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| **APPENDIX 2 – Peer**  **Review** | **Communication plan on a page – HMICFRS inspection** | |
| **What do I want to achieve?**  Objectives – do you want to inform, improve awareness or change behaviour? | * Increase understanding of HMICFRS (and what it means for ECFRS) to help prepare employees for inspection | |
| **Who do I want to talk to?  \***See attached stakeholder map | * All employees (including managers, SLT) * Representative bodies * Office of Police, Fire and Crime Commissioner * Members of the public | |
| **What do I want to say?**  Key message – keep it simple no more than three. What do you want your audience to think, feel and do?  \*See attached message trees | **Internal**   * Everyone has responsibility to take ownership and do their bit to help themselves and the service prepare * What to expect from an inspection - everyone should feel confident to speak openly and honestly in the run up and during * Important themes from diagnostics (see list below) to become areas of focus for business as usual comms | **External**   * We welcome the HMICFRS inspection as a check on the efficiency and effectiveness of the service we provide to you – the public * We aim to provide the best possible service to you and will use findings from the report to drive forward improvements to be the best that we can be |
| **How shall I say it?**  Channels and tools – what is available and what will be effective? Can we work with any partners?  \*See attached channels matrix | * Dedicated pages on intranet (HMICFRS video, FAQs, dedicated email) and public facing website * Manager briefings/cascades * Daily news / ebriefing / 60seconds/digital e-newsletter * Chief Exec/CFO Jo Turton’s blog * SLT face to face engagement watch/station visits * Manager toolkit | |
| **What deadlines am I working to?** Timescales and key dates | * **Inspection - expected Summer 2019** * SLT station visits April – May 2019 * Intranet tidy up/review - Jan 2019 | |
| **How do I know I’ve got it right?** | * Statistics – Web visitors? How many employees have read daily news stories? Interaction at Manager Briefing sessions? * Woo Foo survey following inspection – How well prepared/involved did employees feel? Did they feel able to speak openly and honestly during inspections? | |



**Tactics  
  
November 2018**

* Daily News – publication of initial findings from Peer Review
* Create HMICFRS ‘button’ on intranet homepage linking to dedicated page – What is HMICFRS? What does HMICFRS mean for our service? HMICFRS video; FAQs; dedicated email address; HMICFRS monthly update letters, toolkit etc
* Create ‘Inspections’ page on public facing website to give public brief overview

**December 2018**

* 4/12 - Launch of intranet tidy up – targeted comms (email) to editors requesting review, de-clutter and offering refresher training
* 10/12 – Manager Briefing; Presentation of full Peer review report and workshop session’ Report to be sent to managers in advance.
* 11/12 – Visit to Herts Fire and Rescue to meet Jonathan Smith, Area Commander, Performance and Business Support, to learn from experience of tranche one inspection.
* 11/12 - Publication of full Peer Review report to all staff on Daily News and HMICFRs intranet page
* 13/12 – Daily news story – HMICFRS Service Liaison Lead Bill Harvison to visit
* 20/12 – Daily news story - Meet Bill Harvison (with photo of Jo Turton and Bill Harvison)
* Daily news – Highlight HMICFRS schedule, dedicated intranet page and email address
* Planning of SLT visits to each watch/station throughout April and May – consideration to be given to any specific issues on station and which SLT members undertake which visits as a result.
* Creation of messaging/presentation for SLT to deliver on watch/station visits to ensure consistency

**January**

* 8/1 – Meeting with Claire Heath, Head of Public Engagement and Customer Service, and Will Newman, Continuous Improvement Manager, from Essex Police to learn from their experiences of HMICFRS inspection
* 10/1 and 14/1– Your Voice sessions at HQ and Basildon Fire Station. Open to all staff to learn about Peer Review report and HMICFRS inspection.
* Launch of one to one sessions with department heads/SPOCs
* Review of intranet following initial targeted ‘tidy up’ comms to editors.
* Possible intranet workshop with editors

**February**

* Launch of digital e-newsletter

**March**

* Daily news – Launch of SLT’s commitment to visit every watch/station ahead of HMICFRS inspection.
* Supervisory Manager Development Evenings (date tbc) – opportunity to educate attendees around HMICFRS

**April**

* SLT 100 station/watch visits

**May**

* SLT 100 station/watch visits

**June**

* Tracy King to visit watches on shift during HMICFRS inspection to engage around look/feel/expectations of potential visits by inspectors

**Post inspection**

* Daily news/ blog – thankyou to all staff
* Personal thankyou letters from Chief Exec/CFO Jo Turton to key staff involved in preparations for inspection
* Daily News and HMICFRS intranet page - publication of report internally
* Public facing website and Vuelio – publication of press release reacting to report published by HMICFRS

**Areas of focus for business as usual comms (themes from HMICFRS diagnostics)**

**Risk (W/C 4 Feb)**

* Risk – understanding at all levels. From the Strategic Assessment of Risk to the building of the Integrated Risk Management Plan
* Fire and Rescue Plan replaces the Service Strategy – strong message of setting the direction for the Service
* Safer Communities – Firefighter Delivering Differently – assessing risks in their local communities and then delivering interventions

**Business Continuity Plan (W/C 18 Feb)**

* Do you know your business continuity plan?

**Partnerships (W/C 4 Marc)**

* What partnerships do we have? Why do we have them? What are they delivering?
* Collaboration projects

**Safeguarding (W/C 18 March)**

* Reinforce our current processes

**Technical Fire Safety Enforcement (W/K 1 April)**

* Inspections based on risk; numbers delivered
* Stations also inspect- what businesses do they cover?

**Response (W/C 15 April)**

* Response strategy (due to be replaced with combined Prevention, Protection and Response Strategy) based on risks faced in our community
* Ops Assurance’s work/Health and Safety
* Urban Search and Rescue – a national resource

**Financial Management (W/C 29 April)**

* Budget holders: how are you asked to make savings? How do you put money saving ideas forward?
* Awareness of Service financial information
* Joint procurement/ research and innovation

**People (W/C 13 May)**

* Staff survey
* Access to training – how do people access
* Appraisal process
* Our People Strategy, including reward and recognition

**Useful links**

HMICFRS question set / diagnostics <https://www.justiceinspectorates.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/frs-inspections-question-set-2018-19/>

Independent Reporting Line <https://www.justiceinspectorates.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/independent-reporting-line/>

Judgement criteria <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/frs-judgment-criteria.pdf>

HMICFRS video https://m.youtube.com/watch?feature=youtu.be&v=uy73fBX

**Stakeholder map**

**Stakeholder Analysis**

|  |  |
| --- | --- |
| Staff – SLT, firefighters, support staff, control room  **Keep Satisfied, get ‘buy in’ and change behaviour\*** | Rep bodies – FOA, FRSA, FBU, Unison  Media  Public – interest/pressure groups  **Manage closely (high interest /high power)** |
| \*Staff will be called to take action to prepare for inspection  **Keep informed**  Volunteers Cadets | **Keep involved and informed**  OPFCC  OPFCC comms team  HMICFRS  Peer Review team |

**Key messages - internal**

‘Our’ inspection is an opportunity to celebrate our strengths and identify areas where we can improve to be the best service we can be.

Have the confidence to speak openly and honestly in the run up to and during our inspection.

Take the time to visit the HMICFRS intranet page and keep yourself up to date.

This is ‘our’ inspection. Take responsibility and help do your bit to prepare yourself and the service.

Our first HMICFRS inspection is expected in Spring 2019 and it’s important that you understand what this means for you and our service.

**Key messages\* – external (with PFCC)**

We aim to provide the best possible service to the people of Essex and will use the findings of the report to drive forward improvements to be the best we can be

**\*Subject to change depending on outcome of report**

\*To be agreed following outcome of report

Areas where we need to improve are…

We are committed to making those improvements and this is what we are going to do to…

Inspection report celebrates our strengths as well as areas where there is room for us to improve.

We welcome the first HMICFRS inspection as measure of the effectiveness and efficiency of the service we provide to you.

**OUR COMMUNICATION CHANNELS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **OUR KEY INTERNAL AUDIENCES – employees (operational/enabling/control) and managers** | | | | | |
| **Channel** | | **Medium** | **Frequency** | **Access** | **Good for…** | **How to submit content?** |
| Email | | Electronic | As required | Microsoft Outlook | Quick communication. Reach mass audience fast  Cost effective and easy to use |  |
| Weekly eBrief (email newsletter) | | Electronic | Weekly | <http://news.essex-fire.gov.uk/weekly-enews/> | Reducing number of emails  Summary of need to know | Email [weekly.ebrief@essex-fire.gov.uk](mailto:weekly.ebrief@essex-fire.gov.uk) by close of play Friday for Monday’s eBrief. |
| 60 Seconds  On-Call Briefing | | Printed | Weekly | <http://servicenet/Employee_Engagement/60_Second_On-Call_Briefing/> | Getting messages to On-Call employees via their watch manager | Email [corp.comms@essex-fire.gov.uk](mailto:corp.comms@essex-fire.gov.uk) by close of play Friday for Monday’s publication |
| Daily News | | Electronic | Daily | <http://news.essex-fire.gov.uk/> | Reaching all employees – can access on any device. Building pride and sharing information. Two way communication and feedback. Can like and comment. | Got a story to share? Fill in our [short online form](http://servicenet/Forms__Templates/Internal_News_Story_Submission_Form/). |
| Intranet | | Electronic | As required | <http://servicenet/> | Information storage. Operations area – accessing polices and manuals. HR information. | Most departments have a nominated person who is responsible for uploading content. If you would like to be trained on the intranet, email [corp.comms@essex-fire.gov.uk](mailto:corp.comms@essex-fire.gov.uk). |
| CFO blog | | Electronic | Weekly | <http://news.essex-fire.gov.uk/tag/cfo-blog/> | Building A/CFO brand. Opinion pieces about Service and bigger picture |  |
| TV screens | | Electronic | As required | N/A | Showing range of current activities and building brand. Can be used to show constant message if required. Delivering specific info to a group | Please speak with a member of the Communications Team to discuss your requirements. |
| Computer desktop (Nimbus) | | Electronic | Weekly | N/A | Direct communication to all PC users. Only appropriate for Service wide communication affecting all Staff. | Please speak with a member of the Communications Team to discuss your requirements. |
| Microsoft Lync | | Electronic | As required | N/A | Quick/ informal conversations among colleagues |  |
| SMS/ text message | | Electronic | As required | N/A | Good for crisis communication and can be used to direct to further info. \* Officers and On-Call employees only | Please speak with a member of the Communications Team to discuss your requirements. |
| Yammer | | Electronic | As required | <https://www.yammer.com/essex-fire.gov.uk/> | Externally hosted so can be accessed on personal devices without having to log into ECFRS system |  |
| Facebook for Work | | Electronic | As required | <https://essexfire.facebook.com/> | Externally hosted so can be accessed on personal devices without having to log into ECFRS system and for crisis communication if the Service email system is down |  |
| Audio – podcasts | | Electronic | As required | N/A | Reach mass audience with consistent message. Good for information | Please speak with a member of the Communications Team to discuss your requirements. |
| Team meetings | | Face-to-face | As required | N/A | Communicating information relevant to team members and allows for immediate feedback, interaction and ideas |  |
| Managers Briefing | | Face-to-face | Monthly | <http://servicenet/Employee_Engagement/Manager_Briefings/> | Senior managers can reach mass audience. Can include Q&As and feedback. Opportunity to discuss sensitive issues | Please speak with a member of the Communications Team to discuss your requirements. |
| Station visits | | Face-to-face | Weekly | N/A | Shows managers are listening and want to see what the real issues are. Promotes dialogue with employees |  |
| Posters | | Printed | As required | N/A | Visible to employees without login onto PC. To support events and campaigns. |  |
| Site Packs | | Printed | Monthly | N/A | Important information provided as 75% of our workforce are operational and do not regularly access computer. | If you have a poster to be sent out to all sites, please email [corp.comms@essex-fire.gov.uk](mailto:corp.comms@essex-fire.gov.uk). |
| Booklets/ handouts | | Printed | As required | N/A | Communicating with non PC users so employees are able to take information home to read | Please speak with a member of the Communications Team to discuss your requirements. |
| Industry News | | Electronic | Daily | <http://news.essex-fire.gov.uk/industry-news/> | Available on Daily News to provide |  |

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| --- | --- | --- | --- | --- | --- | --- |
|  | | **EXTERNAL AUDIENCES** | | | | |
| **Channel** | **Medium** | | **Frequency** | **Access** | **Good for…** | **Notes** |
| Website | Online | | Daily | <http://www.essex-fire.gov.uk/> | Providing public and journalists with information about our incidents and key safety messaging. Also including our latest news; marketing of our on-call recruitment opportunities and helping to attract great people to work with us. |  |
| Press releases | Online/ printed | | As required | <http://www.essex-fire.gov.uk/news/> | Providing local and national press with news updates |  |
| Facebook | Online | | Daily | <http://www.essex-fire.gov.uk/news/> | Developing genuine two-way conversations with the community, feedback and promoting the Service’s brand. Also good for on-call recruitment | \*used by Corp Comms team and 11 fire stations |
| Twitter | Online | | Daily | <https://twitter.com/ECFRS> | Developing genuine two-way conversations with the community, feedback and promoting the Service’s brand. Good for on-call recruitment | \*used by Corp Comms team and 11 fire stations |
| YouTube | Online | | As required | <https://www.youtube.com/channel/UCkoP9mS-zXNit7nOCNUeugw> | A great way to visually showcase staff and services. | Videos will account for 70% of all social posts by 2020. |
| Instagram | Online | | As required | <https://www.instagram.com/ecfrs/> | To engage our public through photos and videos. (Currently we have a Service and Fitness account) |  |