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INTERNAL AND EXTERNAL COMMUNICATIONS STRATEGY POLICY

1.0 INTRODUCTION TO POLICY
1.1 FGH Security is committed to ensuring that appropriate policies, procedures and monitoring arrangements are in place to support good internal and external communications.

1.2 FGH Security is further committed to developing two way communications channels recognising that the key stakeholder groups who can support FGH Security to improve services are those who use the services and those who deliver them.

1.3 It is the aim of FGH Security to continually improve communications, thus assisting employees to understand the FGH Security’s objectives.

2.0 PURPOSE AND AIMS
2.1 Maintaining good internal and external communications is particularly important to help staff and other stakeholders to understand the FGH Security’s mission, values, objectives, developments and issues.

2.2 Planned communication aims to:
   • provide stakeholders with timely information regarding matters of interest to them;
   • ensure that staff, their representatives and other key stakeholders are engaged on a regular basis in order to provide information, receive feedback and act on this as appropriate;
   • enhance the commitment of all staff to the FGH Security’s performance;
   • build staff awareness of the environmental factors affecting the performance of the FGH Security;
   • inform stakeholders (as appropriate) of the environmental factors affecting the performance of the FGH Security;
   • raise awareness of the FGH Security and its achievements;
   • promote and enhance the reputation of the FGH Security;
   • champion and facilitate the ethos of staff involvement within the FGH Security; and
   • ensure that all employees receive consistent messages

2.3 FGH Security has a culture of openness and the Directors and Senior Management Team regularly meet employees on an informal and formal basis to pass on information about current issues, respond to queries and receive feedback.

3.0 POLICY STATEMENT
3.1 FGH Security is committed to the following clear communication principles for staff, clients and all other stakeholders.

3.2 All communications activity should:
   • Be accessible to all in line with the FGH Security’s commitment to equality legislation;
   • Reflect a commitment to using plain English;
   • Be open and honest;
   • Be relevant, accurate and timely;
   • Enable meaningful engagement with stakeholders;
   • Recognise the importance and value of engaging with the community, industry, clients and staff;
   • Ensure that the FGH Security listens to stakeholders, acts on information received when appropriate and provides feedback;
   • Reflect the principles of confidentiality, Data Protection, Freedom of Information and other relevant legislation.
4.0 POLICY OBJECTIVES

**Internal**
- To maximise staff potential by improving the communication systems and ensure appropriate mechanisms are in place to increase staff understanding of the FGH Security’s vision, core values and corporate objectives.
- To motivate staff and engage with them in a productive and professional way befitting of the FGH Security brand.
- To ensure that robust systems of communications are in place which place an emphasis on personal contact (e.g. phone calls rather than text messaging)
- To ensure that all staff are kept aware of policies and procedures relevant to their work.
- To develop a formal consultative process, including team briefings, which will contribute to the achievement of FGH Security's objectives.
- To put in place a mechanism to audit internal and external communication within the FGH Security and to act on the findings.
- To ensure staff maximise potential opportunities to promote the FGH Security's Corporate identity to relevant stakeholders within levels of responsibility and other constraints (e.g. finance, confidentiality).

**External**
- To develop effective two way communications channels between the FGH Security and all key stakeholders.
- To ensure timely communication of changes or developments in company or the industry as a whole.
- To build and maintain confidence in the quality of services provided by FGH Security.
- To develop and sustain positive relationships with key external stakeholders.

5.0 ENSURING GOOD COMMUNICATION

5.1 Two way communication between management and staff is crucial to the effective operation of any organisation.

5.2 FGH Security recognises that effective communication is critical to the achievement of its objectives.

5.3 FGH Security recognises that if employees are kept well informed and given opportunities to provide feedback, their ability to embrace change is likely to be enhanced.

5.4 FGH Security has a responsibility through the line management structure to keep staff informed. It recognises that staff have a right to receive up to date and accurate information concerning FGH Security and its activities, including any proposed changes to service delivery.

5.5 Systems for communicating will include the following:- corporate induction, staff/team meetings, publications, newsletters and email briefings. It is FGH Security's aim to implement, maintain and monitor these systems to ensure that the information reaches all staff and that staff are able to provide feedback.

5.6 FGH Security must aim to build and sustain stakeholder confidence in the quality of services provided by FGH Security and effective external communications can assist in the achievement of this.

5.7 FGH Security recognises that excellence in communications practice will contribute to enhanced public awareness and understanding of FGH Security and its role in the industry and wider community; leading to improved corporate reputation.
6.0 INTERNAL COMMUNICATION

6.1 FGH Security is committed to providing timely and appropriate information to staff in order to:-

- Ensure staff awareness of FGH Security’s:-
  - Vision and corporate values
  - Objectives
  - Structure
  - Policies and procedures
  - Significant important alerts, risks or changes

- Maintain and monitor formalised methods of communication such as:-
  - Team/Staff meetings
  - In-service training and induction
  - One to one interviews / meetings
  - Staff performance appraisal
  - Newsletters
  - Direct mailshots to staff
  - Staff events
  - Employee surveys

- Improve communication within and between staff members and company divisions.

- Achieve timely communication of relevant information to staff in a productive and personable manner which encourages their retention.

6.2 FGH Security will conduct staff surveys and the results of these are of great importance in identifying specific areas of both good and not so good practice within the FGH Security. All employees are encouraged to participate as the larger the response the more reflective of people’s concerns the survey will be.

7.0 EXTERNAL COMMUNICATION

7.1 FGH Security recognises the importance of engaging with key stakeholders about key developments in a timely manner.

7.2 FGH Security will achieve this by:-

- The development of FGH Security’s Communication Strategy
- Ensuring there is awareness amongst stakeholders of relevant information regarding FGH Security’s business and services.
- Promoting a positive corporate identity.
- Maintaining and monitoring methods of external communication such as:-
  - Media relations
  - FGH Security website
  - Publications
  - Events
  - Presentations
  - Direct and indirect personal contacts
  - Social Media Channels

Taking reasonable steps to ensure that communication is accessible to all by ensuring that information is made available in a variety of formats in line with the FGH Security’s commitment to Equality and other relevant legislation.

8.0 ROLES AND RESPONSIBILITIES

8.1 Lead responsibility for the policy lies with the Directors and Senior Management (specifically David Hassall)

8.2 Responsibility for implementation, monitoring and review of the policy lies with David Hassall.
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8.3 Senior Managers
Senior Managers have a responsibility to ensure that with regard to internal and external communication:

- The Communication Policy and Operational Guidelines are implemented in full within his/her department using the appropriate means.

- There is timely and efficient dissemination of pertinent information to relevant individuals and or teams.

- All communication with the media must be conducted through David Hassall and/or Directors.

- The corporate identity of FGH Security is maintained and promoted at all times.

8.4 Employees
Employees have a crucial role to play in ensuring effective communication internally and externally. It is each employee’s responsibility to:

- Communicate effectively;

- Be mindful that communication is a two way process and to ensure that appropriate information is shared and understood;

- Promote a positive corporate image at all times;

- Act professionally with courtesy and regard for clients and customers.

- Not act in a manner which could bring the reputation of FGH Security into disrepute.

9 OPERATIONAL GUIDELINES

9.1 Media Relations
All media (newspapers, TV and radio) queries should be referred immediately to David Hassall.

9.2 Strategic communications
Development and implementation of communications strategies. Advising on the most effective techniques to engage with stakeholders and communicate your message.

9.3 Internal communications
Production of e-briefs, staff newsletters and implementation of other communications initiatives to keep staff up to date with FGH Security news.

9.4 Quality print and design
Management of all quality design and print projects, publicity and promotional materials, posters, information leaflets and newsletters to ensure consistency with FGH Security’s corporate identity guidelines.

9.5 Event management
Management of all major FGH Security events including visits, launches, exhibitions and conferences.

9.6 Digital Media
Development of the FGH Security’s web and social media content.

9.7 Public Affairs
Support to FGH Security staff in any engagement with public representatives.

9.8 Ensuring consistency of messages
Support to FGH Security staff in ensuring consistency of response in dealing with clients and members of the general public.
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9.9 Advertising
Managing all press, broadcast, outdoor and convenience advertising campaigns and facilitating production of DVDs and other promotional items.

9.10 Awards
Promoting internal award schemes such as Employee of the Month and the Annual Staff Awards etc. Staff are encouraged to participate in these activities which help to communicate a positive corporate image of FGH Security.

David Hassall will be part of the FGH Security’s Disaster Planning and in the event of a Major Incident being declared, David Hassall will, under the direction of the Directors, be solely responsible for all contact with the media.

DEVELOPING A COMMUNICATIONS STRATEGY

On a regular basis issues/situations will arise which will require either a reactive or proactive communication strategy. Examples of this include, service developments, changes to FGH Security services, new initiatives, promotion campaigns and so on.

These issues may originate from any aspect of FGH Security business and it is important that they are dealt with in a timely and professional manner.

The following steps should be considered:

- Step 1 Identify the issue and impact on FGH Security Business.
- Step 2 Identify a Communication Sub-group if required
- Step 3 Identify the objectives of the communication strategy
- Step 4 Identify the “message” to be communicated.
- Step 5 Identify the target audiences/stakeholders.
- Step 6 Agree budget
- Step 7 Define the channels of communication.
- Step 8 Develop action plan and timetable.
- Step 9 Evaluation.

Strategy Objectives:
- It is important to set measurable objectives
- The objectives of communication strategy may be to:
  - Inform, provide information
  - Raise awareness
  - Provide or receive feedback
  - Negotiate, explain circumstances or resolve conflict

Message:
- Thoroughly planned
- Clear
- In an appropriate language for the targeted audience
- Timely
- Accurate
- Consistent

Audience/Stakeholders
FGH Security has a number of stakeholders both internally and externally and is committed to developing positive relationships with them.

Channels of Communication
It is necessary to identify the best ways to reach the target audience. Communication channels may include face to face meetings, leaflets, posters, staff briefings, internet, intranet, newspapers, radio, TV, public meetings and lobbying.
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Action Plan/Timetable:
- Who is the target audience
- What has to be communicated
- What is the most appropriate communication channel(s) to use
- Who is communicating the message
- When should the message be delivered.