

Committee(s):	Date(s):	Item no.
Public Relations / Economic Development Sub	20 February 2014	
<b>Subject:</b> City of London Communications Strategy 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>Communications Strategy</i> is set out on a three year basis, with an update each year. The draft <i>Strategy</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>Communications Strategy 2014 – 17</i> and to recommend it for approval to the Policy and Resources Committee.</p>		



# City of London

## Communications Strategy 2014-2017





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## Communications Strategy

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## **Executive Summary**

### **1. Key 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

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

### **2. Key messages**

Our overall *Communications Strategy* can be captured in a number of key messages.

#### **Financial and business services**

- The City Corporation supports and promotes the City as the world leader in international finance and business services.
- Finance and business services are a key asset for the UK economy and need to remain globally competitive.
- A successful finance and business services sector is essential to support the London and UK economy as a whole.
- London is not just the UK's financial centre, but the international financial centre for Europe and beyond.
- To remain globally competitive, London needs world class infrastructure, a workforce with the right skills, be open to talent from around the world, and have a competitive regulatory and tax environment.
- The City Corporation supports good corporate standards in financial services.

#### **Local and policing services**

- The City Corporation provides high quality local government services to residents including housing, adult social care, education, libraries, refuse collection and recycling, and transportation.

- The City Corporation also provides local government services to workers, businesses and visitors to the City.
- The City of London Police is the national lead force for fighting economic crime and is a key component in the government's national anti-fraud strategy.

### **Services across London and for the nation**

- The City Corporation provides services for the benefit of London and the nation.
- The City Corporation works in partnership with London's communities to provide educational and cultural opportunities, and economic development, helping to provide skills, jobs and growth.
- The City Corporation plays a full part in contributing to London's culture, heritage and green spaces – helping to preserve the nation's heritage, supporting its cultural life, and providing green spaces
- The City Corporation's charity, the City Bridge Trust, supports the charitable and voluntary sector across the whole of London and provides funding for many aspects of its work.
- The City Corporation promotes the City and London more widely as an excellent place to do business.

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

### **3. Communications priorities**

From the three key aims and set of messages, we will be focusing our efforts and resources equally 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 education, as well as social and cultural opportunities, for all Londoners to help to improve their quality of life, through promoting employability and encouraging greater aspiration and diversity, and to 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 help preserve the nation's heritage, contribute to its cultural life and provide green spaces across the capital and beyond.



## 4. Audiences

The following groups are the main stakeholders for our *Communications Strategy*:



Messages will be tailored to each audience and delivered through the most appropriate communications channels. For more details about our audiences see page 10 or click [here](#).

## 5. Communications channels

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

- traditional media
- social media and other digital communications
- engagement and events
- meetings and individual contacts
- printed material
- public consultations

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

## 6. Communications challenges and opportunities for 2014/15

**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

For further information about these challenges and opportunities and to find out about what is on our longer term horizon go to page 17 or click [here](#).

## **7. Implementation of the Communications Strategy**

The Public Relations Office leads on the delivery of the *Communications Strategy 2014-17*, but also coordinates with departments across the organisation. Through the implementation of the *Communications Strategy*, communications are embedded across the organisation to ensure consistent and coordinated messages are delivered.

This process of ‘embedding’ involves ensuring that there are ample opportunities across the organisation better to understand its different functions and, in so doing, enhance the knowledge base among both Members and officers of the key components of the *Communications Strategy*. The objective, in short, is to empower more local communications, while maintaining high standards across the organisation; this includes reinforcing the importance of communications as an integral part of departmental business plans, especially with regard to the use of digital communications and the social media implications of reputational risk.

It is also important for senior Members and officers to take opportunities to promote our key messages in relevant forums. Further information about how we implement the strategy can be found on page 21 or click [here](#).



## *Communications Strategy 2014-17*

### **1. Key aims**

#### ***Supporting and promoting the City***

The role of the City of London Corporation in supporting and promoting the City has assumed greater importance, following the global financial crisis. The subsequent eurozone debt crisis, which started in 2010, has further increased the importance of this strand of the *Strategy*.

This work has, as a result, expanded considerably, encompassing substantial activities in Brussels on EU financial services regulation, supervised by the International Regulatory Strategy Group, supported and administered by the City of London Corporation and run jointly with TheCityUK. In addition, the City Corporation will need to play its appropriate part, together with others including TheCityUK, in the debates about Britain's future role in the EU.

Explaining across the EU the role of London as "Europe's financial centre" is now a major priority. A programme of work will see the Lord Mayor and the Policy Chairman engage with both individual EU member states and EU institutions.

More widely, the work to support and promote the City across the world also continues to have a high priority, focussed on the Lord Mayor's overseas visits programme. This work worldwide also encompasses the importance of maintaining the City's global competitiveness and good corporate standards in financial services. The Lord Mayor's role in promoting the City was strongly supported in the 2013 polling of key audiences, in which a majority of senior City executives called for more of this activity with none at all seeking less.

A related emerging priority is promoting London as an international centre for social investment.

#### ***Running the Square Mile***

The second element of the *Communications Strategy* is to explain how the whole range of the organisation's work to provide local and policing services for the Square Mile is relevant to City residents, workers, businesses, and visitors – and the high quality with which these services are delivered.

2013 saw the latest opinion poll of residents and workers conducted, which provided updated information on their knowledge and experience of the City Corporation and its services and this will now be used in detail to determine the suitability and effectiveness of particular areas of service provision.

### ***Working in partnership for London and the nation***

The third element of the *Communications Strategy* encompasses the promotion of the City of London Corporation's work in partnership with London and the nation. This includes providing three wholesale food markets, almost 11,000 acres of London's green spaces (including Hampstead Heath and Epping Forest), acting as London's Port Health Authority, running and maintaining nine housing estates, the Guildhall School of Music & Drama, the Barbican Centre, the London Metropolitan Archives, the Guildhall Library, three independent schools, sponsorship of Academies in Hackney, Islington and Southwark, one of the main sponsors of Gresham College and running the City Bridge Trust, which supports charitable projects across Greater London.

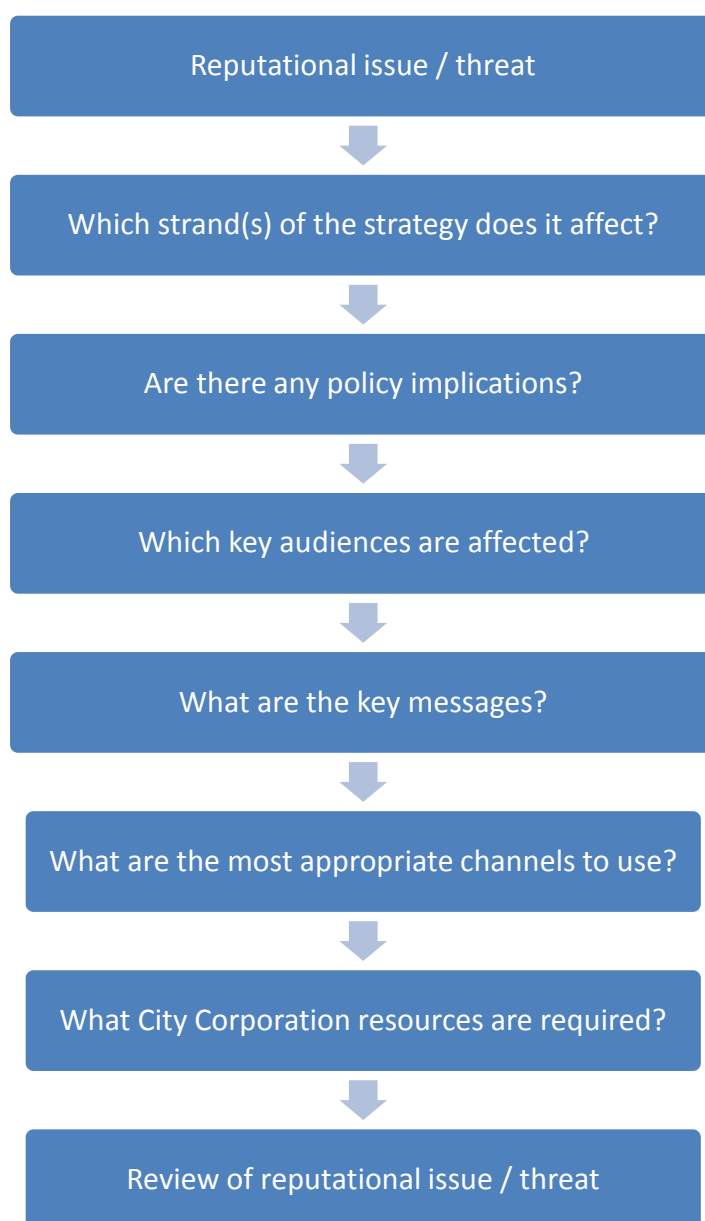
Particular emphasis will be given over the period of this Strategy to the work done in partnership with London's communities to:

- raise aspirations among young people and contribute to better achievement in schools;
- promote employability, skills, apprenticeships and job brokerage;
- support entrepreneurship, small- and medium-sized enterprises, and social enterprises.

This includes the Lord Mayor's civic role and the charitable work of the Livery, as well as the work of the City Bridge Trust.

## Reputation and risk management

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



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

## **2. Key messages**

### **Delivery of key messages**

Key messages are delivered to the relevant audiences using the most appropriate channels. To ensure that the communications of the City Corporation are received in a consistent and timely manner, it is also crucial that senior Members and Officers are fully informed and able to play appropriate roles in this work.

### **Role of the Lord Mayor and Policy Chairman in delivering City Corporation messages**

One of the crucial tasks of the *Communications Strategy* will be the continuing need to maintain at a high level the standing of the Mayoralty. In line with the strategy on this matter for a number of years, the best way to achieve this will continue to be the reinforcement of the major role which the Lord Mayor plays as the City's ambassador, in representing the interests of modern finance and business and communicating with a wide variety of audiences and stakeholders, overseas and in the UK.

In 2004, detailed consideration was given to the arrangements for promoting the City. The resulting agreed protocol, updated and endorsed again in 2010, recognises that successful promotion is dependent on an effective partnership between the Lord Mayor and the Chairman of the Policy and Resources Committee and the supporting officers at the Mansion House and Guildhall. This *Communications Strategy* takes full account of this requirement. It is also assisted in its implementation by regular liaison meetings between the Lord Mayor and the Chairman of Policy and Resources, which ensure a co-ordinated approach to this work.

## **3. Communications priorities**

From the three key aims and set of messages, we will be focusing our efforts and resources equally 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 education, as well as other social and cultural opportunities, for all Londoners to help to improve their quality of life, through promoting employability and



encouraging greater aspiration and diversity, and to 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 help preserve the nation’s heritage, contribute to cultural life and provide green spaces across the capital and beyond.

#### 4. Audiences

Audience	Activity
Residents	Extended efforts are undertaken to communicate systematically with residents through specially targeted publications and the holding of annual resident’s meetings.
Businesses	Regular contact with both senior business figures and a wide range of City businesses as well as City institutions, trade associations etc. This also includes other relevant business sectors such as property and utilities.
Politicians and relevant public bodies	The main political audiences at all levels: Westminster and Whitehall, local government across Greater London, as well as EU political contacts including MEPs.
Visitors	Visitors to the City are an increasingly important audience, bringing employment opportunities and growth to the Square Mile.
Media	The media, both in their own right as opinion formers and as a mechanism to reach the other audiences, must always be of the highest priority. In the current economic climate, there is a greater interest than normal in the activities of the financial services industry and the City and thus, responding to this, the media is giving more extensive coverage to these issues. In addition, following the events at St Paul’s in 2011/12, and the March 2013 City elections, there remains a heightened media interest in the role, work and finances of the City Corporation.

City workers	<p>City workers influence others with whom they work and come into contact – on City issues generally, and on our role and work to the extent that they are informed. They also, crucially, are the audience from which are drawn the new City business voters. Finally, in certain areas, they are also themselves direct users of our local services, especially policing and libraries, as well as gaining from our care and maintenance of the City’s streets and general environment.</p> <p>It is sensible to be cautious about what can be achieved, but it is clear (for example from the 2013 TNS polling results) that the level of knowledge of our work among the broad range of City workers should be increased over time by carefully targeted communications. There is, therefore, scope for more of this work successfully to be done. In particular, the opportunities provided by social media will need to be developed and used.</p>
Londoners	<p>Many residents, workers, businesses, and visitors across London make use of the services which the City Corporation provides greater London as a whole, not just within the Square Mile. They represent an important audience which needs to be targeted effectively on a continuing basis.</p>
Relevant international audiences	<p>Engagement with policy makers, regulators, businesses and central banks in Europe and the USA, is undertaken in order to influence debate and policy.</p> <p>Similar audiences in key growth markets, including China and India, are targeted with our messages on London as the world’s leader in international finance and business services.</p>
The Livery	<p>The Livery is kept briefed on our role and work, and is supported in the promotion of its role. Briefings for new Livery members are conducted at Guildhall. We also consult the Livery on issues of concern to them, through the Livery Committee and its relevant sub-Committees, as well as other ad-hoc arrangements, including material relating to the Livery on the website.</p>

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

### **Attitudes of key audiences**

Residents, businesses, senior executives and City workers are surveyed every three or so years by an independent polling firm. These key audiences are asked questions on a variety of issues, both relating directly to the City Corporation and other external factors. Key questions include satisfaction with the City of London as a place to live, work and run a business, overall satisfaction with the way the City of London Corporation performs its functions and additionally about specific services provided by the City Corporation. Surveys of these four key audiences have taken place in this manner since 2000.

The most recent round of surveys took place in 2013. The polling of these four key audiences provides an effective way of measuring the impact of the *Communications Strategy* and provides a key tool to improve the effectiveness of the organisation’s communications work. The key measurement that relates to the success of the *Communications Strategy* is familiarity with the work of the City Corporation. Analysing the trend data under this question of familiarity for each of the audiences surveyed, it is possible to see the changes in attitudes.

*How well do you feel you know the City of London Corporation – very well, a fair amount, very little or not at all?*

	2000	2003	2006	2009	2013
<b>Residents</b>	Not available	Very well/Fair amount: 47%	Very well/Fair amount: 57%	Very well/Fair amount: 62%	Very well/Fair amount: 67%
		Very little/Not at all: 52%	Very little/Not at all: 42%	Very little/Not at all: 36%	Very little/Not at all: 33%
		Net: -5	Net: 15	Net: 26	Net: 34

	2000	2003	2006	2009	2013
<b>Workers</b>	Very well/Fair amount: 25%	Very well/Fair amount: 19%	Very well/Fair amount: 34%	Very well/Fair amount: 41%	Very well/Fair amount: 34%
	Very little/Not at all: 73%	Very little/Not at all: 78%	Very little/Not at all: 66%	Very little/Not at all: 58%	Very little/Not at all: 63%
	Net: -48	Net: -59	Net: -32	Net: -17	Net: -27

	2000	2003	2006	2009	2013
<b>Businesses</b>	Very well/Fair amount: 24%	Very well/Fair amount: 22%	Very well/Fair amount: 39%	Very well/Fair amount: 39%	Very well/Fair amount: 28%
	Very little/Not at all: 76%	Very little/Not at all: 79%	Very little/Not at all: 61%	Very little/Not at all: 60%	Very little/Not at all: 71%
	Net: -52	Net: -57	Net: -22	Net: -21	Net: -33

	2000	2003	2006	2009	2013
<b>Chief Executives</b>	Very well/Fair amount: 41%	Very well/Fair amount: 43%	Very well/Fair amount: 59%	Very well/Fair amount: 57%	Very well/Fair amount: 51%
	Very little/Not at all: 59%	Very little/Not at all: 57%	Very little/Not at all: 41%	Very little/Not at all: 43%	Very little/Not at all: 49%
	Net: -18	Net: -14	Net: 17	Net: 14	Net: 2

As the above tables demonstrate, the net level of familiarity across all audiences remains robust and comparatively strong. However, there has been a reduction in the net position among City workers and businesses; one of the priorities is thus to examine ways more effectively to communicate with these two audiences especially through social media.

## **5. Communications channels**

### **Traditional media**

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

### **Social media and other digital communications**

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

Digital communications are a means to:

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

Success in using social media and other digital communications, including social media, is measured on a qualitative, rather than quantitative basis. The latest polling of key audiences, especially City businesses and workers, shows an increasing desire to communicate with the City Corporation through electronic means; the expansion of social media now provides a very useful mechanism to reach these audiences more widely. In parallel with this, enhancements are being made to the monitoring arrangements to ensure we keep effective oversight of the activities on social media which impact upon the organisation.

Guidelines have been produced on social media to help staff across the organisation, and all departmental business plans now need to reflect that the use of new media has been considered. Please see [Annex 2](#).

## **Printed literature**

This can include brochures, booklets, magazines, posters, flyers, banners, displays and information sheets. Printed literature is delivered through the post and/or made available at key locations or for specific events. Printed literature includes corporate publications and targeted information.

Although there is an emphasis on digital communications (most pieces of printed literature have a digital counterpart), printed literature still forms an important channel for communications.

## **Events and hospitality**

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

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

## **Meetings and individual contacts**

These are arranged to allow for general discussions, introductory meetings and follow up discussions and are organised on behalf of Members, senior officers and, when appropriate, individual departments.

## **Public consultations**

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

Many of the activities outlined involve a two-way flow of information between the organisation and its audiences, and consultation in its many forms also plays a key part in the City of London Corporation's work.

## Audience specific channels

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

Audience	Specific channels
Residents	City Resident magazine, Cityview magazine, Cityview online, Ward newsletters, e-shot, annual resident meetings, bi-annual estate meetings, new and social media, and other service specific material (printed and online)
Businesses	E-shot, CityAM adverts, Cityview magazine and Cityview online, social media, events including seminars, roundtables and conferences, meetings, and Ward newsletters
Politicians and relevant public organisations	1:1 meetings and contacts, range of events including seminars, roundtables and keynote speeches, set piece events, research reports, party conference activities, Cityview magazine and other relevant publications (e.g <i>An Indispensable Industry</i> )
Media	Social media in particular Twitter, regular 1:1 contacts, new releases, Cityview magazine
City workers	CityAM adverts, e-shot, Cityview, traditional, and social media
Londoners (who use our services)	Traditional and social media, Cityview, printed publications/guidebooks, local signage on specific sites, and other service specific material (printed and online)
The Livery	Livery briefings, Livery publications, and Livery Live online
Elected Members	Members' Briefing, briefing events, meetings, email updates
City Corporation employees	Intranet, email bulletins, e-leader, yammer, strategic briefings, Master Classes, Learning and Development awards



## 6. Communications Challenges and Opportunities

The following table provides details of the communications challenges and opportunities during the forthcoming year (2014/15). Key messages surrounding these areas will be targeted across all the City Corporation's audiences and be delivered through a variety of different channels.

Challenge/Opportunity	Actions	Date
Supporting the work to maintain the City's international competitiveness, including the relevant role of the EU Single Market	Promote policies to sustain and enhance the City's international competitiveness including: <ul style="list-style-type: none"> <li>● Visa policies</li> <li>● Tax policies</li> <li>● Regulation</li> <li>● Infrastructure, including Crossrail</li> <li>● Technology</li> </ul>	ongoing
Promoting and developing the City's role not just in the London economy but also in the UK and EU economy	Increase understanding of the City's role for the whole UK economy and as Europe's financial centre, monitoring EU developments	ongoing
Continuing to highlight the important role played by the creative industries in Tech City and beyond in the UK economy	Increase awareness of the work done across the organisation on employability, education, corporate responsibility support, economic regeneration and cultural opportunities.	ongoing

Challenge/Opportunity	Actions	Date
Promoting the City Corporation's work in partnership with London's communities, specifically on education and employability	Increase awareness of the work done across the organisation in partnership with London's communities to promote and widen educational opportunities, increase employability, and provide jobs and growth for all Londoners	ongoing
Promoting the City Corporation's role in contributing to London's culture, heritage and green spaces, including the ponds project at Hampstead Heath	Increase awareness of the City Corporation's work in the area of culture, heritage and green spaces, and implement the communications plan for the Hampstead Heath ponds project	ongoing
Promoting London as a global centre for social investment and philanthropy through better business practices	Increase awareness of the social investment market in London and the work of the City Corporation's social investment fund; support the Lord Mayor's work to encourage philanthropy in the City; promote good business practices in financial services.	ongoing
Preparing for Borough elections in 2014, General Election in 2015, and the London Mayor and Assembly elections in 2016	Promote the City Corporation to key stakeholders and audiences involved in upcoming local, London and national elections	In the run-up to each set of elections
Managing the City Corporation's reputation	Ensure departments are aware of reputational risks to the organisation.	ongoing

Challenge/Opportunity	Actions	Date
Encouraging the appointment of voters by City businesses	Create effective communications to ensure a successful outcome of the annual voter registration process.	December 2014 (and subsequently December 2015 and December 2016)
Continuing to monitor, engage with and expand the use of social media and other digital communications, including the website	Exploit fully the capabilities of the new website and further embed the use of new and social media across the organisation, especially monitoring how the City Corporation's reputation is affected in these media.	ongoing
Ensuring good and improving internal communications with Members and employees	Keep all Members informed of new policy developments. Continue to implement the internal communications plan.	ongoing
Furthering the City Corporation's transparency agenda	Improve transparency and increase understanding of the City Corporation's finances and governance.	ongoing
Supporting the work of the City of London Police as the lead force in the UK for combatting economic crime	Promote the work of the City of London Police as a national lead force on economic crime	ongoing
Responding to the triennial opinion polling of key audiences	Respond effectively to the outcomes of the 2013 opinion polling of key audiences	Spring/Summer 2014

Challenge/Opportunity	Actions	Date
Handling communications issues around the service-based review	Communicate to employees the ongoing service-based review, in the context of broader financial constraints.	ongoing
Handling any streetworks, highway management, and road safety issues	Communicate effectively the need for streetworks generally and the details of individual works, the importance of road safety, and street cleansing.	ongoing
Promoting the City Corporation's responsibility for public health	Increase awareness of the City Corporation's public health responsibilities and how residents, workers and businesses can engage with policy, particularly through the Health and Wellbeing Board.	ongoing

### **Horizon scanning: further communications challenges and opportunities 2014-2017**

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

## **7. Implementing the Strategy**

The Public Relations Office takes the lead in implementing the organisation's *Communications Strategy*, working with departments and Committees.

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

### **Embedding communications across the organisation**

The Public Relations Office is also responsible for embedding communications across the organisation. It is important that each department, when drawing up its own business plan, takes account of the *Communications Strategy*. One of the objectives during the period of this *Strategy* will be to increase the extent to which communications is embedded across the organisation. With this in mind, specific proposals will be set out and reviewed with Chief Officers during the first half of 2014; all the outcomes will be incorporated in subsequent versions of this *Strategy*.



## **2013/14 Communications Review**

Communications highlights throughout 2013/14 included:

### **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 a 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



## Annex 1

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.

## **City of London Corporation social media guidelines**

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

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

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

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

A full list of social media feeds run by the City Corporation can be found at [www.cityoflondon.gov.uk/social](http://www.cityoflondon.gov.uk/social).