

Corporate Relations Service Delivery Review Cover Note

A review of Council's Corporate Relations service was undertaken in 2021 by KPMG with the following scope:

1. Undertake a further review of the Communication Strategy (together with the Community Engagement Strategy) and provide recommendations.
2. Undertake a community engagement process to check against community expectations and provide recommendations on Council's communication and engagement channels, including digital and social media.
3. Undertake comparative analysis (using a set of agreed Council's) to review resourcing (human and financial) levels across each sub service and provide recommendations on Council's capacity to deliver priorities and strategic directions.
4. Evaluate current capacity to provide a focus on reputation management and public relations, in response to Council being placed into Administration in March 2021 and community research results.

In their final report KPMG provided a series of tactical, strategic and transformational recommendations:

Tactical Recommendations:

- TR-1 Include a new section in the weekly Community Update 'Submissions & Feedback' summarising recent consultation outcomes and related action plans.
- TR-2 Centralise all graphic design work into a single internal or outsourced role to release capacity.
- TR-3 Implement standard practice guidelines for hyperlinks and cross-referencing in communications content.
- TR-4 Review and uplift the project Consultation and Community Plan template to enhance its functionality.
- TR-5 Streamline stakeholder approval processes to allow for a more agile approach considering the level of risk for different types of communications channels and content.

Strategic Recommendations:

- SR-1 Crisis settlement and mid-term approach
- SR-2 Map your stakeholders and understand their needs.
- SR-3 Redesign the Corporate Relations services
- SR-4 Establish a Corporate Relations governance framework
- SR-5 Uplift Communications and Community engagement strategies.
- SR-6 Develop a council-wide social media approach

Transformational Recommendations:

- Develop a Customer Experience and Channel Strategy.
- Design and Implement a Customer Experience Platform.

The review also proposed three investment considerations around headcount, capability and workload prioritisation.

The final review report was considered and adopted at the 10 November 2021 Council meeting.

Recommendations are to be implemented by December 2022.