



Essex County
Fire & Rescue Service

Corporate Communications and Marketing Strategy

2016 - 2020

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Introduction

The use of strategic and tactical communication in emergency services is ever-changing, but a constant is the evidence that such activity is vital in a number of ways.

Communication can be used to raise awareness, correct inaccurate information or “fake news”, campaign for behaviour change and improve internal employee engagement.

Communications in Essex County Fire and Rescue Service (ECFRS) also specifically supports and delivers against operational activity and priorities as set out in the Integrated Risk Management Plan (IRMP).

This strategy sets out the approach and guiding principles that the Service will follow to deliver effective communications from 2016-2020.

Individual communication and marketing project plans support this strategy and provide specific project details.

Corporate Communications and Marketing at ECFRS

Corporate Communications and Marketing is at the heart of everything we do as a Service. We work to protect the reputation of our Service and promote our vision, values and strategy to all our staff and wider stakeholders.

Department Structure

- Head of Corporate Communications and Marketing
- Marketing and Communications Manager
- Internal Communications Manager
- Communications Officer x 3

The Head of Corporate Communications reports to the Chief Fire Officer/ Chief Executive and is an advisor to the Service Leadership Team.

The Head of Department is responsible for signing off all communication plan and campaign activity, media and PR and spokesperson comments.

The role of Corporate Communications and Marketing within our Service includes:

- Brand management
- Social media management
- Public relations, 24 hours media relations (engaging with the press) and crisis/ issues management
- Internal Communications
- Marketing and campaigns
- Design – outsourced
- Video management – outsourced

Our priorities and principles

1. Build and maintain a strong brand
2. Improve and increase employee engagement and a culture of two-way communication
3. Enable managers to self-lead
4. Develop and roll out initiatives to achieve Programme 2020
5. Help achieve our Service strategic objectives of prevention, protection and response
6. Engage effectively with our stakeholders during times of consultation

We aim to build a strong ECFRS brand, enable managers to self-lead, improve and increase employee engagement and a culture of two-way communication, help achieve our Service strategic objectives of prevention, protection and response, develop and roll out communication plans to support the change happening in our Service and engage effectively with our stakeholders during times of consultation.

We have a range of communication channels and they need to give people the opportunity to engage in conversation with us and to provide feedback.

We bring our values to life

We are open, honest and trustworthy

We are committed and passionate about engaging our with our employees and our public – the people of Essex – through our campaigns and sharing of incident information.

We are courageous in everything we do

Sometimes we have to challenge, say no or speak up. We do this because we are committed to equality and diversity. We care about our people and are seen as trusted advisors.

We work as one team

As a small team, offering a 24/7 service, we have to support one another with tight deadlines and multi-skilled workloads. We are not afraid to try new things and develop our roles and team to lead our discipline. We support our colleagues as one team, encouraging them to trust and respect the advice of every one of us.

We are always professional

We are committed to developing ourselves and each other. Everyone benefits from clear communication, and we want to equip colleagues with these skills, so we use our knowledge and expertise to advise and train others in our Service.

We value the contribution of all

We want our communications and marketing to make a difference. For it to make a difference and reach different audiences, we need to seek feedback and opinion. Our internal communication roadshows and external social media polls help inform our campaigns and plans.

Where are we now?

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong social media engagement and presence • Committed and knowledgeable communications team • Internal communications highly regarded • Strong internal communication channels • Experience in incident and crisis communication management • Award winning campaigns 	<ul style="list-style-type: none"> • Hard to reach internal audiences – operational • Hard to reach vulnerable external audiences • Availability and use of data to inform campaigns • Size of team – day to day demands can often get prioritised over strategic focus • Lack of clarity and direction from key areas of the business – technical fire safety, business safety engagement
Opportunities	Threats
<ul style="list-style-type: none"> • Improved marketing campaigns through data • Closer communication partnership/ collaborative working – Essex Communications Group, OPFCC communications team, Essex Police communications team 	<ul style="list-style-type: none"> • Recognition and understanding of strategic communications as a service • Immaturity of local press and media • Demand pressures • No in-house design capabilities

Our audiences

We have 51 fire stations (including an Urban Search and Rescue USAR team) and roughly 1,500 staff and volunteers.

Our Service Headquarters is based at Kelvedon Park and administrative functions operate across the County.

Wholetime firefighters	12 wholetime fire stations *622 FTE staff (all operational staff incl day-crewed)
On-Call firefighters	34 on-call fire stations *497 staff
Day-Crewed firefighters	Wholetime during the day, On-Call during the evening Day-Crewed stations are converting to On-Call as part of Programme 2020 *38 riders
Control staff	Based at Kelvedon Park *37 FTE staff
Support/Enabling staff	Based at various locations across the County *292 FTE staff (including Workshops)
Workshop staff	Based at Lexden *35 staff
Service Leadership Team (SLT)	Our Service Leadership Team structure includes Chief Fire Officer/Chief Executive, Deputy Chief Fire Officer, Director of Operations, Director of Corporate Services, Director of Risk, Innovation and Future Development, Assistant Chief Executive for People, Values and Culture (dotted line Assistant Director of Finance and Head of Communications)
Area Managers	Area Managers report into the SLT and line manage group managers.
Group Managers	Five group managers – one for each of our command areas: North East, North West, South East and South West and one for development projects.
Station Managers	Stations Managers are responsible for a cluster of stations within each command area.
Watch Managers	Wholetime stations – four watch managers – red, white, green, blue On-Call – one watch manager Day-Crewed – at least 2 (A and B watches) and more if there is more than one fire engine. They are responsible for the running of a single fire station.
Managers	Our wider group of managers for departments and teams – roughly 100 staff.
Volunteers	No fixed location. Volunteers managed by Community Safety Team.
Police, Fire and Crime Commissioner	The politically elected commissioner with responsibility for the governance of the fire and rescue service.

*Source January 2019 Workforce Planning Report)

Representative bodies	Fire Brigades Union (FBU) Fire Officers Association (FOA) Unison Retained Firefighters Union (RFU)
Public/ Residents	General public, families of Service employees, media, local action groups, community and voluntary groups, potential employees (employer brand)
Media	Journalists – print, TV and broadcast – national, local, specialist
Professional Partners	Essex Police, PCC, Ambulance, Local authorities – councillors and chief executives, Parish councils, FirePRO, Fire Kills (DCLG/ Home Office), Essex Schools
Local Businesses	Suppliers, businesses and employers of ECFRS on-call staff
Opinion Formers	Fire Minister, MPs, Chief Fire Officers Association (CFOA) and regional networks, community leaders

Our Channels

We have a range of communication channels and they need to give people the opportunity to engage in conversation with us and to provide feedback.

This could mean via **The Shout** – the most effective way of reaching colleagues across our Service – or in the condensed **60 Second On-Call briefing**, for our On-Call personnel. Every day, we bring you a flow of news about your Service and the people you work with through Daily News.

Externally, we're responsible for the protection and development of our Service's brand – and making sure it continues to be recognised across the UK as leading the way on innovation and professionalism.

We're also responsible for our corporate social media accounts, which reach thousands of residents with vital safety advice, details of incidents we've been called to and long-term campaigns every day, while simultaneously managing our 24/7 press line for journalists. That means making sure our Service is seen as inclusive and diverse – particularly in our recruitment campaigns so we can reflect the communities we serve.

Internal Communications Channel Matrix

		Channel	Good for...	Notes
Digital	Push	Email	Quick communication Reach mass audience fast Cost effective and easy to use	Over use Not guaranteed to reach all
	Push	The Shout (email newsletter)	Reducing email noise Summary of need to know	Most read comms of the week
	Talk Pull	Daily News	Reaching all employees – can access on any device. Building pride and sharing information. Two way communication and feedback	Like button and comment function for feedback
	Pull	Intranet	Information storage. Operations area – accessing policies and manuals	Web stats available
	Talk Pull	CFO/CEX blog	Building brand. Opinion pieces about Service and bigger picture	Enables discussion
	Push	HQ TVs	Showing range of current activities and building brand. Can be used to show constant message if required.	Slideshow of pictures from recent initiatives, events, our employees, signposts to stories, Daily News.
	Push	Computer desktop (Nimbus)	Direct communication to all PC users	All comp desktops
	Push	Station screens/ smart boards*	Delivering specific info to a group	* those station based
	Talk	Microsoft Lync	Quick/ informal conversations among colleagues	

		Channel	Good for...	Notes
	Push	SMS/ text message	Also referred to as Page One. Good for crisis communication and can be used to direct to further info	* Officers, Managers and On-Call employees only
	Talk Pull	Yammer	<i>Externally hosted so can be accessed on personal devices without having to log into ECFRS system</i>	<i>At the moment it's "live" There is currently no plan to use this channel.</i>
	Talk	Workplace	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	Set up by IT. Plan in development
	Pull	Webcasting (live)	Opportunity for senior managers to reach mass audiences with a consistent message in real time. Can involve Q&As	
Face to Face	Talk	Team meetings	Communicating information relevant to team members and allows for immediate feedback, interaction and ideas	Building good line manager relationships
	Talk	Managers Briefing	Senior managers can reach mass audience. Can include Q&As and feedback. Opportunity to discuss sensitive issues	
	Talk	ACFO Weekly Directorate	Opportunity for all heads of department to provide updates and focus for the week	
	Talk	Station visits	Shows managers are listening and want to see what the real issues are. Promotes dialogue with employees	
Printed	Push	Posters	Visible to employees without login onto PC	Rely on stations to display them on their noticeboards.
	Push	60 Second On-Call Briefing	Weekly bulletin sent to watch/crew managers of on-call stations	
	Push	Manager briefing "pack"	Communicate consistent messages	Emphasis on line manager responsibility

		Channel	Good for...	Notes
	Pull	Annual report	Showcasing results and achievements and plans to work towards for the coming year	
	Push Pull	Consultation document	Providing context and further information	Hard copy - no metrics

External Communications Channel Matrix

		Channel	Good for...	Notes
	Talk Push	Facebook	Quick communication Reach mass audience fast Cost effective and easy to use	Not guaranteed to reach all Can be quite a negative place
	Talk Push	Twitter	Quick communication Reach mass audience fast Cost effective and easy to use	The life of a tweet is around 15 minutes (unless it goes viral)
	Talk Push	Instagram	Quick communication Reach mass audience fast Cost effective and easy to use Reaching a younger audience	Need strong images for every post
	Talk Push	YouTube	Quick communication Reach mass audience fast Cost effective and easy to use	Videos can be time-consuming and/or expensive to create
	Push	Website	Using an official touch point to relay information	Enables discussion
	Push	Press release	Getting messages out to media quickly. Can work as alternative to paid for print advertising	Send through Vuelio. No guarantee that media will print it
	Push	Posters	Getting a simple message out to the public	
	Push	Outdoor banners	Getting a simple message out to the public	Used outside stations as a recruitment tool
	Talk Pull	Open Days	Showcasing ECFRS and engaging with our public	Dependent on station engagement
	Talk Pull	Recruitment events	Targeted recruitment messaging	
	Talk Pull	Taster sessions	Targeted recruitment session and targeted chance to inform and educate.	Takes a lot of resource

		Channel	Good for...	Notes
	Talk Pull	Business events	Targeted business networking and communication	Can be onsite where we host or off site where we attend
	Talk	External comms public survey	Gathering feedback from the public around communication preferences	Difficult to get a higher take up

Our key messages*

- Keeping the public of Essex safe is at the heart of what we do
- We are committed to improving our culture and employee engagement – being open and transparent about decisions and throughout our communications
- We will continually look at how we can improve our Service, so we meet the needs of our communities now and in the future
- We are more than fires. We want to prevent a fire happening in the first place, and protect our communities from harm

* specific key messages are developed in individual communication plans

Strategic priorities and objectives

IRMP 2016-2020

- Give safety messages to every school child in Essex
- Ensure there is a working smoke alarm in every household
- Work with partner agencies to meet the other social needs of vulnerable members of our communities
- Support the installation of systems such as sprinklers to protect buildings and their occupants
- Work with drivers and riders to reduce the number of people killed or injured on our roads
- Get our first attendance to potentially life-threatening incidents within 10 minutes (on average) from the time we receive a call
- Get our first attendance to all incidents within 15 minutes on 90% of occasions from the time we receive a call

NFCC Campaigns

NFCC coordinates and supports a number of national safety week initiatives. Fire and rescue services across the country, and supporting partners deliver these campaigns which aim to raise public awareness and reduce preventable deaths.

Targeted monthly campaign themes are issued jointly, every month by the Fire Safety Unit at the Home Office and NFCC. These are supported by UK fire and rescue services.

On-going priorities

- On-Call recruitment
- Continued public confidence and trust
- Public perception – awareness of a modern fire and rescue service
- Improve and increase employee engagement and a culture of two-way communication

PFCC & ECFRS – joined up communications

We want to ensure that staff have the opportunity to get to know the PFCC, hear about what he and his office is doing and what this means for them.

We also want to provide a range of routes for the PFCC to hear feedback from staff and for staff to hear back from the PFCC – providing a two-way loop and open channels of communication both ways.

Internal communication focus

- Empower the voice of ECFRS employees
- Provide opportunities for employees to engage with the PFCC
- Provide opportunities for the PFCC to actively listen to staff
- Demonstrate the transparency and accountability of the new governance arrangements
- Build understanding of the different areas of the Service, the PFCC and the PFCC Office
- Inform staff of the progress against PFCC Stage One Plan
- Inform staff of the developing emergency services collaboration and future changes

Our brands: a joined up approach

Tone of voice

Our internal communications tone of voice is inclusive and informal. We believe that the messages communicated should be clear and straightforward. This approach is used for all PFCC internal communications:

- We talk clearly and honestly
- We speak in a friendly manner
- We avoid acronyms and jargon
- We are proud of our people and say well done and thank you often
- We seek to inspire with our communications

Style guide

- We write Police, Fire and Crime Commissioner in full before using PFCC acronym
- We use full name first – Roger Hirst – then just the first name
- When talking about the authority – we say Essex Police, Fire and Crime Commissioner Fire Authority
- When the two logos are placed together - the PFCC logo is always places on the left, and ECFRS on the right
- We display the PFCC logo on all PFCC related internal communications
- We use PFCC blue when applicable - RGB (web) 29, 35, 66
- We include up to date and relevant photos of PFCC “in action” to support the communications



Essex County
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Evaluation

We develop clear objectives and aims, and identify how we can measure and evaluate these as part of our individual communication plans.

We monitor and measure outputs and outcomes, **throughout** our campaigns, and then evaluate once the campaign is complete.

Measuring throughout means we can make adjustments if necessary.

Given our use of online channels for much of what we will communicate, we use analytics data to help us measure the reach, interaction and action taken as a result of our various messages.

Where more traditional, offline channels are used, we will seek to gain ad-hoc measures where we can to help assess the effectiveness, understanding and engagement of our communication campaign.

We will measure outputs, outtakes and outcomes to help us gain a wider picture of how effective our communications have been.

Output and outtakes: What is immediately delivered/target audience reached? Some examples of the output measures available to us are:

- Social media – interest: reach, no. of comments, retweets etc.
- Public perception – awareness and understanding: what are people saying?
- Focus groups – levels of attendance, feedback
- Intranet and public website – number of visits, clicks on links

Outcomes: The result of the activity on the target audience. Some examples of the output measures available to us could be:

- Effects: sentiment – attitude and behaviour
- Influence: further interaction with ECFRS
- Impact: Seeing a more positive reaction when the proposed activity begins

Some examples of how we measure and evaluate:

- Employee survey
- Employee survey polls
- Public consultation
- Public survey polls
- Media coverage
- Social media conversations
- Levels of direct engagement
- Digital traffic and growth

See page 18 for our annual evaluation and measurement reports

APPENDIX A – COMMUNICATIONS PLAN TEMPLATE

NAME	Project name
VISION	What do we ultimately want to achieve with our communications? How does this link with business objectives/ Service priorities?
OBJECTIVES/ GOALS	What do we specifically want to achieve? What do we want our public to know, feel and do?
LEARNING	What do we know already? What Services have done this well? What can we learn from them? How will we record and share our learning?
AUDIENCE	Who do we want to speak to? Who is our audience? What does our audience currently believe about the issue/ initiative? What are their needs?
PRINCIPLES	What are our guiding principles? How will we bring our values to life? What are the behaviours we need to support this?

MESSAGING	What are the key messages? Address the why, what, when, how and who Address – why should I care. What’s in it for me?
TACTICS	What are our best communication channels to use. What timelines are we working to?
MEASUREMENT/ EVALUATION	How will we measure the impact of our communications? How will we measure reactions and take opportunities to enhance understanding and engagement How will we feedback to stakeholders? How will we review throughout the campaign, and make changes as necessary?

Appendix B – Marketing and Communication Evaluation and Measurement reports 2018/19



2018-2019

External Communications Annual Report

External Communications

Dashboard Summary

01 April 2018 – 31 March 2019



Most read web page: Incident homepage

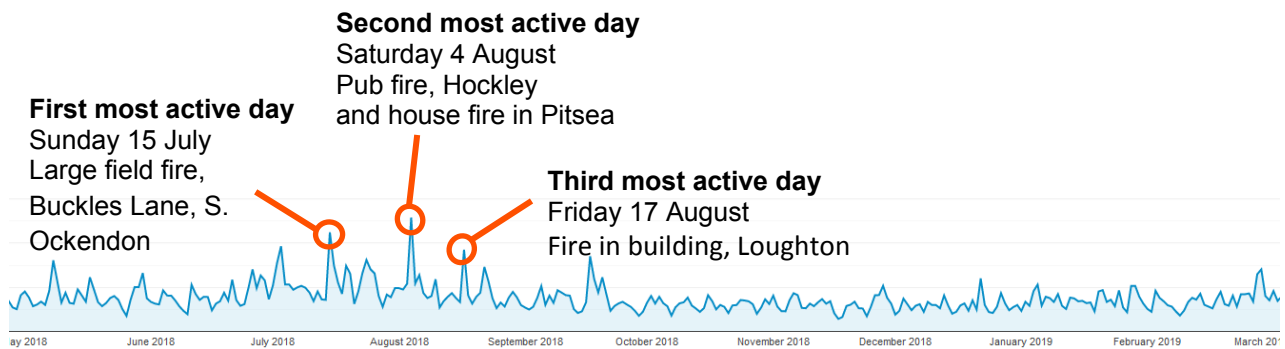
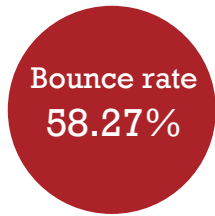
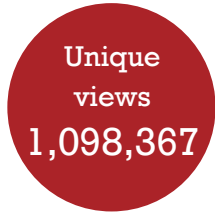
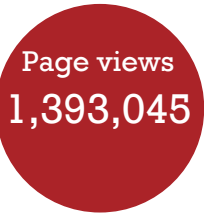
Most clicked on social media theme: Incident - fire

Most engaged with social media theme: Incident - fire

Most engaged town: Chelmsford

ECFRS Website analytics

www.essex-fire.gov.uk



Top page views for website

Page	Page views
Incidents	286,011
Home page	176,234
Recruitment – Current Vacancies	60,441
Incidents- page two	49,684
Contact us	13,578
Recruitment	11,090
Events	8,071
Fire Museum	7,519

Website visitor profile:



Device visited from: 52% mobile / 37% desktop / 11 % tablet



Visited from: Search engine (26%) / social media (20%)



Social media visits from Facebook (88%) / Twitter 11% | Instagram 1%



Top locations visited from:
Chelmsford / Colchester / Southend



Bottom locations visited from:
Epping / Great Baddow / Tilbury

Press releases

Press releases issued: 67

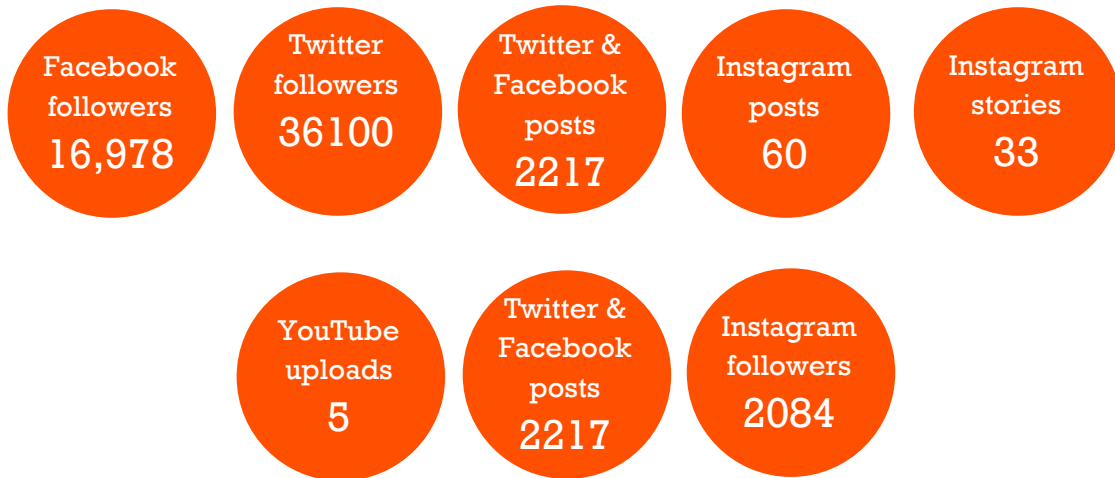
News Pages	Page views
News homepage	4,380
Fire Station Open Days	3,777
Call us for a free smoke alarm	3,021
Launching our 2019 wholetime firefighter campaign	2,550
Apply to be a wholetime firefighter campaign	2,432
Dan undergoes surgery in bid to achieve his dream	1,672
Taster sessions in January aimed at potential firefighters	1,574
Is your parking putting lives at risk?	1,353

Incidents

Incidents published: 463

Incidents Pages	Page views
Incidents homepage	301,263
Incidents - page two	49,684
Incidents - page three	7,450
Incident - large field fire Buckles Lane, S Ockendon	5,262
Incident - pub fire Main Road Hockley	4,688
Incident - fire leaves family homeless in Pitsea	3,819
Incident - fire in flats under construction Loughton	3,444
Incident - flat fire South Woodham Ferrers	3,310
Incident - fire affecting homes Waltham Abbey	3,290

ECFRS Social media analytics



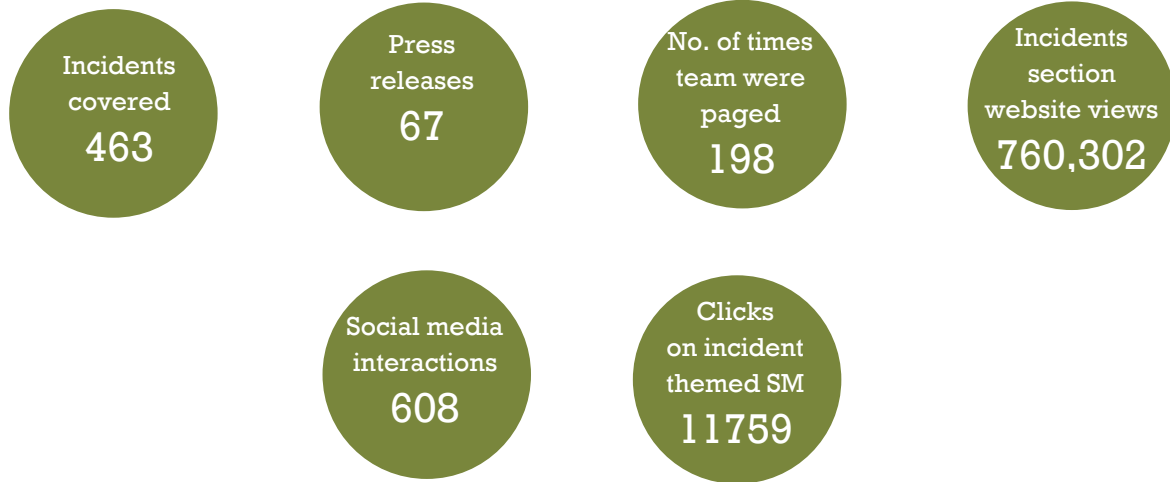
Most engaged with campaign themes
Incident - fire
Incident – RTC
On-call recruitment
Home fire safety
Public survey

Most engaged with social media posts	Facebook/ Twitter	Interactions
Did you know it's illegal to obstruct a fire hydrant?	F	873
Do you know what a fire hydrant looks like?	F	701
We are launching our 2019 firefighter campaign...	F	674
Happy retirement to our rescue dog Kirby	F	532
Our Fleet Workshops have been getting festive – we're pretty sure this is one of the most unique Christmas trees you'll see this year!	F	416
Yesterday firefighters successfully dealt with a very large and complex fire in #Canvey	F	409
If you live or work within 5 minutes of an on-call station you could get paid to protect your local community	F	384
It looks like lots of our of office messages have been switched on today, so here's our Christmas opening times... We're always here...	F	377
Say hello to our crew at South Woodham Ferrers Fire Station. They will be working... (Christmas)	F	370
We've got 25 places left on Saturday's free firefighter taster session for women...	F	347

Most clicked campaign themes
Incident - fire
Incident – RTC
Support role recruitment
On-call recruitment
Public survey

Most clicked social media posts	Facebook/ Twitter	Clicks
We're currently dealing with a lorry fire on the M11, northbound between...	F	4137
We're currently at the scene of a field fire off Mersea Road, Colchester...close your windows...	F	3413
Remember the M25 J27 (M11) to J25 Waltham Cross is closed...	F	3372
We are currently at the scene of a large fire involving three-storey building.... Avoid the area...	F	2173
Update 00:15: We're working with the Environment Agency to ensure the scene is safe. Once they're satisfied...	F	1682
Have you filled in our communications survey yet? It'll take you less than two minutes...	T	1415
We are currently at the scene of a fire in Dobb's Weir Road, Roydon. The road is likely to be closed for some time – please use an alternative route.	F	1241
Job Vacancy: Control Operator	F	1055
Job Vacancy: Call-centre lead	F	884
Job Vacancy: Variety of HQ based roles available	F	724

ECFRS Press Office



ECFRS provides a 24/7 press office service. Covered almost exclusively by three members of the Corporate Communications and Marketing team, the service includes 24/7 on-call support to both external media and our own firefighters and Control Operators.

Incident themed social media posts consistently create high levels of interest, shown by high click and engagement rates. Because of this we always try to attribute safety messages and/or public service announcements where we can.

Due to the high number of page views we have also begun to use the incident section on the website to advertise on-call firefighter vacancies.

The team often provide press training to colleagues in an incident commander or senior role, to ensure they are confident if and when conducting interviews.

ECFRS significant marketing campaigns

On-call conversion and BAU



**stats taken between 30 August 2018 – 31 March 2019, due to Google Analytics set up.*

On 16 July 2018 the on-call recruitment microsite went live. This was an extension of the wholetime recruitment microsite (join.essex-fire.gov.uk) that was created the previous year.

The microsite was created to offer a go-to place for people interested in applying to educate themselves around the role of an on-call firefighter and apply. It also mythbusts outdated stereotypes around the role and provides individual station pages which highlight training nights, events and vacancies.

The launch of the website also saw a refresh of printed and electronic marketing material, including brochures, leaflets, social media assets and video.

The conversion campaign covered Dovercourt, South Woodham Ferrers, Waltham Abbey and Great Baddow. All held specific recruitment events and promotion included social media, press, location specific leaflet drops and recruitment events.

Individual stations request BAU promotion and material through a form that is signed off by Station Managers.

In the seven months that data is available from, interest in the campaign is higher than last year's 12 month report.

Public survey to inform communications



Background

Although we use digital channels where we can, we still recognise a need for traditional channels, particularly in hard to reach areas.

In order to inform our social media strategy, as well as update our external comms strategy, we need audience led insight to ensure we are telling a narrative that people want to engage with, in a way that is accessible and favoured by them.

Objectives

- Promote engagement and demonstrate that we value the contribution of our diverse audience
- Give our audience the opportunity to inform our social media strategy and external communication strategy

Approach

- Quick and easy - six questions long
- open to any member of the public to complete.
- An online version promoted through social media and our website –
- Hard copies were available at libraries in areas with known low online engagement, fire service events and community events.
- Supported by social media polls

Topics ranked by interest:

1. Incidents
2. Safety messages
3. Events
4. ECFRS staff
5. Recruitment
6. Business safety

How our audience would like to hear from us, ranked in order:

1. Social media
2. Website
3. Email
4. Leaflet
5. Public meeting

How our audience describe us:



Informing our strategies – final headline conclusions

- People are interested in what we have to say – so let's make sure we're saying it in the right way with the right channels.
- Social media is the most important channel to our audience, so it is worth spending time on getting it right and meeting their needs with it.
- Traditional channels still have a time and a place – let's not forget this, but let's target it to ensure we do not waste time or money.
- Our audience is interested in the incidents we attend and the safety messages we can give them – this makes our role informers and educators in making Essex safe.
- We are continuing to build a picture of what each social media platform's audience looks like, and this in turn will help to direct particular messages to particular audiences in the correct way.
- More work needs to be done in increasing engagement – this will probably be based around improving the way we inform people of what we are doing and why it matters to them, and then making it as easy as possible for them to respond.
- The way people describe us does not fit exactly where we would like to be. Our external communications can support change in this area. We need to help people understand the role of a modern day firefighter and fire and rescue service.
- People generally have confidence in our firefighters – their concerns are over cuts and management – we need to address this in our communications.

Reducing automatic fire alarms



Background

Crews are needlessly called out to automatic fire alarms (AFAs) which are activating due to avoidable situations such as cooking or dust. If organisations are more informed of the problem and how it can be overcome they can change their behaviour to create less call outs, benefiting all those involved.

We wanted to inform an identified audience (top offending businesses) of the issue and change their behaviour to result in less automatic fire alarm callouts.

Objective:

During Business Safety Week 2018 inform top offending businesses of simple actions they can take to reduce false alarm call outs / automatic fire alarms to reduce the overall number of AFAs that ECFRS attends.

Outputs

- Four face-to-face visits took place
- Printed materials and covering letter sent to all top-offending businesses.
- Business Safety AFA webpage received 67 views in September and October 2018, compared to 44 for the previous period, September and October 2019.
- Online press release received 127 views. It was not published by any external media.
- 13 posts on social media received a reach of 262800, 77 clicks, 65 shares and likes.

Outcomes

AFA numbers did not decrease following the campaign period. We will monitor numbers for the next three months to see if there is a delayed response.

It is unlikely that any major social media activity or press release will make any significant behaviour change for future campaigns, and will only serve to support and reinforce messaging.

More work is needed in directly working with and supporting the top offending organisations to make a real difference to their behaviour and meet the objective.

Channel overview

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.	
Recruitment microsite	Online	Daily	http://www.join.essex-fire.gov.uk	Educating and informing the public on wholetime and on-call recruitment.	Plans to include support role recruitment from Spring 2019
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 & Instagram Stories	Online	As required	https://www.instagram.com/ecfrs/	To engage our public through photos and videos. (Currently we have a Service and Fitness account)	



Yearly Report | April 2018 – March 2019

Internal Communications Report

Dashboard Summary | 1 April 2018 to 31 March 2019

Daily News

Daily News is our internal news and blogging platform, available to all staff and is accessible from outside of our computer network.

120.4K

Number of page views

94.1K

Number of unique page views

Most popular news story:

Change of our Operational Uniform

(5 Feb 18)

Unique page views: **1,031**

Most commented news story:

Change of our Operational Uniform

(6 July 18)

Number of comments: **7**



619

Daily News stories published

Intranet

Our intranet provides access for our staff to receive up-to-date information and documentation. Work continues to make it fit-for-purpose.

793.6K

Number of page views

441.2K

Number of unique page views

16.6K

Number of downloads

15.3K

Number of searches

Most popular search term:

Watch Rota

127 searches

Most popular intranet page:

Operational Risk Information

20,731 page views

Face-to-face engagement

Face-to-face opportunities include monthly Manager Briefings, SLT Debrief – Manager Cascade and regular visits to sites and stations.

Managers Briefings

12 sessions

Held monthly, these events offer an opportunity for direct engagement with managers in both briefing and workshop based settings.

SLT Debrief – Manager Cascade

12 sessions

Newly introduced in September 2018, these fortnightly events have provided employees with better clarity of the SLT decision-making process.

Service Leadership Team visits

49 station visits

28 stations visited

Daily News Analytics



148.9K
Pageviews



02.00
Average time on page



2.0
Pages / sessions



83.9K
Unique Pageviews



2,968 likes
86 comments



65.1%
Bounce Rate

Page views

Pageviews for Daily News key tabs:

Homepage 15,376 | News 616 | Weekly eBrief 229 | Industry News 827 | Change Projects 141 |



Top 10 news stories

Page Title	Unique page views	Page views
Change of our operational uniform	1,031	1,152
Meet Jo: Message from our new Chief Fire Officer / CE	846	936
Jo’s Journal: Coming to your station soon!	711	808
Jo’s Journal: My first full week!	705	766
CFO / CE visits Wethersfield for live fire training	733	1,120
Talent Pool process now open for 2019	610	824
Jo’s Journal: Fire and Rescue Plan	558	617
Is your parking putting others at risk?	546	596
Industry News	543	827
Launching our new PPE	516	560

Device Usage



Desktop
95.2% | 94,382 Page views



Mobile
3% | 2,940 Page views



Tablet
1.8% | 1,805 Page views

Intranet Analytics



793.6K
Pageviews



8 min 26s
Average visit duration



15,389
searches



441.2K
Unique Pageviews



16,667
Downloads

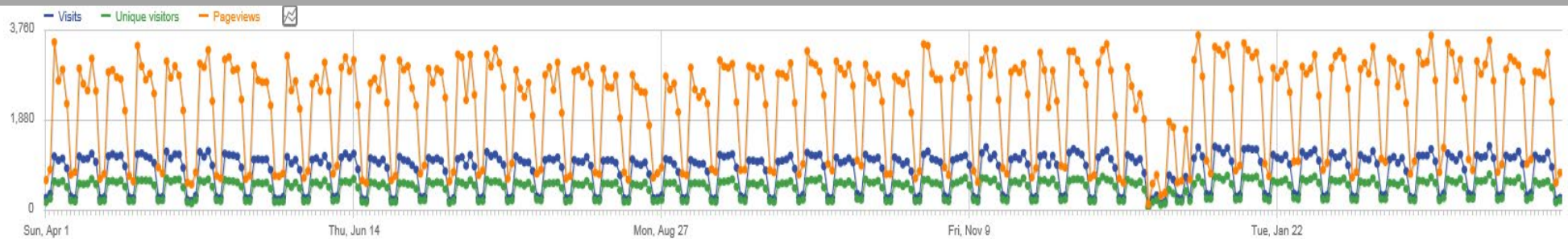


28%
Bounce Rate

Top five search terms

1. **Watch Rota** | 127 searches
2. **Rota** | 96 searches
3. **SSRI** | 77 searches
4. **GC93** | 76 searches
5. **PORIS** | 75 searches

Page views



Top 10 Intranet Pages

Page	Pageviews	Page	Pageviews
1) Operational Information (top page Risk Information)	97,506	6) Pinpoint	5,785
2) Department Information (top page Operations)	64,333	7) About	4,483
3) Applications	21,240	8) Publications	4,142
4) Forms and Templates (top page FB Forms)	17,345	9) Safer Communities	3,567
5) Station	6,299	10) Change	1,527

Appendix C - Public Consultation Communications

How we communicate and consult

Essex County Fire and Rescue Service will seek views of stakeholders (external and internal) for any major changes to the Service.

Our consultation will include a range of methods (integrated communications plan) to ensure we reach all stakeholders:

We follow the Government Consultation Principles for all of our public consultations:

Gov.UK Consultation Principle	How ECFRS delivers...
A. Consultations should be clear and concise	The consultation document will be in plain English and avoid acronyms
B. Consultations should have a purpose	We will consult on changes to the Service
C. Consultations should be informative	The information provided will ensure residents of Essex can make informed choices and decisions
D. Consultations are only part of a process of engagement	The communication approach is integrated: traditional print, press releases, social media, targeted social media advertising, videos/ animations, public face to face sessions across Essex, employee briefing sessions, consultation groups, British Sign Language (BSL) videos
E. Consultations should last for a proportionate amount of time	Our consultations run for 12 weeks
F. Consultations should be targeted	We work with targeted groups: OPFCC, employees, businesses and partners, and the wider Essex residents. Consultation is tailored to reach disabilities – BSL video
G. Consultations should take account of the groups being consulted	Our consultations run for 12 weeks allowing time for holiday leave, those who need more time to respond.
H. Consultations should be agreed before publication	Our consultation is agreed by the OPFCC before publication. Ahead of this the Service Leadership Team, Trade Unions and lead members of OPFCC are involved and consulted with.
I. Consultation should facilitate scrutiny	Throughout the consultation period there are set workshops to allow for measurement of effectiveness and feedback from key stakeholders so plans can be amended as required
J. Government responses to consultations should be published in a timely fashion	On closure of the Consultation, the surveys will be recorded by external company..
K. Consultation exercises should not generally be launched during local or national election periods.	Noted.

Appendix D – NFCC Campaign Calendar 2019

Monthly Themes	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
	Smoke Alarm Testing	Cooking	Smoke Alarm Purchasing	Smoking	Escape Routes	Outdoor Fire Safety	Cooking	Smoke Alarm Purchasing	Home Fire Safety	Smoke Alarm Testing	Electrical	Christmas
SATURDAY						1						
SUNDAY						2			1			1
MONDAY				1		3	1		2			2
TUESDAY	1			2		4	2		3	1		3
WEDNESDAY	2			3	1	5	3		4	2		4
THURSDAY	3			4	2	6	4	1	5	3		5
FRIDAY	4	1	1	5	3	7	5	2	6	4	1	6
SATURDAY	5	2	2	6	4	8	6	3	7	5	2	7
SUNDAY	6	3	3	7	5	9	7	4	8	6	3	8
MONDAY	7	4	4	8	6	10	8	5	9	7	4	9
TUESDAY	8	5	5	9	7	11	9	6	10	8	5	10
WEDNESDAY	9	6	6	10	8	12	10	7	11	9	6	11
THURSDAY	10	7	7	11	9	13	11	8	12	10	7	12
FRIDAY	11	8	8	12	10	14	12	9	13	11	8	13
SATURDAY	12	9	9	13	11	15	13	10	14	12	9	14
SUNDAY	13	10	10	14	12	16	14	11	15	13	10	15
MONDAY	14	11	11	15	13	17	15	12	16	14	11	16
TUESDAY	15	12	12	16	14	18	16	13	17	15	12	17
WEDNESDAY	16	13	13	17	15	19	17	14	18	16	13	18
THURSDAY	17	14	14	18	16	20	18	15	19	17	14	19
FRIDAY	18	15	15	19	17	21	19	16	20	18	15	20
SATURDAY	19	16	16	20	18	22	20	17	21	19	16	21
SUNDAY	20	17	17	21	19	23	21	18	22	20	17	22
MONDAY	21	18	18	22	20	24	22	19	23	21	18	23
TUESDAY	22	19	19	23	21	25	23	20	24	22	19	24
WEDNESDAY	23	20	20	24	22	26	24	21	25	23	20	25
THURSDAY	24	21	21	25	23	27	25	22	26	24	21	26
FRIDAY	25	22	22	26	24	28	26	23	27	25	22	27
SATURDAY	26	23	23	27	25	29	27	24	28	26	23	28
SUNDAY	27	24	24	28	26	30	28	25	29	27	24	29
MONDAY	28	25	25	29	27		29	26	30	28	25	30
TUESDAY	29	26	26	30	28		30	27		29	26	31
WEDNESDAY	30	27	27		29		31	28		30	27	
THURSDAY	31	28	28		30			29		31	28	
FRIDAY			29					30			29	
SATURDAY			30					31			30	
SUNDAY			31									