

COMMUNICATIONS COMMITTEE
20 February 2012

**A meeting of the Communications Committee was held in
Committee Room 1, Civic Offices, 53 Hereford Street
on Monday 20 February 2012 at 11am.**

PRESENT: Councillor Yani Johanson (Chairman),
Councillors Sally Buck, Barry Corbett, and Jamie Gough.

IN ATTENDANCE: Councillors Broughton, Button and Chen.

APOLOGIES: An apology for absence was received and accepted from
Councillor Sue Wells.

The Committee reports that:

PART A - MATTERS REQUIRING A COUNCIL DECISION

1. DRAFT TERMS OF REFERENCE FOR THE COMMUNICATIONS AUDIT

The Committee considered the Draft Terms of Reference for the Communications Audit. Felicity Price gave the Committee a brief overview of the scope of the terms of reference.



COMMITTEE RECOMMENDATION

The Committee **recommends** that the Council:

- a) Approve the following amendments to the draft terms of reference scope to include, as outlined in red in **attachment 1** to this report:
 - reference to communication between departments so the “right hand knows what the left hand is doing.”
 - recommendations to improve relationships with the media
 - to determine whether the issues are with communications or the actions of the Council
 - informal and formal communication between Unit and General Managers and elected members
 - the way in which the ‘no surprises’ approach is addressed throughout the organisation
 - take into account other Council projects and surveys in similar areas including consultation and community engagement so there is no duplication of work
 - a rewording of the background section to show how communications are a vital part of disaster recovery and relate to our customer surveys and KPIs.
- b) Note that legal staff will provide a separate report to the Council regarding the contract with Felicity Price.
- c) Approve that the Communication Committee meet on a regular basis to receive updates on the progress of this audit and other communications issues identified.

COUNCIL 1. 3. 2012
Communications Committee 20. 2.2012

PART B - REPORTS FOR INFORMATION

2. DEPUTATIONS BY APPOINTMENT

The Committee received a deputation from David Lynch, regarding the Draft Terms of Reference for the Communications Audit.

PART C - REPORT ON DELEGATED DECISIONS TAKEN BY THE COMMITTEE

3. RESOLUTION TO EXCLUDE THE PUBLIC

The Committee **resolved** that the public be excluded from the following section of the meeting to discuss the details of the contract, under section 7(2)(e), to maintain professional privilege.

The meeting concluded at 1.51pm

Draft Terms of Reference

Christchurch City Council Communication Audit

Date: 30 January 2012

Owner: Tony Marryatt
Client: Christchurch City Council

Version No: 2

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1 Terms of Reference History

1.1 Document Location

This document is only valid on the day it was printed.

This document is located at:

1.2 Revision History

Date of this revision: 21 February 2012 This is the second draft.

Date of Next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
21 Feb 2012		Changes following comms committee	In red

1.3 Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Tony Marryatt		Chief Executive	30 January 2012	1

1.4 Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
Tony Marryatt	Chief Executive	30 January 2012	1
Lydia Aydon	General Manager Public Affairs	30 January 2012	1
Yani Johanson	Chair Communications Committee	16 February 2012	1
Diane Keenan	Communications Manager	1 February 2012	1
Communications Committee members	Committee members	16 February 2012	1

Terms of Reference

2. Purpose of Document

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success.

3. Background

Following public criticism of the way that the Council is communicating, The Chief Executive has commissioned an independent audit of the Council's communication to identify what is working well and what can be improved.

Council residents surveys show that a majority of ratepayers don't understand how council makes decisions and the percentage of people who say they feel informed about council decisions has fallen recently.

This review was planned for mid-2010 as part of the Communications Committee's terms of reference but as a result of the earthquakes the Council focus has been on other matters. Given recent public discussion about how the Council is communicating with its ratepayers, and that international research shows that communication is a vital part of disaster recovery, it is timely to initiate this audit.

4. Audit Definition

The purpose of this audit is to establish how the Council can best communicate in a way that meets the expectations of ratepayers and enables staff to do their jobs effectively.

It will do this by investigating what happens now and establishing whether this meets people's expectations within reasonable timeframes and cost and why.

Where expectations are not being met, or where there could be improvements in the way the Council communicates, the audit will make recommendations about what the Council can do to improve its communication within the resources available to it.

Recommendations are to be with the Chief Executive by 30 June, 2012

4.1 Defined Method of Approach

There will be three phases of work in this audit to be carried out over three months.

Research

The research phase will include but may not be confined to the following activities:

- A review of relevant Council documents, policies and procedures.
- Interviews with people with an interest in the way the Council communicates. This will include:
 - asking ratepayers what information they want, how they want to get it and how they would like to let the Council know what matters to them. This may be through phone, web-based and print surveys and focus groups.
 - interviews with external stakeholders including residents' and ratepayers' associations, community organisations, earthquake-related organisations, the media, the business community, retailers, developers, other local authorities, sports, arts and leisure groups.

- Interviews with Councillors, community board chairs, the executive team, a selection of unit managers and staff.

The research phase will also include an environmental analysis of the environment in which communication is currently occurring and consider the effects the city's sequence of earthquakes is having on the ability of the City Council to communicate. The research will also examine other issues that are known to affect communication in a post-disaster recovery period. These will include the level of trust across the various communication channels, and communication by the Council with other lead agencies in the recovery period, such as CERA and EQC.

The research will take into account other Council projects and surveys in similar areas including Consultation and Community Engagement so there is no duplication of work.

The audit document will not attribute comments and will maintain the confidentiality of those interviewed within the bounds of the law. However, the audit document may attribute comments where those interviewed have asked for their comments to be attributed. People participating in formal phone surveys are not identified.

Analysis of Communication channels and collateral

The audit will identify relevant existing communication channels and collaterals, including marketing collaterals. It will identify the purpose, relevance, reach and cut-through of each channel and collateral to their respective audiences.

Where the information exists, it will identify what is working well and what can be improved.

From the research phase it will identify what stakeholders may prefer to see in the place of any channel or collateral and why.

Analysis of Findings and Recommendations

Following the audit a report will be prepared detailing the effectiveness of current communication activity and making any recommendations for change. It will identify any plans, policies or procedures that need to change to allow for improved communication and will suggest practical, prudent ways to advance such changes.

4.2 Audit Scope

Within Scope

All of the communication activities currently undertaken by the Council are within scope. This includes the way that communication is carried out throughout the Council not only by the Communications team.

The audit will investigate:

- o The City Council's formal and informal approach to communication.
- o Informal and formal communications between Unit and General Managers and Elected members
- o Communication between departments within the Council so the "right hand knows what the left hand is doing."
- o Whether issues are with communications or the actions of the Council
- o The way in which the 'no surprises' approach is addressed throughout the organisation
- o Relationships with the media

- What the Council says about what and how it will communicate in its formal documents – eg: a communication strategy, policies and procedures.
- Which communication activities specified in these documents support the policies and work the Council has agreed in its annual plan and LTCCP and if any activities do not,
- The agreed Council communication processes and, if different, the processes that are actually used.
- The types of communication channels and collaterals the Council uses, with whom and why.
- How the Council knows that these channels and collaterals are the right ones to use and whether they are working or not.
- What the processes are for changing the way the Council communicates based on feedback.
- What controls are in place to ensure that Council communication meets planning, policy and budget requirements.

Out of Scope

- The personal performance of individuals.
- The structure of teams.

4.3 Project Deliverables and/or Desired Outcomes

- A review document which will include the audit findings and recommendations.
- Three appendices which include:
 - the detail of surveys including the questions asked.
 - Agreed key messages from interviews including the questions asked.
 - Analysis of channels and collaterals.

4.4 Considerations

The audit must:

- be accurate in its reporting,
- include a representative level of ratepayer participation,
- be respectful of those participating,
- be delivered on time and within budget.

The Council is operating in an environment of on-going earthquakes and fiscal constraint. As such recommendations need to demonstrate empathy with the day to day realities of life in a seismically active Christchurch. Recommendations must be fiscally prudent.

4.5 Exclusions

There are no opportunities to increase budgets. Any new communication activities recommended will need to be achieved through more effective ways of working or reprioritisation within current resource.

4.6 Assumptions

That:

- all information carried out as part of this audit is documented
- decision makers can meet the deadlines involved,
- interviews and feedback can be achieved in a timely manner,
- people are available to participate.
- Material may be open to requests for information under LGOIA

5 Project Organisation Structure

Client:	Christchurch City Council
Owner	Chief Executive
Independent reviewer	Felicity Price Wilma Falconer

6 Project Deliverables

1. Research report based on phone surveys from a representative sample of Christchurch citizens
2. Full audit report and recommendations for improvement of Council communication among its stakeholders.

7 Project Timeline

By March 8:	Agree on scope of audit, terms of reference, RFP for research companies, draw up list of interviewees
February 21 to May 31:	Conduct research and interviews of both internal and external stakeholders.
February/March	Conduct phone survey
February/March:	Ask (through the Press) for reader "share an experience" of council communication
From April:	Collate information, research findings etc and start work on report
30 June	Deliver report to CCC

8 Audit Controls

Control is with the Chief Executive for the operational conduct of the project and with the Communications Committee for its strategic direction. All control will be exercised through regular reports to the Chief Executive verbally and in writing as directed and through regular meetings with the Communications Committee or its delegated representative(s).

Work is to be delivered to agreed timelines and to a quality satisfactory to the Chief Executive.