

Committee: Policy and Resources	Date: 22 March 2013
Subject: Public Relations Office Business Plan, 2013 - 2016	Public
Report of: Director of Public Relations	For Decision
<p style="text-align: center;">Summary</p> <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, Members of the PR/ED Sub Committee, 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> <p style="text-align: center;">Recommendation</p> <p>Members are asked to approve the contents of the <i>Public Relations Office Business Plan, 2013-2016</i> and instruct the Director to implement it.</p>	

Public Relations Office Business Plan
April 2013 – March 2016



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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

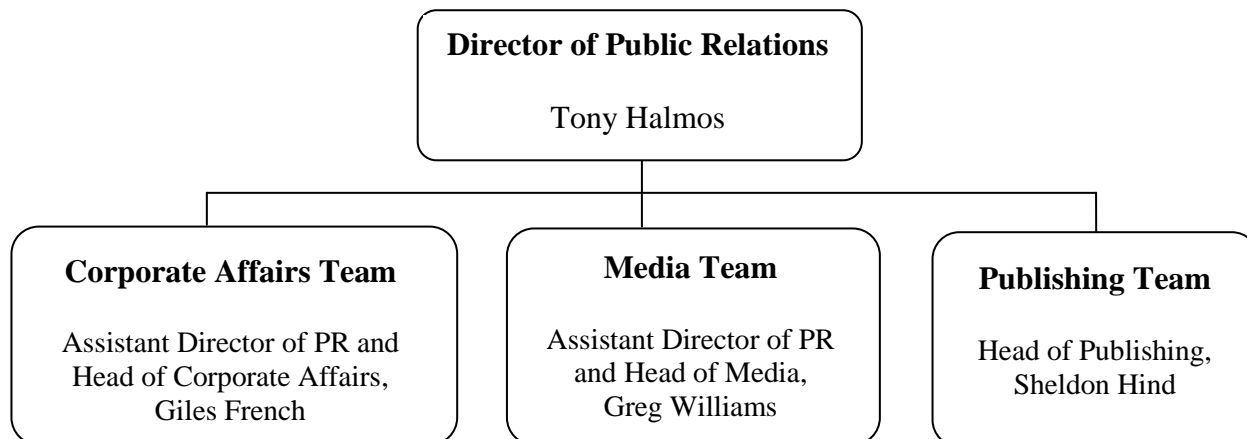
Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

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):

The City's role in the UK and EU and maintaining international competitiveness	ongoing
Promoting the City Corporation's role in supporting London's communities including the role of the creative industries	ongoing
Promoting the City Corporation's role in helping to look after London's heritage and green spaces	ongoing
Transparency agenda	ongoing
Reputation and risk management	ongoing
Continued development of digital communications including new and social media	ongoing
Philanthropy and social investment	ongoing
Opinion polling of key audiences	Summer
The City Corporation's responsibility for public health	Spring
Streetworks	ongoing
Hampstead Heath ponds/dams project	ongoing
Briefing the new Court of Common Council	April – July
Relations with think tanks	ongoing
Livery communications	ongoing
Developing more effective communications with Members and staff	ongoing
Developing more effective internal communications with staff	ongoing
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, *July 2013*
- German Federal Elections, *22 September*
- Opening of Milton Court, *September 2013*
- New Government Spending Round, *Autumn 2013*

2014/15

- London Borough elections, *May 2014*
- European Parliament elections and appointment of new European Commission, *June 2014 onwards*
- Centenary of the First World War – national commemoration, *starting in August 2014*

2015/16

- General Election, *May 2015*
- Magna Carta 800th Anniversary, *June 2015*
- Report of the Davies Commission on London's airport capacity
- 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	<i>Local Risk</i> <i>£000</i>	<i>Recharges</i> <i>£000</i>	<i>Total</i> <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 (1051 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	<p>Circulate the Communications Strategy to Members.</p> <p>Run briefing sessions for Members in April and July.</p> <p>Produce briefing notes that provide key messages on topical issues in advance of major set-piece events and at other times, when appropriate.</p>	Director of Public Relations and Assistant Directors/Heads of Team
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	<p>Number of firms/voters registered in 2012: 3,954 /15,581</p> <p>Increase the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle.</p> <p>MS CRM / COD database accurate and up to date.</p>	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, and the encouragement of new visual content.	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

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.	
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.	
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.	
Transparency agenda	ongoing
Support work to improve transparency and understanding of City Corporation's finances and governance.	
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.	
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.	
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.	
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.	
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.	

Streetworks	ongoing
Continue to communicate effectively the need for streetworks generally and the details, including timing, of individual works.	
Hampstead Heath ponds/dams project	ongoing
Ensure appropriate communications concerning the project to build new dams.	
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.	
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.	
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.	
Developing more effective communications with Members	ongoing
Keep all Members informed of new policy developments both through regular publications and ad hoc briefing notes.	
Developing more effective internal communications with staff	ongoing
Update the 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.	
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 15,581 which is an increase of 105 from last year. The number of businesses registered was 3,953 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 34 Twitter feeds, 18 Facebook pages, 4 apps, 4 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 3,545 City Corporation stories in the UK and international media. 1,051 (30%) of these stories were related to financial services, with the remaining 2494 (70%) 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

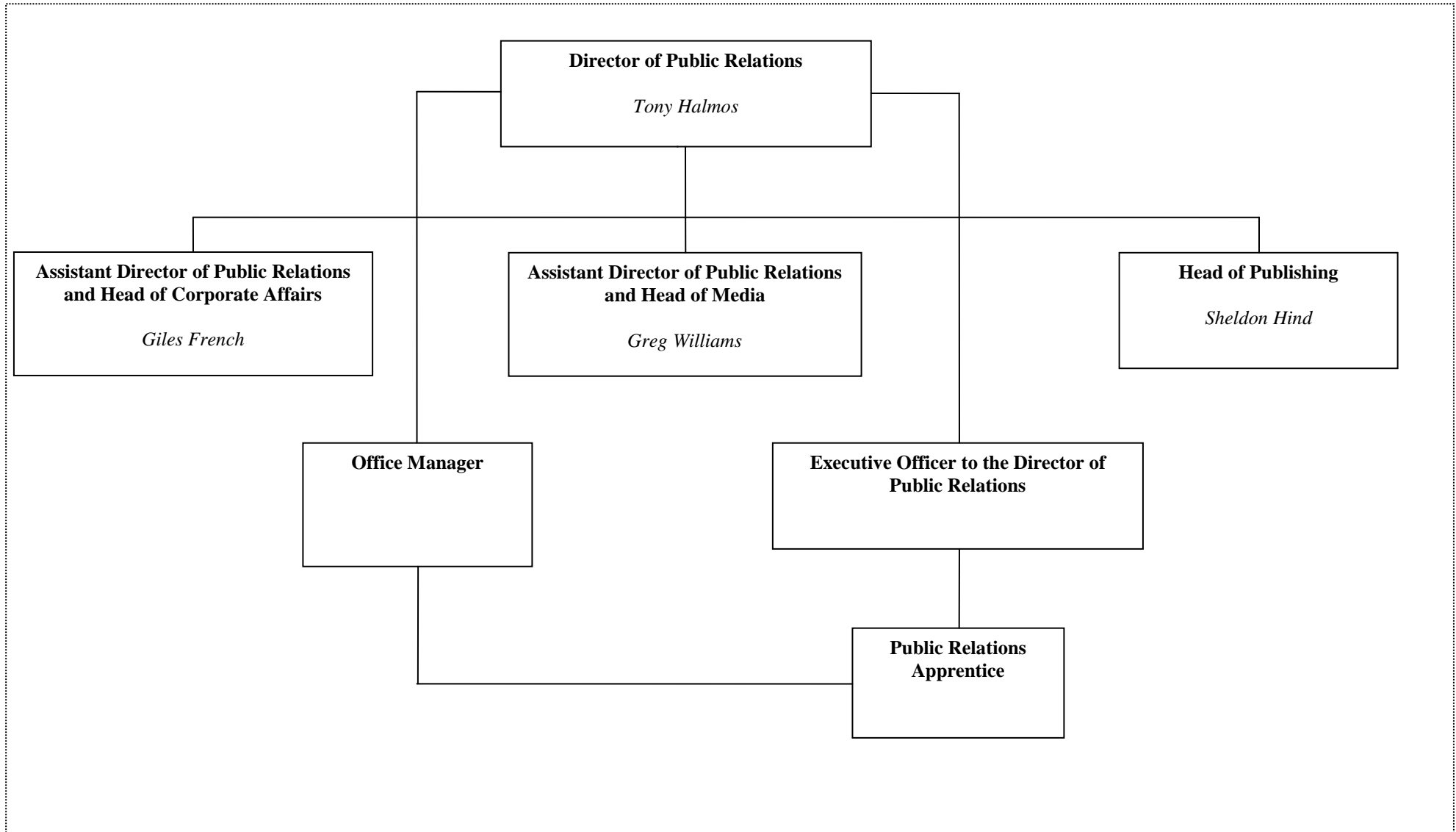
The Director of Public Relations has overall responsibility for the supervision of the work of the Office. This is carried out primarily through the three Teams which, together with the Director's Team, comprise the Office:

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.

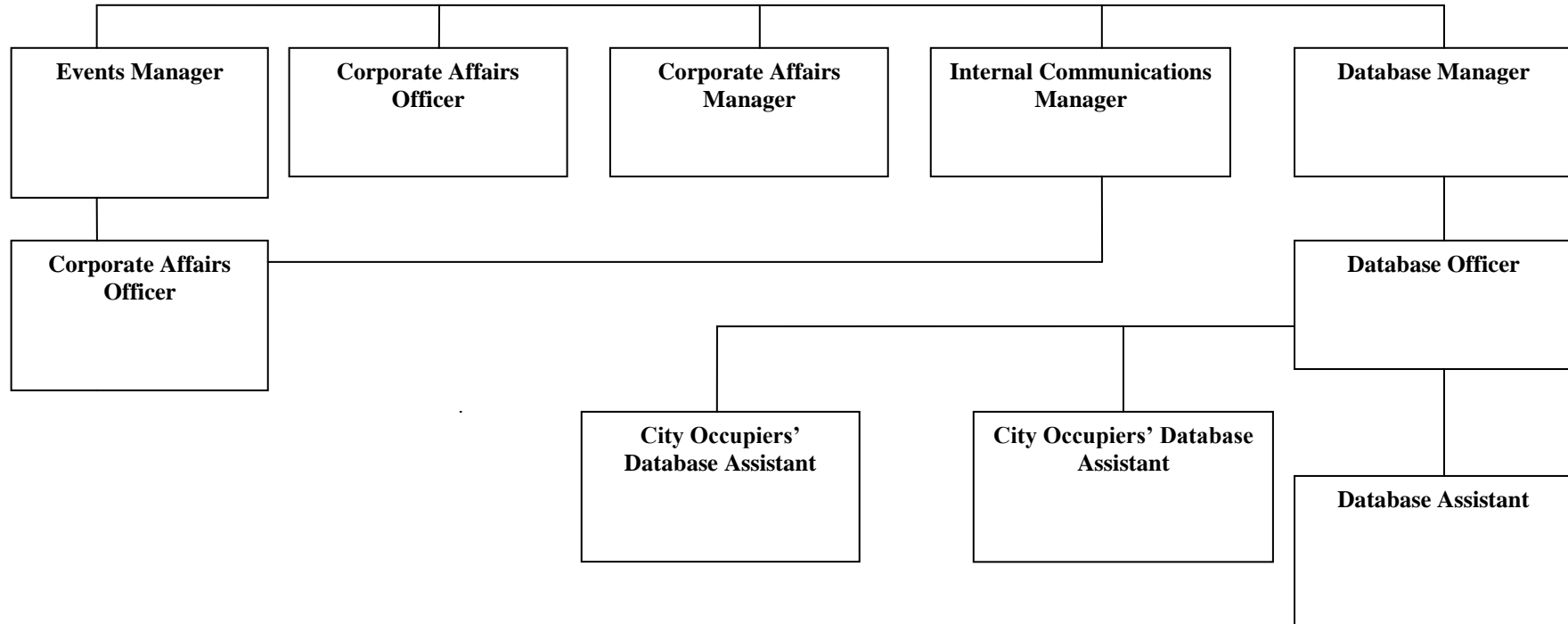
The **Publishing** Team is responsible for creating, developing and publishing corporate, multi-platform material and advising and cascading knowledge to enable staff to own and publish their own content. The team leads on corporate standards, user experience, look and feel, governance and analytics 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.

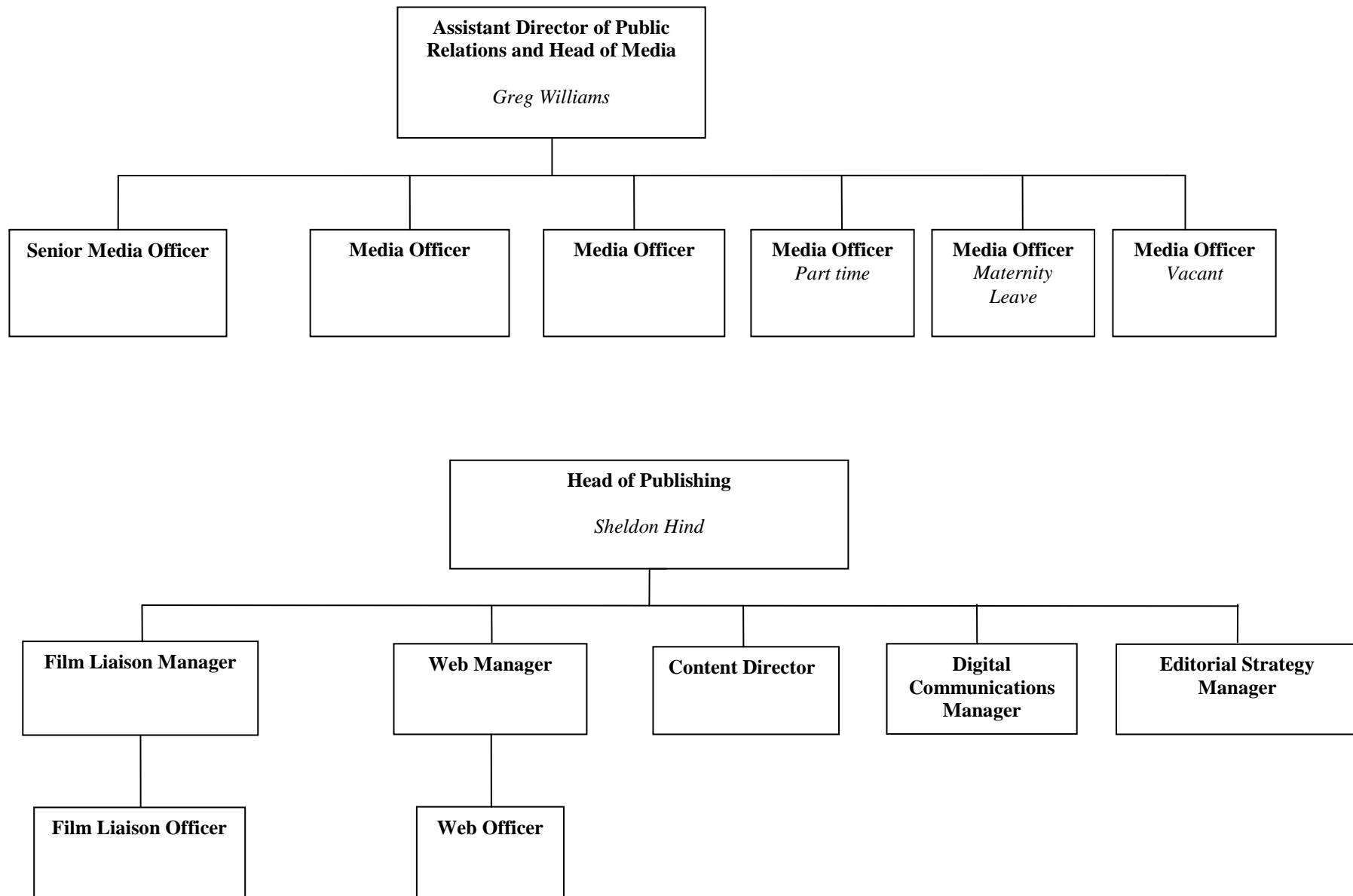
Public Relations Office structure – March 2013



**Assistant Director of Public Relations
and Head of Corporate Affairs**

Giles French





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: 1051 Services: 2494	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: 3953 Voters: 15581	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

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Our **financial information:**

	2011/12 Actual	2012/13 Original budget	2012/13 Revised budget (latest approved)	2012/13 Forecast outturn (latest)		2013/14 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