

n-ergy

**Corporate
Communications Strategy
2016 -17**

January 2017



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Chief Executive Officer Statement

Why develop a Corporate Communication Strategy?

Communication is at the heart of everything we do. It enables us to deliver our services whilst developing our relationships on both an internal and external level which, in turn, helps us sustain and continue to build on our success.

It is really important that we all have a common understanding of how we want to “do things at n-ergy” whether that may be working with each other, working with our clients or meeting the unexpected challenges of our working world.

I am also keen that we communicate effectively in order to share ideas and opinions across the Organisation which will keep us fresh in our delivery, help us capture innovative ideas and optimise the sum of our collective effort.

This strategy will outline how we will manage and develop clear and consistent communications and our commitment to continually revitalising our communications policies and strategy. It will help us understand how to efficiently and effectively use traditional and new media and will formalise our use of social media.

Donna Turner-Kot
Chief Executive and Chair

Over-arching View

Purpose

Our Corporate Communication Strategy supports n-ergy’s vision and values and defines how, on a communications front, we deliver our aim to “make a difference”.

The ability to communicate effectively and strategically is a vital asset in our business. Our ability to communicate efficiently will underpin the delivery of our strategic goals as well as underpin the operational activities that are vital to deliver our services and optimise our efficiencies at every level in the organisation.

Communication in a business context is the process of managing discussion between employees, employer, customers and partners; it is a dual listening process and it is our responsibility to use appropriate language to meet the needs of intended recipients.

n-ergy provides:

- Seamless service from custody into employment
- A unique job preparation support service
- A wide range of vocational programmes
- Voluntary ongoing support for up to 12 months for both the candidate and employer after the candidate has successfully gained employment.

Vision, Mission and Values

| |
|--|
| Our Vision |
| Developing individuals and organisations through unlocking potential and transforming lives. |
| Our Mission |
| To create exceptional learning and development opportunities that empower people and organisations to achieve their goals and aspirations |

Our Values will underpin the behaviours we adopt in fulfilling our individual and collective roles.

| | |
|---|--|
| <p><i>Passion</i></p> <p>At n-ergy we pour our heart and soul into our work and believe that the greatest of achievements are driven by passion.</p> | <p><i>Commitment</i></p> <p>Our commitment to all stakeholders is second to none. From our people to your people, we deliver what we promise.</p> |
| <p><i>Integrity</i></p> <p>Our moral compass is our guide in all business activity. Honesty is at the heart of every business decision.</p> | <p><i>Going the extra mile</i></p> <p>Our aim is to overachieve and add value where ever possible. Exceeding our customers' expectation is our mantra.</p> |
| <p><i>Quality</i></p> <p>Quality is the foundation of our business. It drives continual improvement, enabling us to deliver a first class service for our customers.</p> | <p><i>Learning</i></p> <p>Embracing learning, it's that simple. We must always practise what we preach and offer our people the opportunity to learn and develop.</p> |

We must work to promote trust, respect and mutual understanding in all that we do whilst continuing to build high levels of satisfaction with every stakeholder. Our commitment to transform our business through our people is demonstrated by retaining the Investors in People accreditation in 2015 and being awarded Silver Status.

Commitments

We, on an individual and organisational basis are committed to establishing and maintaining relevant two-way channels of communication with all our internal and external stakeholders. Our communication will be delivered in a timely, accurate, appropriate and clear manner in order to promote mutual understanding. We will strive to communicate with our employees and external stakeholders using the media and format that is relevant and appropriate to meet individual needs.

Stakeholders

By definition a stakeholder is a person, group or organisation that has interest or concern in an organisation and can affect or be affected by the organisation's actions, objectives and policies; hence our communication strategy must identify and consider both internal and external stakeholders. Stakeholders include owners (shareholders), government (and its agencies), employees, directors, creditors, suppliers, clients, employers to name but a few.

Media

We will use an array of media and format through which to communicate and will take into consideration the nature of the content, confidentiality and urgency of the information to be exchanged as well as the proximity of the receiver to the sender e.g. communicating to assessors who are based throughout the UK; governmental departments. The media, through which we will communicate to various stakeholders of the business and the policies relevant to the use of that media, will be identified specifically in the internal and external Communications' strategies contained within this document.

What does this document include?

- | | |
|--|--|
| <ul style="list-style-type: none"> ➤ How we work ➤ Who works with us and what they do ➤ The portfolio of services we provide ➤ Where to find and how to access our services ➤ Changes/ amendments to our services ➤ Points of contact ➤ Events and activities | <ul style="list-style-type: none"> ➤ Policies ➤ How to share ideas/ opinions ➤ How to provide feedback, to whom and when ➤ Business continuity ➤ Coping with the unexpected ➤ Our role in the community ➤ Celebrating success |
|--|--|

This information underpins the way in which n-ergy uses information, advice and guidance to embed our working practices and principles.

Internal Communication

Vision

Developing individuals and organisations through unlocking potential and transforming lives.

Purpose

- Communications is at the centre of everything we do. It is through the delivery of clear, concise communication combined with brand awareness, that our employees will gain full, transparent knowledge of the organisation and our aims for the future.
- Our Communications Strategy will be aligned to achieve our organisation strategic and operational aims.
- The strategy will help us to ensure that communication, both internally and externally, is always appropriate to the needs of the audience and that everyone is informed of the relevant organisation policies, activities and goals. We also aim to encourage employees to share ideas, concerns and opinions with us, which in turn will allow greater and more meaningful interaction across all levels of the organisation and will keep innovation at the heart of all that we do.
- Our objective will focus on developing our ability to exchange pertinent, timely and appropriate communication at an organisational and individual level creating an informed and knowledgeable workforce, in turn, promoting a positive image of the organisation as a whole.
- We want everyone within the business to understand how to share ideas and opinions, have the confidence, knowledge and accountability to hold discussion and dialogue irrespective of status. We aim to deliver an internal communications framework that provides clear, informative and engaging 2-way communications which are planned and effectively link together our key messages.
- A robust Internal Communications strategy, which is understood by all employees, helps us understand how strategic leadership of the organisation translates into tactical activities; the diagram below demonstrates how communication starts at strategic level and cascades to a tactical level through our departments to the tactical message delivery level:



Commitments

- All our communications will be in plain English using the appropriate language to meet the needs of the intended recipient.
- We will be honest and accountable in our communication with all stakeholders.
- Promote and actively encourage employees to submit ideas for continuous improvement/innovation via a choice of the following communication channels:
 - Verbally with a regional PI&IG representative and/or your line manager
 - Complete a Proposal Form and submit via the regional PI&IG representative to the new company focus group, PI&IG (*Positive Impact & Improvement Group*) (*)
 - Email the HR team via the email address ideas@n-ergygroup.com
 - Email the Managing Director directly via the email address askmark@n-ergygroup.com

() Note: the PI&IG group was newly established in Summer 2015 and replaces the former Corporate Communications Focus Group.*

- Create employee focus groups to manage specific projects that embrace/include remote workers.
- Ensure monthly formalised team meetings are held throughout the organisation.
- Simplify the structure of internal communication plans, channels and messages.
- Ensure that everyone is kept informed in a timely and appropriate manner of their individual and the organisation's objectives and performance.

- Promote 2-way feedback with employees and regularly respond to feedback received.
- To continually improve the annual employee survey.
- To share learning and celebrate success at any one of the following events:
 - Directors' Roadshow and/or annual communications day
 - Company Christmas event
 - Company anniversary events
- The HR department will support communication learning and development needs.
- The Directors and Senior Managers commit to honour the n-ergy Code of Conduct principles to which they have signed-up and are explicit within their roles.

Approach

Our communications approach is focused on the improvement of our internal communication mechanisms – from strategy and planning, the channels we use, to the way in which we engage with and seek feedback from employees; also key is the way we are measuring success, identifying issues and highlighting best practice. With this in mind the key elements that we will address are:

- The implementation of a customer relationship management system
- An organisation intranet

Since the implementation of a new HR Management System “People HR” in 2015, our new system is helping to streamline our internal processes and ensure greater efficiency in respect of improved communication eg. automated email reminders are sent to line managers/ employees for all HR related documentation such as chasing outstanding paperwork and/or log training records.

We are currently populating a dedicated outlook calendar updated by the Marketing Dept which is available for all employees to view external events attended by n-ergy employees.

Engaging Employees

It is our intention to promote greater 2-way feedback with employees to generate consistently positive engagement between management and employees. We encourage more bottom up communication and feedback, moving away from a purely “top down” approach. We need to build a more open and honest feedback culture to enable us to share what is really happening as opposed to saying what personnel believe managers and directors want to hear.

We will focus on improving the following areas:

- 2-way communication
- Targeted communications
- Responding and communicating appropriately to feedback
- Continue to move away from a purely “top-down” communications approach
- Working with HR on combined communications and engagement activities
- Encouraging our employees to submit new ideas via the PI&IG group whose purpose statement is **“To provide a voice for n-ergy’s workforce to continually identify, evaluate and implement business improvement ideas that will make a positive impact on the company and its people”**
- We continually strive to transform our performance through our people by securing accreditation with quality standards, Investors in People and The Matrix Standard.

Targeted Communications

We need to reduce the amount of “catch-all” communications that employees receive and ensure that individuals receive communication that is relevant to them in a timely and efficient manner. We will focus on improving the following:

- Targeted messaging
- Minimising communications sent for information only when the recipient has no responsibility or accountability in that area
- Ensuring that communications have clear “call to action”

Effective and Relevant Measurement

We will work on reviewing existing measurement indicators to ensure that they are providing useful and appropriate data. We will focus on the following:

- Employee surveys
- Specific surveys
- Where the opportunities we can capitalise on exist

- Determine what is or isn't working in our current communications and identify the barriers/blockers
- Identify communication gaps and encourage the use of direct access email eg. askmark@n-ergygroup.com.

Principles and Practices

Our key communications internal drivers will be:

- **Reward** – how individuals are rewarded/remunerated
- **Recognition** – non-monetary, recognition by leaders as well as line managers and colleagues
- **Process** – the way in which personnel work
- **Personal Pride** – how personnel feel about the job they do and how that job makes them feel about themselves
- **Working environment** – equipment/facilities etc.
- **Opportunity** – for advancement, ability to experience different areas in which to work, self-development

Our Internal Communications Strategy has to ensure that we are using simplified and readily accessible communication; maximising message delivery without overloading individuals inappropriately.

We want to afford employees the opportunity to work in partnership with the leadership team on vision and key messages.

Our Communication Channels

We will employ both passive and interactive communication channels to deliver our communication to various recipients (internal and external). We will develop the discipline of ensuring that all our channels of communications are evaluated for effectiveness and monitored should any changes be made to them.

| Interactive Channels | Passive Channels |
|---|---|
| <ul style="list-style-type: none"> ➤ Departmental meetings/briefings ➤ Ad hoc discussions/face to face meetings ➤ Social media (twitter) twitter@n-ergygroup; www.n-ergygroup.com ➤ Instant messaging ➤ Discussion Forums ➤ Director Question and Answer ➤ Soundbite ➤ New Starter Induction ➤ Organisation Conference/Parties ➤ Site Briefings ➤ PI&IG ➤ Surveys | <ul style="list-style-type: none"> ➤ Notice Boards ➤ Posters ➤ Email ➤ Print ➤ Intranet news ➤ Podcasts ➤ Corporate Videos |

Where to Find Information (Including Policies)

The Consortium drive houses all relevant Policy and Strategy documents for the organisation. Comprehensive information covering the following can be accessed:

- Communication – including the Marketing Outlook Calendar which depicts the events, activities, functions etc. that employees will be visiting throughout the calendar year. Employees can request that their information be included in this calendar via an email to the Marketing.
- Tenders and Visit Reports
- Policies and Information on: Health & Safety, Human Resources, Environmental and Quality

Social Responsibility

n-ergy's aim is to support charities and community projects which are key to the local communities in England and Wales in which it operates and to enhance its reputation as a responsible business.

Year on year n-ergy is committed to supporting four registered charities and/or community projects chosen by its employees and approved by the company's Executive Board. n-ergy, at the discretion of the Executive Board, may also support further charitable and third sector causes.

Our chosen charities for 2016/17 (as at September 2016) are: South West Region – Devon Ambulance Trust / Midlands Region – Meningitis Now / Wales & Head Office – Tenovus.

n-ergy supports the charity PRIMECymru (www.prime-cymru.co.uk) which was founded by HRH Prince of Wales in 2001. This organisation supports individuals aged 50+ into employment and self-employment.

The organisation, where possible due to the need for clear Disclosure & Barring Services (DBS) employs ex-offenders.

By definition, the services we at n-ergy deliver sit within the social responsibility arena.

Development

We will be working on a number of initiatives in the future not least to develop our approach to “coping with the unexpected” and business continuity.

The Marketing and HR Departments will also meet on a quarterly basis to continue to review, update and recommend new opportunities that arise in communication media. In addition, the PI&IG will place “communication” on their quarterly meeting agenda.

It is our intention to undertake regular competitor research and analysis and make this information available to our internal stakeholders.

Who works with us and what we do?

Prime funders

Colleges, private providers, sector skills councils, and government (local/national).

Objective: To continue to build strong partnership relationships. To tender for new funding contracts. To achieve the targeted outcomes detailed in contracts won.

- We have an organisational structure in place and our Chief Executive, Managing Director, Directors and Managers meet and communicate regularly with our partners and/or organisations with whom we have won a funding contract. We prepare and submit reports to agreed deadlines. The main source of all our funding is received from the Department for Work and Pensions (DWP), Skills Funding Agency (SFA) and Welsh Government (WG).
- The preparation of Tenders/Bids and Proposal documents is undertaken by our Managers supported by our Directors. The final documents are submitted via email and /or online tender portals.

- Our marketing team also provide support by assisting with design and formatting and undertaking any additional research, as required.
- Our Internal Verifier Team performs 100% quality audits to ensure our delivery model meets the highest operational and quality standards which we promote on corporate materials and website.

Prisons

Objective: To continue to build strong relationships and continue to increase our presence in prisons in England and Wales.

- The day-to-day account management is primarily the responsibility of our Regional Team Managers/Employment Managers who meet and communicate regularly with key prison personnel eg. HOLS (Heads of learning)/ HORRs (Heads of Reducing Re-offending, ETE (Education, Training and Employment) teams etc.
- We attend monthly Quality Improvement Groups (QIG) and Partner Development Review (PDR) meetings which provide a platform to receive regular feedback that we evaluate and act upon within an agreed timeframe.
- Our Compliance Manager is responsible for sending out Prison Satisfaction surveys to the prisons. We work in a format that meets their requirements eg. paper format or electronically. The feedback is evaluated and the survey results and any actions undertaken are communicated back to the prisons.
- Our annual Self-Assessment Report is available to all prisons on request to keep them informed of our quality developments as noted on our dedicated Quality & Excellence web page on the company website.

Learners

Objective: To provide vocational training opportunities and employment support for our learners in custody and also support our candidates with securing permanent employment on their release.

- Our experienced assessors are the main point of contact with offenders who undertake vocational qualifications. Our assessors enrol our learners onto vocational and employment support programmes and help them to achieve their qualifications within the required timeframe.
- Our assessors have regular face to face contact with the learners within the prisoners' work based environment eg. industry workshops within the prison.
- Our Marketing team design and produce posters, flyers, case studies/success stories to provide information about our vocational training programmes and specialist employment support. Our branded materials are on display-within the designated areas of the prisons which we work in eg. resettlement, education, wings using a

number of media channels which include noticeboards and TV flat screens

- We promote our attendance at n-ergy and prison hosted events/ workshops held within the prison establishments we work within using posters/flyers.
- We attend the following prison hosted events on a regular basis:
 - Employer Engagement events where we offer individuals in custody and due for release within a 3 month time period, the opportunity to register to benefit from our specialist employment support within the designated prisons that we offer this service.
 - Resettlement fairs where we enrol learners to undertake NVQ qualifications.
 - “Celebration of Success” prison hosted events, where learners are awarded their Certificates of Achievement for gaining their vocational qualifications.

Attendance at these events gives us accessibility to this stakeholder group and vice versa in order to build trust and confidence in our service delivery.

- Our learners receive their accredited certificates in respect of the qualifications that they have successfully gained. In some of the prisons we work in, the certificates are presented to learners at events hosted by the prison e.g. Celebration of Success events.
- Our employment support team also meets with learners referred to them by our assessors who are due for release within the designated prisons where we can offer this service.
- We provide voluntary continued support for up to 12 months after the candidate is placed into sustainable employment.
- On release and during the months after release we register candidates via a number of ways: completing a registration form in custody and/or completing our registration form on our website; emailing us directly at employmentsupport@n-ergygroup.com or calling us directly on our inbound telephone line to our Head Office.

Employers

To offer our specialist employment support service to employers and work closely with them to place our unique pool of diverse candidates into sustainable jobs supporting both the employer and the candidate.

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- We communicate with local and national businesses in 'release hot spot areas'; We offer employment support programmes through various communication channels which includes telephone calls, face to face meetings, email and attendance at networking events and direct mail/ advertising campaigns.
 - Our Employment Support team attend and/or exhibit at a variety of external events eg. job fairs hosted by Jobcentre Plus etc and/or networking events to promote our specialist Employment Support Service (ESP) to both employers and candidates.
 - We publish approved employer testimonials and candidate success testimonials on printed marketing materials within the prison and on our website. In addition, we also share this information on our company social media accounts eg. Twitter, LinkedIn

Awarding Bodies/ Organisations

Objective: To ensure that we strive to attain and exceed the outcomes agreed within our Terms & Conditions with our Awarding Bodies/Organisations. To ensure that we deliver the highest quality standards to our stakeholders.

- Our Internal Verifiers for project managing any new applications / registrations for quality standards and accreditations will communicate directly with the organisations involved.
- The marketing team ensure that all branding of quality standards and our awarding bodies comply with the brand guidelines in respect of logos printed onto the relevant paperwork and n-ergy's corporate materials including the company website.
- We meet face-to face the official representatives from the awarding bodies e.g. EQAs (External Quality Assessors) during their external audit and assessment visits. The individuals from n-ergy who meet the EQAs regularly are; our Compliance Manager, internal verifiers and training advisors as well as with our learners.

Partners

Objective: To work in mutual agreement with those partners who are also our prime funders and one of our stakeholder groups.

Some of our competitors are also colleges and therefore prime funders for our organisation. Our communication with our prime funders allows us to communicate in an open and transparent way. We are then in a position to mutually agree what programmes we can deliver to complement the training delivery provision. For example, to ensure we enhance the subject offering and learning opportunities for offenders/ex-offenders within the prison establishments. Communication is maintained via: Regular contract meetings and attendance at prime provider quality events.

External Communication

Vision

Developing individuals and organisations through unlocking potential and transforming lives.

Purpose

Communications is at the centre of everything we do. Effective communication enables us to win business and deliver what we promise.

This strategy will outline to all external stakeholders, our commitment to them and how we intend to develop effective two way communications. The strategy will define how we intend to use the communication methods and tools that are most appropriate. In doing so, we can demonstrate our commitment to building positive outcomes with our stakeholders and understanding their needs. Getting communication right and keeping the exchange simple is very important to us.

Our aim is to:

- Create a defined and consistent identity which reinforces our Brand in the market place.
- Enable all stakeholders to quickly and easily understand who we are and what we do.
- Raise awareness of our products, services and successes
- Maintain high customer satisfaction levels
- Facilitate two-way meaningful communication
- Provide communication that meets our stakeholders' needs for relevant information
- Communicate in plain English, in a timely and informative manner.

Commitments

We appreciate our stakeholder groups are diverse and we need to adapt and communicate in the most effective way to engage in two-way dialogue. We are committed to communicating fairly without preference to a stakeholder or client i.e. to commit to give consistent messages in a timely and efficient manner.

To ensure our communication strategy is successful:

- We commit to communicating proactively with our stakeholders and reacting decisively to all pertinent inbound communication.
- We will strive to continually improve our medium of communication in order to communicate in a professional manner.
- In a world of global marketing campaigns and mass media, we will keep our information simple and aim to communicate on a personal level.
- “Do what we say and say what we do” with the intention of delivering transparent and timely communication.
- Be adaptable in order to meet the needs of the stakeholder.

Stakeholders

Our reputation is built as a direct result of the first class relationships we have built with our stakeholders. We are mindful whilst a good reputation is hard to win a good reputation can be easily lost. We understand that the need for confidentiality is paramount in retaining the goodwill of all our stakeholders.

Outlined below are our primary external stakeholder groups:

| | |
|---|---|
| <ul style="list-style-type: none"> ➤ Prime Funders ➤ Colleges / Private Prime Providers / Sector Skills Councils / Academies / and Government (Local/National) ➤ Prisons ➤ Offenders and ex-Offenders | <ul style="list-style-type: none"> ➤ Employers ➤ Learners ➤ Suppliers ➤ Partners ➤ Awarding Bodies |
|---|---|

What media and format?

With a diverse group of stakeholders, the format of communications should be relevant to each stakeholder and our aim is to employ the most effective mode of communication available to us.

We must be mindful of the continuous changes in social media communication and ensure we keep up-to-date with new technology. With this in mind, social media interaction is fundamental to the communications mix and we appreciate that this method of communication requires a two-way conversation, providing immediate feedback opportunities. In addition, we communicate using digital technology eg. corporate video.

We will also continue to engage and communicate through broad and more traditional formats as outlined below:

- | | |
|-----------------------------|--------------------|
| ➤ Advertising | ➤ Direct Mail |
| ➤ Public Relations articles | ➤ Printed Material |
| ➤ Events/Exhibitions | ➤ Employees |
| ➤ Website | ➤ Ambassadors |
| ➤ Directories | ➤ Promotions |
| ➤ Email | ➤ Telephone |

What do we communicate?

It's always about the story ... we want our stakeholders to develop a connection with us and by telling our story and what we have to offer in a personal and concise way, we aim to develop a relationship based on clarity and understanding.

In our story we will include the following information:

➤ **Who we are and what we do**

n-energy was established in 2007 by Chief Executive, Donna Turner-Kot to rehabilitate offenders and ex-offenders throughout the UK.

n-ergy is known for providing a seamless service for delivering vocational and employability programmes to those in custody followed by specialist employment support to secure sustainable job opportunities.

The main focus of n-ergy's work is the delivery of vocational training and employment support within the offender reform sector in England and Wales.

Information about our services and products can be accessed via a mix of communication tools; our corporate and promotional literature, our website and social media accounts and our corporate video.

➤ **Accessibility - How to ask for more information/help/support**

Our stakeholders can request information and/ or our support via face-to-face contact at meetings or over the telephone. We can be contacted via our individual organisation email address or via the generic organisation email address info@n-ergygroup.com. Alternatively, individuals can complete an online enquiry form on our 'contact us' page on our website. In addition, we can be contacted over the telephone via an office landline or mobile number.

Our contact details are also noted on all external documents ranging from our organisation's business cards to external reporting documents.

We offer employment support post-release, sourcing and contacting employers on behalf of the candidate. In-work support is also provided if required for up to 12 months from the start of the employment placement for both candidate and employer.

➤ Our Delivery Model

1. n-ergy will recruit offenders whilst serving their sentences and interview them to identify the most appropriate level and vocational NVQ programme. Prior to interview, information is obtained from prison Learning and Skills departments regarding their basic skill level and other relevant information.

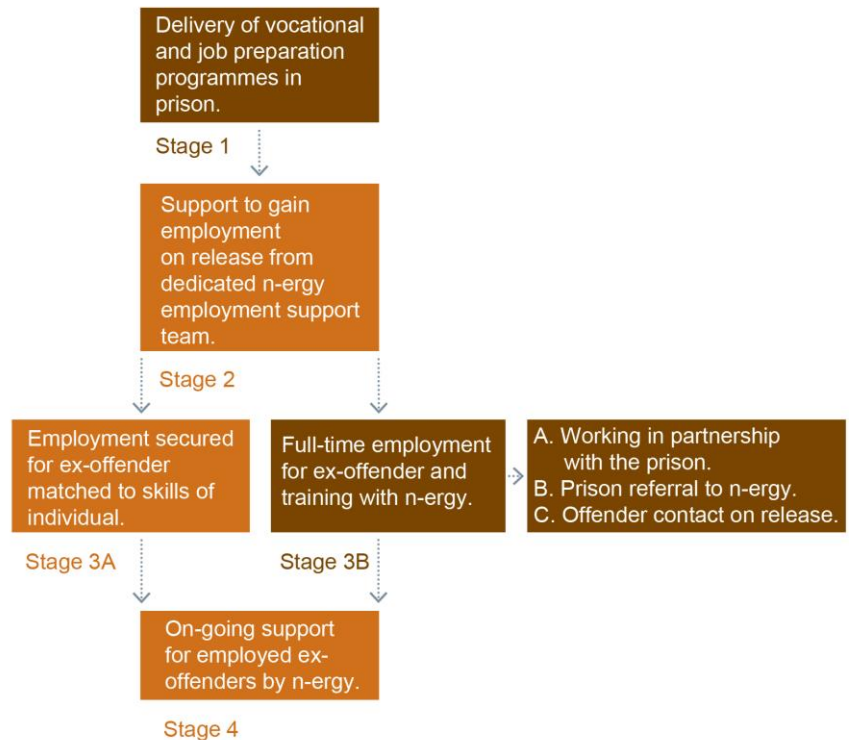
2. n-ergy assessors deliver the NVQ qualification and guide and support the learner throughout their programme.

3. Prior to release the learner will attend employment interviews with n-ergy representatives to identify suitable job opportunities.

4. Following release, ongoing support is provided by n-ergy if they have not secured employment and also for those who we have successfully placed into employment.

5. Where appropriate, and where the ex-offender has shown a desire to work for n-ergy, the ex-offender will be interviewed for a position to work one of its community projects.

6. When the ex-offender has secured employment with n-ergy, an induction programme is delivered and on the job training is provided.



➤ Events

Information about our n-ergy hosted events will be promoted via our website, promotional/ advertising campaigns, posters/leaflets, social media, targeted e-mails and word-of-mouth. We will personally invite our target audience including our stakeholders to our events as appropriate e.g. by telephone, personal invitation via email, letter or hard copy invitation.

In addition, our customer-facing employees will attend industry related conferences and/or conventions which provide the latest information and updates on key topics of interest e.g. Government policy, rehabilitation, SFA funding rules and regulations etc.

We also attend events hosted by our stakeholders such as Prison Service hosted (employment engagement, prison Inductions, resettlement) in addition to Jobs fairs hosted by Job Centre Plus, in respect of Employer Engagement events, resettlement events and job fairs.

We actively encourage networking and attend networking events hosted by a number of organisations at which we promote the organisation which include: Institute of Directors (IoD), Chartered Institute of Personnel and Development (CIPD), Chartered Institute of Marketing (CIM) and Confederation of British Industry (CBI). We are members of Bridgend Business Forum and CIM.

➤ **Promotions**

All communication will define what is being offered, the conditions of the promotion and expiry date. Promotions will be communicated using telesales support, corporate marketing literature, online e-mailers, direct mail and advertising campaigns, website and social media. All promotions will give the target audience contact details of how to get in touch with us either by telephone or email.

➤ **Suppliers**

Key to maintaining our Quality Awards is the responsibility of all employees to comply with organisation policy and procedure which forms part of our ISO 9001 status.

Individuals within our organisation with responsibility for purchasing or researching pricing will communicate with those suppliers who are registered on our approved supplier list in written format ensuring quotations are received.

Supplier agreement terms e.g. service level agreements and/or any changes in respect of supplier details will need to be communicated in accordance with organisation policy and procedure which can be found on the consortium drive on the company's server.

➤ **How to provide Feedback**

We provide feedback in a variety of ways which includes face-to-face communication e.g. attendance at review meetings held with our stakeholders such as Quality Improvement Groups (QIG) within the prisons. We regularly communicate in written format by submitting reports to our stakeholders. In respect of our learner and candidate groups, they receive regular 121 communications via our vocational assessors and/or employment support consultants.

➤ **Celebrating Success**

Wherever possible it is our intention to promote our successes via the publication of testimonials from candidates, employers and other stakeholders on the organisation website, in our marketing materials or, if appropriate, using social media.

Organisation success, winning awards, positive customer feedback, case studies and all other positive organisation news is also communicated via external organisation newsletters (hard copy), online (e-newsletters) and personal interaction at events and workshops.

We also strive to raise our profile and build good relationships with local and national media personnel to engage interest and ultimately achieve qualitative press coverage.

We also utilise social media platforms eg. Twitter, LinkedIn, in addition to placing regular news blogs/articles onto our company website.

➤ **How will we evaluate our communications success?**

We will set targets and monitor outcomes through detailed stakeholder engagement and research.

We will create measurement mechanisms that periodically evaluate the success of our strategy against our aims/ goals and our commitments. We will measure performance by collating information and feedback via surveys (either paper copy or online), running focus groups and arranging regular review meetings. The results of these activities will then be accessible for external and internal stakeholders via external newsletters, corporate marketing materials, direct correspondence, events, social media and also published on our website. In addition, we will monitor the success of our media coverage locally and nationally.

It is important to us to seek to understand our stakeholders' needs, evaluate our performance against those needs and share our analyses with both internal and external stakeholders. This practice underpins our approach to adopting continuous performance improvement.

Communicating effectively and efficiently when engaging with our stakeholders is part of our everyday work and the responsibility of everyone within n-ergy.

Appendix A - Index of updates to Communications Strategy

Corporate Communications Strategy v9 – January'17

| | |
|--------------------|---|
| Front cover | Update template ie. logos on the footer and add 2016-17 under the main title as well as updating the date it was last amended. |
| Contents page (p2) | On review the Contents Page is not user-friendly so the contents page now reflects in detail what is covered in each section. |
| P5 | In the section Over-arching View and under the heading Vision, Mission and Values in the last paragraph and last sentence; new text to be added in respect of lIP status as “awarded silver status”. |
| p. 9 | In the section Internal Communication and under the heading of Commitments and In the bullet point “To share learning and celebrate success at any one of the following events:” add a new bullet point eg. Company anniversary events |
| P9 | In the section Internal Communication and under the heading <u>Approach</u> remove the bullet “The introduction of podcasts” as this has not been successfully implemented as the sound is not available on our server only off server – defeats the object of our employees hearing news online and quickly ie. weekly news in soundbite and face to face at meetings / communications days etc. And also under the heading of Approach update text in respect of the people HR (first sentence) so it is current. |
| P9 | In the section Internal Communication and under the heading Approach in the last paragraph update the text in the last paragraph to reflect current marketing procedure in respect of events. |
| P12 | In the section Internal Communication and under the heading Where to Find Information (Including Policies) – to update re: Marketing outlook calendar and remove reference to emailing HR dept to update the calendar. |
| P13 | In the section Internal Communication and under the heading Social Responsibility in respect of our chosen charities in respect of the year we are supporting them and the start date from September 2016. This also includes updating the reference from a “patron” of PRIME Cymru to “supporting” PRIME Cymru |
| P14 | In the section Internal Communication and under the heading Prisons re: two bullet points. In the first bullet point amend the employment managers to singular, employment manager. And in the fourth bullet point update this paragraph to make it relevant ie. prison satisfaction surveys sent out annually with feedback/ actions implemented communicated back to the prisons. In the last sentence (bullet point) update the sentence by adding new text at the end of the sentence, “ as noted on our dedicated Quality & Excellence web page on the company website.” |
| P14– 16 | In the section Internal Communications, revise three sections entitled “Offenders/ Ex-offenders, Employment Support and Learners into two sections entitled “Learners” and “Employers”. Revise and update existing text. |
| P16 | In the section Internal Communication and under the heading Awarding Bodies/Organisations references to SVs are to be updated to EQAs in the third bullet point and note: to check the full |

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| | <i>document for any other references that need updating.</i> |
| <i>P22</i> | <i><u>Review of External Communication section (pages 17 to 23)</u> Under the heading <u>Events</u> – remove the reference to CIPD and IoD, this membership is no longer current and under the heading <u>Suppliers</u> in the last bullet point add the text “on the company’s server.”</i> |
| <i>P23</i> | <i>In the section <u>External Communication</u> under the heading <u>Celebrating Success</u>, remove the word “podcasts” from the second paragraph</i> |

Corporate Communications Strategy v8 – June’16

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| <i>P9</i> | <i>In the paragraph under the heading <u>Approach</u> and in the paragraph referencing <u>People HR system</u> minor amendment to text to show in present not past ie.. “of a new HR Management System “People” in August 2015.” (removed the words launched in).</i> |
| <i>P9</i> | <i>Under the heading <u>Approach</u>, third paragraph replace first sentence with the following text: “We are currently populating an outlook calendar with read access for all employees to view both meetings and external events attended by n-ergy employees eg. monthly and team meetings / recruitment fairs.”</i> |
| <i>P9</i> | <i>Under the heading <u>Engaging Employees</u> remove the sentence “Our staff communications survey in 2014 highlighted the need to actively respond to and communicate appropriately on feedback received.” And remove the word “will”l from the next sentence.</i> |
| <i>P12</i> | <i>Under the heading <u>Where to Find Information (Including Policies)</u> to update the mention of the <u>Pre-planned Events</u> calendar to reference the new outlook calendar for <u>Meetings & Events</u> and update the email communication channel to HR in addition to the Marketing Dept.</i> |
| <i>P12</i> | <i>Under the heading <u>Social Responsibility</u>. Update the text under this heading to reflect the new <u>Charity & Community Policy</u> ie. to support 4 regional charities per year in place of our previous corporate charity commitment to Kidney Research UK. Our commitment as Patron of PRIME Cymru is still in place.</i> |
| <i>P14</i> | <i>Under the heading “<u>Prisons - Objective: To continue to build strong relationships and continue to increase our presence in prisons in England and Wales</u>” – amend the last bullet point “We submit our annual Self-Assessment to all prisons to keep them informed of our quality developments.”</i> |
| <i>P11, 14 & 16</i> | <i>Add the words “within the designated prisons that we offer this service”– where applicable on these pages to ensure that the wording about our employment support service offering is current. There is also another similar update on page 16 – which refers to the geographical areas we are currently delivering this service and is being updated.</i> |
| <i>P15</i> | <i>Under the heading “<u>Objective: To provide vocational training opportunities and employment support for offenders/ex-offenders.</u>” remove the following bullet point as this doesn’t reflect the current position for ESP delivery. “We invite offenders/ex-offenders to attend n-ergy hosted events/workshops held with the prisonetc . “</i> |
| <i>P16</i> | <i>Under the heading <u>Objective: To offer our specialist employment support service to help candidates secure permanent employment on their release from custody to support the aim of reducing re-offending. To make the following amendment to reflect our current position in relation to our ESP</u></i> |

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| | <p><u>delivery;</u></p> <p><i>In the paragraph starting with the words, “We communicate with local and national .. replace the following words “ within two regions of the UK: South Wales and the South West of England” with “and currently we offer this service within Welsh prisons and respond to referrals from the South West of England.”</i></p> |
| P21 | <p><i>Under the heading <u>What do we communicate</u> on previous page in the paragraph in this section a minor tweak starting with the words “Information about our services and products ..” to replace the words “our organisation brochure and promotional literature” with “our corporate and promotional literature”</i></p> |

Corporate Communications Strategy v7 – December’15

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| Front cover | <p><i>Update n-ergy logo to trademarked logo and ensure whole document is on the new company template (without FG50 logo/ new prime cyrmu logo).</i></p> |
| Page 2 | <p><i>Remove the reference to Focus Group members (as the main responsibility to update the strategy document is now shared by Marketing / HR with input via the new PI&IG members) & update page nos accordingly across the whole strategy document.</i></p> |
| Page 4 | <p><i>Under the heading “ Purpose”,in the 4th paragraph “n-ergy provides,” add a new bullet point to highlight “aftercare ESP service to employer and candidate”</i></p> |
| Page 5 | <p><i>Under The Values table – update text to confirm we have retained our IIP status in 2015.</i></p> |
| Pages 8 & 9 | <p><i>Under the heading “Commitments” – update text to confirm the set up of a the new focus group PI&IG / and the communication channels that can be utilised in respect of continuous improvement. Note: third paragraph has additional sentences added in bullet point format. On the same page under same heading: amendment to the 10th bullet point in respect of confirming events where learning and celebration of success takes place.</i></p> |
| Page 9 | <p><i>Under the heading “Approach” update the third paragraph and reference People as our new HR Management System.</i></p> |
| Page 10 | <p><i>Under the heading “Engaging Employees” – to add a new bullet point “Encouraging our employees to submit new ideas via the PI&IG group whose purpose statement is “To provide a voice for n-ergy’s workforce to continually identify, evaluate and implement business improvement ideas that will make a positive impact on the company and its people”</i></p> |
| Page 12 | <p><i>In the table under the heading “Our Communication channels” – add “PI&IG” in the bullet point list under the sub-heading “interactive channels”.</i></p> |
| Page 13 | <p><i>Under the heading “ Development” – references to the former Communication Focus Group to be removed and replaced with “marketing/HR” with a further qualifying sentence to reiterate that the strategy document will be also updated in respect of quarterly feedback via PI&IG regional representatives.</i></p> |
| Page 13 | <p><i>On this page to update job titles appropriately under the main heading Who works with us and what we do? And sub-headings Prime funders and prisons.</i></p> |

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| Page 14 | On this page under the main heading Who works with us and what we do? And sub-headings "Offenders/ Ex-offenders" to add a sentence to highlight our aftercare ESP service to both employer and candidate for up to 12 months after their release and/or job placement. |
| Page 15 | Remove under the heading "Offenders/ Ex-offenders" and fourth paragraph on this page and the 4 th dash bullet point "CV workshops for candidates in the lead up to their release" as this is adhoc and only takes place if there is a requirement. |
| Page 15 | Under the heading "Employment Support" - the first sentence has been updated to confirm our ESP service delivery geographical locations in addition to a general update on the whole section and heading. |
| Pages 16 | Under the heading "Awarding Bodies/Organisations" – to update job titles in the bullet points under this heading. |
| Page 19 | Under the heading "What do we communicate?" in 4 th paragraph mention corporate video. |
| Page 20 | Under the heading "Accessibility – How to ask for more information/ help/ support" – improve grammar/wording of 3 rd sentence. |
| Pages 21 & 22 | Under the heading "Events" – second paragraph – add "and/or conventions" mid –sentence. 4 th paragraph – include reference to membership of CIPD and CIM and also update that our CE is a member of IoD not a couple of Executive Directors. |
| Page 23 | Under the heading "Celebrating success". Amend second paragraph first sentence "and/or achieving quality standards/accreditations." And also add a new sentence to this paragraph about customer feedback reports. |

Corporate Communications Strategy v6 – May'15

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| P3 | Remove Jean Church from the focus group members listing |
| P9 | Under the heading " Commitments" - Ensure both email addresses are noted ie. add askmark@nenergygroup.com and the diagram is updated with corporate colours. |
| P10 | Under the heading " Approach" – Update the text on the new HR Management System being launched in August 2015 and under the heading "Engaging employees" ensure that the year of the survey is stated ie. 2014 |
| P11 | Under the heading Effective and Relevant Measurement – Remove the word activity from the following description " Specific Activity Survey" as this is causing confusion. |
| P15 | Under the heading "Offenders/ Ex-offenders" and sub-heading "Objective: To provide vocational training opportunities and employment support for offenders/ex-offenders" 2 nd bullet point – revised to mention of using various media channels to display marketing materials 5 th bullet point – CV workshops added. |

Corporate Communications Strategy v5 – Jan'15

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| Contents page | Add "appendix" – Index of amends documented to Corporate Communications Strategy document by version / update content page references. |
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| P3. | Update to reflect current date & Add new Committee member in members listing (Amanda Milner – joined committee in December’14 & remove Tracy Jones from Committee memberships (stepped down from Committee in December’14) |
| p.12 | Include in our passive channels “corporate videos” |
| P14 & p21 | P14. References to service delivery in Scotland eg. Scottish Government (p14) & Scotland in the Who works with us and what we do? (p14) Section updated and also on p21- second paragraph, end of sentence, removed. |
| P15 | On the last bullet point update the sentence to include the dedicated ESP inbound email address: employmentsupport@n-ergygroup.com and remove the words “dedicated recruitment number” as currently there isn’t a direct landline number. |
| P20 | To add new sentence at end of second paragraph entitled “What Media and format?” referring to use of digital technology (corporate video) – In addition, we also use digital technology e.g corporate video |

Corporate Communications Strategy v4 – Dec’14

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| P9 | Add: a new bullet point under the heading “Commitments” in the Internal Communication section. The Directors and Senior Managers commit to honour the n-ergy Code of Conduct principles to which they have signed-up and are explicit within their roles.” |
| P14 | Update sentences on both pages to remove references to Northern Ireland. (p14) under the heading Prisons in first bullet point and (P20) under the heading, Who we are and what we do in first paragraph. |

Corporate Communications Strategy v3 – Sept’14

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| P3 | Add new Committee member in members listing (Chris Simmons) and update Ashley’s title. |
| p.9 | Fourth bullet point in the list under “Commitments” reworded to “Create employee focus groups to manage specific projects that embrace and/or include remote workers.” Tenth bullet point amended with additional text “one vehicle being the annual communications day.” |
| P10 | New bullet point in the list under the heading “Engaging Employees” added “We continually strive to transform our performance through our people by securing accreditation with quality standards Investors in People and The Matrix Standard.” |
| P11 | Update to fifth bullet point as follows: “Identify communication gaps and encourage the use of direct access email eg. askmark@n-ergygroup.com ”. |

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| P15 | Under the heading “Learners” in the first bullet point remove the reference to “and/or in the work based environment.” |
| P16 | Under the heading “Awarding Bodies/Organisations” in the third bullet point change “quality manager” to “Senior Manager – Quality & Compliance”. |
| P20 | Under the heading “Accessibility – How to ask for ore information/help/support” in the second |

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| | <i>paragraph, remove the words “ contact cards for learners”</i> |
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Corporate Communications Strategy v2 – May’14

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| <i>P3</i> | <i>Removed Jason Wiseman from list of Group members.</i> |
| <i>P5 & 15 & p18 & p21</i> | <i>Remove references to WBL or apprenticeship programmes. (P5) Under the heading “Purpose” in the Over-arching View section, the fourth bullet point has been removed “An employer led Apprenticeship Programme” (p15) remove section entitled “To promote our funded work-based learning programmes including apprenticeships & (p21) revised paragraph “Who are we an what we do” – revised paragraph.</i> |
| <i>P5&p6 & p8</i> | <i>Our vision, mission and values – Tables updated to reflect the order of the values and to mirror the exact wording on our posters and marketing literature & also on the header title on p8.</i> |
| <i>P7</i> | <i>Under the heading “ Media” add a new sentence under the table headed “What does this document include?” – “This information underpins the way in which n-ergy uses information, advice and guidance to embed our working practices and principles.”</i> |
| <i>P13</i> | <i>Under Development – second paragraph sentence amended to “ Membership is now noted as bi-annual basis.”</i> |
| <i>p.13</i> | <i>Under heading “Social Responsibility” add: website addresses for Kidney Research UK & Prime Cymru.</i> |
| <i>P13</i> | <i>Under heading of “Prime Funders” – first paragraph, title of “Senior Area Manager” changed to generic reference “ Senior Managers”; second paragraph, removed referencing to “ Sales Manager”.</i> |
| <i>p.16</i> | <i>Replace reference to Recruitment (header) and job preparation to “employment support”.</i> |
| <i>P21</i> | <i>Under the heading “Who we are and what we do”, second and third paragraphs updated.</i> |
| <i>p.21.</i> | <i>Under the heading “ Accessibility – How to ask for more information / help/ support – last sentence in the second paragraph the words “All candidates/learners that work with n-ergy are provided..” has been removed.</i> |
| <i>P23</i> | <i>Under the “Events” paragraph in relation to company memberships.</i> |