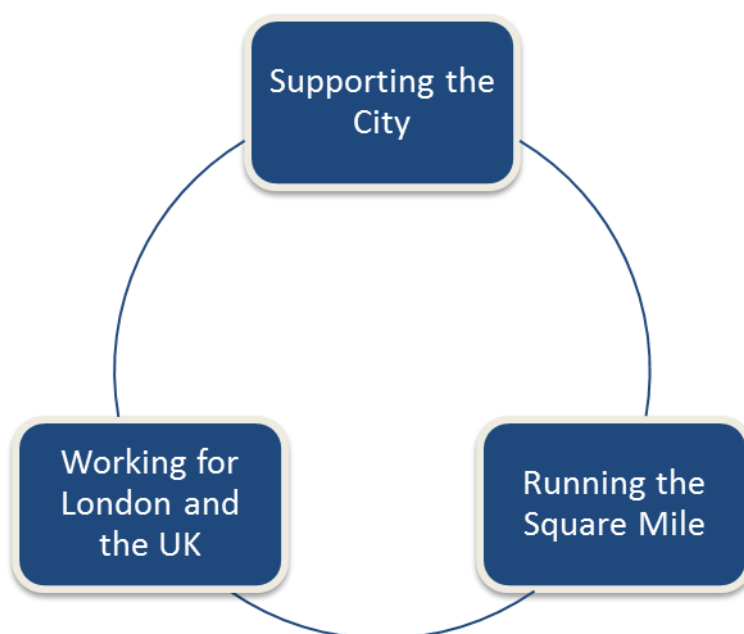
The Public Relations Office leads on delivery of the *City of London Communications Strategy 2012-15* through the work of the Office but, equally, through coordination with departments across the organisation. Through the implementation of the communications strategy, communications are embedded across the organisation to ensure consistent and coordinated communications are delivered throughout the City Corporation.

1. The communications strategy

1.1 Three strands

The communications strategy contains three strands:

- Support and promote “The City” as the world leader in international finance and business services
- Promote the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for workers, residents and visitors
- Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole.



1.2 Supporting the City

The role of the City of London Corporation in supporting and promoting the City has assumed substantially increased importance, following the turmoil in world financial markets which originally developed in summer 2007 and reached crisis proportions in the autumn of 2008. The subsequent Eurozone debt crisis, which started in 2010, has further increased the importance of this strand of the strategy.

This work has, as a result, expanded considerably, encompassing substantial activities in Brussels on EU financial services regulation, supervised by the International Regulatory Strategy Group, supported and administered by the City of London Corporation and run jointly with TheCityUK. Explaining across

the EU the role of London as “Europe’s financial centre” is now a major priority.

1.3 Running the Square Mile

The second element of the communications strategy is to explain how the whole range of the organisation’s work to provide local and policing services for the Square Mile is relevant to City businesses, workers and residents, and the high quality with which these services are invariably delivered. In particular, with London hosting the Olympic and Paralympic Games in 2012, the City Corporation will have extra responsibility both in playing our full part in helping the Games run smoothly and in ensuring that the Square Mile can run ‘business as usual’ throughout the period of the Games.

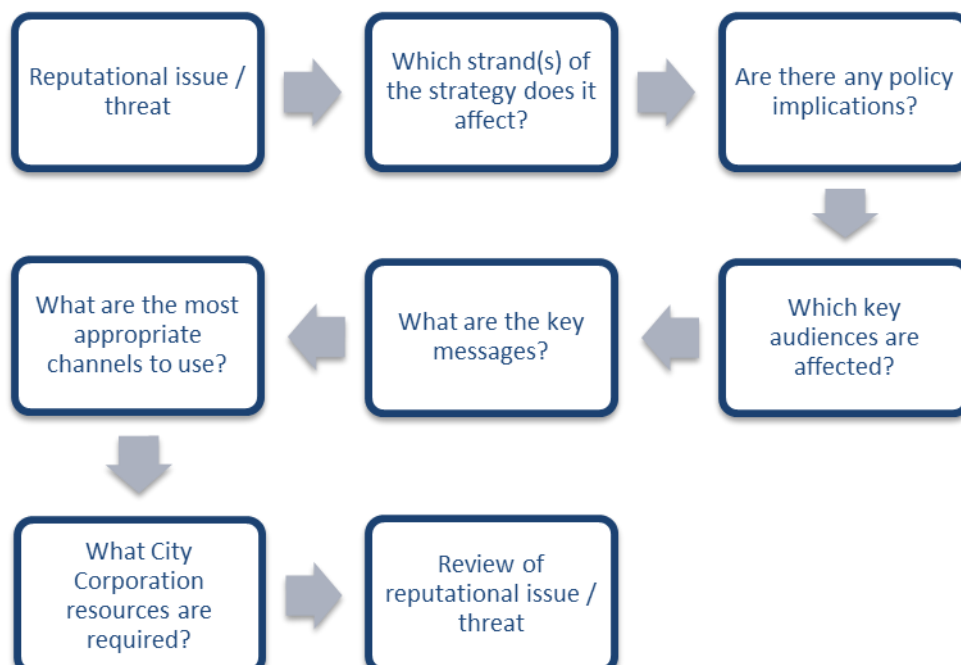
1.4 Working for London and the nation

The third element of the communications strategy encompasses the promotion of the work of the City of London Corporation on behalf of London and the nation. This includes providing three wholesale food markets, London green spaces (including Hampstead Heath and Epping Forest), the Guildhall School of Music & Drama, the Barbican Centre, the London Metropolitan Archives, three independent schools and the City Bridge Trust, the charitable grant-giving arm of the organisation, which supports projects across greater London.

1.5 Reputation management

One of the fundamental purposes of this communications strategy is to set out clearly the strategies for sustaining and enhancing the reputation of the City of London Corporation. Reputation management is integral to an effective communications strategy and it is essential therefore to ensure that it is fully taken into account.

The plan for handling a specific threat to the organisation’s reputation is as follows:



Following these steps will help to ensure that any specific threat to the organisation's reputation is handled in an appropriate, planned and measured way.

There is always the prospect of threats to the standing, scope of work and responsibilities of the City Corporation from legislative changes or other external sources and this Communications Strategy has been prepared with this in mind.

Following recent high profile challenges to the City Corporation's reputation, most notably stemming from the protest camp at St Paul's, two areas in particular have been examined, with a view to improving the previous approach.

First, it is clear that the pressures on all organisations, both public and private, to be more transparent and accountable have grown considerably and will continue to do so. With this in mind, the City Corporation is examining the scope for relevant changes in the way it explains and publicises its governance, its finances and the work it does to support and promote "the City".

Second, it has been an integral part of the implementation of this strategy for at least the past two years to increase the communications work undertaken in support of the two non-financial services strands of this strategy and to promote the services which the City Corporation provides both for the square mile and across London and the nation.

To achieve this most effectively, it is now planned to concentrate for the coming year at least on two areas of service provision, in order to give them the attention and higher profile needed. It has proved less effective to seek to promote specific areas of work by concentrating at the same time, across the board, on all the services provided. This has had the result of detracting from the main message which we are seeking to convey about our role and work on behalf of London and the nation as a whole. The initial two areas on which it is proposed to focus are:

- Supporting London's communities – all the work which the City Corporation does to support educational and cultural opportunities and economic development, thereby helping to provide jobs and growth and improve the quality of life throughout London. This encompasses, but is not confined to, the work of the Economic Development Office (EDO), City Bridge Trust, Community and Children's Services, and the relevant work in the Barbican and Guildhall School of Music & Drama, as well as all the work in many other departments which also involves relevant activities across London.

- Helping to look after London's heritage and green spaces – all the work which the City Corporation does to look after London and the nation's heritage and to provide green spaces across the capital and beyond. This encompasses the work of Culture, Heritage and Libraries, Barbican, Museum of London, Open Spaces and Built Environment.

1.6 Delivery of key messages

The City Corporation aims to deliver the key messages in each of the three strands that make up the communications strategy both to various key audiences described in chapter 3 and through a variety of channels set out in chapter 4. To ensure that the communications of the City Corporation are received in a consistent and timely manner it is also of key importance that senior Members and Officers are fully informed and able to play appropriate roles in this work.

- **Role of the Lord Mayor and Policy Chairman in delivering City Corporation messages**

One of the crucial tasks of the communications strategy will be the continuing need to maintain at a high level the standing of the Mayoralty. In line with the strategy on this matter for a number of years, the best way to achieve this will continue to be the reinforcement of the major role which the Lord Mayor plays as the City's ambassador, in representing the interests of modern finance and business and communicating with a wide variety of audiences and stakeholders, overseas and in the UK.

In 2004, detailed consideration was given to the arrangements for promoting the City. The resulting agreed protocol, updated and endorsed again in 2010, recognises that successful promotion is dependent on an effective partnership between the Lord Mayor and the Chairman of the Policy and Resources Committee and the supporting officers at the Mansion House and Guildhall. This communications strategy takes full account of this requirement. It is also assisted in its implementation by regular liaison meetings between the Lord Mayor and the Chairman of Policy and Resources, which ensure a co-ordinated approach to this work.

2. Communications challenges

2.1 Communications challenges 2012-2013 – Olympics year

The following is a list of the communications challenges during the forthcoming year. Key messages surrounding these areas will be targeted across all the City Corporation's audiences (see chapter 3, Audiences) and be delivered through a variety of different channels (see chapter 4, Channels).

	Challenge	Date	Objective
1	The London elections	3 May 2012	Preparing to work with the Mayor and Assembly following the elections
2	Diamond Jubilee	2-5 June 2012	Supporting the London-wide communications and promoting City specific aspects
3	Launch of the new City Corporation website	June 2012	Ensuring new site is launched in June 2012 and is managed efficiently thereafter
4	Olympic and Paralympic Games	27 July – 12 August and 29 August – 9 September	<ul style="list-style-type: none"> Assisting with the promotion of the event for London and the UK as a whole Promoting City specific aspects, including the Celebrate the City weekend in June Communicating efficiently with relevant audiences on operational issues
5	Electoral registration	September – December 2012	Aiming to achieve an increase in number of voters registered
6	City Corporation Common Council elections	March 2013	Increasing voter turnout in March 2013
7	The City's role in the UK and EU	Ongoing	Increasing understanding of the City's role for the whole UK and the EU and monitoring the impact of major European developments (e.g. French elections April/May 2012)

8	Retaining the City's international competitiveness	Ongoing	Promoting policies that sustain and enhance the City's international competitiveness
9	Gaining due recognition for the services the City Corporation provides	Ongoing	Promoting the non-financial services work of the City Corporation by focussing on 1-2 specific areas at a time
10	Support the implementation of the Cultural and Visitor Strategies	Ongoing	Ensuring the communications aspects of these strategies are fully supported and implemented
11	Streetworks	Ongoing	Communicating effectively the need for streetworks generally and the details, including timing, of individual works
12	Reputation management	Ongoing	Ensuring the effective management of the organisation's reputation
13	Social media	Ongoing	Developing and implementing a suitable plan for making best use of social media, encompassing Facebook, YouTube and Twitter
14	Transparency agenda	Ongoing	Making sure the organisation is seen to produce the necessary level of transparency and accountability
15	Government's localism agenda	Ongoing	Promoting the City Corporation's role in supporting relevant parts of the localism agenda
16	Responsible capitalism	Ongoing	Ensuring effective responses to the demands for "responsible capitalism"
17	Developing more effective communications with Members and staff	Ongoing	Increasing the speed and efficiency of internal communications with Members and staff
18	Managing tight resources	Ongoing	Carrying out suitable internal and external communications to explain the latest financial position of the organisation and work on related projects such as PP2P

2.2 Horizon scanning: communication challenges 2013 – 15

In addition to the ongoing communications priorities outlined above, all of which continue in the later period, looking forward over the remaining two years, a number of specific priorities are already emerging. Initial work will need to take place in 2012/13 to plan ahead the role of communications in each area. These include:

2013/2014

Polling of key audiences
German Federal elections – impact on EU issues
New Government spending round – continuing to manage tight resources

2014/2015

London borough elections
European Parliament elections and appointment of new European Commission
General election
Magna Carta 800th Anniversary

The areas outlined above are not intended to be a complete list and it is not possible to capture all forthcoming issues that may develop. However, forward planning enables the communication plans for each area to be correctly deployed in a timely manner.

3. Key audiences

3. It is essential that our communications work is targeted at the appropriate audience(s):

Audience		Scope / Size
Residents	Extended efforts are undertaken to communicate systematically with residents through specially targeted publications and the holding of regular six-monthly Residents' Meetings and other meetings on a monthly basis, as well as direct contacts with Members.	c10,000
Businesses	Regular contact with both senior business figures and the wider range of businesses as a whole are extensively maintained. These contacts are also essential to ensure continued and increased involvement by City businesses in the elections for the Court of Common Council.	c7,000 businesses
Politicians and relevant public organisations	The main political audiences at all levels: Westminster and Whitehall, Brussels and local government in London.	MPs, Peers, MEPs, GLA, think tanks, boroughs, relevant London public bodies (eg NHS), Olympic bodies (incl. ODA and LOCOG) and EU institutions and governments

Audience		Scope / Size
Visitors	<p>Visitors to the City are an increasingly important audience. The visitor strategy sets out a comprehensive approach to the communications with visitors and the management of the facilities provided for them. The City Information Centre at St Pauls provides, together with the website www.visitthecity.co.uk, an improved service for City visitors. In addition, this helps lay the groundwork for a significant part of the City's contribution towards the London-wide preparations for the 2012 Olympic and Paralympic Games.</p>	<p>5.5million visitors to City attractions from September 2010 – September 2011</p>
Media	<p>The media, both in their own right as opinion formers and as a mechanism to reach the other audiences, must always be of the highest priority. In the current economic climate there is a greater interest than normal in the activities of the financial services industry and the City and thus, responding to this, the media is giving more extensive coverage to these issues</p>	<p>A whole range of different media</p>
City workers	<p>City workers are the crucial lifeblood of the City, without whom none of the businesses would function. They influence others with whom they work and come into contact - on City issues generally, and could do so also on our role and work to the extent that they are informed. They also, crucially, provide the new City business voters. Finally, in certain areas, they are also themselves direct users of our local services, especially policing and libraries, as well as gaining from our care and maintenance of the City's streets and general environment.</p> <p>It is sensible to be cautious about what can be achieved, but it is clear (for example from the 2009 TNS polling results) that the level of knowledge of our work among the</p>	<p>c300,000</p>

	broad range of City workers can be increased over time by carefully targeted communications. There is, therefore, scope for more of this work successfully to be done.	
The Livery	The Livery is kept briefed on our role and work, and is supported in the promotion of its role, especially the forthcoming Livery exhibition at Guildhall.	108 Livery companies c23,000 Livery members
Elected Members	<p>It is essential that elected Members are kept regularly up-to-date and, apart from their obvious expectation that this will take place, they can also often be a very effective means of communication themselves with our stakeholders and audiences, with whom they will be in regular contact on a frequent basis.</p> <p>This entails the increasing need, especially through electronic communications, to make sure Members are kept regularly briefed and up to date on current issues and the City of London Corporation's response to them, so they can more easily handle questions on those issues if they should arise unexpectedly.</p> <p>It also encompasses the regular Members' Briefing, individual briefings for specific events, alerts about significant pending media and other communications activities, and effective and timely circulation of press cuttings, especially through the daily email.</p>	125

Audience	Scope / Size
City Corporation employees	<p>Internal communications also form a crucial part of the overall communications strategy. Substantial advantages can be gained both for morale and productivity of employees and for the successful role which they can often play as ambassadors to external audiences by establishing and maintaining a comprehensive internal communications programme which is fully integrated with the external communications programme.</p> <p>Such a programme helps to build a more cohesive unitary approach amongst employees towards the organisation as a whole, and helps to diminish the inevitable tendency for many employees to become almost entirely focussed on the role and work of their own departments and sections, to the detriment of the achievement of the overall objectives of the organisation as a whole.</p>

3.1 Attitudes of key audiences

Residents, businesses, senior executives and City workers are surveyed every three years by an independent polling firm. These key audiences are asked questions on a variety of issues, both relating directly to the City Corporation and other external factors. Key questions include satisfaction of the City of London as a place to live, work and run a business, overall satisfaction with the way the City of London Corporation performs its functions and additionally about specific services provided by the City Corporation. Surveys of these four key audiences have taken place in this manner since 2000. The 2000 survey was carried out by Mori, 2003 Mori, 2006 Ipsos Mori and 2009 by TNS. The next round of surveys is due to take place in 2013, after a full competitive tender process.

An effective way of measuring the impact of the communications strategy is through this periodic polling of key audiences. The key measurement that relates to the success of the communications strategy is familiarity with the work of the City Corporation. Analysing the trend data under this question of familiarity for each of the audiences surveyed, it is possible to see the changes in attitudes.

How well do you feel you know the City of London Corporation – very well, a fair amount, very little or not at all?

	2000	2003	2006	2009
Residents	Not available	Very well/Fair amount: 47%	Very well/Fair amount: 57%	Very well/Fair amount: 62%
		Very little/Not at all: 52%	Very little/Not at all: 42%	Very little/Not at all: 36%
		Net: -5	Net: 15	Net: 26

	2000	2003	2006	2009
Workers	Very well/Fair amount: 25%	Very well/Fair amount: 19%	Very well/Fair amount: 34%	Very well/Fair amount: 41%
	Very little/Not at all: 73%	Very little/Not at all: 78%	Very little/Not at all: 66%	Very little/Not at all: 58%
	Net: -48	Net: -59	Net: -32	Net: -17

	2000	2003	2006	2009
Businesses	Very well/Fair amount: 24%	Very well/Fair amount: 22%	Very well/Fair amount: 39%	Very well/Fair amount: 39%
	Very little/Not at all: 76%	Very little/Not at all: 79%	Very little/Not at all: 61 %	Very little/Not at all: 60%
	Net: -52	Net: -57	Net: -22	Net: -21

	2000	2003	2006	2009
Chief Executives	Very well/Fair amount: 41%	Very well/Fair amount: 43%	Very well/Fair amount: 59%	Very well/Fair amount: 57%
	Very little/Not at all: 59%	Very little/Not at all: 57%	Very little/Not at all: 41%	Very little/Not at all: 43%
	Net: -18	Net: -14	Net: 17	Net: 14

As the above tables demonstrate, the net level of familiarity across all audiences polled has increased over the nine years that this polling has taken place.

Major polling of these key audiences takes place every three years. However in addition to this, ad hoc polls of all City Corporation key audiences can be taken as and when necessary to measure the effect of particular communications on audiences.

4. Channels

4. Once the communications strategy and messages and the key audiences have been determined, it is then essential to ensure that the most effective channels are used to reach these audiences.



4.1 Generic channels

- **Traditional media:** This comprises all print newspapers both local and national, magazines, radio and television. Messages are delivered via a number of means including press releases, letters, photographs, comment and reply pages, opinion pieces, live and recorded interviews and interviews used for print publications.
- **Digital communications and social media:** This covers the whole range of digital and social communications including websites (City Corporation and external sites), social media (Facebook, Twitter, YouTube), blogs, e-communications (e-shots, email distribution), online messages and downloadable publications.
- **Printed literature:** this includes brochures, booklets, magazines, posters, flyers and information sheets. Printed literature is delivered through the post and/or made available at key locations or for specific events. Printed literature includes corporate publications and targeted information. Although there is a move to digital (most pieces of printed literature have a digital counterpart), printed literature still forms an important channel for communications.
- **Events and hospitality:** the range includes large set piece events, breakfasts, lunches and dinners, receptions, and seminars. At these events messages are delivered via speeches, round table discussions, Q&A sessions and individual discussions and conversations.

- Meetings and individual contacts: these are arranged to allow for general discussions, introductory meetings and follow up discussions and are organised on behalf of Members and senior officers.

Many of the activities outlined involve a two-way flow of information between the organisation and its audiences, and consultation in its many forms also plays a key part in the City of London Corporation's work.

4.2 Digital communications plan

One of the channels listed above is digital communications. With the continued advance of digital technology both in social media and e-communications, the City Corporation is making increasing use of these communication tools. To ensure that this is done in a systematic and consistent manner with appropriate resources, a digital media plan has been developed.

Digital communications and social media are a means to:

- Broadcast corporate messages
- Carry out low-risk interactive exchanges
- Engage on controversial activities and/or issues

Given the fast paced interactive element of social media, specific policy guidelines for those engaging with social media have been developed and publicised across the organisation, summarised with the acronym, BARCelona:

BARCelona

B

BASE on your Business: make sure your manager and Chief Officer both know in advance and that it is for a legitimate business purpose. Measure the effort against the results. That means taking account of the time spent.

A

ACT like a Public Servant: social media are more informal and often more individualistic but we are public servants and our content must reflect that.

R

REFER to City of London Corporation family websites: keep pointing people back to our own websites where there is more information, more branding and more about what we do more widely.

C

CHECK in advance with the Public Relations Office in the Town Clerk's Department: check before you start with the Public Relations Office and keep them in the loop with developments/problems/complaints.

Additional engagement on social media will initially focus on Twitter. The details of the Twitter strategy can be found in Annex 2.

Through different mechanisms, i.e. Twitter, Facebook, online comment pages and forums, YouTube and mobile phone apps, the City Corporation will engage, where appropriate, with digital and social media through the three types of interaction outlined above.

4.3 Channels used for key audiences

As listed in chapter 3, the City Corporation has a number of key audiences to whom messages relating to the three stands of the strategy need to be delivered. Generic channels, as discussed above, can be used to access all of the City Corporation's key audiences. However, some channels are more useful and/or successful in reaching these audiences. Listed below are some of the specific channels used to reach specific audiences:

Audience	Specific channels
Residents	City Resident magazine, Cityview magazine, Ward newsletters, Your Homes magazine, e-shot, annual resident meetings, bi-annual estate meetings
Businesses	E-shot, CityAM adverts, Cityview magazine, events including seminars, roundtables and conferences and Ward newsletters
Politicians and relevant public organisations	1:1 meetings and contacts, range of events including seminars, roundtables and keynote speeches, set piece events, research reports, party conference activities
Visitors	City Information Centre, Time Out guide, City guides, Square Milers, Guided walks, website and Facebook page
Media	Social media in particular Twitter, regular 1:1 contacts, new releases, Cityview magazine
City workers	CityAM adverts, e-shot, Cityview, traditional and social media
The Livery	Livery briefings, Livery publications and Livery Live online
Elected Members	Members' Briefing, briefing events, meetings, email updates
City Corporation employees	Intranet, email bulletins, e-leader, yammer, strategic briefings, Master Classes, Learning and Development awards

5. Implementing the strategy

5.1 Implementation through the work of the Public Relations Office

The lead role in the implementation of this strategy falls to the Public Relations Office, working in partnership with committees and departments.

The *Public Relations Office Business Plan 2012-15* sets out in the detail how the work of the Office will implement the communications strategy through its various teams, ensuring that resources are correctly utilised.

5.2 Embedding communications across the organisation

In addition to the specific work of the Public Relations Office in implementing the communications strategy, it is also responsible for embedding communications across the organisation. It is important that each department, in drawing up its own business plan, takes full account of this overall communications strategy, when dealing with the communications aspects of its own work. Each departmental business plan is thus expected to reflect this communications strategy and to set out its own role in assisting its implementation.

The progress with incorporating relevant elements of the communications strategy in departmental plans needs to be monitored through the overall performance management process. In addition, arrangements are in place to meet colleagues across the organisation to discuss the role of communications in their work and to convene on a regular basis meetings of those in each department with responsibility for communications. This will help to ensure that, as far as possible, the communications aspects of all the work being undertaken is taken fully into account.

5.3 Reputation management, risk management and emergency plans

Successful implementation of the organisation's reputation management, risk management and emergency plans are all integral to the overall success of the communications strategy. The role of the Public Relations Office is to ensure that the reputation management plan is implemented, to lead the work on the reputational risk plan within the overall risk management work of the organisation and to provide the communications support to implementation of the emergency plan.

Annexes

Annex 1

2011/12 communications review

Communications highlights throughout 2011/12 include:

To support and promote “The City” as the world leader in international finance and business services

- The positioning of this strand of the communications strategy was reviewed and plans to increase activity further across EU member states has begun
- Responses to the continuing Eurozone crisis and the ongoing public controversy about the sector dominated this area of work
- A new publication *An Indispensible Industry* was produced that set out the contribution of the financial services industry to the UK
- Topical Issues Papers (TIPs) were produced on a number of topics including *The UK’s marginal tax rate* and the *Relaxation of planning rules for Change of Use from Business to Residential*
- Work with Think Tanks across the political spectrum on events and research publications to promote this area work. Think Tank engagement included CentreForum, European Policy Forum , IPPR, New Local Government Network, Centre for London , Reform, Demos, Policy Exchange, Henry Jackson Society, Centre for European Reform and the Social Market Foundation

To promote the success of the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile

- Media support provided for the Tomlinson Inquest held in April
- Issues surrounding streetworks were the focus of enhanced communications to Members, City workers and drivers. This included monthly emails, e-shots, social media and a dedicated web section on the City Corporation website
- Corporate and online literature continued to promote the work of the City Corporation in this strand to businesses, workers, residents and visitors. This included *Cityview*, *City Resident*, e-shots and Ward newsletters

To promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

- An Olympic 2012 communications plan was agreed and work to implement this has begun. The Olympic rings will be displayed on Tower Bridge throughout the Olympic period. A number of events relating to the Olympics were held including Chefs de Mission Receptions and City Guides tours for LOCOG and IPC delegates

- New Visitor Development and Services Team setup in the Department of Culture, Heritage and Libraries
- Supported and delivered communications for visitors which included seasonal visitor guides, published online and in print
- Exclusive tours were arranged for journalists to promote this area of work. This included behind the scenes tours for journalists at Tower Bridge and Old Bailey and a private view of valuable books and documents at the Guildhall Library and a tour of the City for six feature writers
- Promoted the uniqueness of the City through a number of books and publications including the City of London-*Architectural Tradition & Innovation in the Square Mile*, City Treasures – *London, 1000 years* and Time Out guides
- Barbican Centre communications continue extensively
- Promotion of the City of London Festival and other related services provided by the City Corporation on the video screens in the lobbies of 80 buildings throughout the Square Mile and Canary Wharf

Extensive media coverage of services across London continued at a high level

- Throughout 2011/12, there were 1,632 City Corporation stories in print, online, television and radio. 599 (37%) of these stories were related to financial services, with the remaining 1,035 (63%) related to the full range of services provided by the City Corporation

Reputation management, risk management and emergency plans

- The protest camp at St Paul's was a considerable focus for the work of the organisation in 2011/12
- The communications support for emergency planning was reviewed and updated as part of the annual cycle

Engaging with City of London Corporation key audiences and stakeholders

- Intensive UK, EU and London political contact programme for the Policy Chairman continued throughout 2011/12
- Business contact programme for the Policy Chairman continued in 2011/12 with the focus on 1:1 meetings with Board and Advisory Council Members of TheCityUK (TCUK)
- Successful fringe events, in collaboration with the FT, and Monday night dinners were held at all three of the autumn party conferences. Speakers included Vince Cable, Secretary of State for Business, Innovation and Skills, Chris Leslie MP, Shadow Financial Secretary, and Henry Bellingham MP, Parliamentary Under-Secretary of State at the Foreign and Commonwealth Office

- Weekly advertisements promoting the work of the City Corporation are now placed in CityAM
- The website project continued throughout 2011/12 and included the agreement of the design, the cluster ‘personas’, cluster titles and the initial phase to migrate content
- Member communications continued with the Members’ Briefing published on a monthly basis and Ward newsletters published to their regular cycle. Home page updates were given to all Ward websites
- Communications with the Livery continued through the Livery Briefings (which are now organised by PRO and held at Guildhall), the Members Briefing, Livery live online and Livery publications
- Corporate guidelines for the use of social media were agreed and circulated across the organisation. An officer group was set up to manage all work relating to digital communications and social media
- The new intranet site was successfully launched and has continued to be refined. In particular it now includes interactive features such as an online poll and events calendar. A new e-leader was launched in September
- To further embed communications across the organisation a group of Departmental Communications Representatives was established and now meets on a bi-annual basis
- A *PR toolkit* has been established to further help staff to embed communications across the organisation

Annex 2

Social media: a strategy for using Twitter

Social media covers a wide range of activity (Facebook, YouTube, Twitter, apps', LinkedIn, etc) and clearly has implications for staff procedures, HR guidance and new ways of working. This annex concentrates on a strategy for Twitter, as it is the most problematic area. Other areas will be easier to handle, using adaptations of these procedures. Use of Twitter can best be divided into three broad characterizations:

- Twitter for corporate 'broadcast'
- Twitter for low-risk interactive exchange
- Twitter for engagement in controversy

These divisions are necessarily crude, but examples of these three in the City of London Corporation would be: the “@CityofLondon” is used predominantly for the first category, Hampstead Heath “@citycorpheath” is a good example of the second category, and issues such as St Paul’s encampment are often examples of the third category. The involvement of the Public Relations Office will vary: clearly PRO manages @CityofLondon and would lead on any controversial issue, while providing encouragement, training and guidance for the uncontroversial work.

Way ahead

The Public Relations Office is currently approaching and training 20-25 staff from across the organisation to help ensure the City Corporation makes its first proper coordinated step into Twitter during the first half of 2012. This group would involve 8-10 Twitter feeds.

PRO is also developing routines for monitoring and reporting-back and for best-practice for consultations etc - and capturing all this in a Training Module and an internal FAQ that contains case studies.

This work will be fully integrated into the *Communications Strategy 2012-15* and will also help establish the likely impact on equipment needs (and costs). It recognizes that, while Twitter may be a short-term phenomenon, the media like it and it is likely to be a permanent feature of the landscape.

Detail

The Public Relations Office proposes initially approaching the new clusters planned for the website to identify approximately 10 niche channels in addition to the corporate feed (see checkerboard image, below). The corporate feed will

be quite formal, one-way and used to communicate corporate news in a broadcast fashion. The low-risk feeds will be more relaxed and engaging. No controversial areas in which it would be appropriate to engage have yet been identified.

Monitoring online activity (and feeding this back) is likely to become an issue and will be one of the main skills developed by those using Twitter. Indeed a key part of any local business case for developing a Twitter feed may well be the need to maintain capacity to monitor (even if a response is not given).

Care will need to be taken when online activity is reported back to those who do not use online media much, if at all. Niche users will be helped to train themselves on tools such as *BrandWatch* and learn how to use Twitter to track relevant keywords. Thus when an issue breaks, real time data can be collected, plus insight gained into how far the issue is reaching and whom it is influencing. City of London Corporation “Twitterers” will help out each other (and those centrally managing the issue) when an extraordinary situation arises and a spike in activity occurs.

Twitter checkerboard

Below is a visual showing some of the range of City Corporation twitter accounts with the overall “corporate” stream at the centre. This will be used to identify and monitor new and existing twitter accounts, assist with networking between City Corporation accounts and provide a pool of resources in an extraordinary risk situation. This group will also provide a group of experts, on which future development can be based.

Annex 2

@....	@....	@....	@....	@....
@....	Hampstead Heath <i>@citycorpheath</i>	Streetworks <i>@squarehighways</i>	Brussels @	@....
@....	Lord Mayor <i>@LordMayorDavid</i>	City of London Corporation <i>@cityoflondon</i>	Tourism <i>@visitthecity</i>	@....
@....	Cycling @	Olympics @	Economic Development @	@....
@....	Services @	Barbican @	City Bridge Trust @	@....