

# ACMO REPORT

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ANGLICAN COMMUNICATIONS  
AND MEDIA OFFICE  
FOR GSTHW 2018

'Jesus Christ has called every member of our Anglican Communion to share with others the most exciting and important Good News of all time.

Therefore, communicating is at the very heart of our identity and calling as Christians."

# IN THESE ISLANDS

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We will tell the stories of our diverse Church living out the 5 marks of mission of the Anglican communion.

- **Our Tikanga identities are honoured,**  
we strive to uphold authentic voice in the languages of our people.
- **We choose to stay together in our diversity,**  
modelling generous listening as the Body of Christ.
- **We strive to offer truth with transparency,**  
we have confidence in the integrity with which we tell our story.
- **We are immersed in communities - vital and alive,**  
we make space and resource for communicating in many forms of expression.

# THE GOOD NEWS

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## KEY OUTCOMES TO 2018

- Communication has focused on a quality 3-issue per year Anglican Taonga print magazine and a regularly updated Anglican Taonga website, with occasional press statements.
- The trial of a Synod/Hinota Facebook page
- The success of the Videocon network across the church- 23 sites/ 100+ accounts/ 1000+ mtgs per annum.
- Team has provided high quality engagement with mainstream media as required.
- The employment structure of the staff has been regularized and accountabilities clarified.
- Monthly staff videos to plan workload and review.
- An editorial oversight group consisting of members with significant expertise and experience has been established and is now functioning with at a high level of engagement.
- Full review of provincial comms approach and re-structure proposals developed.

See appendix 1 for more information

### **TITLE B/ CANON XIX**

*The communications and media role of the ACMO is expressed as: "serving the General Synod / te Hīnota Whānui, the General Synod Standing Committee, the Office of the Primate, and the House of Bishops, and being available to the wider church."*

# OUR THANKS

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## TO THE ACMO STAFF AND ADVISORY GROUP

General Synod Standing Committee, Primates and provincial bodies of this Church continue to be indebted to the small hard-working creative team who make up the Communications office (1.6 EFT's).

Our Media Officer **Lloyd Ashton** has worked extended hours in often demanding situations to get stories and images central to the life of our Church onto our website as quickly as possible. For example, his extensive coverage of the final journey and tangi of the late Archbishop Brown Turei, and the coverage of the ordination to the episcopate of Bishop Henry Bull on Vanua Levu, Fiji.

**Julanne Clark-Morris** has continued to edit both the web site and the print version of Anglican Taonga to an exceptional, internationally recognised standard. Her writing and photographic skills are readily apparent across both media. Her commitment to moving the provincial communications resource towards platforms that are accessible and used most frequently across the Church and the societies that make up our province is indicative of both her creativity and professionalism.

The Reverend **Jayson Rhodes** served on contract as Communications officer specifically in the area of media liaison and management, often responding on behalf of the Church to some very difficult challenges. Jayson has moved to the UK to serve as Chaplain to the Bishop of Lincoln. We are grateful for all his hard work and professionalism.



**Jane Reeves** is a freelance television producer / director based in Auckland. Over the past 20 years she has researched, directed and produced numerous documentaries and series for TVNZ, TV3 and Māori TV. In 2014 Jane co-launched a new company called Tellyvise. Their projects include series for television as well as corporate videos.



**Janet Wilson** has more than thirty years combined experience as a journalist, producer and communications specialist. As a journalist, Janet Wilson has worked in New Zealand, Australia and the United Kingdom, in television, radio and print. The last several years Janet has run her own media advice company, specialised in regularly providing media and presentation training as well as strategic and crisis advice.



**Fe'iloakitau Tevi** works as a consultant to the governments of Solomon Islands and Vanuatu, assisting them in developing sustainable development policies and brings with him a wealth of experience in diplomacy, international relations and civil society activism and advocacy. He is trained in diplomacy and international relations, and has worked for churches for a number of years, both in Geneva, Switzerland and also in the Pacific.



**Roy Pilott** is a Hamilton-based PR consultant who provides media and communication advice and expertise to a range of clients at both provincial and national level. Mr Pilott has held editorial positions at both the Waikato Times and Taranaki Daily News.



**Chris Wikaira** is a Director of BRG. He provides specialist Māori communication, media and political advice and analysis. An award-winning journalist with an unrivalled reputation among politicians, business and the public service, he has a particular ability to be able to identify and analyse complex kaupapa Māori issues. Chris's tribal affiliations are Ngāti Maniapoto, Nga Puhi and Pākehā.



# HOWEVER, THE LANDSCAPE HAS CHANGED

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“For centuries, church leaders stood in a pulpit and preached at a congregation. Now it’s about relationship, conversation, dialogue.”

- Rev Arun Arora, CoE Director of Communications

The current communications and media structure and staffing configuration has been in place, largely unchanged, for some years.

**Meanwhile communication expectations, needs and platforms have changed significantly during this period.**

See appendix 2 for more information.

The editorial oversight group, along with General Secretary Michael Hughes, and the Primates, represented by Archbishop Philip Richardson has undertaken a strategic review of the needs, delivery of functions, and structure, and put recommendations to the GSSC.

See appendix 3 for more information.

# DIGITAL, MOBILE, VISUAL

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“For faith organisations and communities, lack of digital literacy these days means you don’t exist.”

- Heidi Campbell, Associate Professor at Texas A&M University

88% of the NZ population use the internet

- 1 in 4 subscribe to digital content
- 2.8m visit social media in a month  
(88% of the online population aged 15+)

Video made up 64% of consumer internet traffic in 2014, with analysts expecting this to rise to 79% by 2018.

**In order to fully support the Church’s communications the current structure of the ACMO will be changed.**

**There is a wish to leverage off a history of excellence, exhibited in a magazine and website which is highly respected and regarded for its content and quality. The aim is to gain even more effective communications outcomes than current print and website alone, based on good research and data about current and potential usage of platforms.**

# A HIGHLY- FUNCTIONING ACMO OFFICE WILL:

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- Offer content in a timely manner
- Deliver across media forms, and channels
- Practically support a large team of content contributors, and provide more user-driven content, responsive to the range of voices throughout the Church.
- Present a credible church, that can influence society through the media
- Offer hope to all
- Collaborate across autonomous dioceses, amorangi, provincial bodies, and working groups.
- Provide an Anglican Christian perspective on social issues
- Work intentionally and proactively to a guiding strategy.

Some specialist functions may be contracted out, and the actual roles and functions of the ACMO more aligned to those identified by the reviewed strategic direction.

## **APPENDICES**

*1 ACMO extracts from GSSC reports*

*2 Research presentation on platforms*

*3 Restructure Proposal - Feb 2018*

## 1 ACMO - Excerpts from reports to GSSC

July 2016.

### (d) **Communications**

A videoconferencing update report was received. The Editorial Reference Group meets with the Staff Team on 23 August.

**Moved** by Mr David Kendall/seconded by Archbishop Philip Richardson, that GSSC contacts all boardroom solution and multiple soft solution owners of each Diocese/Hui Amorangi to appoint a local champion to be responsible for its VC units. **Agreed.**

Sept 2016.

### **d) Anglican Communications and Media Office (ACMO)**

☑ Editorial Reference Group met with Staff Team on 23 Aug.

☑ Group seeks advice on GSSC Meeting reporting policy - can reporters be present, or interview members following meetings, or wait for minutes?

☑ GSSC is accountable to the Church, like GSTHW. A Taonga reporter present will make us be clearer.

☑ When we finish today, what do we report to the media? We should not delay the outcomes of this meeting. Ask who should know first?

☑ We have stories and we are accountable to the Church. Traditional view is that Primates speak for the Committee/Church.

☑ If GSSC is meeting, it should have a story in Taonga. Media Officer was present at GSSC meetings 13 years ago.

☑ Could pick 3 high points to be fed to Taonga after the meeting.

**Moved** by Dean Jo Kelly-Moore/seconded by Rev'd Jo Crosse, that GSSC invites Taonga staff to be present for our meetings and report as with GSTHW, and if not present, we will highlight items for the Chair to discuss with Taonga reporters. **Agreed.**

Feb 2017.

**ACMO (Anglican Communications and Media Office).** Editorial Reference Group meets with Staff Team 28<sup>th</sup> Feb. Fourth quarter 2016 video conference usage report received.

July 2017.

**d) ACMO (Anglican Communications and Media Office).** Editorial Reference Group strategic planning meeting held 1/7/17. 1<sup>st</sup> quarter 2017 video conference usage report received. Refer to Ms Wilson's visit on page 2.

And

### DISCUSSION ABOUT MEDIA/COMMUNICATIONS

Welcome to Ms Janet Wilson, experienced media advisor and member of the Anglican Communications and Media (ACMO) Editorial Advisory Group. Archbishop Richardson asked that GSSC go into committee to discuss communications, and the context of the changes we are facing.

Rev'd Michael Wallace offered to excuse himself, as he is married to a member of the communications team. Rev'd Wallace was thanked for making people aware of this, but it was felt he could participate fully in the discussion.

**Moved** by the Chair, that GSSC go into committee at 10.30am. **Agreed.**

*Out of committee 11.15am*

Ms Wilson was thanked, and asked to convey to the Editorial Advisory Group the GSSC appreciation for coming to report and consult.

Sept 2017.

d) **ACMO (Anglican Communications and Media Office)**. Editorial Advisory Group met in July, and will meet with Staff Team on 31<sup>st</sup> Oct.

2<sup>nd</sup> quarter 2017 video conference usage report received. Usage continues to grow, and technology continues to improve. Software is continuing to develop into a web-based hub, so future hardware costs will be significantly lower. At the time of re-investment, GSSC will have options brought to it.

An additional confidential document was circulated.

The Rev'd Wallace declared his conflict of interest. He will withdraw if discussion requires that action.

**Moved** by the Chair to go into committee at 9.35am. **Agreed.**

**Moved** by the Chair to come out of committee at 10.07am. **Agreed.**

**Moved** by Mr Graham Miller/seconded by Rev'd Sione Ulu'ilakepa, that GSSC adopts the recommended ACMO strategy. **Agreed.**

# This is the world we're in....

## **88% of the NZ population use the internet**

- 1 in 4 subscribe to digital content
  - 2.8m visit social media in a month
  - 6 in 10 read news content online
  - 3.1m own a mobile device
- (88% of the online population aged 15+)

Twenty-first century communication has changed how we connect to the world in **three essential ways: connectivity, authenticity, and style**

US Conference of Catholic Bishops have moved to a digital model.

*“If you're going to evangelize, you need to reach people where they are.”*

*“For faith organisations and communities, lack of digital literacy these days means you don't exist.”* Heidi Campbell, associate professor of communication at Texas A&M University

# SOCIAL MEDIA

- The new public square
- A consensus on best ministry practice remains elusive
- It is not about technology & tools, it is about people – **social media is a conversation**
- You must be authentic, responsive, and relevant
- SM content is trusted more than website or non-digital content

# THE 4 BIG PLAYERS



## FACEBOOK

1.4bn active users (2.9m)  
Public notice board /  
Family & friends connect



## INSTAGRAM

300m active users (1.2m)  
Original content spreads /  
Capture moments



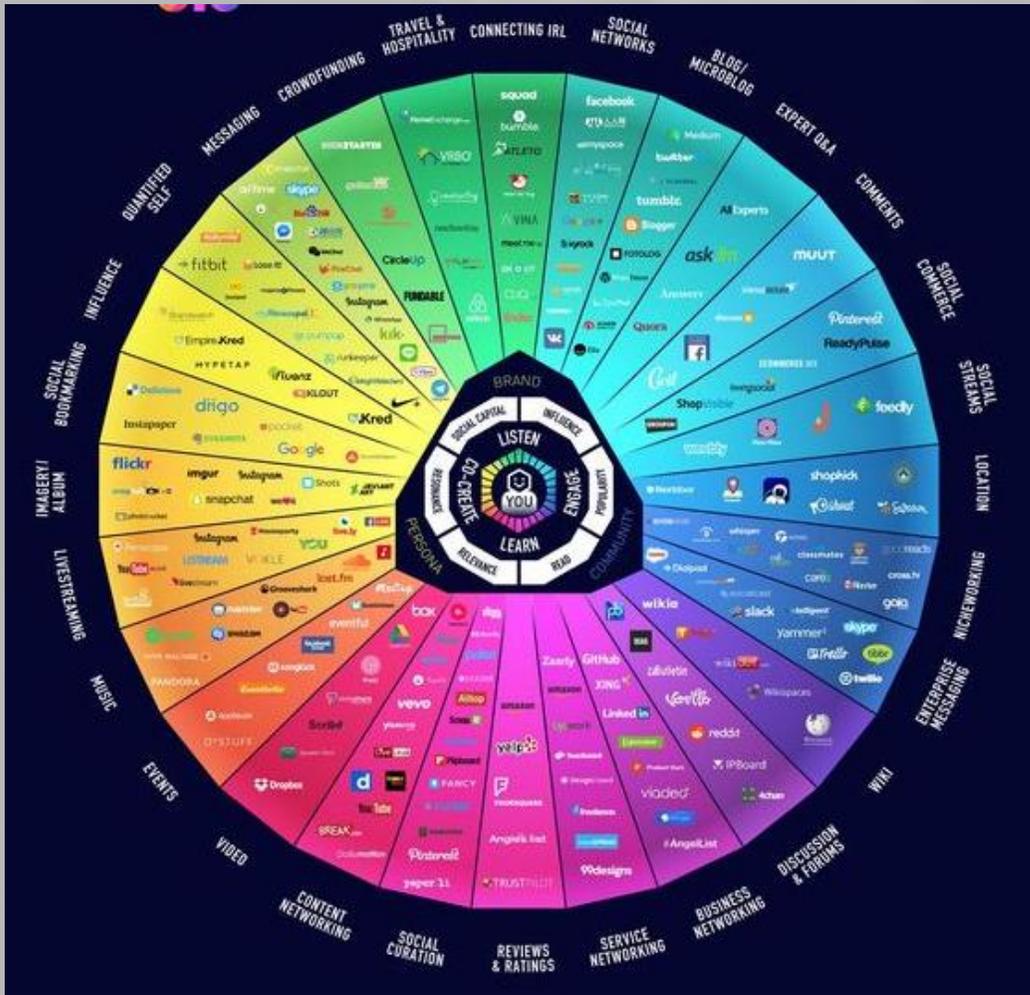
## TWITTER

332m active users (330k)  
Real-time news /  
Connect w. strangers



## YOUTUBE

1bn active users (2.5m)  
Share videos /  
Become a star



And there is so much more



## TRENDS

- refinement of choices
- digital video > social networks
- storytelling stands out
- longform original content
- mobile devices over desktop

CONTENT HAS GONE  
DIGITAL & MOBILE

## IDEAS OUT THERE

Last month the Catholic church in England and Wales updated the medieval manuscript *Ars Moriendi* (The Art of Dying) for the digital age with [a website](#) featuring animations and videos for people entering the final stages of life and their families.

[Pope Francis](#) has attracted more than 10 million followers on Twitter in four years, posting messages in nine languages, and personally approving each tweet before it is launched.

The C of E has launched a website, [A Christmas Near You](#), with details of more than 34,000 carol services across the country. It includes full details of which services offer refreshments alongside *O Come, All Ye Faithful*

Muslims have a huge range of apps to choose from, including quotations from the Qur'an, directories of halal restaurants and other businesses, prayer times and Mecca-finding apps.

The diocese of Lichfield appointed the [church's first online pastor](#) this year, a move that other dioceses were likely to follow, said Lewis.

Jews can watch videos about Judaism on YouTube's [TorahChannel](#)

### **3. ACMO – Anglican Communications and Media Office - Restructure Decision Proposal, February 2018**

#### **Introduction:**

The communications and media role of the ACMO is expressed in Title B/ Canon XIX as: “serving the General Synod / te Hīnota Whānui, the General Synod Standing Committee, the Office of the Primate, and the House of Bishops, and being available to the wider church.”

And its Key Functions are: Proactive profiling to society, Media Liaison, Internal Communications, Internal Accountability, Strategic Communications and Media Advice Services, Communication Education and Media Training, and Consultancy.

Communication has focused on a quality 3-issue per year Anglican Taonga print magazine and a regularly updated Anglican Taonga website, with occasional press statements. In the past few years the employment structure of the staff to support that delivery has been regularized and accountabilities clarified.

An editorial oversight group consisting of members with significant expertise and experience has been established and has undertaken a strategic review of the needs, delivery of functions, and structure, and recommended a way forward to the GSSC, based on 5 key principles.

#### Principles:

1 Use resources more effectively – the current print version of Anglican Taonga is highly regarded and valued but it is an extremely expensive to produce 3 issues per year in its current print format, and it is largely appreciated by an older demographic. So, is the church getting the greatest benefit for the financial investment? And is there a smarter way to produce magazine content?

2 Diversify media sources – across the Church there are a large number of stories that can be and need to be told, but they are so numerous, varied, and widespread across all three Tikanga that current staffing resources and strategies cannot possibly do justice to this potential. Need to give clear accessibility to various forms of content, and a gateway to Anglican agencies.

3 Be proactive and bold – the Church has important messages to communicate, e.g. speaking proactively and credibly on a range of social justice and faith issues across the nations that make up this Church; sharing good stories and getting in front of hard stories.

4 Offer unique Anglican perspectives – more timely, effective storytelling and messaging is needed across a range of media platforms (principally digital) that present a strong visual brand to bring our stories to a demanding and evolving audience.

5 Offer intentional support to Primates and other Leadership – the Church needs to be able to respond better to the ‘unexpected’ and often challenging media enquiries at provincial and episcopal unit levels, which requires specialist and careful resourcing.

GSSC proposes to restructure the ACMO roles and platforms to reflect the following drivers for change.

### **Drivers for Change**

There are 7 key drivers for the ACMO restructure:

- 1 Communications expectations, needs and delivery platforms have changed significantly over recent years, demanding a greater timeliness in communication/ story telling.
- 2 There is a need to deliver communications, information, resources, and media engagement in the light of contemporary needs in additional and new ways not already provided, through an integrated multi-media platform that allows a faster and more diversified content stream, and incorporates emerging mobile, digital, and video media.
- 3 There is a need to put extra resources into training, developing and equipping a larger 'team' of reporters/ story tellers/ content creators, to produce a broader range of stories.
- 4 There is a need to resource an expanded creative editing/ story directing role to service and support the larger team of writers and a greater number of stories.
- 6 There is a wish to leverage off a history of excellence, which is highly respected and regarded for its brand/ content/ quality, to gain even more effective communications outcomes than current print and website alone, based on good research and data about current and potential usage of platforms.
- 7 There is a need and a desire to include specific Maori, Pasifika and 3T worldviews/ perspectives/ cultures in all communications.

In order to fully support the above drivers and provide sustained stakeholder focussed outcomes for the Church's communications the current structure of the ACMO will be changed. The ACMO will become more responsive to all stakeholder needs, and be structured to respond in a timelier manner, communicating across a wider range of digital platforms, drawing from a larger team of writers/ content creators. Some specialist functions may be contracted out, and the actual roles and functions of the ACMO more aligned to those identified by the reviewed strategic direction.

### **Decisions**

Develop an integrated multi-media digital platform, incorporating social media and video, to replace the current websites - Anglican Taonga, Anglican.org, and link with Anglican Prayer book and Social Justice Resources.

Move to an annual 'best-of' print magazine from the current 3 issues per year.

Disestablish the position of full-time Media Officer.

Disestablish the position of part-time Taonga Editor.

Revise the role of Media Liaison.

Establish a 0.5 EFT Strategic Team Leader role, to provide overall strategic leadership, assign appropriate support and priority to stories, and enhance collaboration across the team.

Establish a revised 0.15 PR/Media Liaison role.

Establish a 0.5-1.0 EFT Creative Editor role, to provide string editorial input across a range of platforms.

Establish 2 x 0.5-0.75 Content Creators (writing/ video/ pictures) working across Tikanga.

Develop a 'team' of content contributors/ story tellers across Tikanga, Episcopal Units, and Church Organisations (quid pro quo/ contracted).

### **Organisational Diagrams:**

Current Structure –



Proposed Structure –



(These roles could be combined in various ways into various positions).

### **Impacts:**

#### **Staff**

The following positions will be disestablished –

Full-time Media Officer.

Part-time Taonga Editor.

The position of Media Liaison will be revised.

Total 1.90 EFT.

The following new roles will be established –

Part-time Strategic Team Leader.

Part-time Creative Editor.

Part-time PR/ Media Liaison.

Part-time Content Creators.

Team of Content Contributors.

Total 2.15 – 3.15 EFT.

**Consultation and Feedback Process:**

All staff and key stakeholders will be consulted and written feedback sought, assessed, and incorporated into this document.

**Implementation:**

An implementation plan will be developed for any outcomes or decisions resulting from the consultation.

**Timeframes:**

The following indicative timeline is anticipated for the role restructure. Platform restructure will follow and partly be the responsibility of new role holders. These dates are subject to change.

February 20 – consultation with staff and consideration of feedback by 27/2.

February 27 – Editorial Group finalise this plan.

March – GSSC ratify this plan.

May - implementation commences.

June – implementation of roles restructure completed. Platform restructure to parallel and follow.

Monitor and review of implementation at 3, 6 and 12 months.