

Internal Communication

Agenda Item No.	9	Paper No.	124.7	Time Required	20 Minutes
Title	Internal Communication				
Sponsor	Ashley McCann – Internal Communication Manager				

Executive Summary

- A review of internal communication conducted during October/November 2021 resulted in a refresh of existing internal communication channels and information and new channels and information being implemented – these reviews comprised a series of senior management interviews, and TL and employee focus groups.
- Existing digital channels have moved to a new platform to enable personalisation, a better look and feel, and improvements to content and measurement – content now includes a focus on EDI, Wellbeing, ‘Strategy in Action’ and ‘Outside in’ as well as the existing ‘Across the Business’ news and information.
- A new informal channel (‘Grab a Coffee’ session) has been implemented to improve senior management visibility and help strengthen relationships between senior management and employees – these sessions are now targeted at different groups and feedback from those who have attended one suggest they are having a positive impact.
- A new monthly update from Chief Ombudsman, Paul McFadden, was also implemented which covers company performance and an update on current strategic activity and plans – average engagement is 74% for this channel.
- An internal communication survey conducted in July/August 2022 suggested that communication had improved in previous months.
- 85% of respondents said they felt well informed about LeO’s performance and strategy and team performance.
- Most helpful channels were Team Meetings, All Staff Briefings and News in Brief. These will continue.
- Some employees felt that outputs from the Staff Council (SC) could improve and information on LINK (company Intranet) could also be improved.
- The communication team will work with HR to improve SC outputs and has formed a small working party to address concerns raised about LINK (Intranet) - this will include a review of current content.

Recommendation / Action Required

- This paper is for information only.

Internal Communication at LeO

- **The Communication Team** – is a team of two people responsible for the crafting and delivery of internal and external communication deliverables and activity working in collaboration with all teams and functions across LeO
- **Primary purpose** – the team’s primary purpose is to work with management to help them:
 1. align employees with corporate strategies
 2. keep employees informed and engaged
 3. establish stronger, long-lasting relationships with employees
 4. create a healthy, positive, and vibrant workplace culture
 5. share LeO’s ‘story’, key information and successes with consumers and stakeholders
 6. measure and demonstrate success
- **Internal BAU Channels** – the team manages a number of BAU channels including: personalised company emails, a weekly e-newsletter, qly All Staff Briefings (ASBs), monthly Chief Ombudsman Update, various blogs and vlogs, LINK (Intranet) pages and informal ‘Grab a Coffee’ sessions.
- **External Channels** – the team is also responsible for Social Media including: Twitter (12.3k followers), LinkedIn (9.8k followers) and Facebook.
- **Campaigns & events** – the team work with management and networks to support on the creation of campaigns to meet specific objectives. Recent internal examples include the People Survey, and various EDI campaigns and events including Alzheimer’s Memory Walk, MacMillan Cancer, Health, Safety & Wellbeing month, Birmingham’s PRIDE March and Black History Month.
- **Projects** – the team also works alongside the Programme team offering communication support for various projects where appropriate, including the Scheme Rules Changes programme.

Internal Communication at LeO

BAU communication outputs are measured using a range of metrics including the number of 'Opens' and the number of 'Clicks'. We also measure the average 'Read' time of our communications.

Company emails

- Measures taken from the last 12 company emails sent tell us that 47% of employees have read the last 12 out of 12 emails suggesting they are engaged. 66% of people opened at least 8 emails out of 12
- Average read time for these types of communications is 1.38 minutes but can be longer depending on the content.

e-Newsletter

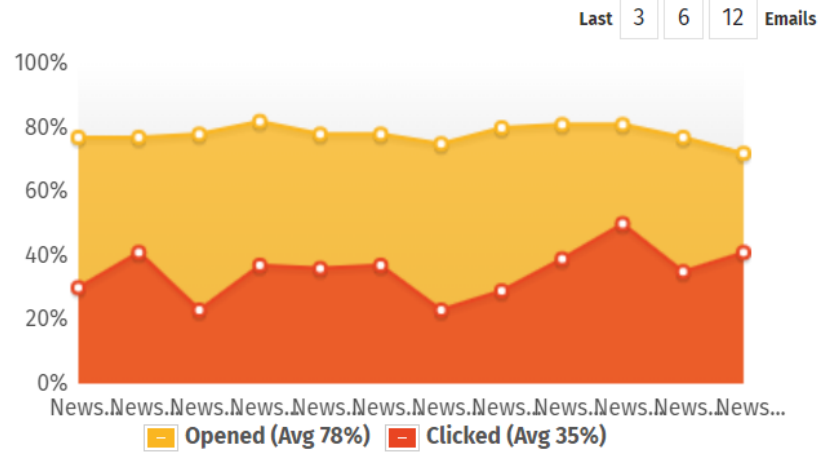
- Our weekly newsletter (News in Brief) contains sections specific to business need including 'Strategy in Action'; EDI; Wellbeing; 'Outside in' (where we share customer comments and relevant news from the sector) and 'Across the Business' for general news and information – of the last 12 issues 52% of people opened 12/12; 78% opened 8/12
- We compare our performance results against 873 other organisations, of which 59 are government and public service organisations, for open and click rates. This benchmark is calculated on a monthly basis.
 - The average benchmarked engagement level for opens is 65%. LeO is scored at 78% engagement
 - The average benchmarked engagement level for clicks is 10%. LeO is scored at 35% engagement
- Average read time is 2.95 minutes (not including blogs, vlogs or LINK content which is measured separately via views and comments)
- Top most popular content is Celebrating Success.

Chief Ombudsman's Update

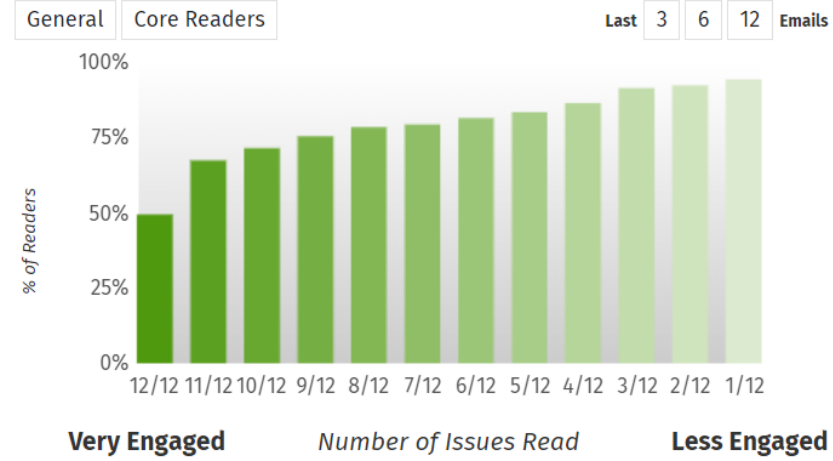
- Averages 74% engagement. Average read time data is not available at this time.

Key Performance Metrics

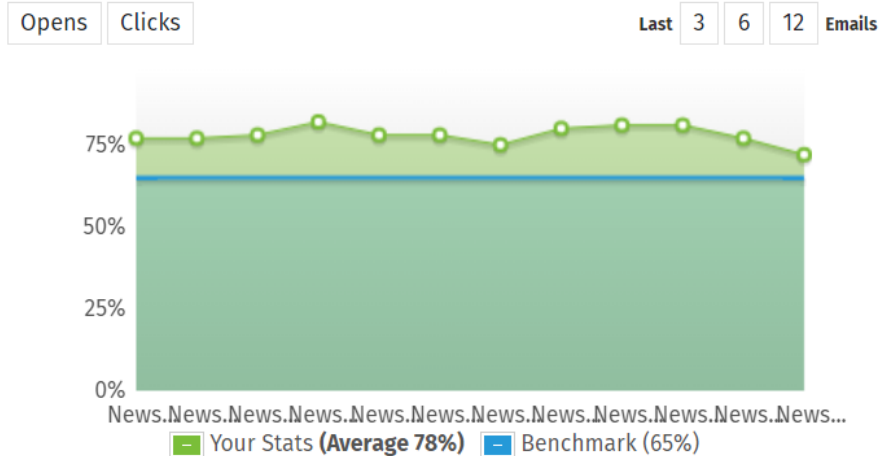
Email Performance - Issue by Issue



Email Engagement



Internal Communications Email Benchmarks



Time Spent Reading Email Content



This data is taken from the Poppulo platform and shows the engagement scores for the last 12 issues of our weekly e-newsletter (News in Brief).

Internal Communication

Internal Communication Survey Results

An Internal Communication Survey was conducted across the organisation from 18 July to 3 August 2022 to: gauge the effectiveness of current channels, understand people's information needs and whether they were being met, and identify areas for improvement. 80 people (26%) responded.

- **How helpful were our channels?** Over 85% of respondents said that the most helpful channels were team meetings, All Staff Briefings and News in Brief. The least helpful channels were LINK (Intranet) and 'Grab a coffee' sessions but there was a high proportion of respondents who had not experienced a 'Grab a Coffee' session at the time they completed the survey. Also of those that had experienced one, some said that the sessions were too big and they felt they were not able to contribute as well as they would have liked. These have now been targeted at different job families to make them more engaging.
- **Frequency of channels?** Most channels had a high percentage of 'Just right' scores (Ave = 87%) except: LINK pages & content – 21.3% said frequency of updates is too little; All staff emails – 11.3% said too much; Grab a coffee sessions – 10% said too little
- **How well informed?** 85% of respondents said they felt well informed about LeO's performance and strategy and their team's performance. 80% of respondents said they felt well informed about wellbeing and EDI.
- **More of /less of** – Less than 6% of respondents reported that they wanted less information about any of the topics asked about in the survey, however, 72.5% of respondents said that information about/ from the Staff Council could be improved.
- **Easy to read?** 94% of respondents said that information from LeO was easy to read/ engage with; a small number of respondents (5) said that we could improve in this area. People can now switch to a 'text only' version of News in Brief.

Survey Comments

"I think the internal comms has significantly improved at LeO over the last year or so."

"I think the articles and News in Brief stuff is pretty good."

"I think communications are generally good, I don't feel excluded by not being in the office."

"I think the case studies and Myth Busting articles have been really good."

I think the guidance pages on Link are clunky and not user friendly."

Link team pages are often out of date, or incredibly difficult to find stuff in."

"The RCT pages on LINK are rarely updated and the information stored there is not relevant to our day to day roles."

"The lay out of LINK is very busy which makes it difficult for me to navigate."

"Anything we can do to get people to know each other and talk together will help."

"I want to hear more about anything that will make us feel more like a team."

"Coffee and chats in person and through teams is welcome."

"It would be helpful for the CEO and Board Chair to do regular walk arounds and meet and greet the people."

"More attempts to get us talking please."

"As a dyslexic I find verbal updates easier to digest however this isn't always available."

"I sometimes find the colours make it difficult to read articles and text."