



Public Relations and Economic Development Sub-Committee

Date: THURSDAY, 14 FEBRUARY 2013

Time: 10.45am (NB: Please Note Change of Time)

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Mark Boleat (Chairman)
Stuart Fraser (Deputy Chairman)
Deputy Michael Cassidy
Roger Chadwick
Sir Michael Snyder
Deputy Douglas Barrow
Deputy Edward Lord
Jeremy Mayhew
Deputy Catherine McGuinness
James Tumbridge
Alderman Alan Yarrow

Enquiries: Angela Roach
020 7332 3685

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **TERMS OF REFERENCE**
To note the terms of reference of the Sub-Committee as follows:-

“To consider and report to the Grand Committee on all matters relating to the City Corporation’s Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies”.
4. **WORK OF THE SUB-COMMITTEE**
To consider the work of the Sub-Committee.

For Decision
5. **APPOINTMENT OF CO-OPTED MEMBERS**
To consider the appointment of up to 3 Members co-opted from the Court of Common Council.

For Decision
6. **CITY OF LONDON COMMUNICATIONS STRATEGY - 2013 - 2016**
Report of the Director of Public Relations (copy attached).

For Decision
(Pages 1 - 28)
7. **PUBLIC RELATIONS OFFICE BUSINESS PLAN - 2013 - 2016**
Report of the Director of Public Relations (copy attached).

For Decision
(Pages 29 - 54)
8. **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN - 2013-16**
Report of the Director of Economic Development (copy attached).

For Decision
(Pages 55 - 86)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Agenda Item 6

Committee: Public Relations and Economic Development Sub-Committee	Date: 14 February 2013
Subject: City of London Communications Strategy, 2013 - 2016	Public
Report of: Director of Public Relations	For Decision
Summary	
<p>The <i>Communications Strategy</i> is set out on a three year basis, with an update each year. The draft <i>Strategy</i> for 2013-16 has now been prepared and is attached for consideration.</p> <p>In the process of preparing this <i>Strategy</i>, the Town Clerk and members of the Officers' Communications Group, Chief Officers and Public Relations Office staff have been consulted. In addition, the City Corporation's public affairs consultants, Quiller, recommend the contents of the <i>Strategy</i>.</p>	
Recommendation	
<p>Members are asked to approve the contents of the <i>Communications Strategy 2013 – 16</i> and recommend the <i>Strategy</i> to the Policy and Resources Committee on 22 March.</p>	

City of London

Communications Strategy 2013-2016



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Communications Strategy 2013-2016

1. Key aims

The communications strategy for the City of London Corporation has three key aims:

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 residents, workers, businesses 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

To find out more about our key aims please go to page 7 or click [here](#).

Communications priorities

From the three key aims, we will be focusing our efforts and resources over the next 18 months, on communicating three priority areas of work for the City Corporation:

- Supporting and promoting London's role as the world leader in international finance and business services, and the importance of maintaining its global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities; to promote employability and provide jobs and growth; and to improve the quality of life throughout London; and
- 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 cultural life and to provide green spaces across the capital and beyond.

2. Key messages

Our overall communications strategy can be captured in a number of key messages.

Financial and business services

- The City Corporation supports and promotes the City as the world leader in international finance and business services.
- Finance and business services are a key asset for the UK economy and need to remain globally competitive.
- A successful finance and business services sector is essential to support the London and UK economy as a whole.
- London is not just the UK's financial centre, but the international financial centre for Europe and beyond.

- To remain globally competitive, London needs world class infrastructure, a workforce with the right skills, be open to talent from around the world, and a competitive regulatory and tax environment.

Local and policing services

- The City Corporation provides excellent local government services to residents including housing, adult social care, education, refuse collection and recycling and transportation.
- The City Corporation also provides local government services to workers, businesses and visitors to the City.
- The City of London Police is the national lead force for fighting economic crime and is a key component in the government's national anti-fraud strategy.

City Corporation's role in London

- The City Corporation provides valued services for the benefit of London and the nation.
- The City Corporation plays a full part in supporting London's communities by providing cultural and educational opportunities, and economic development, helping to provide jobs and growth.
- The City Corporation plays a full part in helping to look after London's heritage and green spaces.
- The City Corporation's charity, the City Bridge Trust, supports the charitable and voluntary sector across the whole of London.

In addition to these strategic key messages, individual messages will be developed on an issue by issue basis. For more details on how these messages are delivered please go to page 9 or click [here](#).

3. Audiences

The following groups are the main stakeholders for our communications strategy:



Messages will be tailored to each audience and delivered through the most appropriate communications channels. For more details about our audiences see page 9 or click [here](#).

4. Communications channels

To deliver effectively key messages to our audiences the most appropriate methods of communication available will be used. This includes, but is not limited to:

- traditional media
- digital communications, including new and social media
- events and hospitality
- meetings and individual contacts
- printed material
- public consultations

For more details about the channels we use for our different audiences go to page 14 or click [here](#).

5. Communications challenges and opportunities for 2013/14

This list is in order of strategic priority and is not intended to cover all issues for every service area.

1	Follow up from City Corporation Common Council elections
2	The City's role in the UK and EU economy
3	Maintaining the City's international competitiveness
4	Promoting the City Corporation's role in supporting London's communities including the role of creative industries
5	Promoting the City Corporation's role in helping to look after London's heritage and green spaces
6	Transparency agenda
7	Reputation management
8	Continue to develop digital communications including the website and new and social media channels
9	The debate about "responsible capitalism"
10	Promoting London as a global centre for social investment
11	Philanthropy
12	Opinion polling of key audiences
13	The City Corporation's responsibility for public health
14	Streetworks
15	Hampstead Heath ponds/dams project
16	Ensuring good communications with Members and employees

For further information about these challenges and opportunities and to find out about what is on our longer term horizon go to page 16 or click [here](#).

6. Implementation of Communications Strategy

The Public Relations Office leads on the delivery of the Communications Strategy 2013 – 2016, but also coordinates with departments across the organisation. Through the implementation of the Communications Strategy, communications are embedded across the organisation to ensure consistent and coordinated messages are delivered.

It is important for senior Members and officers to take opportunities to promote our key messages in relevant forums. Further information about how we implement the strategy can be found on page 19 or click [here](#).

Background

1. Key aims

- ***Supporting and promoting the City***

The role of the City of London Corporation in supporting and promoting the City has assumed greater importance, following the global financial crisis. 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. In addition, the City Corporation will need to take part, together with others including TheCityUK, in the debates about Britain's future role in the EU.

Explaining across the EU the role of London as “Europe's financial centre” is now a major priority. A programme of work in partnership between Economic Development and Mansion House will see the Lord Mayor and the Policy Chairman engage with every EU Member State in 2013.

More widely, the work to support and promote the City across the world continues to have a high priority, focussed on the Lord Mayor's overseas visits programme.

A related emerging priority is promoting London as an international centre for social investment, involving work with EDO and City Bridge Trust.

- ***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 residents, workers, businesses and visitors, and the high quality with which these services are delivered.

2013 will see the latest opinion poll of residents and workers conducted, which will provide updated information on their knowledge and experience of the City Corporation and its services.

- ***Working for London and the nation***

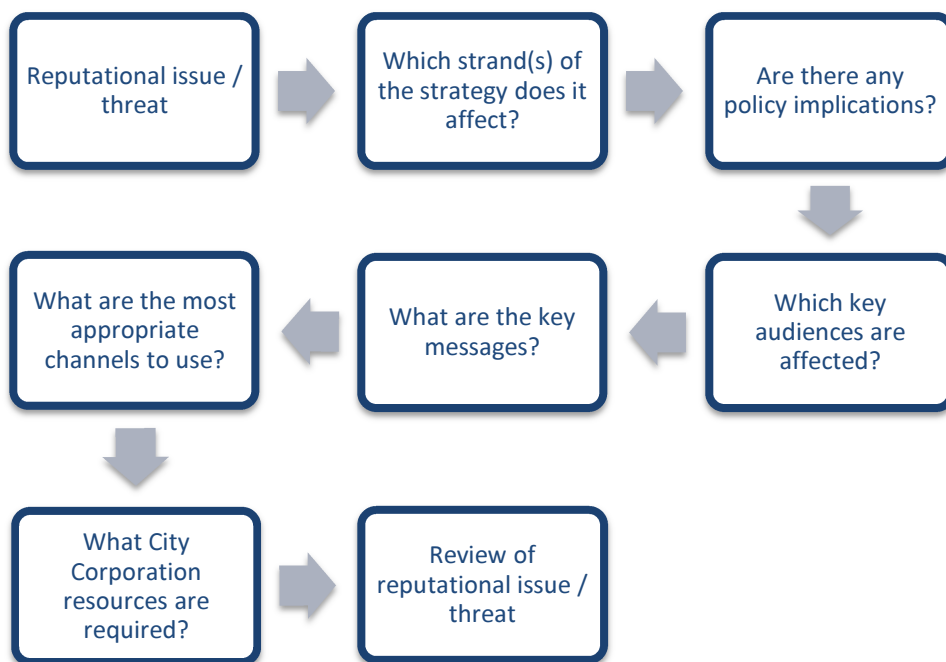
The third element of the Communications Strategy encompasses the promotion of the work of the City of London Corporation on behalf of

London and the nation. This includes providing three wholesale food markets, some of London’s green spaces (including Hampstead Heath and Epping Forest), London’s Port Health Authority, nine housing estates, the Guildhall School of Music & Drama, the Barbican Centre, the London Metropolitan Archives, three independent schools, sponsorship of Academies, one of the main sponsorships of Gresham College and the grants from the City Bridge Trust, which supports projects across greater London.

Particular emphasis will be given over the period of this Strategy to the work done across the City Corporation to support London’s communities, especially through projects aimed at promoting employability, supporting jobs and growth, including social enterprises, and our commitment to London’s heritage and green spaces. This also includes the Lord Mayor’s civic role and the charitable work of the Livery.

Reputation and risk management

One of the key roles of the Communications Strategy is to embed across the organisation the importance of managing reputational risk. The diagram below demonstrates the way in which we plan to handle any specific threat to the organisation’s reputation.



In both the run-up to and the aftermath of the elections to the Common Council in March, critics of the City Corporation are likely to raise concerns which challenge the legitimacy of the organisation. Criticisms may focus on issues relating to the electoral process, our financial

transparency and our engagement with policy makers. This is the context in which all parts of the organisation need to recognise that they operate.

To increase the recognition of the services provided by the City Corporation across London, we will be giving emphasis to the work done to support London's communities, and to help look after London's heritage and green spaces.

Across the organisation, there is a continually growing awareness of the emerging role of new and social media, specifically in relation to the management of reputational risk and we have developed a strategy for this, including relevant training of an ever-wider group of City Corporation staff.

2. Key messages

Delivery of key messages

Key messages are delivered to the relevant audiences using the most appropriate channels.

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.

3. Audiences

Audience	
Residents	Extended efforts are undertaken to communicate systematically with residents through specially targeted publications and the holding of annual resident meetings.
Businesses	Regular contact with both senior business figures and a wider range of City businesses as well as City institutions, trade associations etc.
Politicians and relevant public bodies	The main political audiences at all levels: Westminster and Whitehall, local government across Greater London, as well as EU political contacts including MEPs.
Visitors	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 Paul's provides, together with the related area of the website, a first class service for City visitors.
Media	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. In addition, following the events at St Paul's in 2011/12, and the March 2013 City elections, there is a heightened media interest in the role, work and finances of the City Corporation.

City workers	<p>City workers influence others with whom they work and come into contact - on City issues generally, and 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 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.</p>
Londoners	<p>Residents, workers, businesses, and visitors across London make use of the services which the City Corporation provides greater London as a whole, not just within the Square Mile. They also represent an important audience which need to be targeted effectively.</p>
Relevant international audiences	<p>Engagement with policy makers, regulators, businesses and central banks in Europe and the USA, is undertaken in order to influence debate and policy.</p> <p>Similar audiences in key growth markets, including China and India, are targeted with our messages on London as the world's leader in international finance and business services.</p>
The Livery	<p>The Livery is kept briefed on our role and work, and is supported in the promotion of its role. Briefings for new Livery members are conducted at Guildhall. We also consult the Livery on issues of concern to them, through the Livery Committee and its relevant sub-Committees, as well as other ad-hoc arrangements.</p>

Elected Members	It is essential that Members are kept up to date on key issues, to enable them to be effective communicators on behalf of the organisation. This will be achieved through regular communications, such as the Members' Briefing, and also via electronic alerts as appropriate.
City Corporation employees	Internal communications also form a crucial part of the overall communications strategy. Keeping employees informed and engaged, is essential in helping them to remain engaged, committed, well-motivated, and to be good ambassadors for the organisation with external audiences.

Attitudes of key audiences

Residents, businesses, senior executives and City workers are surveyed every three or so 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 next round of surveys is due to take place in 2013, with initial results available by July.

The polling of these four key audiences provides an effective way of measuring the impact of the communications strategy and provides a key tool to improve the effectiveness of the organisation's communications work. 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 or so 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. Communications channels

- **Traditional media**

This comprises all print newspapers and their online equivalents both local and national, magazines, radio and television. Messages are delivered via a number of means including news releases, letters, photographs, comment and reply pages, opinion pieces, live and recorded interviews and interviews used for print publications.

- **Digital communications**

This covers the whole range of digital and social communications including websites (City Corporation and external sites), social media (Facebook, Twitter, YouTube), blogs, apps, e-communications (e-shots, email distribution), online messages and downloadable publications.

Digital communications are a means to:

- Broadcast corporate messages;
- Provide a channel through which customers can contact individual services;
- Carry out low-risk interactive exchanges with key audiences and service users and receive feedback on services provided;
- Engage on controversial activities and/or issues.

Our success in using digital communications, including social media is measured on a qualitative, rather than quantitative basis, and our effectiveness in reaching key audiences.

We have devised guidelines for social media to help employees, and all departmental plans now need to reflect that the use of new media has been considered. Please see [Annex 2](#).

- **Printed literature**

This can include brochures, booklets, magazines, posters, flyers, banners, displays 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**

At City Corporation hosted events messages are delivered via speeches, primarily by the Lord Mayor and Policy Chairman, round table discussions, Q&A sessions and individual discussions and conversations.

The range includes large set piece events, breakfasts, lunches and dinners, receptions, and seminars. This includes similar events overseas as part of the Lord Mayor's visits and certain international visits of the Policy Chairman.

- **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.

- **Public consultations**

These are carried out via events, online questionnaires, printed reports or other appropriate channels.

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.

Audience specific channels

The table below provides examples of the range of channels we use to reach our key audiences.

Audience	Specific channels
Residents	City Resident magazine, Cityview magazine, Cityview online, Ward newsletters, Your Homes magazine, e-shot, annual resident meetings, bi-annual estate meetings, new and social media, and other service specific material (printed and online)
Businesses	E-shot, CityAM adverts, Cityview magazine, Cityview online 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, new and social media and other service specific material (printed and online)
Media	Social media in particular Twitter, regular 1:1 contacts, new releases, Cityview magazine
City workers	CityAM adverts, e-shot, Cityview, traditional, and new and social media
Londoners	Traditional and social media, Cityview, printed publications/guidebooks, local signage on specific sites, and other service specific material (printed and online)
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. Communications Challenges and Opportunities

The following table provides details of the communications challenges and opportunities during the forthcoming year (2013/14) in order of priority. Key messages surrounding these areas will be targeted across all

the City Corporation's audiences and be delivered through a variety of different.

	Challenge/Opportunity	Actions	Date
1	Follow up from City Corporation Common Council elections	Brief new Common Council on communications strategy and handle increased interest in the role and work of the City Corporation, following elections.	April - May
2	The City's role in the UK and EU economy	Increase understanding of The City's role for the whole UK economy and as Europe's financial centre, monitoring EU developments (eg German Federal elections, September 2013).	ongoing
3	Maintaining the City's international competitiveness	Promote policies to sustain and enhance the City's international competitiveness.	ongoing
4	Promoting the City Corporation's role in supporting London's communities including the role of creative industries	Increase awareness of the work done across the organisation on employability, education, corporate responsibility support, economic regeneration and cultural opportunities.	ongoing
5	Promoting the City Corporation's role in helping to look after London's heritage and green spaces	Increase awareness of the City Corporation's work in the area of heritage and green spaces.	ongoing
6	Transparency agenda	Improve transparency and understanding of City Corporation's finances and governance.	ongoing

	Challenge/Opportunity	Actions	Date
7	Reputation management	Ensure departments are aware of reputational risks to the organisation.	ongoing
8	Continue to develop digital communications including the website and social media channels	Exploit fully the capabilities of the new website and further embed the use of new and social media across the organisation.	ongoing
9	The debate about “responsible capitalism”	Promote good corporate standards in financial services.	ongoing
10	Promoting London as a global centre for social investment	Increase awareness of the social investment market in London and the work of the City Corporation’s social investment fund.	ongoing
11	Philanthropy	Promote the Lord Mayor’s work to encourage philanthropy in the City.	ongoing
12	Opinion polling of key audiences	Manage the polling exercise and respond effectively its outcome.	Summer
13	The City Corporation’s responsibility for public health	Increase awareness of City Corporation’s new public health responsibilities and how residents, workers and businesses can engage with policy, particularly through the Health and Wellbeing Board.	Spring
14	Streetworks	Communicate effectively the need for streetworks generally and the details, including timing, of individual works.	ongoing
15	Hampstead Heath ponds/dams project	Ensure appropriate communications concerning the project to build new dams.	ongoing

	Challenge/Opportunity	Actions	Date
16	Ensuring good communications with Members and employees	Brief newly elected Members and keep all Members informed of new policy developments. Continue to implement the internal communications strategy.	ongoing

Horizon scanning: further communications challenges and opportunities 2013-2016

2013/14

- New Governor of the Bank of England takes office
- German Federal Elections
- New Government Spending Round
- Opening of Milton Court

2014/15

- London Borough elections
- European Parliament elections and appointment of new European Commission
- Centenary of the First World War – national commemoration

2015/16

- General Election
- Magna Carta 800th Anniversary
- Possible commencement of UK renegotiations with Europe

6. Implementing the Strategy

The Public Relations Office takes the lead in implementing the organisation’s communication strategy, working with departments and Committees.

The Public Relations Office Business Plan sets out the detail of the work the Office will be undertaking to implement the strategy.

Embedding communications across the organisation

The PRO is also responsible for embedding communications across the organisation. It is important that each department, when drawing up its own business plan, takes account of the communications strategy. They should reflect how they can support the communication priorities of:

- Promoting the City's role as the world leader in international financial and business services, and the importance of maintaining global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities, and promoting employability and 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, cultural life and to provide green spaces across the capital and beyond.

It is important that business plans also reflect consideration given to new and social media for their area of work, choosing one of the three routes for 2013-14;

1. Considered but will not be used this year
2. Will monitor social media channels but not engage
3. Will proactively engage on social media and report impact

2012/13 communications review

Communications highlights throughout 2012/13 include:

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

- Supported the launch of a new initiative to promote London as an international centre for Renminbi trading.
- Responded to the banking crisis and in particular the LIBOR rate-fixing scandal.
- Responded to the Parliamentary Commission on Banking Standards and other select Committee hearings.
- Partnered with think tanks across the political spectrum to deliver a wide range of events including a major event to commemorate the 100th anniversary of the birth of Milton Friedman, a major economic speech by Vince Cable MP, a dinner with Ed Balls MP and a seminar with Sharon Bowles MEP. Successful events were also held in partnership with relevant Think Tanks at the three main party conferences in Autumn 2012.
- Successful media coverage was achieved in support of international visits made by the Lord Mayor and Policy Chairman. This included visits to India, Turkey, China, Russia and Kazakhstan, Latin America and MIPIM.

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

- The final worker voter registration figures were 15825 which is an increase of 349 from last year. The number of businesses registered was 3954 which has increased by 157 from last year.
- A new publication was produced outlining the services paid for by City’s Cash to accompany the existing City Fund publication.
- The regular CityAM adverts have been used to promote the work of the Lord Mayor and Policy Chairman, public consultations, and other services provided by the City Corporation.

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

- Communications support was given to the Celebrate the City weekend in June. This included proactive media work, celebrity photocalls, event management, printed literature, website, marketing emails and social media.
- In advance of and during the course of the Diamond Jubilee weekend in June work was undertaken to communicate the City’s

role in the celebrations, inform our key stakeholders of possible disruption to services, and support for both private and public events including media engagement and event management. The Diamond Jubilee secured international media coverage of the Lord Mayor, Mansion House, Guildhall and Tower Bridge.

- During the run-up-to and throughout the London Olympic and Paralympic Games 2012, the City Corporation successfully met the aims of the communications plan: to advise our key audiences of residents, businesses, visitors and employees to plan and prepare for the impact of the Games; to encourage and facilitate our key audiences' enjoyment of the Games period; and to ensure that the City Corporation gets due recognition from key policy makers and administrators for our contribution to the success of the Games. The plan used multiple communication channels most notably website content, social media sites (particularly Twitter), events and printed publications. Due recognition was given to the City for its involvement in the Games, with a reference to our support made by Sir Philip Craven in the Paralympic Closing Ceremony.

Communications priority: supporting London's communities

- Communicated the City Corporation's new NEETs initiative which was picked up in numerous media outlets including the Evening Standard, FT and LondonlovesBusiness.
- Hosted a careers fair for children from four schools in Hackney which was attended by Brandon Lewis MP, Parliamentary Under-Secretary of State at the Department for Communities and Local Government.
- Held a dinner with Shadow Employment Minister Stephen Timms MP to discuss NEETs in London.
- The City Corporation's support for the Evening Standard's campaign *Ladders for London* was covered in the media.

Communications priority: looking after London's heritage and green spaces

- Media coverage of the City Corporation's role in running green spaces, in particular a substantial piece in the Financial Times on London's open spaces referring to the City Corporation, together with wider coverage in relevant local newspapers (including the a regular column in the Ham and High from the Chairman of Hampstead Heath).
- Cityview promoted the City Corporation's green spaces to a range of our key stakeholders.
- A conference was held with the Forestry Commission to highlight

Annex 1

issues regarding tree pests and diseases.

- The Green to Gold programme was recognised with an Inspire Mark.
- Research was produced to examine the economic, social and cultural impact of the City's arts and culture cluster which has been well received by politicians and the media.
- A meeting was held with the Minister for Culture, Communications & Creative Industries Ed Vaizey MP. Topics covered at the meeting included research into the Economic, Social and Cultural Impact of the City's Arts Cluster.
- Undertaken work to ensure the City Corporation's plays its full role in the centenary of the First World War (2014) and 800th anniversary of the Magna Carta (2015)

Reputation management, risk management and emergency plans

- Following the protest encampment at St Paul's the reputation management process was revised.
- The emergency communications plans were updated in line with the increased use of new and social media.

Extensive media coverage of the range of work carried out by the City Corporation continued in both the UK and abroad:

- Over the course of the year there were 2976 City Corporation stories in the UK and international media. 848 (29%) of these stories were related to financial services, with the remaining 2128 (71%) related to Services.

Engaging with City of London Corporation key audiences and stakeholders

- Continued engagement with UK and European politicians through private meetings, seminars and conferences, roundtable discussions, and key note speeches.
- Launched the City of London Corporation's new website in July and continued to develop and enhance the website involving service areas and staff from across the organisation in a devolved editorial structure under four clusters.
- The Members' Briefing was reviewed and a new style published. In addition, a separate quarterly Livery Briefing is now produced.
- Continued to develop the organisation's social media offering. This now includes 27 Twitter feeds, 13 Facebook pages, 2 apps, 3 Flickr accounts, 1 Pinterest page, 2 blogs and a YouTube channel.
- Communications to staff continue to be enhanced through internal communications channels including the Leader, eLeader, Town

Annex 1

Clerk's email and masterclasses.

- Annual City Ratepayers' and City-wide Residents' meetings held in Guildhall.

City of London Corporation social media guidelines

BASE on your Business: make sure your manager and Director know what you are doing in advance and ensure that it is for a business reason. Measure the effort against the results. Even if it is not proving effective day-to-day, you may need to retain some social media capacity in case of an emergency when you might need to monitor/use social media.

ACT like a Public Servant Always: social media is more informal and often more individualistic but we are public servants and our content should reflect that. Of course we might need to express opinions but avoid derogatory or insulting content. Be particularly mindful about anything said about key stakeholders! While there is no need to be stiff, and informal chat may be fine - remember not to embarrass us. Always say in the profile who you are. Don't make up policies that don't exist.

REFER on to City Corporation websites: keep directing people back to our own websites where there is more information, proper policy background, and more about the diversity of what we do supported by our brand. It is always good to draw in the City Corporation, too. But be careful of copyright and the taste and decency of the picture!

CHECK with PRO in advance before you start: keep us in the loop with developments, problems, complaints. Sensible experimentation is to be encouraged, so we can all learn. Learning without some mistakes is impossible.

A full list of social media feeds run by the City Corporation can be found at www.cityoflondon.gov.uk/social.

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Agenda Item 7

Committee: Public Relations and Economic Development Sub-Committee	Date: 14 February 2013
Subject: Public Relations Office Business Plan, 2013 - 2016	Public
Report of: Director of Public Relations	For Decision
Summary	
<p>The <i>Public Relations Office Business Plan</i> is set out on a three year basis, with an update each year. The draft <i>Plan</i> for 2013-16 has now been prepared and is attached for consideration.</p> <p>In the process of preparing this <i>Plan</i>, Public Relations Office staff have contributed through office meetings, regular team meetings and individual comments. In addition to this, the Deputy Town Clerk, business planning contacts in HR and IS, and relevant offices, including Mansion House, Remembrancer's Department and Economic Development Office, have been consulted.</p>	
Recommendation	
<p>Members are asked to approve the contents of the <i>Public Relations Office Business Plan, 2013-2016</i> and recommend the <i>Plan</i> to the Policy and Resources Committee on 22 March.</p>	

**Public Relations Office Business Plan
April 2013 – March 2016**



Responsible Officer: Tony Halmos

Contact Officer: Sophie Galasinski
sophie.galasinski@cityoflondon.gov.uk
020 7332 1451

Date: 22 March 2013

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1. Introduction and context

- Introduction

The Public Relations Office, through the implementation of the *Business Plan 2013-2016*, seeks to provide high quality public relations services and counsel to support the work of the City of London Corporation, and specifically to lead on delivery of the *City of London Communications Strategy 2013-2016*.

The communications strategy for the City of London Corporation has three key aims in line with the *Corporate Plan 2013-2017*:

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 residents, workers, businesses and visitors

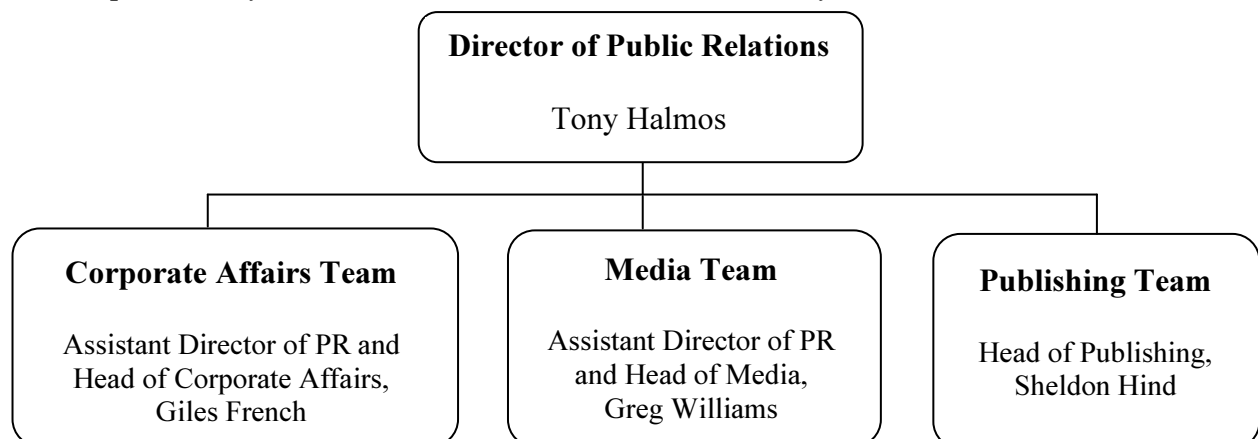
Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

From the three key aims, the Public Relations Office will be focusing efforts and resources over the next 18 months, on communicating three priority areas of work for the City Corporation:

- Supporting and promoting London's role as the world leader in international finance and business services, and the importance of maintaining its global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities; to promote employability and provide jobs and growth; and to improve the quality of life throughout London; and
- 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 cultural life and to provide green spaces across the capital and beyond.

The work of the Public Relations Office falls under the responsibility of the Policy and Resources Committee and the newly formed Public Relations and Economic Development Sub-Committee. Detailed highlights of the activities carried out by the Public Relations Office are reported to the Policy and Resources Committee every quarter through the Public Relations Office Activities Report, copies of which are available from the Director of Public Relations. A review of performance and summary of key achievements during 2012-13 is included in [annex 3](#).

Services provided by the Public Relations Office are delivered by four teams:



Further information about the areas of responsibility for each team and the Office structure can be found in [annex 4](#).

- Context

This document sets out how the Office plans to develop and improve the delivery of its services in line with the key elements set out in the *Communications Strategy 2013-2016*, in light of the changing external pressures faced by the City of London Corporation and with fewer resources. It does not detail the core activities of the Office, but instead sets out the key objectives. A further document, *Public Relations Office detailed working annex*, outlining in greater detail the main areas of work over the coming financial year (2013/2014) is also produced and is available from the Director of Public Relations.

The year 2012/2013 saw a number of changes in relation to the nature in which the Public Relations Office operates:

- **Staffing**

After 21 years of service to the City Corporation Sarah Leigh, Assistant Director of Public Relations and Head of Ecomms and Information, left at the end of 2012. Following arrangements for Sarah's departure, consideration was given to the remit of the Ecomms and Information Team. Given the nature of their work, it is proposed that the name of the Team should be changed to Publishing, encompassing all the work it does in digital and printed communications. The team will now be headed by Sheldon Hind who reports to the Director of Public Relations.

- **PP2P project**

The Public Relations Office has supported the PP2P project with internal communications advice and has a nominated Change Partner for the Office. The Change Partner is responsible for ensuring that all Public Relations Office staff are aware of the project and any resulting changes or impact to the way we currently work. The key factors will be managing the shift from sourcing our own goods and services to consulting with the CLPS sourcing and buying teams and the change in invoicing arrangements. Working with the new CLPS team will be managed closely by the Change Partner to ensure an efficient and successful change-over.

- **Shared services and joined-up working**

The Public Relations Office continues to access opportunities that arise in relation to shared services to ensure an effective and efficient public relations service is provided. Furthermore the Public Relations Office has continued to build upon the close working relationships established with the Economic Development Office, Remembrancer's and Mansion House on all aspects of work. The Director of Public Relations routinely meets with Chief Officers from key departments and, more widely, a Departmental Communications Representatives meeting is held on a six-monthly basis for the Director to provide communications updates and for representatives to raise any local issues.

- **Policy and Resources Committee, Deputy Chairmen arrangements**

The Public Relations Office has prepared for the new arrangements for three Deputy Chairmen of the Policy and Resources Committee that will come into effect in April. The Office will be working closely with Town Clerk's and other departments to ensure this works as efficiently as possible.

2. Strategic aims and key objectives

- Strategic aims

- A. To continue to represent the views and interests of the financial and business City at home and abroad to support and enhance its status as the world leader in international financial and business services
- B. To promote the City of London Corporation as a provider of valued services to the Square Mile and beyond and to increase understanding and further improve due recognition amongst key audiences/stakeholders
- C. To engage with the coalition government, opposition party and other appropriate parties across the political spectrum and to work closely with the GLA and London-wide bodies, such as London Councils, and relevant European governments
- D. To provide professional public relations services, advice and support to the organisation at all levels to promote and enhance its reputation and standing through implementation and delivery of the communications strategy
- E. To keep up-to-date with all relevant issues (ie political, business, media, technology etc) and to ensure the organisation's key messages are delivered effectively and improve further the capacity to respond positively to changing circumstances and priorities whilst ensuring that a high quality of professional service is maintained

- Key objectives: 2013 – 2014

Outlined below are the key objectives which will focus the work of the Public Relations Office over the period 2013-2014:

1. Lead on the implementation of the *Communications Strategy 2013-2016*: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council Members on the strategy.
2. Handle increased interest in the structure, role and work of the City Corporation, following elections, and manage the annual City worker registration process.
3. Manage communications for the City Corporation's input to the debate on the UK's role in the EU.
4. Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.
5. Continue to enhance digital communications, including increasing the scope of the website and understanding of new and social media amongst Members and staff, and ensure all Public Relations Office staff have the necessary skills to use these tools, effectively, with greater cross-working.

Each key objective is aligned with the Corporate Plan which is informed by The City Together Strategy: Heart of a World Class 2008 – 2014. For each of the four key objectives a number of actions/milestones are highlighted in [annex 1](#).

- Reputation management, risk management and emergency plans

The Public Relations Office and the Director of Public Relations specifically are acknowledged in the *Strategic Risk Register* to have responsibility for the 'reputation' of the organisation. 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 communications support to the implementation of the emergency plan. In practical terms this can mean a variety of different though inter-related issues, including, for example, early counsel on the emergence of new risks when potentially damaging or negative coverage threatens. Following the encampment at St Paul’s the Public Relations Office reputation management, risk management and emergency plans were all reviewed and revised including the emerging role of new and social media. Copies of the emergency communications plans are available from the Director of Public Relations.

In addition to the *Strategic Risk Register*, the Public Relations Office also has a departmental risk tracker which allows ongoing monitoring of new or existing risks. This is reported quarterly to the Departmental Management Team. Copies of the risk tracker are available from the Director.

The key objectives within the Business Plan have been developed taking into consideration these risk areas. The actions included under each key objective aim to mitigate any negative effects of these risks on the Public Relations Office, and to the City of London Corporation and City of London as a whole.

3. Focus for the work of the Public Relations Office: 2013 – 2014

Over the course of 2013/14 the following activities will provide the main focus for the work of the Office. (See [annex 2](#) for more details on these activities):

1	Briefing the new Court of Common Council	April – July
2	The City’s role in the UK and EU and maintaining international competitiveness	ongoing
3	Promoting the City Corporation’s role in supporting London’s communities including the role of the creative industries	ongoing
4	Promoting the City Corporation’s role in helping to look after London’s heritage and green spaces	ongoing
5	Transparency agenda	ongoing
6	Reputation and risk management	ongoing
7	Continued development of digital communications including new and social media	ongoing
8	Philanthropy and social investment	ongoing
9	Opinion polling of key audiences	Summer
10	The City Corporation’s responsibility for public health	Spring
11	Streetworks	ongoing
12	Hampstead Heath ponds/dams project	ongoing
13	Relations with think tanks	ongoing
14	Livery communications	ongoing
15	Developing more effective communications with Members and staff	ongoing
16	Developing more effective internal communications with staff	ongoing
17	Embedding communications across departments	ongoing

- Horizon scanning: communication challenges and opportunities 2013 – 2016

In addition to the activities outlined above, the Public Relations Office through the implementation of the *Communications Strategy 2013-2016* will begin to prepare for a number of specific priorities that are already emerging for 2013-2016. These include:

2013/14

- New Governor of the Bank of England takes office

- German Federal Elections
- New Government Spending Round
- Opening of Milton Court

2014/15

- London Borough elections
- European Parliament elections and appointment of new European Commission
- Centenary of the First World War – national commemoration

2015/16

- General Election
- Magna Carta 800th Anniversary
- Possible commencement of UK renegotiations with Europe

4. Public Relations Office Financial Summary 2013 - 2014

Table 1 below sets out the Public Relations Office total budget for the year and table 2 provides a breakdown of the local risk budget.

The Office budget continues to be monitored very closely with proper consideration given to all items of expenditure to ensure it represents value for money. As with other offices across the organisation, we will be working closely with colleagues in the newly formed City of London Procurement Service and continue to contribute to the wider work of the PP2P project.

We continue to look to use our resources, both personnel and financial, in the most efficient and effective way and are always looking for new ways of working that will enable us to deliver our services to a high-standard in the most cost-efficient manner.

Table 1: Expenditure & Income Analysis

BUDGET 2013-2014	Local Risk <i>£000</i>	Recharges <i>£000</i>	Total <i>£000</i>
Employees	1,591	-	1,591
Transport related expenses	43	-	43
Supplies and services:			
PR Plan	629	-	629
Professional fees and services	60	-	60
Other	16	-	16
Support services	-	250	250
Total expenditure	2,339	250	2,589
Income	(17)	(105)	(122)
	2,322	145	2,467

Table 2: Local risk budget

	TOWN CLERK'S LOCAL RISK (£000)
Employees	1,591
PR Plan	629
General office expenditure	119
Income	(17)
TOTAL	2,322

A detailed breakdown of the PR office plan is available on request from the Director.

Annex 1: Detailed key objectives

Objective 1	Lead on the implementation of the Communications Strategy 2013-2016: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council Members on the strategy.		
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: Strategic aims 1, 2 and 3	PRO strategic aims: All	
Actions / Milestone	Target date	Measures of Success	Responsibility
Provide communications support to increase understanding of the City's role in the UK and importance of the City as Europe's international financial centre.	March 2014	Work closely with the Lord Mayor and Policy Chairman in the run-up-to and during their EU and other visits throughout 2013, collaborating effectively with Economic Development and Mansion House.	Public Relations Office/ Economic Development/ Mansion House
	March 2014	Run an effective political contact programme to ensure that the key messages are conveyed to political audiences.	Corporate Affairs Team
	March 2014	Maintain at least at the current level (848 pieces of coverage) and aim to increase quality of the coverage which demonstrates the City's benefit to the UK and the EU as a whole, including work by the Lord Mayor, the Policy Chairman and including research papers and other stories, alongside TheCityUK's work	Media Team
Promote policies that sustain and enhance the City's international competitiveness.	March 2014	Work with other departments to engage with key audiences on matters related to London infrastructure.	Public Relations Office
	March 2014	Continue to achieve media coverage on this topic.	Media Team

Use various communications channels to gain publicity for the work we do in supporting London's communities and looking after heritage and green spaces.	March 2014	Continue to achieve media coverage in these two areas.	Media Team
	March 2014	Seek to engage with a political audience on these two areas via new and regular communications channels, including using our established links with key think tanks.	Communications priority leads and Corporate Affairs Team
	March 2014	Work with other departments to identify new opportunities for work in both of these areas.	Public Relations Office
Carry out briefings for Members of the Court on the Communications Strategy and the work of the Public Relations Office.	April – July and ongoing	Circulate the Communications Strategy to Members.	Director of Public Relations and Assistant Directors/Heads of Team
		Run briefing sessions for Members in April and July. Produce briefing notes that provide key messages on topical issues in advance of major set-piece events and at other times, when appropriate.	
Continue to embed communications across the organisation and raise awareness of the importance of communications in all areas of work.	October 2013	Hold Departmental Communications Representatives (DCR) meetings on a six-monthly basis in April and October.	Director of Public Relations and Assistant Directors/Heads of Teams
	ongoing	Work to embed communications, particularly online channels, in departmental business plans.	Public Relations Office

Objective 2	Handle increased interest in the structure, role and work of the City Corporation, following elections, manage the annual City worker registration process.		
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: Strategic aims 1,2 and 3	PRO strategic aims: A,B,C,D	
Actions / Milestone	Target date	Measures of Success	Responsibility
Manage all media enquiries relating to the elections and the structure, role and work of the City Corporation.	ongoing	The media are provided with appropriate information in a timely manner.	Director of Public Relations and Head of Media
Work with the Town Clerk's office to ensure website content is accurate and up-to-date on all matters relating to the elections and electoral process and social media where appropriate.	ongoing	All relevant web pages contain accurate information with social media channels continued to be used to push out messages and to enter into dialogue with key audiences.	Director of Public Relations, Head of Media and Publishing Team
Continue to engage with businesses and residents and communicate the City's voting system, specifically targeting large City firms	January 2014	Number of firms/voters registered in 2012: 3,954 /15,825 Increase the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle. MS CRM / COD database accurate and up to date.	Corporate Affairs Team

Objective 3	Manage communications for the City Corporation's input to the debate on the UK's role in the EU.		
Supporting TCT Strategy themes: 1	Aligns to Corporate Plan: Strategic aim 1	PRO strategic aims: A,C,D,E	
Actions / Milestone	Target date	Measures of Success	Responsibility
Contribute to formal submissions to the debate and work to achieve due recognition for the City Corporation's involvement including briefing relevant political audiences.	ongoing	Work with senior Members and relevant departments, particularly Economic Development, to agree proposals in a timely manner. Ensure that the political contact programme reflects our need to contribute to this debate.	Director of Public Relations and Assistant Directors/Heads of Teams
Manage all media enquiries relating to this debate and provide appropriate spokesperson(s) and comment when required.	ongoing	Achieve an appropriate level of coverage of the City Corporation's position in both the UK and international media.	Director of Public Relations and Head of Media
Ensure Members are kept informed of the City Corporation's policy position in this area.	ongoing	Produce briefing notes for Members in a timely manner.	Director of Public Relations and Head of Corporate Affairs

Objective 4	Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.		
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: All strategic aims	PRO strategic aims: A,B,E	
Actions / Milestone	Target date	Measures of Success	Responsibility
Questionnaires agreed for this year's survey that meets the needs of departments across the organisation and commencement of fieldwork.	May 2013	Chief Officers consulted and input considered to the questionnaires and to ensure the latter reflect changing business needs.	Director of PR and Corporate Affairs Team
Ensure Members and departments are fully informed of the results of the surveys in a timely manner.	Summer / Autumn 2013	Work with the polling organisation to produce clear reports on the results and communicate them using appropriate vehicles.	Director of PR and Corporate Affairs Team
Relevant results measure the impact and effectiveness of the communications strategy.	Summer / Autumn 2013	An increase in familiarity amongst key audiences from the 2009 results: Businesses: 39% Senior execs: 57% Workers: 41% Residents: 62%	Director of Public Relations
Assist, where appropriate, other departments with implementing the outcome of the surveys as part of their business planning process.	Throughout 2013/14	All departments are clear as to where to find the survey results, how to use them and advice is provided by PRO, as and when requested.	Public Relations Office

Objective 5	Continue to enhance digital communications, including increasing the scope of the website and understanding of new and social media amongst Members and staff, and ensure all Public Relations Office staff have the necessary skills to use these tools, effectively, with greater cross-working.		
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: All strategic aims	PRO strategic aims: All	
Actions / Milestone	Target date	Measures of Success	Responsibility
Review content on the ‘About us’ section of the website.	August 2013	Content is easy to read and engaging, with appropriate pictures and links.	Head of Publishing, Content Director and Director of PR
Assist cluster composers with reviewing the content and structure of their sections.	ongoing	Sections of the website have up-to-date, searchable and engaging content and can be easily navigated.	Head of Publishing, Content Director and Director of PR
Continue to work with the Deputy Town Clerk to enhance the new and social media offering provided by the City Corporation, including effective monitoring and reporting procedures.	ongoing	Reporting template has been agreed which can routinely be reported to Management Teams. Social media users fully trained in monitoring and reporting. Members and staff are briefed on the use of social media as a communications channel and corporate guidelines (BARCELONA).	Deputy Town Clerk and Public Relations Office
Train all staff in PRO on how to use effectively the range of social media tools and enhance cross-working.	December 2013	Training sessions held for PRO staff.	Public Relations Office

Annex 2: Focus for the work of the Public Relations Office, 2013 – 2014

1	Briefing the new Court of Common Council	April – July and ongoing
Handle increased interest in the structure, role and work of the City Corporation, following elections and brief new Common Council on Communications Strategy and the work of the Public Relations Office.		
2	The City's role in the UK and EU and maintaining international competitiveness	ongoing
Increase understanding of The City's role for the whole UK economy and as Europe's financial centre, monitoring EU developments (eg German Federal elections, September 2013). Support work that promotes policies to sustain and enhance the City's international competitiveness.		
3	Promoting the City Corporation's role in supporting London's communities	ongoing
Increase awareness of the work done across the organisation in this area and, in particular, on employability, education and cultural opportunities, through media relations, political engagement, events, and new initiatives.		
4	Promoting the City Corporation's role in helping to look after London's heritage and green spaces	ongoing
Increase awareness of the City Corporation's work in the area of heritage and green spaces through media relations, political engagement, events, and new initiatives.		
5	Transparency agenda	ongoing
Support work to improve transparency and understanding of City Corporation's finances and governance.		
6	Reputation and risk management	ongoing
Ensure departments are aware and proactive in responding to reputational risks to the organisation. Actively manage and report the Office risk tracker to the quarterly Departmental Management Team meeting and ensure that the emergency plans are regularly reviewed, with staff engaged with the plan.		
7	Continued development of digital communications including new and social media	ongoing
Exploit fully the capabilities of the new website and further embed the use of social media across the organisation.		
8	Philanthropy and social investment	ongoing
Work with relevant departments to increase awareness of the social investment market in London and the work of the City Corporation's social investment fund. In parallel to this promote Lord Mayor Roger Gifford's work to encourage philanthropy in the City.		
9	Opinion polling of key audiences	Summer
Work with the appointed polling firm and key officers to manage the process and work with departments to respond effectively to the outcome of the polling.		

10	The City Corporation's responsibility for public health	Spring
Increase awareness of City Corporation's new public health responsibilities and how residents, workers and businesses can engage with policy, particularly through the Health and Wellbeing Board.		
11	Streetworks	ongoing
Continue to communicate effectively the need for streetworks generally and the details, including timing, of individual works.		
12	Hampstead Heath ponds/dams project	ongoing
Ensure appropriate communications concerning the project to build new dams.		
13	Relations with think tanks	ongoing
The City Corporation is currently a Corporate partner of CentreForum, Chatham House, Demos, the European Policy Forum, the Foreign Policy Centre, IPPR, New Local Government Network, Reform and the Young Foundation and will continue to work with these and other Think Tanks, across the political spectrum, on an ad-hoc basis to promote the priority communication areas.		
14	Livery communications	ongoing
The Corporate Affairs Team will continue to organise the Livery Briefing events that take place on a quarterly basis. The Office will also continue to update the Livery on the work of the City Corporation through the quarterly Livery Briefing which is sent to all Livery Clerks electronically.		
15	Developing more effective communications with Members	ongoing
Keep all Members informed of new policy developments both through regular publications and ad hoc briefing notes.		
16	Developing more effective internal communications with staff	ongoing
Prepare a new internal communications strategy working with key departments to develop and implement the new strategy, particularly focusing on enhancing organisation understanding and developing 'PR literacy' at a local level.		
17	Embedding communications across departments	ongoing
Continue to work with departments across the organisation to embed communications into their work and ensure communications are incorporated into business plans where appropriate.		

Annex 3: Review of performance and summary of key achievements, 2012 – 2013

The work and achievements of the Public Relations Office have reflected the medium-term strategy of the organisation, and the communications priorities that were outlined in the *City of London Communications Strategy 2012-2015* and equally took full account of changing circumstances and emerging priorities throughout the year including. Some of the main highlights of activities from 2012/2013 include:

- The Public Relations Office worked with departments across the organisation in the

run up to and during the Olympic and Paralympic Games. Work carried out by the Office included: national and international media coverage; a series of pop up displays; host Authority flags for Guildhall and Mansion House; leaflets detailing the City Corporation's involvement in the Games; a dedicated Twitter feed @squaremile2012 for Games-related news and events; organised and assisted with a number of events; major filming at Tower Bridge; updates for Members via email on news and events of interest during the Olympic and Paralympic Games; and information and advice provided to staff through regular internal communications channels.

- Over the course of the Diamond Jubilee weekend the Office provided media support for the River Pageant on Sunday, assisted with delivering the public event held on Tower Bridge on Sunday, the lighting of a beacon on Hampstead Heath on Monday, and media support on Tuesday for the Royal Receptions at Mansion House and Guildhall and the Livery Lunch at Westminster Hall, and supported the Remembrancer's Department at the Guildhall Reception. The Diamond Jubilee secured international coverage of the Lord Mayor, Mansion House, Guildhall and Tower Bridge.
- The Public Relations Office worked closely with the Visitor Development Team to deliver *Celebrate the City*. This included media relations, celebrity photo calls, event management, promotion through printed and online channels, social media, internal communications and financial assistance.
- Helped launch a new initiative to promote London as an international centre for Renminbi trading.
- Responded to the Parliamentary Commission on Banking Standards and other select Committee hearings.
- Promoted the work of the City Corporation supporting London's communities. Specific activities included: Hackney careers fair, Evening Standard article on the City Corporation's involvement with *Ladders for London*, media launch for the NEETs initiative, and meetings with relevant politicians including Nick Hurd and Brandon Lewis.
- Promoted the work City Corporation do helping to look after London's heritage and green spaces. Specific activities have included: two research papers that looked into the economic value of open spaces and arts and culture, article in Cityview on green spaces, and a conference with the Forestry Commission.
- The final worker voter registration figures were 15,825 which is an increase of 349 from last year. The number of businesses registered was 3,954 which has increased by 157 from last year.
- Worked with IS and other departments to launch the City of London Corporation's new website in July and continued, from launch, to develop and enhance the website.
- Continued to develop the organisation's social media offering. This now includes 27 Twitter feeds, 13 Facebook pages, 2 apps, 3 Flickr accounts, 1 Pinterest page, 2 blogs and a YouTube channel.
- Partnered with Think Tanks across the political spectrum to deliver a wide range of events including a major event to commemorate the 100th anniversary of the birth of Milton Friedman, a major economic speech by Vince Cable MP, a dinner with Ed Balls MP and a seminar with Sharon Bowles MEP. Successful events were also held in partnership with relevant Think Tanks at the three main party conferences in Autumn 2012
- Worked with Town Clerk's Department to produce publications that provided

information on the services and activities paid for by City's Cash and City Fund.

- Over the course of the year there were 2,976 City Corporation stories in the UK and international media. 848 (29%) of these stories were related to financial services, with the remaining 2128 (71%) related to services.
- Supported the Lord Mayor and Policy Chairman on a number of overseas visits to India, Turkey, China, Latin America and at the international property conference MIPIM.
- PRO worked closely with the new Town Clerk, John Barradell, to inform both internal and external audiences of his role.

Annex 4: Public Relations Office environment and structure

- Learning and Development

The Public Relations Office values and fully supports the encouragement of staff to develop and enhance their knowledge, skills and experience. Staff are given the opportunity to discuss, identify and prioritise strategic learning and development opportunities for the year ahead through the performance and development framework. In 2013, the main focus will be to develop and roll-out a skills-sharing programme for PRO, focussed initially around new and social media.

The Public Relations Office ensures its learning and development activities are aligned with the four key principles of the corporate Learning and Development Strategy. This is applied through different techniques; e-learning, internal and external training courses, mentoring and work-based learning. A new procedure has been introduced for evaluating and reporting learning and development activities. The Director of Public Relations will be required to complete the designated template twice a year, outlining the impact of significant learning and development on an individual, team or the organisation as a whole. The Public Relations Office continues to fully support the organisation's Investor in People accreditation.

- Health & Safety

The Public Relations Office recognises the importance of health and safety throughout the Office, it ensures that all staff are supported in terms of the aspects of the work environment, this includes DSE regulations, general risks in the workplace, eg equipment and workstations and general office conditions. Colleagues continue to be encouraged to report all issues, both physical and those relating to staff welfare, to the Office Manager, who will report and action appropriately.

- Public Relations Office structure

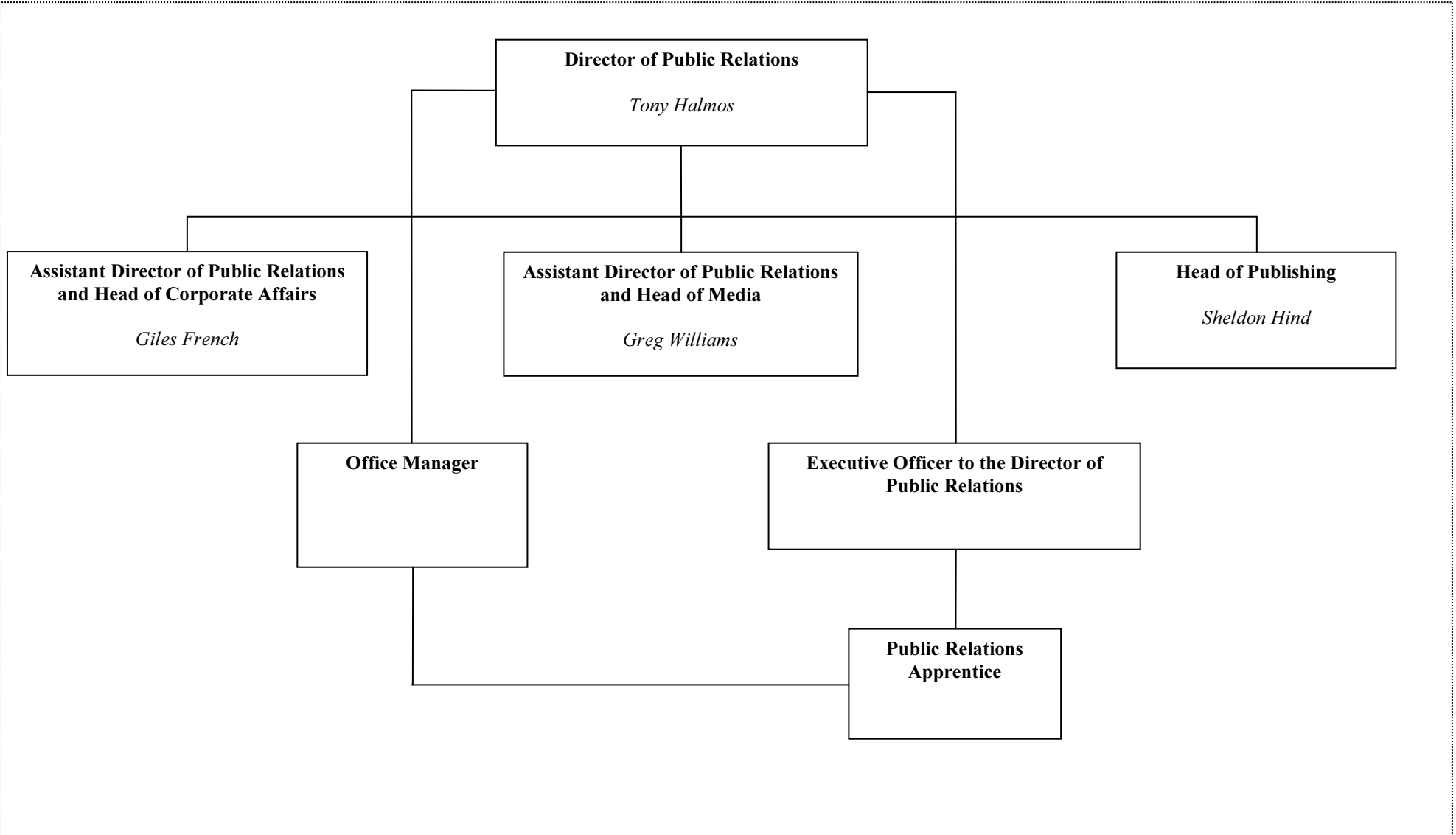
The Director of Public Relations has overall responsibility for the supervision of the work of the Office. This is carried out primarily through the three Teams which, together with the Director's Team, comprise the Office:

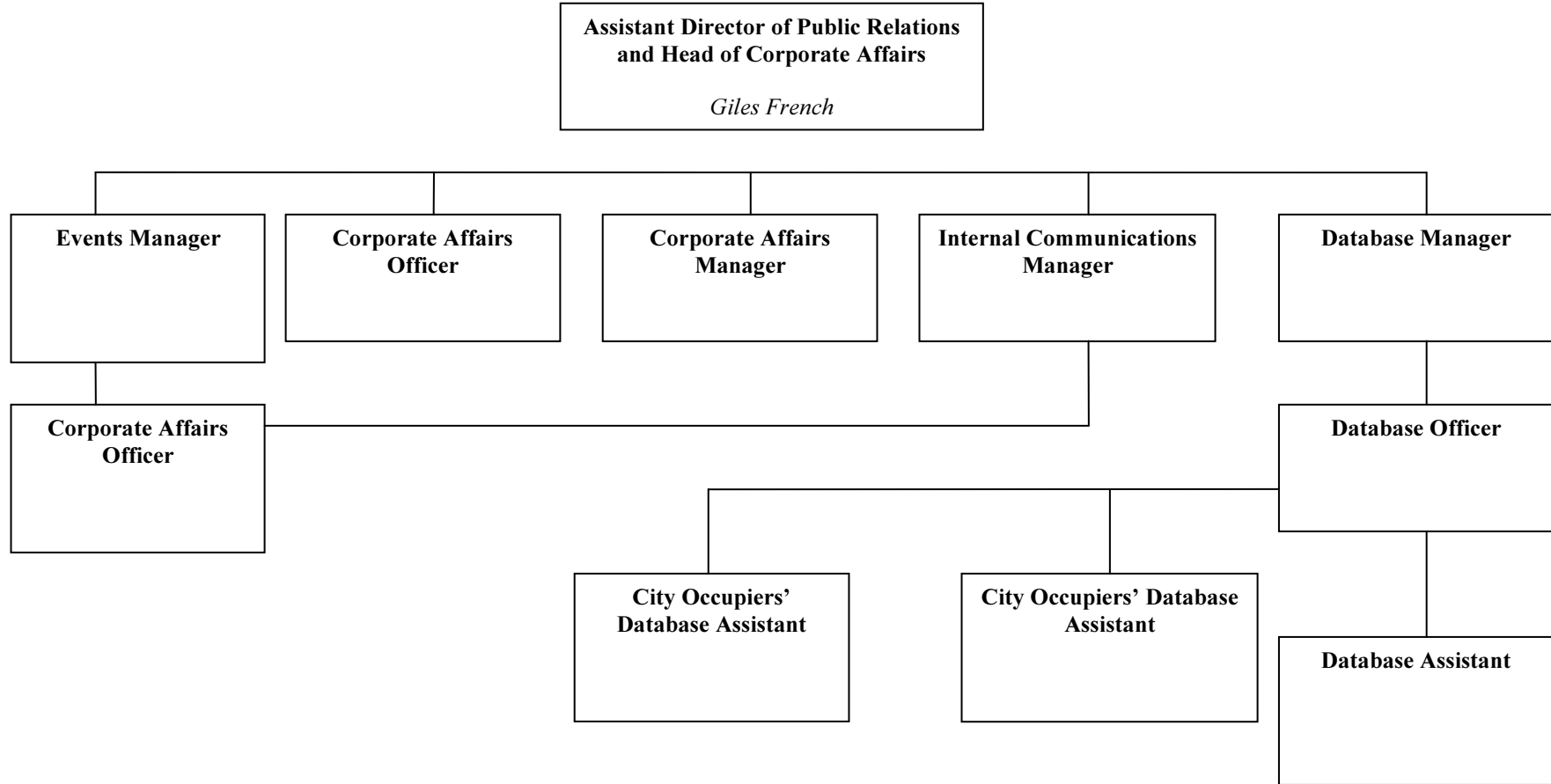
The **Corporate Affairs** Team is responsible for management of live events, including seminars, conferences, receptions and private breakfasts, lunches and dinners; corporate contacts; public affairs; the Chairman of the Policy & Resources Committee's business and political contacts programme; briefings for Members; internal communications; managing the corporate database (CRM) and electoral registration.

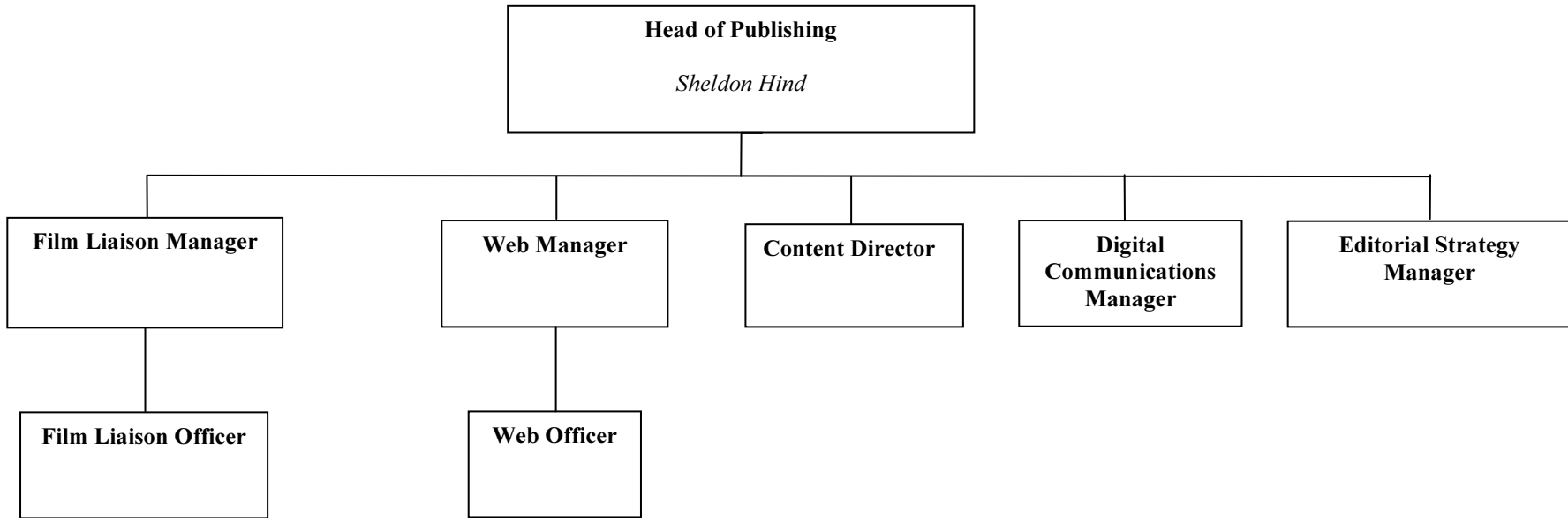
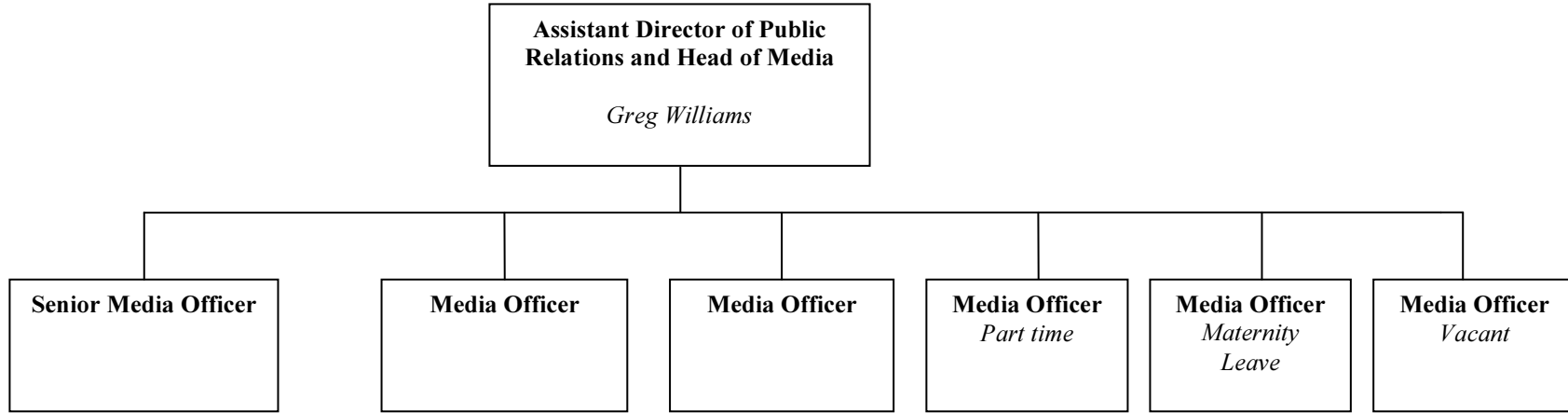
The **Media** team manages the City of London Corporation's relations with the media, both off-line and online, at home and overseas (especially in support of major visits). It runs media relations for the organisation as it sustains and promotes "The City" as a world-leader in finance and business, and handles media for the services provided by the City of London Corporation, especially our role in supporting London's communities and helping to look after London's heritage and green spaces. The Media team has a lead role in communications for emergencies and major incidents. The Head of Media also advises on the management of PR agencies used by departments and takes a lead in guiding new media practices across the City of London Corporation.

The **Publishing** Team is responsible for creating, developing and publishing corporate, multi-platform material and advising and cascading knowledge to enable staff to own and publish their own content. The team leads on corporate standards, user experience, look and feel, governance and analytics and is also responsible for the overall management of the digital publishing structure. It supports, advises and assists other service areas in their communications through different channels, print or ecomms, ensuring corporate identity, consistency and quality are maintained and covers product development, brand management and staff training. The Team is also responsible for issues connected with external commercial sponsorship and the corporate management of commercial filming in the City.

Public Relations Office structure – March 2013







Public Relations Office Business Plan Summary 2013-2016

Our **Strategic Aims** are:

- A. To continue to represent the views and interests of the financial and business City at home and abroad to support and enhance its status as the world leader in international financial and business services.
- B. To promote the City of London Corporation as a provider of valued services to the Square Mile and beyond and to increase understanding and further improve due recognition amongst key audiences/stakeholders.
- C. To engage with the coalition government, opposition party and other appropriate parties across the political spectrum and to work closely with the GLA and other similar organisations across London.
- D. To provide professional public relations services, advice and support at all levels to the organisation to promote and enhance its reputation and standing through implementation and delivery of the Communications Strategy.
- E. To keep up-to-date with all relevant issues (ie political, business, media, technology etc) and to ensure the organisation's key messages are delivered effectively and improve further the capacity to respond positively to changing circumstances and priorities whilst ensuring that a high quality of professional service is maintained.

Our **Key Objectives** are:

1. Lead on the implementation of the Communications Strategy 2013-2016: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council on the strategy.
2. Handle increased interest in the structure, role and work of the City Corporation, following elections.
3. Manage communications for the City Corporation's input to the debate on the UK's role in the EU.
4. Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.
5. Continue to enhance digital communications, including increasing the scope of the website and social media, and ensure all staff in the Office have the necessary skills to use these tools effectively.

Our **Key Performance Indicators** are:

Description:	Previous year performance (where comparable):	Target:
Quantity of media coverage	Financial services: 848 Services: 2128	An increase for financial services and the quantity is maintained, at least, for City Corporation services
Familiarity across four of our key audiences measured by the triennial polling exercise	(Results from 2009) Businesses: 39% Senior execs: 57% Workers: 41% Residents: 62%	An increase across all four audiences
The number of registered firms/numbers of business staff voters	Firms: 3954 (TBC) Voters: 15825 (TBC)	An increase on the number of firms and voters registered
Awareness of the communications strategy amongst Members and staff	Relevant staff survey pending	An increase in awareness

Public Relations Office Business Plan Summary 2013-2016

Our financial information:

	2011/12	2012/13	2012/13	2012/13		2013/14
	Actual	Original budget	Revised budget (latest approved)	Forecast outturn (latest)		Original budget
	£000	£000	£000	£000	%	£000
Employees	1,621	1,603	1,577	1,577	100	1,591
Premises	1	0	0	0	0	0
Transport	13	3	44	44	100	43
Supplies & services	956	856	811	811	100	705
Third party payments	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0
Unidentified Savings	0	0	0	0	0	0
Total expenditure	2,591	2,462	2,432	2,432	100	2,339
Total income	(35)	(17)	(17)	(17)	100	(17)
Total local risk	2,556	2,445	2,415	2,415	100	2,322
Central risk	12	0	0	0	0	0
Total local and central	2,568	2,445	2,415	2,415	100	2,322

Our Staffing is made up of:

28 members of staff	
FT 26	PT 1
1 Apprentice	
Men	Women
50%	50%
Proportion of staff by grade	
A – E	F – J
57%	43%
Annual staff turnover 24%	
Sickness Absence	Avg. working days lost
PRO (1/1/12-31/12/12)	4.53
City Corp.	6.93

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Committee: Public Relations and Economic Development Sub-Committee	Date: 14 February 2013
Subject: Economic Development Office Business Plan 2013-16	Public
Report of: Director of Economic Development	For Decision

Summary

1. The attached Business Plan for 2013-16 builds on last year's plan as approved by the Policy and Resources Committee in May 2012. It is the outcome of planning sessions held with senior management in the Economic Development Office (EDO), and other planning and review sessions held with all EDO staff. Officers from the Lord Mayor's Office, PRO, Remembrancer's Department and other colleagues across the City Corporation have also been consulted in preparation of this plan.
2. The Business Plan reflects the role which the City Corporation continues to play as a facilitator between City stakeholders, the Government and other institutions. This has been particularly evident in the work of the International Regulatory Strategy Group, jointly run with TheCityUK over the past year and the development of an EU engagement strategy. Rachel Lomax, former Deputy Governor of the Bank of England, succeeded Andre Villeneuve as Chair of IRSG in January.
3. The Business Plan places greater emphasis on promoting entrepreneurship and innovation (showing support for sectors beyond financial and business services), social investment (including new initiatives such as the City of London Social Investment Fund to promote London as a global centre for social investment, which will support a Lord Mayoral priority), and social enterprise (including through volunteering) and employability (with the recent approval of a £2.1 million pilot with Central London Forward).
5. Another focus will be to communicate to an external audience our regeneration and corporate responsibility work as part of broader activity to promote the CoL's work in supporting communities. The new Public Relations and Economic Development Sub-Committee is expected to enhance this activity.

6. EDO continues to identify efficiency savings through regular reviews of staffing and activities, and through exploiting opportunities for external funding and leveraging support from City stakeholders, for example in the Research Programme.
7. Important links with the City of London's Corporate Plan and Community Strategy are shown in the plan. Detailed team action plans are being developed to show how the top level objectives will be achieved.

Recommendation

That the Public Relations and Economic Development Sub-Committee approves the content, and recommends approval by the Policy and Resources Committee, of the EDO Business Plan for 2013/2016 and the associated budget, which will be the subject of regular scrutiny against the backdrop of the City Corporation's financial position.

ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2013-16

February 2013



Responsible Officer: Paul Sizeland
Contact Officer: Karen Corley

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**ECONOMIC DEVELOPMENT OFFICE
BUSINESS PLAN 2013-16**

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1. Introduction - Context and Challenges

The Economic Development Office (EDO) works to promote the interests of the business City, and to assist in making the Square Mile a place of choice for business location and investment. We fund and deliver a range of regeneration and corporate responsibility programmes both in the City, and in the disadvantaged boroughs that surround the 'square mile' to support residents, entrepreneurs, businesses, and the voluntary and community sector. We also influence the delivery of economic development in wider London. EDO's overseas activities include local representation in Brussels, China and India to promote City interests and two way co-operation in financial and professional services.

EDO plays a unique role in projecting the image and profile of the City of London Corporation (CoLC), through its range of programmes, including research, and support for the Lord Mayor, the Policy Chairman and other senior City Corporation figures. An organisation chart and brief description of on-going activities are shown in Appendices A and B.

EDO aims to be flexible and responsive to changes in the environment in which the City of London operates. This is both at a macro level, for example the impact of UK economic developments on the business environment, and proposed closer Eurozone integration on the Single Market; and at a more micro level in developing initiatives such as the 'Angels in the City' programme designed to provide financing for start-ups, and the Employability project with other London Boroughs.

The challenges over the coming year that will shape our activity are:

- (i) The uncertain **economic recovery** in the UK and Europe highlighting the importance of promoting policies which support economic growth and job creation;
- (ii) Further **Eurozone integration**, in particular the European Banking Union could affect the Single Market and thus perceptions of the City's attractiveness as a European centre. Against the backdrop of the Prime Minister's referendum strategy, announced on 23 January 2013, there is scope for us to ensure that the debate in the UK on the country's future relationship with the EU is better informed. We can also improve understanding across the EU through a programme of engagement with other member states.
- (iii) The implementation of the new **UK regulatory architecture** makes it even more important for the **International Regulatory Strategy Group (IRSG)** to play a leading role in the EU/UK regulatory reform agenda. Through partnership working with the CBI and others there is an opportunity to explain the importance of the financial services industry in the wider economy;
- (iv) The fallout from LIBOR and other issues continues to hinder the **restoration of trust** in the industry as an economic catalyst and as a positive element in society. The Tyrie Commission is playing an important role in the debate on Banking reform and industry standards;

- (v) **City competitiveness**, the attractiveness of the City and UK as a place to do business, is affected by the issues above (i - iv) and other factors such as UK Visa policy. CoLC should continue to facilitate initiatives which promote the City, such as the City of London RMB Initiative (internationalisation of the Chinese currency, the Renminbi), and the work of the **China and India Advisory Councils**. Our engagement programme with, what is likely to be, a more inward looking US administration, Congress and institutions will be important as EU/US trade negotiations continue.
- (vi) London remains the principal driver for the UK economy, and City of London activity on social investment, entrepreneurship, regeneration and corporate responsibility, and employability demonstrate the **value of City of London to London's wider society**.

2. Meeting the Challenges and Areas for Development

What the plan does

The business plan sets out the strategic focus for EDO, its aim being to establish a shared understanding of the priorities, and to set out what we need to do to work together to deliver them. The plan identifies six key objectives (Section 3) to support the strategic aims of the department, and sets out under each objective the high-level actions or work streams required to deliver these during 2013-14 (Appendix D).

Many of these actions and outcomes will need to be delivered in partnership with others and this continues to be an important area of development. We will continue to identify and act upon appropriate new opportunities for EDO and the City Corporation to benefit the City and London. An additional aim of the plan is to improve joint working across the department and make better use of existing and partner resources.

Sessions were held with all staff prior to and during the planning process.

Achievements

EDO has sustained recognition from a wide range of constituents, clients and counterparts as an effective partner and facilitator in all key areas of its responsibility, with proven ability to access and engage key players in financial and related services industries. Our ability to attract expert and high calibre participants to effective and targeted events with rigorous follow-up continues to be a strength.

Details of the key successes and achievements by EDO over the last year may be found from this link [here](#)

Efficiencies

Review and development of our activities during the last year have enabled more effective working; the IRSG has further established itself as the leading cross-sectoral practitioner-led body in the field of financial services regulatory reform, and our research function has been realigned to better meet the City's competitiveness challenges.

We will continue to use opportunities to increase efficiencies in working, and prioritisation of expenditure against a backdrop of challenging budget allocations. For example we will continue to co-commission research with external partners where appropriate, and continue to monitor the dissemination strategy using a mixture of on-line only publications and targeted print runs.

By further developing our working processes such as follow-up and evaluation, making use of further developed information systems, and close working between EDO teams, and with Public Relations Office, Mansion House and Remembrancer's Department we will continue to seek efficiencies and deliver value for money.

3. Aims and Objectives

EDO Strategic Aim:

To maintain the City of London's role as the leading international financial centre, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

Medium Term Objectives

1. Promote The City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London.
4. Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.
5. Contribute to the City of London Corporation's communications agenda and increase EDO's profile across the Corporation and outside.
6. Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.

4. Plan Delivery

The priorities are encompassed in our six medium term objectives and action plans (Appendix D). These reflect the interests of multiple internal and external stakeholders. Progress is reviewed and reported to senior management and the Policy and Resources Committee on a quarterly basis. They are supported by team action plans, and are reflected in individuals' objectives.

5. Budget

The Economic Development local risk budget for 2012/13 is £4,325,000 (see Appendix E), which includes a required reduction in spending of £61,000.

Our projects and programmes are appraised and evaluated against value for money criteria or are subject to Service Level Agreements.

The budget includes 34 staff (33 full time equivalents) based within the Guildhall complex and in Brussels, as well as 6 locally employed staff in India and China.

Separate budgets pay for 4 staff in the Heart of the City, 2 staff in Central London Forward and one Employer Engagement Manager, all located in EDO.

In addition to this core budget, the EDO manages the Policy & Resources Committee's Grants budget of £167,000 (for wider related project work). We also manage programme funding from other sources including £2 million from Bridge House Estates (for a central London employability programme), Section 106 monies and other Policy and Resources Committee funds.

6. Supporting Documents

The following documents may be available by contacting the Strategy and Performance Manager.

- Risk Tracker
- Consultation and communication plans
- Learning and development plan
- Investors in People action plan
- Business Continuity/Emergency Plan
- Equalities action plan

Appendix A Summary of EDO Activities

Role of EDO

The Director of Economic Development has overall responsibility for the work carried out by the following teams:

- **European Affairs (including City Office in Brussels)** facilitates timely and informed dialogue between City businesses and organisations and the European Commission, the European Parliament and individual EU Member States to maximise the influence of UK-based financial services on EU financial services policy and regulatory developments. We work very closely with the Financial Services Authority, HM Treasury and the Foreign & Commonwealth Office, as well as TheCityUK providing the joint Secretariat for the International Regulatory Strategy Group (IRSG) established in 2010. The IRSG has established itself as the leading cross-sectoral practitioner-led body in the field of financial services monetary reform. Rachel Lomax succeeded Andre Villeneuve as Chair on 1 January 2013.
- **City Affairs** promotes and reinforces the position of the City as a world-leading international centre for financial and related business services through engagement with City institutions and stakeholders on competitiveness issues including tax and immigration policy. Also organises training for HMG overseas officials on financial services and works with PRO on Chairman's and Lord Mayor's contact programme.
- **International Affairs (including overseas offices in India and China)** supports and promotes "the City" (UK-based financial and related business services) in international markets, develops the City's presence overseas, assists in the organisation of overseas activity undertaken by the Lord Mayor and Policy Chairman of the City of London, encourages foreign investment into the UK and facilitates inward visits by key overseas contacts.
- **Research** furthers the City's economic development goals by providing independent research for informed debate on key issues in support of evidence based policy making for City, regional, national and EU policymakers. It has an extensive programme on domestic and international issues and reports quarterly to EDCOG.
- **Regeneration Partnerships Programme** contributes to the economic regeneration of the City's neighbouring boroughs through three key themes of activity to unlock the main barriers affecting the area's prosperity: work with schools to raise aspirations and achievement; training and employment of local residents; and enterprise support. Encouraging entrepreneurship in the City/ City fringes and stimulating business angel investment are key foci.
- **Corporate Responsibility** offers tailored assistance and advice to City firms and City developers looking to adopt responsible business practices, ranging from setting up employee volunteering programmes to embedding sustainable procurement practices, and celebrating achievements in Corporate Community Involvement (through the Lord Mayor's Dragon Awards). The team also runs the Corporation's own employee volunteering and payroll giving programme, supports CoLC's local procurement internally, as well as developing research on key CR issues.

Appendix A Summary of EDO Activities

- **Social Investment** - we are working with Government and key agencies to help shape the policy environment to enhance the social enterprise market, including undertaking research and facilitating financing for social enterprises from institutional investors and other intermediaries. The CoLC has set up its own £20m social investment fund. The aim is to promote London as a global hub for social investment.

We work with partners including the corporate responsibility charity Heart of the City, and Central London Forward (CLF) – a partnership of seven London boroughs. Both are hosted within EDO. We also work together with the promotional body for the financial services industry, TheCityUK, which is supported by the City Corporation.

Appendix C EDO Objectives Mapped to Corporate Priorities

EDO STRATEGIC AIM
 To maintain the City of London’s role as the leading international financial centre, by championing a positive, responsible and competitive business and policy environment, supporting the City’s interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

EDO OBJECTIVES

OBJECTIVE 1
 Promote The City internationally as Europe’s and the world’s preeminent financial and business centre, supporting City interests in global markets and building stronger links with other parts of the UK.

OBJECTIVE 2
 Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.

OBJECTIVE 3
 Encourage, support and promote enterprise and responsible business growth across London.

OBJECTIVE 4
 Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.

OBJECTIVE 5
 Contribute to the City of London Corporation’s communications agenda and increase EDO’s profile across the Corporation and outside.

OBJECTIVE 6
 Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.



**CoL Corporate Plan
 3 Strategic Aims**

- To support and promote ‘The City’ as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

**CoL Corporate Plan
 5 Key Policy Priorities**

KPP1 Supporting and promoting the international and domestic financial and business sector.

KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.

KPP3 Engaging with London and national government on key issues of concern to our communities including police reform, economic crime and changes to the NHS.

KPP4 Maximising the opportunities and benefits afforded by our role as a good neighbour.

KPP5 New policy priority to cover culture and the arts (TBD).

Also supporting **The City Together** community strategy themes: *Is competitive and promotes opportunity* and *Supports our communities*

Appendix D EDO Action Plan 2013-16

Objective 1	Promote the City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets and building stronger links with other parts of the UK.			
Actions/Milestones	Target Date	Measure of Success	Resp (Teams)	Resources
1. Carry out research and organise events around key competitiveness issues relating to global markets.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	All	
2. Extend the capacity to promote the UK-based financial and business services sector internationally by continuing to strengthen existing relationships, build new relationships and explore relevant opportunities with key decision makers and financial leaders. This will enhance the City's global outlook and strengthen its place as the preeminent international financial centre.	On-going	<ul style="list-style-type: none"> Relationship development / management programmes in place in China, India, Hong Kong, US and EU Member States Meetings arranged / held, briefings provided and relevant follow-up developed Strategy developed for Singapore and action plan in place Successful pre-Presidency visits and other visits to/activities with EU member states Business engagement programmes in place which are reaching the right audiences. 	International European City	
3. Maintain and enhance the City of London's profile as a trusted interlocutor.		<ul style="list-style-type: none"> Programme of meetings and events in place with attendance meeting objectives 	European All	
4. Provide policy advice and support to key internal stakeholders.	On-going	<ul style="list-style-type: none"> Accurate, high quality briefings prepared and delivered as required 	International European City	
5. Develop a UK regional strategy for CoLC's work reflecting the City's function as a national asset.	Jun 2013	<ul style="list-style-type: none"> Strategy and associated action plan developed and in place 	City	

Appendix D EDO Action Plan 2013-16

6. Secure the City's role as a global leader in social investment.	Mar 2014	<ul style="list-style-type: none"> The City's voice is heard through involvement in the Expert Group¹ and at key conferences and events. Impact in policy development 	Corporate Responsibility	
<p>Priority and rationale:</p> <p>This is a key part of the City competitiveness agenda and supports the corporate risk (SR2) on 'Supporting the Business City'. The City of London continues to top the polls as the world's leading international financial and business centre. But this can never be taken for granted. At the same time, London's generally accepted status as Europe's financial centre could be weakened by the continuing debate about the UK's relationship with the EU set against the backdrop of the EU itself moving towards even closer cooperation with e.g. the banking union from which the UK has excluded itself. The reputational damage the industry has suffered since 2008, coupled with poor public understanding of the role the industry plays in wider society make more challenging our efforts to promote the City as a national asset.</p> <p>EDO's priorities for tackling these challenges will be to:</p> <ul style="list-style-type: none"> support the overseas visits programme of the Lord Mayor to key markets, facilitating involvement of industry representatives where appropriate; develop stronger links with other UK financial and business centres to broaden the presentation of what the City has to offer; work to improve the reputation of the financial services industry and engender greater understanding of the industry's role in economic development, job creation and social investment; seek specific opportunities to promote London's role as an international centre e.g. the City of London Renminbi Initiative; and develop an ever wider set of contacts and supporters for the City's role in international finance through overseas and inward visits and e.g. the City Programme. 				
<p>Measurements:</p> <p>Number of government and business decisions influenced</p>				
CORPORATE CONSIDERATIONS				
Supporting TCT Strategy theme:	Is competitive and promotes opportunity	Aligns to Corp Plan	KPP1 Supporting & promoting the international and domestic financial and business sector KPP5 New policy priority to cover culture and the arts	
Money	People	Environment	Managing Business	
Use of grant giving by City Bridge Trust and the new £20m City of London Social	The end of the secondment of the EDO Assistant Director to TheCityUK (agreed by P&R) with	Encouraging sustainable business practices where appropriate.	<ul style="list-style-type: none"> Use of overseas offices in China and India; Use of India and China Advisory Councils to engage FS stakeholders. Research stakeholders more involved in advisory 	

Appendix D EDO Action Plan 2013-16

<p>Investment Fund to support Action 6. Dependent upon funding renewal for Social Investment Advisor role.</p>	<p>the role reverting to EDO will increase senior management capacity.</p>		<p>councils.</p> <ul style="list-style-type: none"> • Info Systems- info sharing and maximising use of CRM. Use of web stats to understand research access and client use. • Supports corporate risk - SR2
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Appendix D EDO Action Plan 2013-16

Objective 2	Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Improve and enhance understanding of the issues affecting City businesses and key policy issues affecting business and the regulatory environment.	On-going	<ul style="list-style-type: none"> • Research programme in place; specific areas of research completed / shared with the wider business community • Contacts with City business developed and maintained 	Research City	
2. Enhance the City of London's profile and reputation in the European Parliament and maintain dialogue at all levels of the EU Commission and with practitioners in other EU financial centres to enhance profile and reputation.	On-going	<ul style="list-style-type: none"> • Relationship management programme in place • Meetings / events and briefings developed and delivered with positive feedback • Areas for joint activity of regulatory issues identified (e.g. Anglo-French Committee) • Impact on policy development 	European	
3. Develop and maintain relationships with key partners and stakeholders.	On-going	<ul style="list-style-type: none"> • On-going relationship management programme in place • Response to requests for collaboration/ support e.g. for events 	All	
4. Ensure the IRSG plays a leading role in shaping future EU Financial Services Regulation, particularly in relation to the City of London's key policy areas.	On-going	<ul style="list-style-type: none"> • Evidence of impact of IRSG work seen in legislative outcomes 	European	
5. Influence UK and EU parliamentary and regulatory process in favour of a more competitive business environment.	On-going	<ul style="list-style-type: none"> • Contact programme with City businesses and politicians in place • Relevant submissions and briefings submitted and impact monitored 	City European	

Appendix D EDO Action Plan 2013-16

6. Increase the supply of capital for social investment by ensuring positive regulatory environment and increasing investment by “city-type” investors.	Mar 2014	<ul style="list-style-type: none"> Government has taken steps to improve regulatory framework in response to CoLC Red Tape Challenge submission. Increase in social investment made. 	Corporate Responsibility	
<p>Priority and rationale:</p> <p>Since the financial crisis of 2008, financial services have faced a barrage of new regulatory initiatives both in the EU and on wider international scale from e.g. G20 coordination. It is important for the City of London Corporation’s profile with the industry that it is seen to be taking an active role in facilitating debate and cross-sectoral input to regulatory initiatives. A key element of this is to promote the financial services industry’s key role in economic recovery and job creation and to improve understanding about this role among key audiences. The IRSG, an initiative run jointly with TheCityUK, will be the main focus for work on regulatory and policy developments, along with the overseas and domestic contact programmes of the Chairman of Policy and Lord Mayor, especially the enhanced EU engagement programme.</p> <p>The Social Investment (SI) agenda, in part prompted by the success of research publications in promoting a policy dialogue with UK government, has established the City Corporation as an enabler in this increasingly important area. Complemented by the grant giving of City Bridge Trust and the new £20m City of London Social Investment Fund, and working with Government and other expert SI agencies, EDO will continue to implement CoLC’s Social Investment strategy by: 1. Encouraging and steering a growing supply of flexible capital from City institutions and affiliates into social investment opportunities. 2. Helping to frame the legal regulatory and fiscal environment to create an enabling environment for social investment to accelerate. (See also Objectives 1 and 4 for further SI support activity)</p>				
<p>Measurements:</p> <p>Number of government and business decisions influenced</p>				
CORPORATE CONSIDERATIONS				
Supporting TCT Strategy theme:	Is competitive and promotes opportunity	Aligns to Corp Plan	KPP1 Supporting & promoting the international and domestic financial and business sector	
Money	People		Environment	Managing Business
Dependent upon funding renewal for Social Investment Advisor role complemented by grant giving by City Bridge Trust and the new £20m City of London Social Investment Fund to support Action 6.	The end of the secondment of the EDO Assistant Director to TheCityUK (agreed by P&R) with the role reverting to EDO will increase senior management capacity.		Encouraging sustainable business practices where appropriate.	<ul style="list-style-type: none"> Use of the office in Brussels to boost the City’s profile and contacts in key EU institutions. Supports corporate risk - SR2

Appendix D EDO Action Plan 2013-16

Objective 3	Encourage, support and promote enterprise and responsible business growth across London.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Research projects and events to support and inform responsible business growth.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	Research	
2. Develop and deliver business support to SMEs, social enterprises and individual entrepreneurs - with a focus on those working within the City and neighbouring boroughs as well as female entrepreneurs.	On-going	<ul style="list-style-type: none"> Numbers of businesses and individuals involved and supported through the individual programmes Investment secured through angels and other sources [CoLC programme for SMEs around promotion and policy developed and delivered] 	Partnerships & Corp Resp Partnerships City Affairs	
3. Engage businesses across the City and neighbouring boroughs to develop responsible procurement practices.	On-going	<ul style="list-style-type: none"> Increase in City businesses receiving information and putting plans for responsible procurement in place 	Corporate Resp	
4. Develop and deliver initiatives that encourage and assist individuals to move to self-employment.	On-going	<ul style="list-style-type: none"> Number of businesses started and sustained Number of participants Scope for potential work in enterprise and young people established 	Partnerships & Corp Resp	
5. Improve awareness of CoLC's involvement in encouraging and support business growth across London and contributing to the overall economic growth agenda.	On-going	<ul style="list-style-type: none"> Briefings and promotion in place including on-line publication Feedback from follow-up/ survey 	City Affairs	
6. Continue to promote the City as a destination for inward investment and support inward investment activity into the City, working with government partners.	On-going	<ul style="list-style-type: none"> Successful engagement and follow up Feedback from follow-up/ survey 	International	

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Priority and rationale:

The Corporation is increasingly active in the support of start-ups and small and medium sized enterprises (SMEs) in a range of business sectors (e.g. Tech City) in the City and surrounding boroughs, focusing on entrepreneurship (supporting innovative businesses with high growth potential and women entrepreneurs), helping SMEs to access the City's supply chain, and the promotion of responsible business (e.g. through CSR programmes). This is a further contribution to London's competitiveness, complementing and mutually reinforcing the CoLC's work with the financial and related business services sector.

Measurements:

Number of SMEs in City and City fringes provided with business support

CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	Is competitive and promotes opportunity Supports our communities	Aligns to Corporate Plan	KPP1 Supporting & promoting the international and domestic financial and business sector KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities	
Money	People		Environment	Managing Business
Making best use of partnership working for best value for money.	Cross-team working across EDO		Encouraging sustainable business practices where appropriate.	Supports corporate risk - SR2

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Objective 4	Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Research projects and events around key issues on the CR, social investment and SME agenda.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	Research	
2. Develop and deliver employability initiatives that focus in particular on the residents of the City and neighbouring boroughs.	On-going	<ul style="list-style-type: none"> Targets met on number of individuals, placements and business involved Oversee CoLC's involvement in CLF-led Employability Partnership for Central London 	Partnerships	
3. Raise the aspirations of young people.	On-going	<ul style="list-style-type: none"> Number of individuals involved Range of ways in which aspirations are raised 	Partnerships	
4. Promote, facilitate and recognise corporate community involvement internally and among businesses, especially SMEs, to increase the value and contribution made to charities and social enterprises.	On-going	<ul style="list-style-type: none"> Targets met on numbers of companies involved in volunteering programmes Targets met on numbers of individual volunteers Toolkit prepared to support charities and businesses Increase diversity of Dragon applications (e.g. from SMEs, and reflecting local community) 	Corporate Resp	
5. Ensure the wider CoLC activities e.g. CSR, regeneration, sustainability are brought to the attention of our EU interlocutors.	On-going	<ul style="list-style-type: none"> Opportunities taken to promote the work through meetings, events and briefings 	European	
<p>Priority and rationale:</p> <p>CoLC's Social Investment strategy includes enabling social organisations to create robust, realistic investment opportunities in order to access social investment whilst also improving social organisations' access to revenue generated from public and private sector contracts and opportunities. We will underline CoLC relevance in a key area of concern to London, especially Central London – unemployment, especially among young people by ramping up our, already significant, work to raise aspirations and employability of people in neighbouring communities and link them to Central London job opportunities. We will do this through our involvement in two new major CoLC-inspired programmes -London NEETs and Central London Employability partnership - using some £5m of CoLC funding) working with London Councils, Central London Forward, Cross River</p>				

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Partnership, City Bridge Trust and Community and Children's Services Department).

Continuing priorities are helping businesses develop responsible business practices, encouraging and matching skilled volunteers to support charities and social enterprises, and education and mentoring. Further developing EDO's activities in community engagement, supporting SMEs, encouraging entrepreneurship, (as in Objective 3) and facilitating new initiatives in these fields will also help social enterprises and SMEs to thrive.

Measurements:

Number of City & City fringes residents helped into jobs

Number of City and City fringes residents engaged in learning opportunities

Number of new City employers recruited to support CSR programmes (Includes City Action and Heart of The City programmes)

CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	<ul style="list-style-type: none"> • Is competitive and promotes opportunity • Supports our communities 	Aligns to Corporate Plan	KPP1 Supporting & promoting the international and domestic financial and business sector KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.	
Money	People		Environment	Managing Business
Making best use of partnership working for effective outcomes e.g. CLF Employability Partnership, joint research.	Employment of CSR trainee and new Apprentice. Working with City Bridge Trust, CLF etc.		Encouraging sustainable business practices where appropriate.	Supports corporate risk - SR2

Appendix D EDO Action Plan 2013-16

Objective 5	Contribute to the CoLC's communications agenda and increase EDO's profile across the Corporation and outside.
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Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Implement EDO's Communications Plan effectively, ensuring that it makes a valuable and well recognised contribution to CoLC's Communications Strategy	On-going Jun 2013	<ul style="list-style-type: none"> Regular meetings in place with relevant departments to ensure CoLC agenda is well understood Strategy developed and action plan in place 	All Marketing & Comm's	
2. Increase awareness among stakeholders of the work of CoLC and EDO in line with the plan.	On-going	<ul style="list-style-type: none"> Relationship management programme and system in place Events, meetings and briefings developed to support awareness raising 	All	
3. Increase the engagement of businesses in the work of EDO.	On-going	<ul style="list-style-type: none"> Businesses engaged Attendance at events Response to briefings Response to requests for support 	All	
4. Review our communication with internal and external stakeholders and identify opportunities for new and innovative ways to reaching key audiences, including use of social media.	Jun 2013	<ul style="list-style-type: none"> New ways investigated and incorporated into Communications Plan 	All	

Priority and rationale:

There is a continuing requirement for communicating effective messages to key stakeholders, local communities and general public regarding the work we do. A number of EDO teams' work contributes to the "Supporting Communities" strand of the CoLC Communications Plan. Third party endorsement of our work (e.g. London Councils, boroughs and recipients of our research pieces) may be more effective than mainstream media. Social media will play an increasingly important role. As TheCityUK increases its own profile it becomes all the more important to for us to be clear about how our roles differ and complement one another.

The establishment of the PR/ED Sub-Committee should also facilitate better communications and closer joint working.

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CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	Underpins all themes	Aligns to Corporate Plan	KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities	
Money	People		Environment	Managing Business
Build and communicate key messages using existing programme funding, and new initiatives as opportunities arise.	Partnership working with other CoLC departments, especially PRO			Supports CoLC's Communication Plan

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Objective 6	Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Ensure effective use of media monitoring and other information gathering so that team members always have their finger on the pulse of developments in our key sectors enabling us to identify opportunities and act quickly	On-going	<ul style="list-style-type: none"> • Regular dialogue with partners and other stakeholders • Regular briefings available on all the environments in which EDO operates and new and changing requirements 	Research All	
2. Projects delivered or supported by EDO and the wider CoLC are appropriately reviewed and evaluated to allow for any changes in the operating environment to ensure relevance.	On-going	<ul style="list-style-type: none"> • Existing programmes reviewed and evaluated • New opportunities identified 	All	
3. Remain open to, and investigate, new opportunities for ways of delivering and funding activities	On-going	<ul style="list-style-type: none"> • Regular dialogue with partners and other stakeholders • Evidence of investigation 	All	
4. Identify and implement ways of working within the teams and across the wider EDO to ensure that we incorporate the values of innovation and inclusion	On-going	<ul style="list-style-type: none"> • Interactive debate at team meetings 	All	
5. Ensure all staff are developed and supported as appropriate and are well managed through the appraisal system	On-going	<ul style="list-style-type: none"> • Formal and informal appraisal and support process in place • Pilot informal 360 degree feedback process 	All	
<p>Priority and rationale:</p> <p>We aim to be agile and innovative in taking advantage of opportunities presented. More cross-team, cross-departmental working, and by using more project management approaches, where appropriate, could further increase efficiency and effectiveness.</p>				
CORPORATE CONSIDERATIONS				

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Supporting TCT Strategy themes:	Underpins all themes	Aligns to Corp Plan	KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency	
Money	People		Environment	Managing Business
Making use of technology developments where appropriate for new ways of working to increase efficiencies	Further developing ways of working across teams and wider CoLC		Encouraging reduction in energy use by Green team.	Seeking opportunities for joint working/funding where appropriate e.g. research

Appendix E Summary Plan

Our Strategic Aim is:

To maintain the City of London's role as the leading international financial centre, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

Key Objectives and/or Key Policy Priorities are:

1. Promote The City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London.
4. Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.
5. Contribute to the City of London Corporation's communications agenda and increase EDO's profile across the Corporation and outside.
6. Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.

Our Key Performance Indicators are:

Description	Prev. Year Performance (2012/13)	Target
Number of government and business decisions influenced	To Q3 46	N/A
Number of City and City fringes residents engaged in learning opportunities	To Q3 2489	TBD
Number of City & City fringes residents helped into jobs	To Q3 73	TBD
Number of SMEs in City and City fringes provided with business support	To Q3 485	TBD
Number of new City employers recruited to support CSR programmes. Includes City Action and Heart of The City programmes	To Q3 55	TBD

Appendix E Summary Plan

Our Financial Information:

Please see separate EDO Budget sheet (Appendix F)

EDO Staffing¹ is made up from:

	Dec 2011	Dec 2012	Mar 2013
Staff FTE	32	32	33
Full time	30	30	31
P/time	3	3	3
Vacancies	2	1	
Sickness (Ave working days lost /person)	0.15	1.63	
Gender (% M/F)	26/74	21/79	
CoLC Service			
< 1 year	3		
1-5 Years	18		
6-10 years	5		
>10 years	7		

Notes on Financial Information:

Notes on Staffing Information:

1. Excludes Heart of The City, Central London Forward, and Section 106 funded staff

Appendix F Economic Development Budget Breakdown

Budget A - Economic Development Local Risk budget (Local Gov. Act 2000)

Budget B - Non-ED budget (funding under other Local Government Powers; P&R Committee Contingency; Policy Initiatives Fund; LAA or other)

	EDO Budget A	EDO Budget A	Non EDO Budget B
	2012/13 [1]	2013/14 [2]	2013/14
	£000	£000	£000
City, International & Inward Investment	1,067.00	666.00	
European Affairs	306.00	318.00	
Partnerships [3]	406.00	423.00	
Corporate Responsibility	75.00	73.00	
Research	428.00	405.00	
UK & Brussels employee costs (salaries, recruitment, L&D)	1,916.00	1,955.00	
Guildhall office running costs	127.00	56.00	
EDO Total	4,325.00	3,896.00	
Regeneration and Corporate Responsibility partnerships/projects agreed by P&R Committee which cover wider London. The five items include East London Business Alliance subscription and the Lord Mayor's Dragon Awards (P&R)			147.00
Heart of the City staffing and office costs [4] (P&R)			165.00
New Entrepreneurs Foundation - sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses (PIF)			20.00
Young Foundation: core funding - sponsorship of an organisation that undertakes research to identify and understand social needs (PIF)			20.00
Non EDO Total			352.00

APPENDIX NOTES

- 1 This EDO Budget A for 2012/13 shows the original budget reported in the 2012/13 Business Plan. A subsequent revision amounting to a net reduction of £109,000 was made during the financial year so the final revised budget was £4,216,000 (this was due to the transfer of the City Marketing Suite from EDO to City Surveyors).

Appendix F Economic Development Budget Breakdown

- 2 This EDO Budget A for 2013/14 includes revisions amounting to a net reduction of £429,000 on the original budget. The majority of this can be accounted for by the transfer of the City Marketing Suite budget (£109,000), transfer of IS Trading charges out of EDO local risk budget (£72,000) and the balance of EDO's agreed 10% savings (£180,000).
- 3 In addition to the Partnerships budget here, the EDO is also responsible for managing:
 - Section 106 monies for skills training and job brokerage in the City fringes. Funds likely to be recovered from developers through Section 106 planning gain contributions are however difficult to predict. We have also committed £200,000 of S106 monies to three training and employment projects under a London Councils led programme, which matches this sum with £200,000 from the EU's European Social Fund.
 - Bridge House Estates funds of £2.1 million for a central London employability partnership, led by Central London Forward.
- 4 EDO provides support for the administration of the Heart of the City's budget for staff and office costs. As well as the budget of £165,000 met by the P&R Committee, there is a further £28,000 provided from the EDO budget.

ADDITIONAL NOTES

- A) Total recharges are £446,000 (£129,000 for administrative buildings recharge; £93,000 for IS recharges; £212,000 for capital charges and £12,000 for liability insurance).
- B) The Court of Common Council has agreed to the City Corporation taking responsibility for providing the necessary core funding for research, marketing, administrative support to TheCityUK (at a cost not exceeding £500,000 per annum to be met from City's Cash).
- C) Should it be necessary to attract or retain international institutions in the City, a request would be made to the appropriate Committee.
- D) EDO will continue to seek opportunities for external sources of funding for our activities.