

Committee(s)	Dated:
Public Relations/Economic Development Sub	19 February 2015
Subject: Public Relations Office: Business Plan, 2015-16	Public
Report of: Director of Public Relations	For Decision

Each year, the Public Relations Office Business Plan is revised and updated. Attached is a draft of the Plan for 2015-16, on which comments are invited. The first four pages provide a full summary of the Plan and the subsequent seven annexes set it out in detail.

Following any amendments, it will be submitted for approval to the Policy and Resources Committee in March and will then be published.

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Public Relations Office Business Plan 2015-16

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Date: 19 March 2015

Introduction

The Public Relations Office seeks to provide high quality public relations services and counsel to support the work of the City of London Corporation - specifically to lead on delivery of the City of London Communications Strategy 2015-18 and manage its reputation. The Public Relations Office Business Plan 2015-16 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, but also taking into account the changing external pressures faced by the City Corporation and with fewer resources following the service based review.

Some of the key achievements of the Public Relations Office during 2014-15 are set-out in Annex 6. The key communication challenges and opportunities for the Public Relations Office in 2015-16 will be:

- Preparing for the General Election in 2015 and dealing with its aftermath, and preparing for the London Mayor and Assembly elections in 2016; promoting the City's Corporation's work across London's communities through political contacts and events; promoting the City Corporation's role in contributing to London's culture, history and green spaces, including the Magna Carta 800th Anniversary in 2015, and the planning for the 350th anniversary of the Great Fire in September 2016 (Corporate Affairs Team).
- Handling the increasing media interest in all aspects of the City Corporation's work; enhancing the Team's capability to handle the growing the speed and unpredictability of new media and the way in which technology is allowing non-PRO officers deliver communications; and dealing with the growing media handling and reputational issues related to the transparency agenda (Media Team).
- Taking forward further enhancements of the website, including issues arising from the "customer care words" project; improve co-ordination of Twitter feeds across the organisation; rationalise internal communications channels; and continue to support the Crossrail art project (Publishing Team).
- Implementing the budget changes agreed under the service based review, contributing to the cross-cutting reviews now being undertaken, including on hospitality and income generation, and handling the follow-up from the announcement by the current Director of his retirement in October 2015.

Strategic Aims and Key Objectives

Our Strategic Aims are:	<p>The Communications Strategy 2015-18 for the City of London Corporation has three key aims:</p> <ol style="list-style-type: none"> 1. Promoting and supporting London as the world’s leading international financial and business centre and attracting new business to the UK. 2. Working in partnership with local communities to increase skills and opportunities for all Londoners, including through the <u>City Bridge Trust</u> 3. Enhancing the capital as a hub of culture, history and green spaces for Londoners – workers, residents and visitors.
Our Key Objectives are:	<ol style="list-style-type: none"> 1. Lead on the implementation of the Communications Strategy 2015-18 by promoting the role of the City throughout the UK and the EU. 2. Continue to handle media interest in the structure of the City Corporation, including through digital communications, strengthening the media narrative about the City Corporation’s three main streams of work (above) for London and the UK, especially through raising skills for new media among Officers; and continuing media contingency planning and training for extraordinary risk incidents. 3. Lead on the development of the City Corporation’s political contacts and events programme across the mainstream domestic political spectrum; manage the City Occupiers’ Database, as well as contributing to the management of the annual City worker registration process; and manage the City Corporation’s film location work. 4. Develop the website and other digital communications tools, and continue to produce relevant high quality printed materials. 5. Continue to provide mechanisms to facilitate and improve internal communications to both Members and officers, and work closely with colleagues across all departments.
Note	<p>Each key objective is aligned with the Corporate Plan and The City Together Strategy: Heart of a World Class City 2008-14. For each of the five key objectives a number of actions/milestones are highlighted in Annex 1 of this Business Plan.</p>

Staffing Information

Our Staffing is made up of:	Headcount: 31	Vacancies: 0
Full Time: 28 / Part Time - 3	Turnover – 13.79%	Gender: 48% Male, 52% Female
Grade: 58% Grades A-E, 42% Grades F-J	Sickness absence: 3.17 (see note 1)	
Note 1: (1/1/14-31/12/14) PRO average days lost = 3.17, City of London Corporation average = 5.72		

Key Performance Indicators

Our Key Performance Indicators are:		
Description:	2014/15 performance	2015/16 target
Quality and quantity of media coverage (both print and broadcast)	Print Media Stories for the year: 5,879 Unique visits to websites' Media Centre (3 Nov-10 Jan): 43,700	At least maintain, but aim to increase both. In particular, aim to increase coverage of non-financial services issues. Add a measure for number of broadcast pieces.
Familiarity across four of our key audiences measured by the triennial polling exercise	Results from 2013: Businesses: 28% Senior execs: 51% Workers: 34% Residents: 67%	Working with relevant departments to increase the familiarity percentage across all four audiences, especially businesses, where there has been a decline in the most recent results.
The number of registered firms/numbers of business staff voters	Firms: 3,612 Voters: 13,855	At least maintain, but aim to increase the number of firms and voters registered.
Awareness of the communications strategy amongst Members and staff	Relevant staff survey pending	An increase in awareness shown in staff survey.

Financial Information

Our Financial Information:						
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget
	£000	£000	£000	£000	%	£000
Employees	1,509	1,557	1,512	1,512	100	1,539
Premises	1	0	0	0	0	0
Transport	22	28	33	33	100	13
Supplies & Services	929	819	882	882	100	544
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	2,461	2,404	2,427	2,427	100	2,096
Total Income	(84)	(17)	(17)	(17)	100	(17)
Total Local Risk	2,377	2,387	2,410	2,410	100	2,079
Central Risk	0	0	0	0	0	0
Total Local and Central	2,377	2,387	2,410	2,410	100	2,079
Recharges	233	235	227	227	100	232
Total Net Expenditure	2,610	2,622	2,637	2,637	100	2,311

Further details of each aspect of the Business Plan are set out in the following Annexes, 1-7:

Annex 1 - Key Improvement Objectives

Annex 2 - Performance Indicators

Annex 3 - Public Relations Office Structure Chart

Annex 4 - Workforce Capability, Health and Safety, Property and Asset Management

Annex 5 - Departmental Risk Register

Annex 6 - Review of performance and summary of key achievements in 2014-15

Annex 7 - Focus for the work of the Public Relations Office 2015-16

Annex 1 - Key Improvement Objectives

Objective 1	Lead on the implementation of the Communications Strategy 2015-18 by promoting the role of the City throughout the UK and the EU.			
Rationale (why are you doing it?)	To promote policies that maintain and enhance the City's competitiveness (including input to the debate on the UK's role in the EU); to promote the services provided by the City Corporation, specifically the City Corporation's work in partnership with London's communities and its help looking after London's culture, heritage and green spaces; and to embed the Communications Strategy across the organisation.			
Supporting:				
The City Together Strategy	Corporate Plan	Departmental Strategic Aims		
All	All strategic aims.	All		
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
In line with Key Aim 1 of the Communications Strategy, 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 2016	<p>Organise successful events with key audiences, in the UK and abroad by working closely with the Lord Mayor and Policy Chairman in the run-up-to and during their EU and other visits throughout 2015-2016, collaborating effectively with Economic Development (EDO).</p> <p>Increase familiarity amongst the key audiences, as measured by the triennial polling survey (the next one is due in 2016).</p> <p>Run an effective political contact programme to ensure that key messages are conveyed to political audiences. In the run up to and following the 2015 General Election, work with the new government and opposition frontbenches, to maximise their understanding of and support for, the City's role.</p> <p>Maintain at least at the current level and aim to increase quality of the coverage which demonstrates the City's benefit to the UK and the EU as</p>	<p>Public Relations Office</p> <p>Corporate Affairs Team</p> <p>Media Team</p>	EDO/ Mansion House

		a whole, including work by the Lord Mayor, the Policy Chairman and research papers and other stories, alongside TheCityUK’s work.		
In line with Key Aim 1 of the Communications Strategy, promote policies that sustain and enhance the City’s international competitiveness.	March 2016	Engage with key audiences through our events programme on London issues, including improving central London air quality, delivering the Crossrail art project, obtaining approval for increased runway capacity in the SE, and the provision and quality of office space. Through inductions and departmental meetings, encourage staff in other departments to work more closely with PRO, particularly on these issues.	Public Relations Office	
In line with Key Aims 2 and 3 of the Communications Strategy, use new and current communications channels to gain publicity for the work we do in partnership with London’s communities to increase skills and opportunities for Londoner’s, and to enhance the capital as a hub of culture, heritage	March 2016	<p>Create more engaging and visual new media for green spaces, culture and heritage, as measured by the number of website visits. This will be done by developing targeted social media for the Supporting London’s Communities (SLC) agenda, on an individual “Working Together” case study rather than project basis, and by focusing Youtube videos on the SLC/Working Together case studies.</p> <p>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 and other partner organisations.</p> <p>Increase opportunities to work with other departments in both of these areas, by expanding collaborative events.</p> <p>Focus existing and new publishing output, where possible on these two areas and encourage key messages being incorporated in departmental output.</p>	<p>Media Team</p> <p>Corporate Affairs Team</p> <p>Public Relations Office</p> <p>Media and Publishing Teams</p>	

and green spaces.				
<p>In line with the Communications Strategy, continue to embed communications across the organisation and raise awareness of the importance of communications in all areas of work.</p>	<p>On going</p>	<p>Hold regular departmental meetings and advise Chief Officers, Departmental Management Teams and other relevant officers on communications issues, priorities and messages. Embed communications more substantially by building on the annual individual meetings with chief officers. Encourage early communication to PRO of potentially damaging issues and also 'good news' for it to promote.</p> <p>A reduction in the number of incidents that require emergency public relations handling. Work to embed communications more substantially, particularly online channels, in departmental business plans and especially to reflect the new environment created by accelerating technological change which renders many service activities and processes a communication "act", and raises the need for non-PRO officers to have relevant communication skills.</p> <p>Increase the communications abilities of relevant non-PRO staff through Learning & Development week events, insight lunches and training workshops.</p>	<p>Public Relations Office</p>	

Objective 2	Continue to handle media interest in the structure and role of the City Corporation, and strengthen the media narrative about the City Corporation’s three main streams of work (above) for London and the UK, especially through digital communications, specifically raising the use of new media amongst Officers; and continuing media contingency planning and training for extraordinary risk incidents.			
Rationale (why are you doing it?)	To tell our story ever more widely and deeply in a proactive, fully alert and expert fashion, to do so using the revolutionary means of new media, taking into account the new demands for pictures (and the way new media spreads communications to non-PR teams) - and to handle reactive and negative stories.			
Supporting:				
The City Together Strategy		Corporate Plan	Departmental Strategic Aims	
All		All strategic aims.	All	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Manage inquiries from both the media and and non-PRO staff.	On going	Increase further the speed of response to ensure that all media are provided with appropriate information in a timely manner. Aim to provide all responses by close-of-play same business day or faster.	Director of Public Relations and Head of Media	
Establish a more robust e-radar system for officer use across key parts of the City Corporation.	April 2016	Deliver training sessions to ensure competent use of the Gorkana social media software system by relevant officers in all PRO teams and relevant staff across the organisation, enabling more effective handling of reactive stories. Although the single expert PRO user is currently making strong use of the new tool, embedding it in other teams and departments is proving a challenge.	Director of Public Relations and Head of Media	
Strengthen the offsite and onsite Emergency Response plan.	March 2015	Deliver refresher training sessions to PRO teams in the handling of an Emergency Response incident, using both Guildhall and Walbrook as a base.		
Exploit the new Media Centre platform and	April 2016	Aim to create 2/3 interesting images a day for use in new media to tell our story, and to work with both the TC’s team		

<p>develop much stronger use of pictures on new media, especially with regard to Green Spaces, Culture and Heritage. Also develop some capacity to make our own info-graphics, especially relating to Committee</p>		<p>and EDO to develop simple in-house info-graphics to illustrate both research stories and key Committee decisions.</p>		
<p>Engage further London leaders via social media, adapting our current project-based approach to SLC work to focus narrowly on Working Together case studies.</p>	<p>April 2016</p>	<p>Work to increase by at least 50% the number of “Working Together” case studies to be used, illustrating our skills and education work across London, with more Boroughs actively engaged via social media.</p>		
<p>Grow the Youtube content further, but with a narrower PRO focus on SLC work.</p>	<p>April 2016</p>	<p>Make 20-30 short videos about our “Supporting London’s Communities” work using PRO resources, leaving departments to produce videos on other topics, with our messaging help.</p>		
<p>Re-issue the Media Officer’s handbook</p>	<p>April 2015</p>	<p>Produce new handbook as soon as possible during the year.</p>		

Objective 3	Lead on the development of the City Corporation’s political contacts and events programme across the mainstream domestic political spectrum; manage the City Occupiers’ Database, as well as contributing to the management of the annual City worker registration process; and manage the City Corporation’s film location work.			
Rationale (why are you doing it?)	To promote the Square Mile and the City Corporation’s work to a wide range of key audiences in the UK and beyond.			
Supporting:				
The City Together Strategy	Corporate Plan	Departmental Strategic Aims		
All	Strategic aims 1 and 2.	All		
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Continue to strengthen our political contact and events programme with relevant political audiences.	On going	Work with senior Members and relevant departments, particularly EDO, to achieve increased recognition of our contribution to London and the rest of the UK within the mainstream domestic political spectrum, as measured by the TNS Triennial Poll and other surveys.	Director of Public Relations and Assistant Directors/Heads of Teams	EDO
Continue to engage with businesses and residents and communicate the City’s voting system, specifically targeting large City firms	January 2016	Number of firms / voters registered in 2014: 3,612 / 13,855. At least maintain the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle. Ensure the Microsoft Customer Relationship Management (MS CRM) and the City Occupiers’ Database (COD) are accurate and kept up to date.	Corporate Affairs Team / Media Team	

<p>Continue to assist domestic and international productions to film in the City.</p>	<p>January 2016</p>	<p>The City Film Liaison Team was established in 1998 to provide an efficient single point of contact for the film-maker and alleviate pressure on our many departments that administer to filming. The Film Liaison Team manages the impact of filming in the City through consultation and endeavours to ensure it is carried out safely. There were 1,196 film shoots in the City of London during 2014 and we aim to do our best to match this number in 2015. An unusually high number of large scale highway projects will be taking place in the City in 2015 with widespread road closures and diversions, which will lead to many film projects being unable to take place.</p>	<p>Corporate Affairs Team</p>	
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Objective 4	Develop the website and other digital communications tools, and continue to produce relevant high quality printed materials.				
Rationale (why are you doing it?)	To communicate to key audiences the City Corporation's work and services and how they benefit the City, wider London and nation				
Supporting:					
The City Together Strategy	Corporate Plan		Departmental Strategic Aims		
All	All strategic aims.		All		
Actions / Milestones	Target Date	Measure of Success		Responsibility	Resources
Assist cluster composers with site requirements	ongoing	Increased awareness of best practice amongst website editors for example in relation to accessibility issues for disabled visitors. This will mainly be achieved through the existing framework of weekly meetings held with cluster composers and content editors, and when achieved will help speed up the approvals process for content 'going live' on the website.		Publishing Team	
Ensure the website is up-to-date, searchable, engaging and easy to navigate.	ongoing	Review, maintain and/or increase the number of website visits on a monthly and annual basis, measured through Google Analytics (for example 241,345 people visited the website in December 2014, compared to 160,150 in December 2013). The outcome of the Customer Carewords consultation should give an evidence base around which to refine the website based on user needs and cut down on the amount of content, creating a leaner, more efficient site.		Publishing Team	
Enhance the social media offering provided by the City Corporation.	ongoing	Continue to brief Members and staff, on the effective use of social media as a communications channel and corporate guidelines (BARCelona guidelines), via inductions, learning and development week workshops, departmental training sessions, bi-annual intranet news stories, and networking meetings.		Public Relations Office	Deputy Town Clerk's Office

Explore options for greater digital communication with key audiences.	March 2015	Database of email addresses that could be used across the City Corporation and accompanying policy guidelines to be scoped with all Chief Officers.	Public Relations Office	
Maintain high quality printed materials, but reduce their cost.	April 2015	Put the mailing contract out for tender for Cityview magazine; continue to encourage stakeholders to subscribe to social media and/or email alerts for online publications rather than print variants. Work within the Print Procurement team to achieve a roster of printers that offer best value for money while offering flexibility of choice.	Publishing Team	

Objective 5	Continue to provide mechanisms to facilitate and improve internal communications to both Members and officers, and work closely with colleagues across all departments.				
Rationale (why are you doing it?)	To embed the communications strategy across the City Corporation.				
Supporting:					
The City Together Strategy	Corporate Plan		Departmental Strategic Aims		
All	All strategic aims.		All		
Actions / Milestones	Target Date	Measure of Success		Responsibility	Resources
Keep Members up-to-date with news from across the organisation.	ongoing	Include up to date messages and news in Members Briefing on specific issues that would assist Members in their own external communication. Monitor and sustain high levels of submissions of copy for the Members' Briefing, and obtain feedback from Members.		Publishing Team	
Further develop internal communication channels to ensure they reach the widest possible audience.	March 2015	Explore methods of measuring the success of internal communications via software such as MailChimp, staff uptake of events and competitions, and through staff recognition of different channels (e.g. inductions). Provide consultancy to Chief Officers and departments with regard to improving their departmental communications, specifically in relation to the service based review. Increase awareness of the redeveloped Corporate Internal Communications plan 2015-18.		Publishing Team	
Assist with implementation of Staff Survey in partnership with HR	First six months of 2015	Work with HR, with input from Investors In People outcomes, to help implement the survey, drawing from the results possible improvements to internal communications.		Director of Public Relations / Head of Publishing	HR
Work with IS to	ongoing	Enhanced intranet aiding collaboration, information and knowledge		Publishing	IS

improve intranet functionality, in consultation with departments and user groups across the organisation		sharing. The completion of the “Opportunities Outline” exploring the possibilities of a redevelopment including short, medium and long term aims and goals.	Team	
Review Internal Communication Channels looking at options for simplifying or reducing them.	April 2015/ ongoing	Create greater understanding across the organisation of each channel and what they are used for. Feedback systems will be in place for output to measure usefulness and ‘return on investment’. Continue informal audit of existing channels within departments that may allow other options.	Publishing Team	

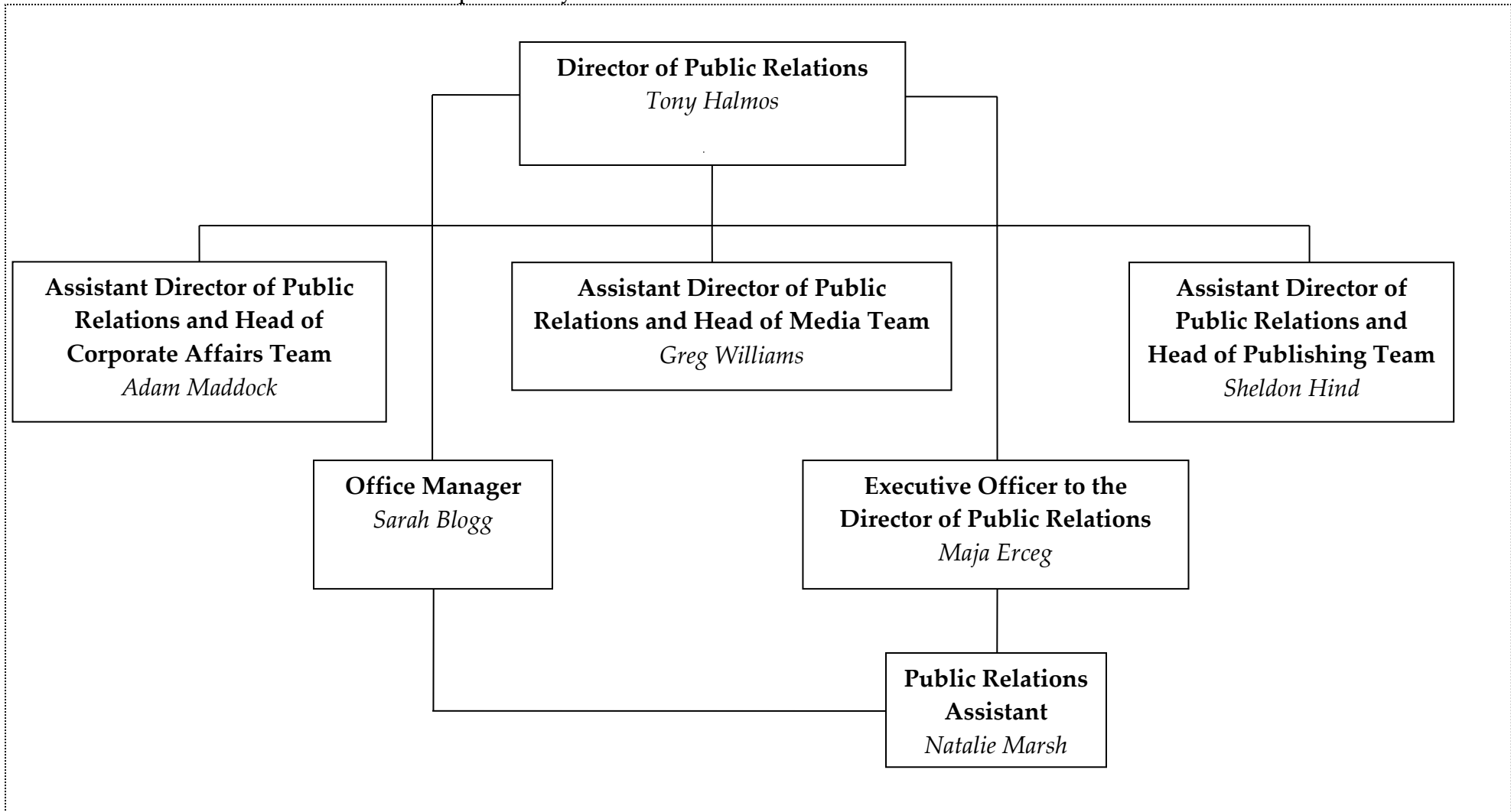
Annex 2 - Performance Indicators

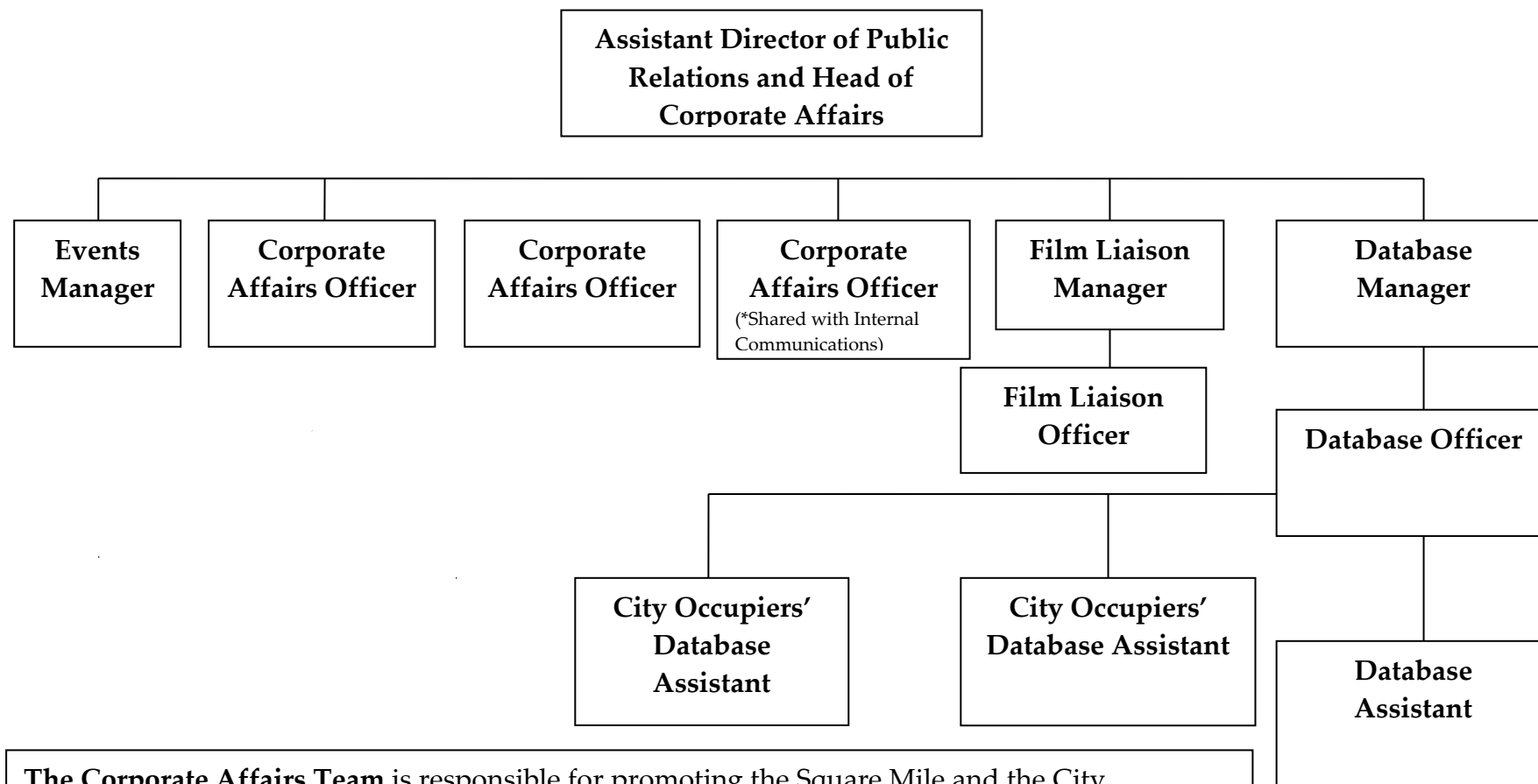
The Public Relations Office and Director of Public Relations seek to measure on an ongoing basis the outcomes of the work performed by the Office in order to ensure that it successfully implements the Communications Strategy 2015-18. This is done in a number of ways:

- Implementing, evaluating and responding to the triennial polling of the City Corporation's key audiences as outlined in the Communications Strategy; this polling was most recently conducted in 2013 by TNS and is due to be conducted again in 2016 with the tendering process and questionnaire production taking place in this financial year.
- Monitoring the number of businesses registered and voters appointed during the annual electoral registration process, and ensuring that the City Occupiers' Database remains up-to-date at all times.
- Reviewing the quantity of media coverage – in print, online and broadcast – of the City of London Corporation.
- Monitoring social media through advanced e-radar software and increasing knowledge of staff across the organisation of this capability.
- Testing staff awareness, across the organisation, of internal communications channels through interactive events and the level of responses to invitations and offers made through these channels.
- Implementing and evaluating, in consultation with the Lord Mayor and Chairman of Policy and Resources, activities with key thinktanks and partner organisations, mainstream domestic political parties and other relevant audiences.
- Reviewing the use of the website through Google Analytics, the Customer Carewords project and other software to help shape its structure and content for the best user experience.
- Developing greater online options for communication with residents, businesses and other key audiences, while balancing the need for specific printed content.

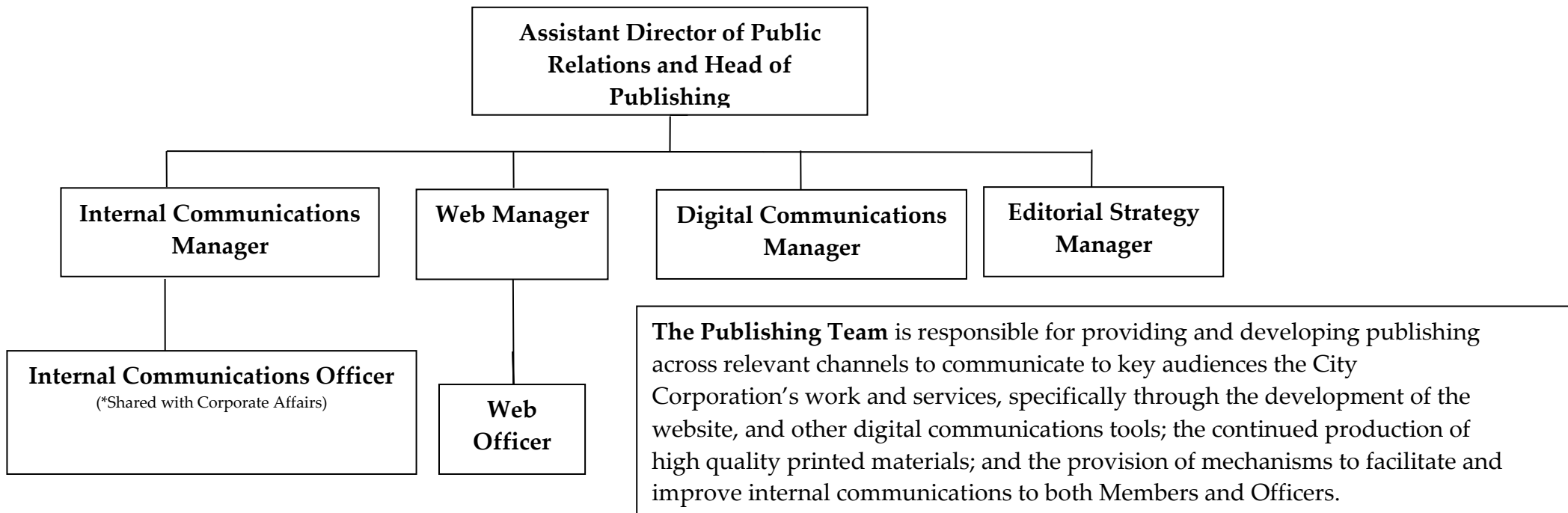
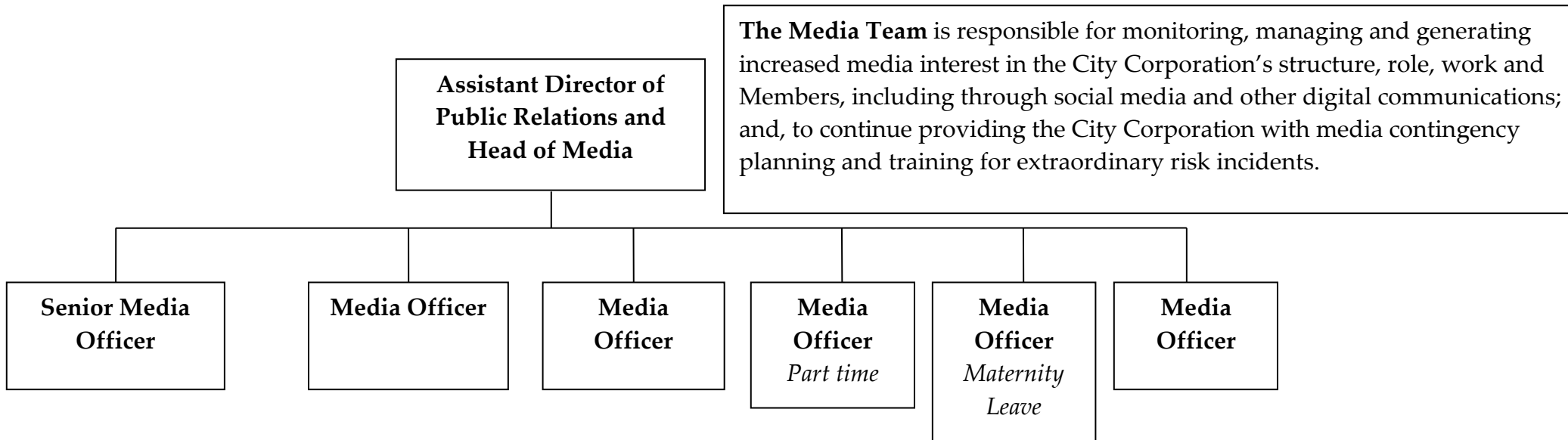
Annex 3 - Public Relations Office Structure Chart

The Director of Public Relations – supported by a small team comprising an Office Manager, Executive Officer and PR Assistant – has overall responsibility for the supervision of the work of the Office, which is carried out through the Corporate Affairs, Media and Publishing teams. Further information about the areas of responsibility for each team and their structure can be found in annex 3.





The Corporate Affairs Team is responsible for promoting the Square Mile and the City Corporation's work to its key audiences, as outlined in the Communications Strategy 2015-18, through the development and management of the City Corporation's political contacts and events programme; the management of the City Occupiers' Database, and contributing to the management of the annual City worker registration process; and, the management of the City Corporation's Film Location work.



Annex 4 - Workforce Capability, Health and Safety, Property and Asset Management

Workforce Capability

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 2015, the main focus will be to develop wider City Corporation knowledge across the office. 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; and evaluating 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 (IIP) accreditation, specifically by achieving the 'stretch standard' over the period of this Business Plan.

Equality and Diversity

The Public Relations Office is fully committed to supporting and promoting equality of opportunity. Equality and diversity are incorporated into all aspects of the business and the work it delivers, ensuring it responds to the needs of our staff, stakeholders and service users. The City of London Corporation website conforms with level AA of the Web Content Accessibility Guidelines. The websites PDF files are currently being made accessible to improve this rating.

Health and 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.

Property and Asset Management

I confirm, as Director of the Public Relations Office (PRO) that PRO is utilising its assets efficiently and effectively, and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by PRO continue to be challenged appropriately.

Signed [CHIEF OFFICER of DEPARTMENT]..... Dated.....

Annex 5 - Departmental Risk Register

Risk No.	Risk (Short description)	Risk Owner	Existing Controls	Current Risk				Planned Actions	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
CR8	Negative publicity and damage to the City Corporation's reputation	Town Clerk and Director of Public Relations	Communications Strategy and experienced media/communications team in place. Also regular work with departments to increase understanding of reputational risk	Possible	Serious	A	↔	Continuing further work with PR Consultants to improve the City Corporation's ability to manage increasingly challenging reputational issues. Also increased work to embed communications issues more effectively across the organisation	Possible	Serious	A
PRO R1	A decrease in the number of firms and voters registered in the annual electoral registration process	Corporate Affairs Team and Electoral Services	Publicity and awareness raising activities to encourage registration; appropriately resourced COD team; engage with Members and other stakeholders to encourage registration	Possible	Minor	G	↔	Ensuring adequate staff resources for registration team in PRO, regular publicity and encouragement to Members to assist	Possible	Minor	G
PRO R2	Failure effectively to manage relationships with key stakeholders (e.g. City businesses, politicians, etc.)	Director of Public Relations / Assistant Directors	Continuing political and business contact programme; creating suitable opportunities to engage and using the most appropriate communications channels; efficient management of the CRM system	Rare	Serious	G	↔	Close coordination with LM and CPR to ensure active and continuing contact programme to cover all relevant areas	Rare	Serious	G

PRO R3	Crossrail funding model	Town Clerk, Chamberlain and Director of Public Relations	Crossrail Art programme well under way	Rare	Serious	G	↔	Successfully completed art programme	Rare	Minor	G
PRO R4	Failure to be able to update the City of London Corporation's website	Director of Public Relations / Director of IS / Assistant Directors	Multiple access arrangements in place for both remote and networked updates	Rare	Serious	G	↔	Developing increased skills and knowledge in web editing etc across the organisation	Rare	Minor	G
PRO R5	Technology failure preventing the City Corporation sending out core messages through certain channels	Director of Public Relations / Assistant Directors	PRO staff have remote access via the network to update the website	Unlikely	Serious	G	↔	Work with IS to ensure remote non-networked access (including radios)	Rare	Serious	G
PRO R6	A failure in the arrangements of an event leading to risk to the organisation's reputation	Director of Public Relations and Corporate Affairs Team	Clear 'political' direction given; emphasis on attention to detail in event planning (checks and balances); use of approved and reputable caterers/suppliers	Rare	Minor	G	↔	Ensure current detailed event planning procedures remain effective and up-to-date	Rare	Minor	G

Annex 6 - Review of performance and summary of key achievements in 2014-15

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 2013-16 and equally took full account of changing circumstances and emerging priorities throughout the year. Some of the main highlights of activities from 2014-15 include:

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

- Partnered with think tanks across the political spectrum to deliver a wide range of events including the Centre for Policy Studies, the Social Market Foundation, Institute for Public Policy Research, the Institute of Economic Affairs, the New Local Government Network, Politieia, the Foreign Policy Centre, Policy Network, CentreForum, Chatham House, Demos, Fabian Society, Bright Blue, New City Agenda, Open Europe, Policy Exchange, and the Smith Institute.
- The Party Conference programme has again formed a key aspect of the political contact programme. This year’s programme featured fringe meetings on growth at Liberal Democrat and Conservative Conferences, plus dinners with a London focus at the three conferences. Politicians involved in the programme included the Foreign Affairs spokesperson of the Liberal Democrats in the House of Lords Lord Wallace, the Chair of the London Liberal Democrat’s Mike Tuffrey, the Shadow Infrastructure Minister Lord Adonis, the Shadow Employment Minister Stephen Timms MP, the Chair of London Councils Jules Pipe, the Financial Secretary to the Treasury David Gauke MP, the Treasury Select Committee Chair Andrew Tyrie MP, and the Mayor of London’s Chief Economic Adviser Gerard Lyons.
- Extensive media coverage of the range of work carried out by the City Corporation continued in both UK and abroad: over the course of 2014-15, there were Print Media Stories for the year: 5,879. There number of unique visits to the websites’ Media Centre (3 Nov-10 Jan) were 43,700.
- Successful media coverage was achieved in support of international visits made by the Lord Mayor and Policy Chairman, including visits to China, Latin America, the Gulf, Turkey, and the US, as well as on a range of topical domestic issues.

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

- At the end of the 2014 registration process the total provisional number of registered voters appointed by City firms is 13,855 from 3,612 firms (this includes the “carry-forward” of those who registered in 2013, but did not submit a registration this year). 269 more firms and 558 more voters were actually registered this year compared to the previous year. However there was an overall decline in the number of voters and firms due to the decline in the number of “carried forward” voters. As it will be necessary to discontinue the “carry

forward” process as a result of legal changes, it is useful to note that the “carry forward” for 2013 was 4026 voters (26% of total registrations), but in 2014 it was just 2114 voters (15% of total registrations).

- 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.
- A concerted campaign by taxi drivers to reverse changes to Stonecutter Street was addressed through the corporate and @squarehighways Twitter feeds; feeds for recycling, drug use and health and safety in the workplace, tips and ‘myth-busting’ have also been launched.

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

- Provided public relations and media support for the Hampstead Heath Ponds Project.
- 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

- The emergency communications plans were updated in line with the increased use of social media; the Public Relation Office has begun using a sophisticated social media monitoring service to better gauge patterns of online opinion about the City Corporation.

Engaging with City of London Corporation key audiences and stakeholders

- Continued engagement with UK and European politicians through private meetings, seminars, conferences, roundtable discussions, and keynote speeches.
- Undertaken triennial polling of the City Corporation’s key audiences; reported results to Members and Officers, and worked closely with departments to respond to issues arising from the results. Public Convenience polling was undertaken to understand awareness and satisfaction levels among City of London residents, visitors and workers.
- Continued to develop and enhance the City Corporation’s website involving service areas and staff from across the organisation in a devolved editorial structure under four clusters.
- Continued to develop the organisation’s social media offering. This now includes 51 Twitter feeds, 23 Facebook pages, 8 apps, 4 Flickr accounts, 6 Pinterest pages, 4 blogs and 3 YouTube channels with over 200 videos.
- Communications to staff continue to be enhanced through internal communications channels including *The Leader*, eLeader, the Town Clerk’s blog and masterclasses.

Annex 7 - Focus for the work of the Public Relations Office 2015-16

In line with the Communications Strategy 2015-2018, over the course of 2015-16 the following activities will provide the main focus for the work of the Public Relations Office. This list is not intended to cover all issues for every service area, or set any order of priority:

- Promoting and developing the City's role not just in the London economy but also in the UK and EU economy, mindful in particular in the current year of possible implications of the General Election in May 2015;
- Supporting the work to maintain the City's international competitiveness, including the relevant role of the EU Single Market;
- Continuing to highlight the important role played by the creative industries in Tech City and beyond in the UK economy;
- Promoting the City Corporation's work in partnership with London's communities, specifically on education and employability, mindful in particular of the Mayoral and London Assembly elections in May 2016;
- Promoting the City Corporation's role in contributing to London's culture, history and green spaces, including the Magna Carta 800th Anniversary in 2015, the planning for the 350th anniversary of the Great Fire in September 2016, and the continuing ponds project at Hampstead Heath;
- Promoting London as a global centre for social investment and philanthropy through better business practices;
- Preparing for the General Election in 2015, and the London Mayor, Greater London Assembly and US Presidential elections in 2016;
- Preparing for the triennial opinion polling of key audiences in 2016;
- Encouraging the appointment of voters by City businesses in the run-up to elections for the Court of Common Council in 2017;
- Continuing to monitor, engage with and expand the use of social media and other digital communications, including the website;
- Ensuring good and improving internal communications with Members and employees;
- Furthering the City Corporation's transparency agenda;
- Supporting the work of the City of London Police as the lead force in the UK for combatting economic crime, including cyber-enabled crime;
- Handling communications issues, both external and internal, around the service-based review;
- Handling any street works, highway management, and road safety issues; and
- Promoting the City Corporation's responsibility for public health and support for the London-wide work on air quality.

Horizon-scanning for challenges and opportunities in 2016-17 and 2017-18

2016-2017

- Run-up to possible referendum on British membership of the EU
- London Mayoral and Assembly Elections, *5 May 2016*
- 400th Anniversary of the death of William Shakespeare, *23 April 2016*
- Centenary of the First World War – Battle of the Somme, *1 July 2016*

- 350th Anniversary of the Great Fire of London, 2 *September 2016*
- US Presidential and Congressional elections, 3 *November 2016*

2017-2018

- Possible referendum on British membership of the EU
- French Presidential and National Assembly elections, *May and June 2017*
- German Bundestag elections, *September 2017*