ESSEX FIRE AUTHORITY

Communication and Engagement

FINAL

Internal Audit Report: 1.16/17

6 January 2017

RSM

CONTENTS

1   EXECUTIVE SUMMARY

1.1 Background

An audit of internal communication and engagement arrangements at Essex Fire Authority has been carried out as part of the approved internal audit plan for 2016/17, to provide assurance that internal stakeholders have been appropriately informed regarding the impending changes due to Programme 2020.

Programme 2020 is the Authority's transformation and change programme for the Service.

An engagement strategy and a corporate communication strategy have been developed to support the Service's vision and values. They set the guiding principles that the Service will follow to deliver effective communications from 2016-2020. Additionally, a Programme 2020 communication plan has been developed to specifically support Programme 2020.

A cultural shift requires time to be embedded into an organisation, the service must continue to reinforce steps to promote employees engagement in the process to ensure the change is effected within the given timeframes.

The internal stakeholders include 1,500 fire service employees located at Head Quarters, Fire Stations and Fleet workshops, of which 75 percent are operational staff.

1.2 Conclusion

The Service has set up a coordinated approach to managing communication with its internal stakeholders. During the course of the audit we identified three medium and three low priority management actions.

**Internal Audit Opinion:**
Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed and consistently applied.

However, we have identified issues that that need to be addressed in order to ensure that the control framework is effective in managing this area.
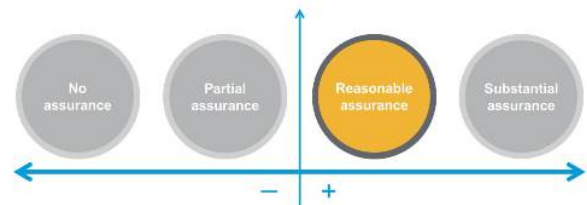
1.3 Key findings

The key findings from this review are as follows:

- We reviewed the ongoing communication delivered to the employees and confirmed that the communications are delivered on time and in a clear format containing accurate information. The communication channels are selected based on stakeholder analysis. Managers are informed and briefed on all updates and have received training on how to deliver messages effectively to staff. There are multiple communication channels that suit all types of employees to encourage them to voice their opinion. The service has worked hard to implement and facilitate intranet news forums via eWeekly and Daily News, Your voice workshops, discussion boxes on the intranet and direct email to programme 2020.

- We reviewed the Engagement Strategy and the Corporate Communication Strategy against Programme 2020's aims and values and confirmed that they were aligned. We confirmed that the employee engagement survey results 2015 have been used to inform and update the content of the strategies. However, we identified that the strategies do not include version control, date of last review or body who have approved the strategy. There is a risk that the strategy may not reflect current practice. **(Low)**

  We noted that approval of the strategies was included as part of an informal Service Leadership Team meeting but the decision was not subsequently ratified at the next scheduled formal meeting. It is important that all decisions made by the Service Leadership Team are formally approved and documented as they are the primary forum to oversee the strategic direction of the serviced and the effective management of organisational performance at a corporate level. There is a risk that key decisions may not withstand external scrutiny if they are not formally documented. **(Medium)**

- We tested the linkage between key documents of Programme 2020, Gantt milestone document, road map of Programme 2020 and Programme 2020 communications delivery plan and noted that for the three project activities tested there were no project reference numbers and projects were named inconsistently between documents. There is a risk that not all activities from Programme 2020 are included in the communication delivery plan which may lead to communication not being delivered in line with the engagement strategy and the corporate communication strategy. **(Medium)**

- We reviewed the reporting structure in place to monitor progress of the implementation of Programme 2020 and identified that the Programme board currently has no terms of reference in place. It is important that members understand the Board's frequency of meetings, what constitutes a quorum and upward and downward reporting lines, this will ensure that monitoring is carried out and reported to the right places and decisions are made by the right people. There is a risk that Programme 2020 will not have regular meetings, key decisions made may not be challenged and reporting may not be addressed to the right level of governance. **(Medium)**

Staff Internal Communication Survey

- We reviewed the results of the internal communications and engagement survey. There were 256 respondents, with 53 per cent from operational staff and 47 per cent support staff. This represents a 17 per cent response from Essex County Fire and Service staff.

- The results showed that respondents preferred their communications delivered via the intranet and face to face meetings, with 75 per cent of respondents preferring face to face with managers. Receiving information about Programme 2020 and training and career development was ranked highly at 63 and 73 per cent respectively. 72 per cent of the respondents were very or fairly satisfied with internal communications. We found that the survey results were supportive of the communication channels used by the service and comments made by respondents were in general positive. Full details of the survey results are in appendix C.

1.4 Additional information to support our conclusion

Risk	Control design*	Compliance with controls*	Agreed actions		
			Low	Medium	High
To ensure that internal stakeholders have been appropriate informed regarding the impending changes due to Programme 2020.	0 (9)	5 (9)	3	3	0
Total			**3**	**3**	**0**

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

1.5 Additional feedback

Suggestions for improvement

Format for the Programme 2020 delivery communications

The Programme 2020 delivery communications plan is currently in Microsoft word format. Given the expected increase in the number of actions to be included in the plan we suggest that the format is changed to Microsoft excel format. This will allow easy analysis of data included in the plan.

Gantt milestone document

The Gantt milestone document that informs the Programme 2020 delivery communications plan and noted that the completion dates contained in the document were based on physical completion dates of actions identified.

The communication required to inform internal and external stakeholders of an intended action covers a wider period than contained in the Gantt milestone document and can vary depending on the nature of the action and is not currently included in the Gantt milestone document.

We would suggest that the communication timelines be over laid onto the Gannt Milestone document to allow a complete project timescale to be viewed. This would enable an easier format for tracking project progress and decrease the risk that key messages regarding communication are not delivered in the appropriate timeframes.

2 ACTION PLAN

Categorisation of internal audit findings	
Priority	**Definition**
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The table below sets out the actions agreed by management to address the findings:

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
Risk: To ensure that internal stakeholders have been appropriate informed regarding the impending changes due to Programme 2020.					
1.1a	We reviewed the Engagement Strategy and the related Corporate Communication Strategy, both established to guide engagement and communication with internal stakeholders. We identified that they did not evidence the date of last review, level of approval, approval of strategy by governing body or the version control number.	Low	The Service will ensure that the Engagement Strategy and the Corporate Communication Strategy are reviewed and updated annually with relevant themes from the annual staff survey. The strategies will include a version number and will be formally approved by the Service Leadership Team.	February 2017	Head of Marketing and Communications
1.1b	From our review of the approval process for Engagement Strategy and the related Corporate Communication Strategy we identified that the strategies had both been approved at an informal meeting of the Service Leadership Team but the decision had not been ratified in the next formal meeting.	Medium	The Service Leadership Team will ensure that all decisions made by them at informal meetings are ratified in the minutes of the next formal meeting.	February 2017	A/CFO

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.2	We sampled three project activities to test the linkage between key documents used to implement and guide Programme 2020 (Gantt Milestones, Road Map of structure, Programme 2020 Communication Delivery Plan). We found that none of project activities had been allocated a project ID by the Project 2020 team. For all three samples there was a different naming convention for the project activity. Two out of the three samples could be traced between the key documents, though this was with difficulty.	Medium	The Programme 2020 team will ensure that all projects have unique identifiers and that there is clear and consistent linkage between the key documents.	February 2017	Assistant Director of Programme 2020
1.3	We reviewed the format and content of the Programme 2020 delivery communications plan to ensure that it was appropriate to deliver against the objective of Programme 2020. We found that it could not be linked to the Gantt milestone document as it did not include project IDs. There was also no column to report against the effectiveness upon completion of the action, ie effectiveness of the communication.	Low	The Service will include the following columns in the Programme 2020 delivery communications plan: • Project ID that links to the Gantt project milestones document. • Evaluation of effectiveness of the communication. In addition, to ensure consistency standardised project names will be introduced.	February 2017	Assistant Director of Programme 2020

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.4	We identified that Terms of Reference for the Programme Board have not been established, and there are a number of areas that are currently not covered.	Medium	The Programme 2020 team will develop Terms of Reference for the Programme 2020 Board that include details as per the approved in the Programme 2020 governance document. In addition it will include the frequency of meetings, number for a quorum and reporting structure for governance. This will be approved by the relevant governance body.	March 2017	Assistant Director of Programme 2020
1.5	We reviewed the Your Voice forum used to deliver face to face communication to employees via workshops held throughout the district. A review of the effectiveness of the Your Voice forum would benefit the organisation.	Low	The Director of Transformation will analyse the effectiveness, to include a review of lessons learnt, of the Your Voice forum and advise on improvement if necessary.	September 2017	Director of Transformation and OD

3 DETAILED FINDINGS

This report has been prepared by exception. Therefore, we have included in this section, only those risks of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
Risk: To ensure that internal stakeholders have been appropriate informed regarding the impending changes due to Programme 2020.						
1.1	The Engagement Strategy was developed alongside the Corporate Communication Strategy and both have been used to implement Programme 2020. The Engagement Strategy and the Corporate Communication Strategy should be approved by the Service Leadership Team. The strategies were written by Corporate Communications and was based on the staff engagement survey held in 2014., communication best practice, industry benchmarking and research and the Corporate Strategy and IRMP.	Yes	No	We reviewed the engagement strategy and found its values to be in line with Programme 2020. We noted that the Engagement Strategy was forward looking using lessons learnt from the past. It set a positive tone for the way the organisation would engage now and in the future. We were advised that the Engagement and Communication Strategies had been verbally approved during an informal meeting. There was no ratification of approval documented in formal meeting minutes. Where key decisions are made at an informal meeting it is important that these are ratified at the next formal meeting. There is a risk that there will be no record of decision and the currency of the decision would questionable and could lead to future challenge. We confirmed that the document is reviewed annually based on the results from the staff engagement survey. We have assessed that the frequency of review is adequate given the dynamic nature of communications. However, we noted that the Engagement Strategy does not document the level of approval, the frequency of review required or the version number of the document. There is a risk that review may not take place and current practice may not reflect the strategy. We obtained a copy of the 2015 staff engagement survey to ensure that concerns raised by employees were considered	Low Medium	The Service will ensure that the Corporate Communication Strategy and the Engagement Strategy are reviewed and updated annually with relevant themes from the annual staff survey. The Corporate Communication and Engagement Strategies will include a version number and will be formally approved by the Service Leadership Team. The Service Leadership Team will ensure that all decisions made by Service Leadership Team at informal meetings are ratified in the minutes of the next formal meeting

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
				and included when updating the engagement strategy We found that of the ten bottom results which identified areas of concern, the key issues were those linked to: a) Communication and change management b) Employee's feeling undervalued. c) Pride and advocacy of employee's roles We compared the results of the 2015 staff engagement survey to the Employee Engagement Strategy 2016–2020 and found that the Employee Engagement Strategy approach and strategies had been built around four enablers, • Empowering leadership, • Engaging managers, • Integrity, and • Encouraging an employee voice.		
1.2	Programme 2020 is summarised in the publication Leading the Way to a Safer Essex which contains the following themes: • Change in service delivery. • Fall in the number of call outs. • Expected reduction in funding. This informed the development of the public consultation process with various options for selection. The consultation exercise resulted in the selection of preferred option two. The required changes to implement Programme 2020 consultation option two would see a reduction in watch-based whole time firefighters, a net	Yes	No	We obtained and compared a copy of the programme 2020 Leading the way to a safer Essex with the preferred option two from the consultation document and confirmed it was included in the agenda item 13 from the Essex Fire Authority for meeting dated 8 June 2016. We reviewed option two in the agenda and confirmed that the change agreed to the consultation document and the key themes in the Programme 2020 Leading the Way to a Safer Essex document. We selected a sample of three changes to be implemented from the consultation document option two. We tested the three samples to ensure that they were included in the Gantt chart, road map and Programme 2020 delivery communications plan. We found that although all three were included, however, we noted that the naming convention of the items selected varied between the three documents which	Medium	The Programme 2020 team will ensure that all projects have unique identifiers and that there is clear and consistent linkage between the key documents.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
	increase in On-Call firefighters, removal of a number of Pinzgauer appliances and the removal of the second fire engine from a number of stations. The activities are displayed in a draft road map, which contain overarching areas: • People and leadership. • Protection prevention response. • Public value and collaboration. The Programme 2020 consultation option 2 is included within the Protection prevention response section, identified as Option 2 within programme tasks. In addition this has been translated into a series of activities that are documented in a Gantt Chart. The project areas identified in option 2 of the Road map and the Gantt Chart are also linked to the Programme 2020 delivery communications plan which gives the actions required for delivery of the milestone.			made them difficult to identify. The Programme 2020 team has not allocated a unique ID tracker to use between documents to ensure that tasks from the Option two are included. There is a risk that not all actions from Option two are included in the Gantt chart and Programme 2020 delivery communications plan and that information is not disseminated to staff in accordance with the Engagement and Corporate Communication Strategies. The use of a unique ID will make tracking of projects and reporting against projects easier, as the volume of projects undertaken increases.		

| 1.3 | The Programme 2020 delivery communications plan contains a narrative section which includes background information and the three themes from Programme 2020:

• People and leadership.
• Prevention protection and response.
• Public value and collaboration.

It also includes the communication matrix from the corporate communication strategy and high level phasing of identified activities, sub divided by programme tasks which aligned with the programme road map.

The communication team are included at project planning level as part of the completion of the Project Initiation Document (PID) to advise on appropriate communication channels for the development of projects. The exchange of information is used to inform the communication actions included in the Programme 2020 delivery communications plan.

The PID is updated to include communication team input and is signed off and agreed prior to moving ahead. The Programme 2020 governance document gives authority to the communication team to select the best channels of communication based on their expertise and the stakeholder group to whom the communication is to be | Yes | No | We obtained a copy of the Programme 2020 delivery communications plan. We confirmed the headings included:

• When – Date of action,
• What – programme/project stream, activity,
• Why – Purpose of communication,
• Who – Audience,
• How to evaluate effectiveness,
• Status.

We confirmed that the Communications Manager is responsible for completion of all actions. We assessed that quality of information included in the plan and confirmed that it was clearly documented and was sufficient to implement the actions. In addition the actions included were specific, measurable, related to specific projects and were time based.

We identified through discussion with the communication team that the effectiveness of the communication is being measured by ad hoc verbal updates, but a record of the conversations or the outcomes is not consistently recorded. The Programme 2020 delivery communications plan states that the service will manage the approach and test the communications throughout the implementation of Programme 2020 to inform the development of the approach and this may drive any improvements which can be made as an ongoing process.

There is a risk that the current approach to updating feedback and analysis of whether improvements could be made to the communication channel is not as efficient or effective as it could be and may result in key messages not being delivered in a cost effective manner.

We confirmed that all actions were updated when complete and by review of the Programme 2020 delivery communications plan that there were not any overdue actions.

We tested a sample of 5 completed actions to ensure there was appropriate information included to confirm that communications had been delivered as stated in the action | Low | The Service will include the following columns in the Programme 2020 delivery communications plan:
• Project ID that links to the Gantt project milestones document.
• Evaluation of effectiveness of the communication.

In addition, to ensure consistency standardised project names will be introduced. |

	delivered.			plan to the specified target audience. We noted the following additional areas of improvement in the formatting of the plan. • A column could be added with a project ID to link the plan to the Gantt project milestones document. • Given the additional columns to be included in the plan we would suggest the use of a excel format. We reviewed the communication team involvement in project development. We confirmed with the Communication Manager that the communication team were included in the PID for the project Appliance Removal & Employee Relocation Project and that the information to inform the actions included in the Programme 2020 delivery communications plan. We confirmed that the PID included feedback from the Communication team and that their related actions in the Programme 2020 delivery communications plan. .We sighted the Communications and Engagement section of the Programme 2020 Implementation Plan EFA paper and confirmed that the Communication Department had the authority to develop a plan based on the project based on the engagement and corporate communication strategies.		
1.4	Monitoring of the programme delivery communications plan is carried out by the Programme Board. Their authority comes from the governance document approved by Essex Fire Authority 7 September 2016. This details the structure for the Programme 2020 Board and the Programme Advisory Group. The governance documents states that the membership of the Programme 2020 Board is the same as the Service Leadership Team. The governance documents confirms a comprehensive	Yes	No	We obtained a copy of the Programme 2020 governance document and confirmed that it was approved by the Essex Fire Authority 7 September 2016. We confirmed that the membership of the board replicated that of the Service Leadership Team and was suitable to oversee Programme 2020. We noted that for the Programme Board it documented the format of the agenda and the objectives. However, the frequency of meetings, what constituted a Quorum or the reporting structure for the board was not documented. A structure diagram is included in the document detailing the reporting lines for the board but it does not specify to which	Medium	The Programme 2020 team will develop Terms of Reference for the Programme 2020 Board that include details as per the approved in the Programme 2020 governance document. In addition it will include the frequency of meetings, number for a quorum and reporting structure for governance. This will be approved by the relevant governance body.

membership of the Programme 2020 Advisory group.

The discussions are fed by the Programme Advisory Group. The Group includes representatives from external parties including trade unions along with members of the Programme 2020 Board.

Key messages from the Programme Advisory Group are tabled at the Programme 2020 Board which are both held monthly on the same day. The Programme Advisory Group meeting precedes the Programme 2020 Board reporting.

Reporting to governance is quarterly to the Audit and Governance Committee and the Policy and Strategy Group.

The Audit and Governance Committee and the Policy and Strategy Group, reporting to the Essex Fire Authority on a quarterly basis.

committees at the Authority the programme is to be reported.

It is important that the Programme Board has Terms of Reference in place to ensure that there is no ambiguity over the validity or scope of decisions made and that there are clear reporting lines to governance.

We confirmed that the membership of the Programme advisory group was suitable to advise the Programme Board.

We noted that for the Programme advisory group the governance document identified the format of agendas and their objectives and that the frequency of meetings.

We reviewed the schedule of meetings held by the Programme board and confirmed that there were monthly meeting held since it was established in February 2015, except for June and July 2016. This was due to the change in structure of the group from an expert panel which included external representatives commissioned by the fire service to perform an oversight role, to a more autonomous group with a reduced level of oversight.

We reviewed minutes from the Programme Board for February, May and September 2016. We confirmed that there was a communication update from the Head of Marketing and Communications at each meeting in respect of the engagement and communication strategies and the delivery plan.

We noted that updates from the representative bodies and members (Programme advisory group) were included in the February and September 2016 minutes. We noted that in May 2016 there was no report from the Programme Advisory Group, however, we note that there were members present at the meeting.

We confirmed that the agenda format for September followed the guidelines established in the Programme 2020 Plan.

We reviewed minutes from the Programme advisory group

February, May and September 2016

We confirmed that there was an appropriate level of discussion around Programme 2020 and the consultation process. The Programme 2020 governance document showed that reporting to a governance level was to the Essex Fire Authority.

We reviewed the minutes from Audit and Governance Committee for April, July and October 2016 We confirmed that there was an agenda item included in the minutes. Programme 2020 – progress report.

We reviewed the minutes for the Policy and strategy committee for March, June and September 2016.We noted that there was no specific agenda item for programme 2020, However, it was mentioned in terms of budget.

It is important that reporting lines for Programme 2020 are clearly documented and approved by Essex Fire Authority

| 1.5 | The services have established a Your Voice workshop programme that established to address employees concerns as a result of the cultural review. These employee forums take place on a six weekly basis since being established in December 2015. They are facilitated by the Director of Transformation. | Yes | No | We obtained the list of Your Voice forums held for employees and confirmed there had been 9 meetings held between December 2015 and October 2016.

We noted that the meeting attendance records are based on meeting acceptance and not on actual attendance. The average accepted attendance being 18, lowest attendance eight and highest 32. This was due to the size of the station and was influenced by their stage of embracing cultural development. We confirmed that the meetings were held at varying locations throughout Essex, however the majority were held at Kelvedon Park.

The use of an attendance sheet documenting name, rank and location at a Your Voice forum would give actual figures of attendance and range of staff engaging.

There is a risk that the forum will not be reaching all areas of the service and so may result in pockets of the service where culture is slow to respond to key messages. | Low | The Director of Transformation will analyse the effectiveness, to include a review of lessons learnt, of the Your Voice forum and advise on improvement if necessary. |

APPENDIX A: SCOPE

Scope of the review

To evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. The scope was planned to provide assurance on the controls and mitigations in place relating to the following risks:

Objective of the risk under review
To ensure that internal stakeholders have been appropriately informed regarding the impending changes due to Programme 2020.

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

The Service has completed a significant engagement externally; however, with the impending changes as a result of Programme 2020, our review will focus on the Internal Communications and Engagement. We will undertake a review of the Authority and Service's approach to Internal Communication including how the Authority has communicated with internal stakeholders and if the communication has been reflective of recent internal changes.

In particular, we have confirmed that:

- Internal stakeholder groups had been identified and analysed to ensure that the Authority understands their concerns and threats associated with Programme 2020.
- An engagement strategy had been developed which set out how the Authority plan to engage with their internal stakeholder on the short and medium term in respect to address the concerns and threats identified within the stakeholder analysis;
- There was clear links between the objectives of Programme 2020 and the engagement activities planned;
- As action plan had been developed to support the Engagement Strategy and this is monitored for completion;
- A range of communication media had been employed (paper, electronic etc.) to engage with stakeholders regarding Programme 2020. This included the establishment of forums where open discussions could take place in a safe environment;
- An action plan had been established to address the concerns of internal stakeholders and this is being appropriately monitored to ensure completion

In addition to this, a staff questionnaire was undertaken to test the level and impact of communication. Managements support was used to develop an appropriate questionnaire; it was distributed to all staff to ensure that staff were encouraged to complete the questionnaire in a timely manner.

Limitations to the scope of the audit assignment:

- We will not comment on adequacy, appropriateness or achievability of the changes posed by Programme 2020.
- We will not provide assurance that the engagement activities will have the impact expected by the Authority.
- We will not confirm that all possible and appropriate engagement activities have been considered and or undertaken.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

- Emily Osborne, Head of Marketing and Communications
- Sarah Roberts, Communications Manager
- Ben Pilkington, Assistant Director of Programme 2020

APPENDIX C: SUMMARY OF RESULTS – COMMUNICATION AND ENGAGEMENT SURVEY

Question asked	Total number of responses	Rank No.1	Rank No.2	Rank No.3	Comments
How do you like to receive communications?	259	Face-to-face with my manager	Email	Digitally - intranet and Daily News	High level of response, supports the current communication channels
		75%	70%	61%	
How important is it to you to receive information and regular updates from your manager?	259	Very important	Somewhat important	Not Important	High level of response, supports the importance of good communication
		86%	12%	2%	
What topics do you like to receive information on?	259	Training and career development	Programme 2020	Acting Chief Fire Officer - weekly update	High level of response with interest in current developments which has received good coverage.
		73%	70%	63%	The interest in training and career development demonstrates engagement with the service by staff, looking to progress.
Over the last year, how often have you accessed and read content on the site?	249	2 - 3 times a week	Once a week	Never	We note that 70% of respondents accessed at least once a week with 30% once a month or never
		27%	26%	17%	
Do you agree or disagree with the following statements about Daily News?					
A - The articles are easy to read	243	agreed	disagree	N/A	Positive attitude to the Daily News readability
		77%	6%	17%	
B - I find the content interesting	241	agreed	disagree	N/A	Positive attitude to the Daily News content
		61%	12%	27%	
C - Daily News provides a good mix of corporate and people focused news	239	agreed	disagree	N/A	Positive attitude to the Daily News mix of stories but could improve.
		56%	23%	21%	
D - I know how to submit articles and stories to the corporate communication	244	agreed	disagree	N/A	Indication that staff are wishing to contribute to Daily News.
		39%	45%	16%	

team					
How often do you visit our intranet – our internal site?	247	2 - 3 times a day /once a day	2 -3 times a week/ once a week	Monthly/ never	Overall a high percentage of staff are visiting the site week.
		67%	28%	5%	
Do you think our communications are open, honest and trustworthy?	230	I usually trust the communications I receive	I sometimes trust the communications I receive	I always trust the communications I receive	The service is building the levels of trust with staff by open communication with staff but still has work to do in this area.
		50%	36%	14%	
Overall, how satisfied are you with our internal communications?	230	Fairly satisfied	I do not feel satisfied	Very satisfied	Positive response with 72% Fairly or very satisfied. 10% did not provide a response
		62%	18%	10%	
In the last month, have you: (see breakdown)	181,170 and 138	Accessed documents on the intranet?	Read a news story on Daily News?	Received a briefing from your line manager?	High percentage of participation
		79%	74%	60%	
Do you feel that the communications you receive from the Corporate Communications Team are relevant for your role?	230	Sometimes	Yes	No	Positive response with 84% feeling that communication is or is sometimes relevant to their roles.
		58%	26%	16%	

Question asked			Selection of comments received	Comments
What is your favourite thing/s about our internal communications? For example: Daily News, Weekly eBrief, different types of news stories			In total there were 106 comments, which included: • Different types of news stories • Short, succinct stories • News from both Essex & other brigades around the country • By comparison to days gone by it is more information coming forward • Weekly eBrief as it provided a solution for the bombardment of non prioritised comms from across the service which resulted in missed information. • They are an improvement on previous	A majority of positive comments, supportive of the communication team with acknowledgement of the improvements made.

	communications, but there is still a lot of improvement to make.	
	• I'm not really sure what things I will find where? I would prefer a single source of information	
	• I like that our Comms have been streamlined over recent months so we have one channel of news now.	
	• I find Weekly eBrief and and Daily News particularly useful and consider the level of information and detail contained to be just about right.	
	• Better than it was- fact not fiction please.	
	• I believe the Service communicate all our news story well. It's some of our staff that don't bother to look at it and then moan about our communication processes.	
How could we further improve our internal communications?(For example: More relevant articles to my job role, use of video etc)	• Regular visits from area commander to brief watches on what's coming, what's being discussed and clear u o any speculation and uncertainty that is about with Q&A	This question drew a lot of responses, some were constructive other used the question to vent frustrations.
	• Be given the time in the working environment to actually have the time to read the articles and stuff on the internet	
	• More relevant operational information	
	• More items of interest to all Fire Service personnel and not just about Kelvedon Park employees	
	• Better proof reading before publication would inspire greater confidence in the source/content being read	
	• Be broader in subject matter, what about a set of questions asked to various members in the service, Questions like, what was the topic of your last meeting, in 10 words	

	describe your department, and some light hearted as well. etc.	
	• Tell us first hand rather than hearing information on the news	
	• Weekly eBrief, when there is a lot of information have a linked index list so if information is not relevant you can just click on what is?	
	• More balanced coverage of news stories - there is often a repeated focus on particular areas to the detriment of others (especially in relation to Community Safety)	
	• Ensure focus on all departments on a regular basis	
	• Training Aids - IE focus on real news events that Fire Service have attended over the worldwide stream,	
	• More faces and videos	
	• Ensure all line managers know how to clearly communicate information to their staff. You get some excellent managers who attend all briefings and feedback the information, however we have a lot of managers who don't attend relevant meetings and make excuses for their non-absence and therefore the message isn't delivered!	

FOR FURTHER INFORMATION CONTACT

Suzanne Lane, Senior Manager

Suzanne.lane@rsmuk.com

07720 508148

Lee Hannaford, Assistant Manager

Lee.hannaford@rsmuk.com

07816 161439