

<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Public Relations / Economic Development Sub	20 February 2014	
<b>Subject:</b> Public Relations Office Business Plan, 2014 - 2017	<b>Public</b>	
<b>Report of:</b> Director of Public Relations	<b>For Decision</b>	
<p style="text-align: center;"><b>Summary</b></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 2014-17 has now been prepared and is attached for consideration.</p> <p style="text-align: center;"><b>Recommendation</b></p> <p>Members are asked to approve the contents of the <i>Public Relations Office Business Plan, 2014-2017</i> and to recommend it for approval to the Policy and Resources Committee.</p>		



**Public Relations Office Business Plan  
April 2014 – March 2017**



**Responsible Officer: Tony Halmos**

**Contact Officer: Simon Latham**  
[simon.latham@cityoflondon.gov.uk](mailto:simon.latham@cityoflondon.gov.uk)  
**020 7332 1451**

**Date: 20 March 2014**



## Table of contents

---

<b><u>1. Introduction and context</u></b>	<b>p3</b>
<b><u>2. Strategic aims and key objectives</u></b>	
<b>p5</b>	
<b><u>3. Focus for the work of the Public Relations Office: 2014 – 2015</u></b>	<b>p7</b>
<b><u>4. Public Relations Office Financial Summary 2014 – 2015</u></b>	<b>p9</b>
<b>Annex 1: Detailed objectives</b>	<b>p10</b>
<b>Annex 2: Review of performance and summary of key achievements, 2013 – 2014</b>	<b>p16</b>
<b>Annex 3: Public Relations Office environment and structure</b>	<b>p16</b>
<b>Annex 4: Strategic Risk Register</b>	<b>p23</b>
<b>Annex 5: Summary business plan</b>	<b>p25</b>



## 1. Introduction and context

---

### Introduction

The Public Relations Office, through the implementation of the *Business Plan 2014-2017*, 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 2014-2017*.

The *Communications Strategy* for the City of London Corporation has three key aims in line with the *Corporate Plan 2014-2017*:

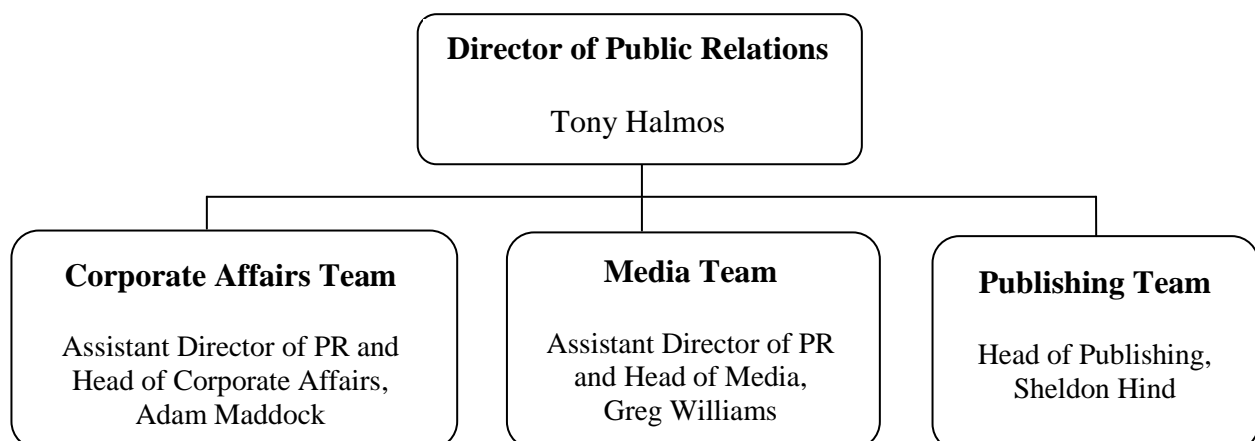
1. Support and promote the City as a world leader in international finance and business services
2. Promote the City of London Corporation as the provider of modern, efficient and highest quality local and policing services within the Square Mile for residents, workers, businesses and visitors
3. Promote the role of the City of London Corporation as a provider of services for London and the nation as a whole

From the three key aims, the Public Relations Office will be focusing efforts and resources over the short- to medium-term, on communicating three priority areas of work for the City Corporation:

1. Supporting and promoting London's role as the world leader in international finance and business services, and the importance of maintaining its global competitiveness, and good corporate standards in financial services;
2. Working in partnership with London's communities – the work the City Corporation does to support educational, social, and cultural opportunities to help all Londoners to thrive, as well as to promote employability, and provide jobs and growth across the capital; and
3. Contributing to London's culture, heritage and green spaces – the work the City Corporation does across London and the UK to preserve the nation's heritage, contribute to cultural life and 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 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 2013-14 is included in [annex 2](#).

Services provided by the Public Relations Office are managed by the Director of Public Relations and delivered by three teams:



Further information about the areas of responsibility for each team and the Office structure can be found in [annex 3](#).

## **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 2014-2017*, 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 (2014/2015) is also produced and is available from the Director of Public Relations.

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, not least through the bi-monthly Officers' Communications Group, and, more widely, a Departmental Communications Representatives (DCR) meeting is held on a six-monthly basis for the Director to provide communications updates and for representatives to raise any local issues.



## 2. Strategic aims and key objectives

---

### Strategic aims

The *Communications Strategy* for the City of London Corporation has three key aims:

1. Support and promote the City as the world leader in international finance and business services
2. Promote the City of London Corporation as the provider of modern, efficient and highest quality local and policing services within the Square Mile for residents, workers, businesses and visitors
3. Promote the role of the City of London Corporation as a provider of services for London and the nation as a whole

### Key objectives: 2014 – 2017

Outlined below are the key objectives which will focus the work of the Public Relations Office over the period 2014-2017:

1. Lead on the implementation of the *Communications Strategy 2014-2017* by promoting the role of the City throughout the UK and the EU; by promoting policies that maintain and enhance the City's competitiveness, including input to the debate on the UK's role in the EU; and by promoting the services provided by the City Corporation, specifically its work in partnership with London's communities and its help in looking after London's culture, heritage and green spaces.
2. Continue to handle and generate increased media interest in the structure, role and work of the City Corporation, including through digital communications, specifically raising skills for using social media and other digital communications amongst Members and 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, which promote the Square Mile and the City Corporation's work to a wide range of stakeholders across the mainstream domestic political spectrum; managing the City Occupiers' Database, as well as contributing to the management of the annual City worker registration process; and, managing the City Corporation's Film Location work, which promotes the City to audiences in the UK and beyond, and generates income for the City Corporation.
4. Provide and develop publishing through all channels to communicate to key audiences the City Corporation's work and services; including developing the website, and other digital communications tools, including videos, and continuing to produce relevant high quality printed materials.
5. Continue to provide mechanisms to facilitate and improve internal communications to both Members and Officers, and working closely with colleagues in Town Clerk's and other departments in order to embed the communications strategy across the City Corporation.

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 five 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. The Public Relations Office is developing expertise in the use of tools for real-time scanning of the internet and social media to provide Officers with up-to-the-minute access to online comment across all issues. 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.

### **Measuring Outcomes**

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*. 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.
- 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 –both in print and online – of the City of London Corporation, demarcated by financial services content and City Corporation Services content.
- 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, mainstream domestic political parties and other relevant audiences
- Reviewing the use of the website through Google Analytics and other software better to evaluate how the website is used.
- Reviewing the quantity of printed material circulated to residents, businesses and other key audiences, and responding to the demands of these audiences for specific printed content.

### 3. Focus for the work of the Public Relations Office: 2014 – 2015

---

Over the course of 2014/15 the following activities will provide the main focus for the work of the Office:

**This list highlights a number of strategic priorities and is not intended to cover all issues for every service area, or set any order of priority.**

Supporting the work to maintain the City's international competitiveness, including the relevant role of the EU Single Market

Promoting and developing the City's role not just in the London economy but also in the UK and EU economy

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

Promoting the City Corporation's role in contributing to London's culture, heritage and green spaces, including the ponds project at Hampstead Heath

Promoting London as a global centre for social investment and philanthropy through better business practices

Preparing for Borough elections in 2014, European elections and appointment of the new European Commission President in 2014, General Election in 2015, and London Mayor and Assembly elections in 2016

Managing the City Corporation's reputation

Encouraging the appointment of voters by City businesses

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

Responding to the triennial opinion polling of key audiences

Handling communications issues around the service-based review

Handling any streetworks, highway management, and road safety issues

Promoting the City Corporation's responsibility for public health

## **Horizon scanning: communication challenges and opportunities 2014 – 2017**

In addition to the activities outlined above, the Public Relations Office through the implementation of the *Communications Strategy 2014-2017* will begin to prepare for a number of specific priorities that are already emerging for 2014-2017. These include:

2014/15

- Irish State Visit, *April/May 2014*
- 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*
- Opening of Magna Carta Gallery, *11 September 2014*
- Referendum on Scottish independence, *18 September 2014*

2015/16

- General Election, *May 2015*
- Potential Party leadership elections, *Summer 2015*
- Magna Carta 800<sup>th</sup> Anniversary, *June 2015*
- Report of the Davies Commission on London's airport capacity
- Possible commencement of UK renegotiations with Europe
- US Presidential Primaries, *January-March 2016*

2016/17

- Run-up to possible referendum on British membership of EU
- 400<sup>th</sup> Anniversary of the Death of William Shakespeare, *23 April 2016*
- 350<sup>th</sup> Anniversary of the Great Fire of London, *September 2016*
- US Presidential and Congressional elections

#### 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, the Public Relations Office will work closely with colleagues in and continue to contribute to the wider work of the City of London Procurement.

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**

<b>BUDGET 2014-2015</b>	<i>Local Risk</i> £000	<i>Recharges</i> £000	<i>Total</i> £000
Employees	1,557	-	1,557
Transport related expenses	28	-	28
Supplies and services:			
PR Plan	645	-	645
Professional fees and services	95	-	95
Other	79	-	79
Support services	-	348	348
Total expenditure	2,404	348	2,752
Income	(17)	(113)	(130)
	<b>2,387</b>	<b>235</b>	<b>2,622</b>

**Table 2: Local risk budget**

	<b>TOWN CLERK'S LOCAL RISK (£000)</b>
Employees	1,557
PR Plan	645
General office expenditure	202
Income	(17)
<b>TOTAL</b>	<b>2,387</b>

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

## Annex 1: Detailed key objectives

<b>Objective 1</b>	<b>Lead on the implementation of the <i>Communications Strategy 2014-2017</i> by promoting the role of the City throughout the UK and the EU; by promoting policies that maintain and enhance the City’s competitiveness, including input to the debate on the UK’s role in the EU; and by promoting 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.</b>		
<b>Supporting TCT Strategy themes:</b> All	<b>Aligns to Corporate Plan:</b> All strategic aims	<b>PRO strategic aims:</b> All	
<b>Actions / Milestone</b>	<b>Target date</b>	<b>Measures of Success</b>	<b>Responsibility</b>
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 2015	Work closely with the Lord Mayor and Policy Chairman in the run-up-to and during their EU and other visits throughout 2014/15, collaborating effectively with Economic Development and Mansion House.	Public Relations Office/ Economic Development/ Mansion House
	March 2015	Run an effective political contact programme to ensure that the key messages are conveyed to political audiences.	Corporate Affairs Team
	March 2015	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 a whole, including work by the Lord Mayor, the Policy Chairman and research papers and other stories, alongside TheCityUK’s work.	Media Team
Promote policies that sustain and enhance the City’s international competitiveness.	March 2015	Work with other departments to engage with key audiences on matters related to London infrastructure, including Crossrail and Aviation.	Public Relations Office
	March 2015	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 2015	Continue to achieve media coverage in these two areas.	Media Team
	March 2015	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 2015	Work with other departments to identify new opportunities for work in both of these areas.	Public Relations Office
	Summer 2014	Work with Crossrail to design plaques recognising the City Corporation's financial contribution to the project.	Public Relations Office
Continue to embed communications across the organisation and raise awareness of the importance of communications in all areas of work.	ongoing	Hold Departmental Communications Representatives (DCR) meetings on a six-monthly basis in April and October. Advise Chief Officers, Departmental Management Teams and other relevant Officers on communications issues, priorities and messages.	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

<b>Objective 2</b>	<b>Continue to handle and generate increased media interest in the structure, role and work of the City Corporation, including through digital communications, specifically raising the use of new and social media amongst Members and Officers; and continuing media contingency planning and training for extraordinary risk incidents.</b>		
<b>Supporting TCT Strategy themes:</b> All	<b>Aligns to Corporate Plan:</b> All strategic aims	<b>PRO strategic aims:</b> All	
<b>Actions / Milestone</b>	<b>Target date</b>	<b>Measures of Success</b>	<b>Responsibility</b>
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
Establish a robust e-radar system for officer use across the City Corporation	April 2014	Competent use of the system by all relevant Officers.	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 2015	Number of firms / voters registered in 2013: 3,960 / 15,209.  At least maintain the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle.  Microsoft Customer Relationship Management (MS CRM) / City Occupiers' Database (COD) accurate and up to date.	Corporate Affairs Team / Publishing Team



<b>Objective 3</b>	<b>Leading on the development of the City Corporation’s political contacts and events programme, which promote the Square Mile and the City Corporation’s work to a wide range of stakeholders across the domestic political spectrum; managing the City Occupiers’ Database, as well as contributing to the management of the annual City worker registration process; and, managing the City Corporation’s Film Location work, which promotes the City to audiences in the UK and beyond, and generates income for the City Corporation.</b>		
<b>Supporting TCT Strategy themes:</b> 1	<b>Aligns to Corporate Plan:</b> Strategic aims 1 and 2	<b>PRO strategic aims:</b> All	
<b>Actions / Milestone</b>	<b>Target date</b>	<b>Measures of Success</b>	<b>Responsibility</b>
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

<b>Objective 4</b>	<b>Providing and developing publishing through all channels to communicate to key audiences the City Corporation's work and services; including developing the website, and other digital communications tools and continuing to produce relevant high quality printed materials.</b>		
<b>Supporting TCT Strategy themes:</b> All	<b>Aligns to Corporate Plan:</b> All strategic aims	<b>PRO strategic aims:</b> All	
<b>Actions / Milestone</b>	<b>Target date</b>	<b>Measures of Success</b>	<b>Responsibility</b>
Assist cluster composers with new site requirements for best practice, eg accessibility issues	ongoing	Sections of the website have up-to-date, searchable and engaging content and can be easily navigated.	Publishing Team
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 guidelines).	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.	ongoing	Training sessions held for PRO staff.	Public Relations Office

<b>Objective 5</b>	<b>Continue to provide mechanisms to facilitate and improve internal communications to both Members and Officers, and working closely with colleagues in Town Clerk's and other departments in order to embed the communications strategy across the City Corporation.</b>		
<b>Supporting TCT Strategy themes:</b> All	<b>Aligns to Corporate Plan:</b> All strategic aims	<b>PRO strategic aims:</b> All	
<b>Actions / Milestone</b>	<b>Target date</b>	<b>Measures of Success</b>	<b>Responsibility</b>
Continue to use existing internal communications channels – the monthly Members' Briefing and ad hoc e-mails from the Director of PR – to inform Members of topical/urgent issues and key news from across the organisation	Ongoing	Encourage feedback from Members; test through Member awareness of key issues and news; sustain high levels of submissions of copy for the Members' Briefing.	Director of Public Relations / Publishing Team
Continue to use existing internal communications channels – the quarterly <i>Leader</i> and bi-weekly e-leader – but also look to further develop them to ensure they are reaching the widest possible audience.	By March 2015	Encourage feedback; test through recognition of channels at different events, including interactive induction events, and through the level of take up by staff of invitations/offers via these channels; improve and create channels through which Chief Officers and Departmental Management Teams can better articulate change to staff, specifically in relation to the Service-Based Review	Publishing Team
Explore options for staff survey (be it hardcopy, electronic or focus group) and liaise with HR on the way forward	Options drawn up by April 2014	Working with HR to decide how to proceed; helping to implement the survey in order improve existing and facilitate new internal communications channels.	Director of Public Relations / Head of Publishing
Working with the IS Better Working Practices programme to improve intranet functionality, in consultation with departments and user groups across the organisation	Ongoing	Enhanced intranet aiding collaboration, information and knowledge sharing.	Publishing Team
Look to develop wider source of speakers for Masterclasses	Ongoing	Use feedback forms for users to better evaluate the Masterclasses and better understand demand among staff for particular themes; build stronger links with senior officers to deliver events which widen staff knowledge of relevant issues.	Publishing Team

## **Annex 2: Review of performance and summary of key achievements, 2013 – 2014**

---

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 2013-2016* and equally took full account of changing circumstances and emerging priorities throughout the year including. Some of the main highlights of activities from 2013/2014 have 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, the Henry Jackson Initiative, Institute for Public Policy Research, the Institute of Economic Affairs, the New Local Government Network, Politieia, the Foreign Policy Centre, Policy Network and CentreForum.
- 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 Leader of the Liberal Democrats in the House of Lords Lord McNally, 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 City Minister Greg Clark MP, the Europe Minister David Lidington 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 2013/14, there were 3,534 City Corporation stories in the UK print media – 1,220 (35%) of these stories were related to financial services, with the remaining 2,314 (65%) related to Services.
- 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**

- The final worker voter registration figures were 15,209 which is an decrease of 396 from last year. The number of businesses registered was 3,960 which has increased by 6 from last year.
- 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 City Corporation’s role in the funeral of former Prime Minister Margaret Thatcher, including a reception hosted for VIP guests in the Guildhall.
- 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 800<sup>th</sup> 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 PR 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 and 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.
- 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 48 Twitter feeds, 23 Facebook pages, 7 apps, 4 Flickr accounts, 3 Pinterest pages, 4 blogs and 3 YouTube channels with over 100 videos.
- Communications to staff continue to be enhanced through internal communications channels including *The Leader*, eLeader, the Town Clerk’s blog and masterclasses.

## **Annex 3: 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 2014, 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 accreditation.

### **Health & Safety**

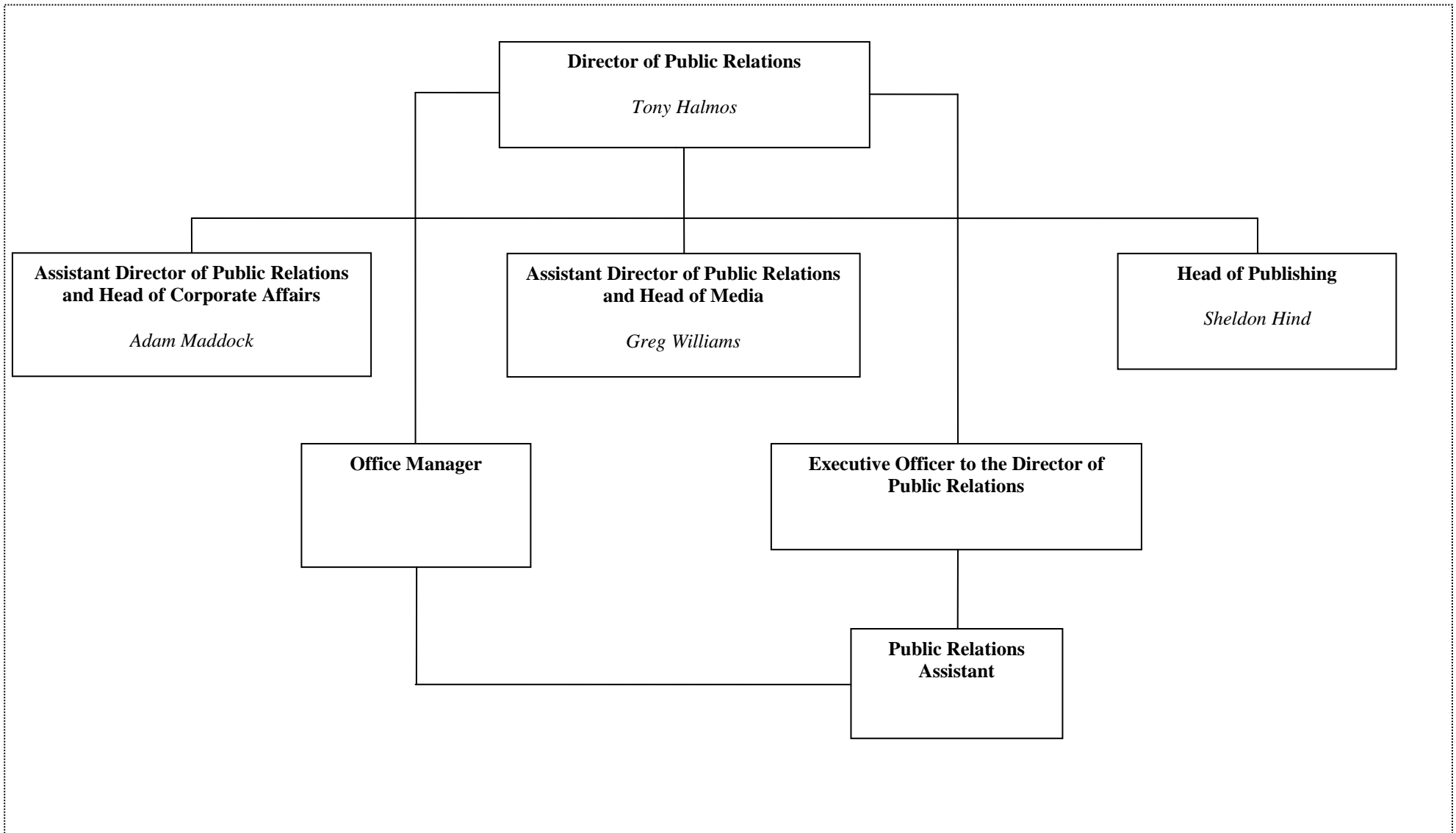
The Public Relations Office recognises the importance of health and safety throughout the Office, it ensures that all staff are supported in terms of the aspects of the work environment, this includes DSE regulations, general risks in the workplace, eg equipment and workstations and general office conditions. 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**

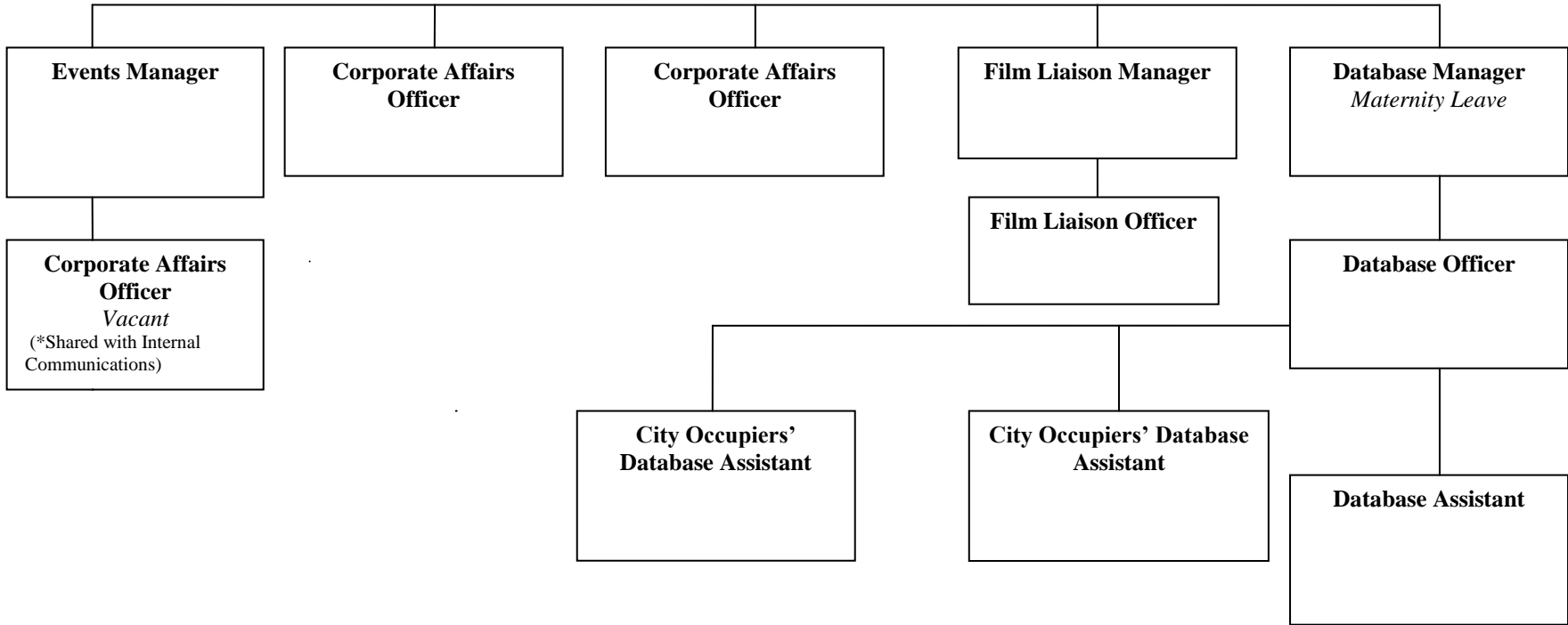
The Director of Public Relations – supported by a small team comprising an Office Manager, Executive Officer and PR Assistant – has overall responsibility for the supervision of the work of the Office, which is carried out through the three teams:

1. 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 2014-17, 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.
2. The Media Team is responsible for monitoring, managing and generating increased media interest in the City Corporation's structure, role, work and Members, including through social media and other digital communications; and, to continue providing the City Corporation with media contingency planning and training for extraordinary risk incidents.
3. The Publishing Team is responsible for providing and developing publishing across relevant channels to communicate to key audiences the City Corporation's work and services, specifically through the development of the website, and other digital communications tools; the continued production of high quality printed materials; and the provision of mechanisms to facilitate and improve internal communications to both Members and Officers.

## Public Relations Office Structure – March 2013

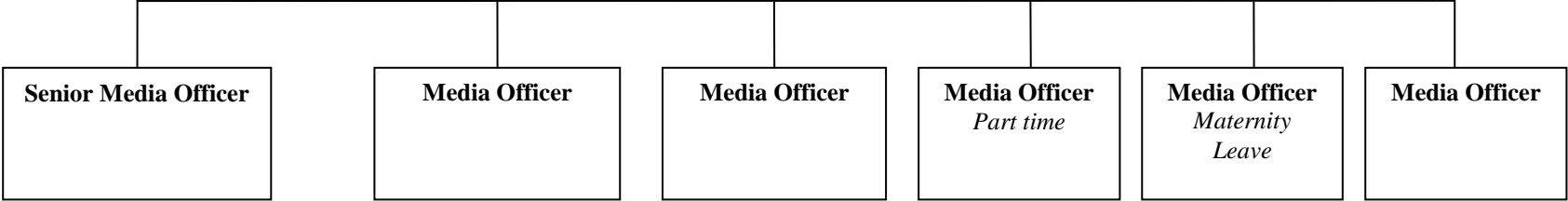


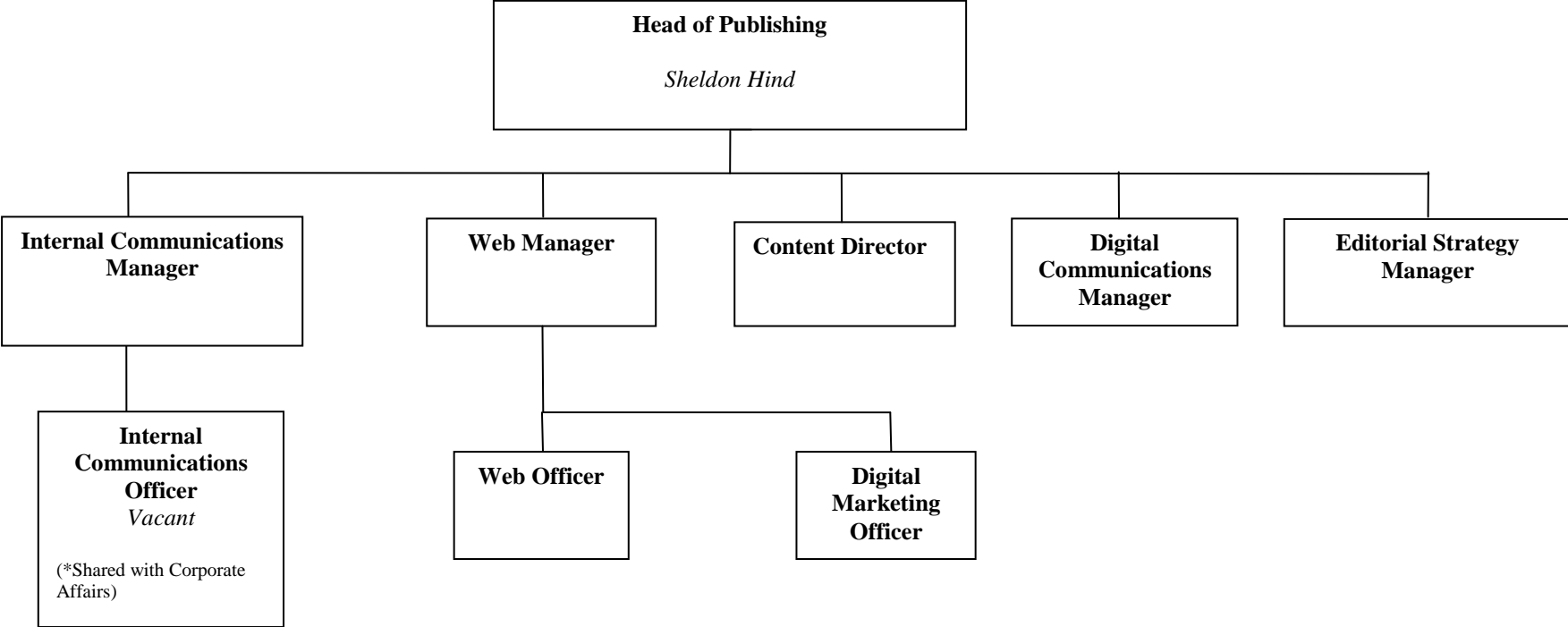
**Assistant Director of Public Relations  
and Head of Corporate Affairs**  
*Adam Maddock*





**Assistant Director of Public Relations and Head of Media**  
*Greg Williams*





## Annex 4: Strategic Risk Register

<b>Public Relations Risk Tracker</b>	<b>Owned By</b>	<b>Tony Halmos</b>		<b>Version</b>		2014-1	
	<b>Administered By</b>	<b>Simon Latham</b>		<b>Date</b>		Jan-14	

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk		Risk Status & Direction	Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact			
<b>SR8</b>	Negative publicity and damage to the City Corporation's reputation	<b>4</b>	<b>4</b>	Town Clerk and Director of Public Relations	Communications Strategy in place, experienced media/communications team, Departmental Communication Representatives meetings, PR Toolkit	<b>3</b>	<b>4</b>	<b>A</b> ↔	On-going further work with PR Consultants to improve City Corporation's ability to manage increasingly challenging reputational issues.	<b>G</b>
<b>PRO R1</b>	A decrease in the number of firms and voters registered in the annual electoral registration process	<b>5</b>	<b>4</b>	Corporate Affairs Team and Electoral Services	Publicity and awareness raising activities to encourage registration  Appropriately resourced COD team  Engage with Members and others to encourage registration	<b>4</b>	<b>3</b>	<b>A</b> ↔	Ensuring adequate staff resources for registration team in PRO, regular publicity and encouragement to members to assist.	<b>G</b>
<b>PRO R2</b>	Failure effectively to manage relationships with key stakeholders (e.g. City businesses, politicians etc.)	<b>3</b>	<b>4</b>	Director of Public Relations/ Assistant Directors	Ongoing political and business contact programme  Creating suitable opportunities to engage and using the most appropriate communications channels  Efficient management of the CRM system	<b>2</b>	<b>3</b>	<b>A</b> ↔	Close coordination with LM and CPR to ensure continuation of active contact programme to cover all relevant areas.	<b>G</b>



## Public Relations Office Business Plan Summary 2014-2017

### Our **Strategic Aims** are:

The *Communications Strategy* for the City of London Corporation has three key aims:

1. Support and promote the City as the world leader in international finance and business services
2. Promote the City of London Corporation as the provider of modern, efficient and highest quality local and policing services within the Square Mile for residents, workers, businesses and visitors
3. Promote the role of the City of London Corporation as a provider of services for London and the nation as a whole

### Our **Key Objectives** are:

1. Lead on the implementation of the *Communications Strategy 2014-2017* by promoting the role of the City throughout the UK and the EU; policies that maintain and enhance the City's competitiveness, including input to the debate on the UK's role in the EU; and the services provided by the City Corporation, specifically in partnership with London's communities and its help looking after London's culture, heritage and green spaces.
2. Monitor, manage and generate increased media interest in the structure, role and work of the City Corporation, including through digital communications; and continuing media contingency planning and training for extraordinary risk incidents.
3. Leading on the development of the City Corporation's political contacts, events and film location programme, which promote the Square Mile and the City Corporation's work to a wide range of stakeholders across the mainstream domestic political spectrum, as well as managing the City Occupiers' Database.
4. Providing and developing publishing through all channels to communicate to key audiences the City Corporation's work and services, including developing the website, and other digital communications tools.
5. Continue to provide mechanisms to facilitate and improve internal communications to both Members and Officers, and working closely with colleagues in Town Clerk's and other departments in order to embed the communications strategy across the City Corporation.

### Our **Key Performance Indicators** are:

<b>Description:</b>	<b>Previous year performance (where comparable):</b>	<b>Target:</b>
Quality and quantity of media coverage	Financial Services: 1,220 Services: 2,314	An increase in both for financial services and maintained, at least, for City Corporation services
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 familiarity across all four audiences, especially where there has been a slight decline in the most recent results.
The number of registered firms/numbers of business staff voters	Firms: 3,960 Voters: 15,209	An increase on the number of firms and voters registered
Awareness of the communications strategy amongst Members and staff	Relevant staff survey pending	An increase in awareness

## Public Relations Office Business Plan Summary 2014-2017

### Our **financial information:**

	2012/13	2013/14	2013/14	2013/14		2014/15
	Actual	Original budget	Revised budget (latest approved)	Forecast outturn (latest)		Original budget
	£	£	£	£	%	£
Employees	1,593	1,611	1,541	1,541	100	1,557
Premises	0	0	0	0	0	0
Transport	23	43	30	30	100	28
Supplies & services	882	683	833	833	100	819
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	2,498	2,337	2,404	2,404	100	2,404
Total income	(110)	(17)	(17)	(17)	100	(17)
Total local risk	2,388	2,320	2,387	2,387	100	2,387
Central risk	0	0	0	0	0	0
Total local and central	2,388	2,320	2,387	2,387	100	2,387

### Our **Staffing** is made up of:

<b>28 members of staff</b>	
FT 26	PT 2
<b>Men</b>	<b>Women</b>
54%	46%
<b>Proportion of staff by grade</b>	
A – E	F – J
<b>61%</b>	<b>39%</b>
<b>Annual staff turnover 17.85%</b>	
<b>Sickness Absence</b>	Avg. working days lost
PRO (1/1/13-31/12/13)	2.75
City Corp.	5.83