

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
<p>Summary</p> <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> <p style="text-align: center;">Recommendation</p> <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***

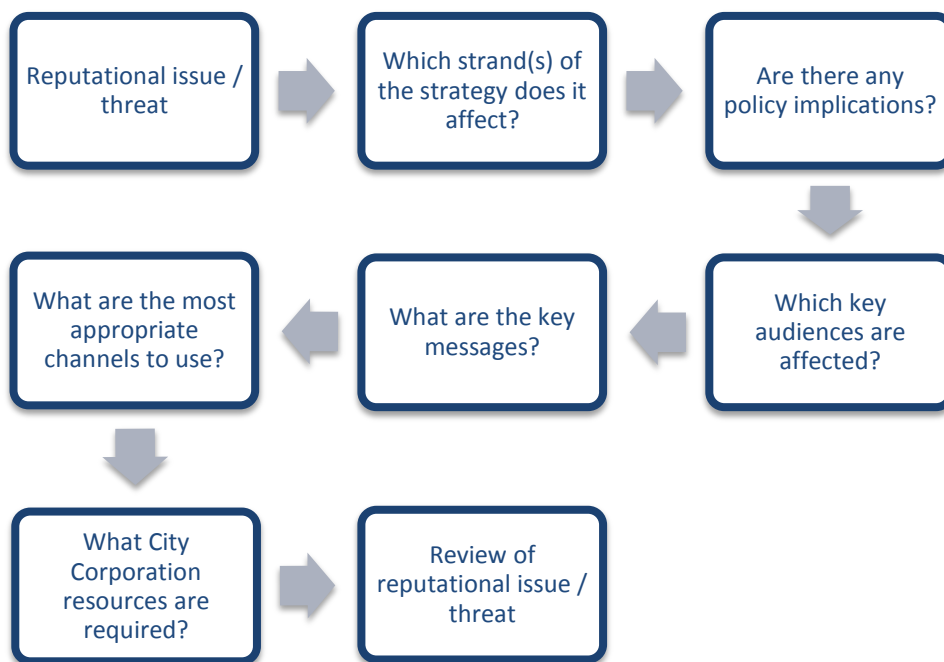
The third element of the Communications Strategy encompasses the promotion of the work of the City of London Corporation on behalf of

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

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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

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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

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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.