REVIEW REPORT ON INTERNAL COMMUNICATIONS

Executive summary

1. This paper provides Leadership Group with the findings and recommendations arising from the review of internal communications which it approved in October 2016.

2. Leadership Group is invited to approve the report and invite further work to implement the recommendations.

3. For further information please contact Mary Ann Masson, Clerk/Chief Executive Office, x85304.

Issues and Options

4. The report is focused on internal communications in respect of parliamentary staff and contractors. A working group, engaging a cross section of staff and grades supported this work; and all members of staff and contractors had a range of opportunities to engage with the work.

5. Overall our findings show that staff and contractors consider internal communications to be reasonably good and that our efforts should be on improving our investment in and delivery of internal communications. The report sets out the clear business drivers for doing so; at a strategic level a focus on improving internal communications complements the work Leadership Group has undertaken to improve our approach to planning, our investment in our people and the current work on our values.

6. There are 33 specific recommendations divided across 4 key categories. There are 2 specific changes likely to be of interest to Leadership Group:

7. Whilst everyone has a responsibility for internal communications, and in particular those managing people, services and change, the report recommends a clear centralised functional lead area to take a holistic view of internal communications and with responsibility for ensuring that communications are well planned, co-ordinated, delivered and evaluated. This will include taking lead responsibility for implementing the range of recommendations in this plan.

8. An investment by Leadership Group in taking regular periodic feedback from staff on the effectiveness of internal communications, which was proposed and discussed in the leadership group’s own internal communications workshop.

Resource Implications

9. Once the report is discussed by Leadership Group further work will be undertaken to develop a proper action plan for delivery. This will be run as a small programme of work. It is proposed that the majority of the recommendations are capable of being delivered within existing resources. Should any additional
resources arise over and above this they will be considered at SRB as part of the project pipeline.

**Dependencies**

10. A number of the recommendations relate to other existing and/or proposed work, such as the Digital Strategy. These recommendations have been discussed in advance with the relevant business areas.

11. Successful implementation is dependent on a lead business area and the support of further SPS and, where appropriate, contractor staff volunteering for specific discrete projects.

**Governance issues**

12. Any further particular governance requirements and arrangements will be scoped as part of recommendation 32 to create a centralised function.

**Publication Scheme**

13. This paper can be published within 3 months once staff and contractors have been communicated with on its findings.

**Next steps**

14. Given that this report recommends how we will improve internal communications within the organisation we propose the initial communications come from the Leadership Group. We propose to discuss this with Leadership Group at its meeting.

15. An implementation plan will be created and Leadership Group will be updated on this work via the quarterly performance report.

**Decision**

16. Leadership Group is invited to:

   - consider and endorse the recommendations set out within the report.
   - agree to lead communications to the staffing group on the report recommendations.

**Office of the Clerk/Chief Executive**

**September 2017**