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Internal Communications Strategy

Internal Communications Strategy

Scope

This strategy covers internal employee communications. It does not extend to student communication or to external communications, although there are important linkages to be made between these in order to manage all the College's communications in an orderly and professional manner, maximising opportunities for 'good communication'.

External communications will be covered by the College's Business Development and Marketing Strategy (currently being updated in line with the Strategic Plan).

Communication with trade unions is not covered within this strategy. A separate strategic document on this is being developed by the HR Director, which captures our recognition agreement and industrial relations structures.

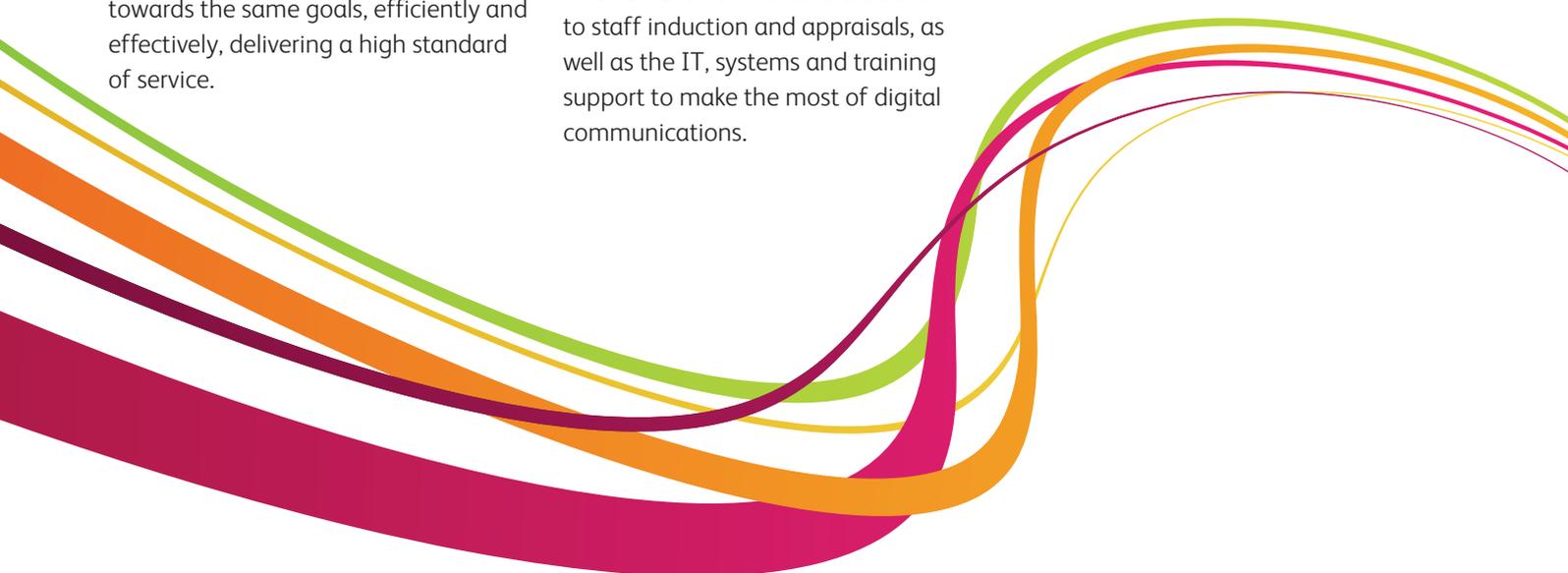
This strategy recognises that good internal communication is about quality of communication, explaining, and listening. It requires thinking ahead and planning 2-way communications that are appropriate, tailored and timely.

Our people are key to delivering the College's strategy and achieving a high level of employee engagement, aided by good communication, is a real priority for The Manchester College in order to maximise opportunities and succeed in an increasingly competitive marketplace.

Introduction

'Good communication' across any organisation of our size, complexity and diversity is always going to be challenging and of strategic importance. Good internal communication involves regular, effective 2-way communications around and across an organisation at all levels. This helps to ensure that the whole organisation is working together towards the same goals, efficiently and effectively, delivering a high standard of service.

Responsibility for internal communications rests with everyone in the College. We all need to work to improve communications in our everyday interactions with colleagues, students, visitors, employers and partners. The Strategy requires the support and leadership of senior management, some specialist coordination, alongside other communications, within Marketing, involvement from HR and a clear link to staff induction and appraisals, as well as the IT, systems and training support to make the most of digital communications.



Objectives

The objective of this strategy is to deliver excellent employee engagement, which will help to:

- Support high levels of organisational performance and productivity
- Align the strategic plan with the day-to-day work of staff
- Ensure high levels of staff satisfaction, motivation and involvement
- Enable excellent internal and external customer service
- Sustain a positive culture of full participation and mutual respect
- Increase loyalty and pride in The Manchester College amongst all staff
- Improve our external image and the perceptions of others
- Build understanding across the College to support greater empowerment and support more informed decision-making

Strategy

How we are going to achieve this objective and the outcomes above? What areas do we need to develop, above and beyond our current activities?

Ownership by all and additional training - all staff can make a difference to good communication. Communications is a key part of the new ILM Leadership and Management programme for College managers and will be integrated into the new staff induction.

Specialised support - internal communications will have some specialised resource in Marketing, alongside PR, to assist with complex internal communications issues.

Revised meeting structures – our meeting structures are key to internal communications and will be reviewed to reflect structural changes. We will include a written ‘core brief’ from Principalship meetings, feedback routes and questions.

Increase the user friendliness of the intranet – a phased programme of improvements, based on feedback from users, will remove barriers to use, improve structure and content, making the intranet a more valuable resource.

Common Systems - Major system changes are planned, including the roll-out of Outlook. These will allow for better internal communications and easier mobile and multi-site working and be supported by training and clear internal communications.

Who’s Who? Who Does What? - This information is important for new and long-serving staff, where communication of new structures, new starters and leavers, can support greater efficiency across the College and will be available via the intranet.

Involvement of Staff - a regular pattern of involvement/listening events will encourage wider feedback from staff on proposed changes and connect senior leadership in the College with staff from a range of areas.

Supporting Change Management - In order to manage the communication of major change and significant strategic developments, a formal cascade approach is proposed.

Social Media – we will review ways to incorporate social media into our own staff communications.

Brand development – work will be based on internal and external feedback and allow us to share consistent messages going forward.

A Managed Communications Process – Internal audiences will be prioritised over external audiences in communications plans, so that staff hear news first, through appropriate channels and front line staff are briefed to support excellent service.

New ‘Welcome Programme’ - a new staff induction process which aims to help new staff make a rapid, successful and supported transition into the College.

Implementation, Review and Measurement

The Communications Strategy sets out an action plan for implementation. Effectiveness will be measured by intranet usage, staff survey, feedback and our Investors in People (IiP) assessment. KPIs will be established to allow us to review progress year on year.

The strategy will be reviewed annually in March and a new implementation action plan will support continuous improvement.

