



**AWDURDOD PARC CENEDLAETHOL ERYRI
SNOWDONIA NATIONAL PARK AUTHORITY**

INTERNAL COMMUNICATIONS POLICY

Mawrth / March 2004

INTERNAL COMMUNICATIONS

1. INTRODUCTION

- 1.1 Effective communication is vital to the performance of any organisation; Good internal communications can help to ensure that the Authority achieves its strategic aims and objectives and that everyone is pulling in the same direction. It can enhance performance and staff motivation. Operational benefits include improved cross section co-operation, sharing good practice, eliminating duplication and reducing costs.

In summary good internal communication systems can benefit us all in the Authority by:

- Ensuring corporate vision/direction is understood by all
- Facilitating team building
- Mainstreaming ideas
- Facilitating the induction of new staff and members
- Training and development of all staff and members
- Improving morale and effectiveness
- Ensuring communications is both top down and bottom up
- Ensuring that all staff understand their role and contribution to the effectiveness of the Authority
- Involving staff in discussions which affect them and ensuring that staff are properly informed about developments.

2. RESPONSIBILITY FOR COMMUNICATION

- 2.1 Communication is an integral part of every manager's job and this policy provides a framework to ensure that employees are kept informed of issues which will, or may affect them. However, communication is a two way process which requires information to flow up from employees as well as down from managers. The responsibility therefore for effective communication lies with everyone.
- 2.2 The aim of the internal communication policy is to provide a minimum standard for internal communications which over time will become ingrained into the culture of the Authority.

It cannot be too strongly emphasised that communication is two way and not just something that "they" are expected to do. It is also a question of listening as well as communicating and being ready to ask for information and speaking out if we do not understand something or require more.

- 2.3 This communication policy applies to all staff – permanent, temporary, seasonal and contract.

3. BASIC FRAMEWORK

- 3.1 Senior Management (Service Heads) will ensure that all staff are made aware of the strategic direction of the Authority and to communicate down key information which may affect staff
- 3.2 Senior Management will ensure that staff which may be directly affected by any proposed changes, plans and initiatives are consulted and their views listened to and taken account of before final decisions are taken
- 3.3 All managers (Service Heads and Section Heads) will operate an open door policy towards staff by ensuring opportunities are available for regular discussions and dialogue
- 3.4 All managers will ensure that information about their key work activities are passed on to other sections through the Section Heads meetings and 'Park News'.
- 3.5 All managers will ensure that new staff in their teams are properly inducted and mentored (further guidance will be provided in the Training Policy/Plan)
- 3.6 All staff shall attend and participate in meetings and workshops arranged by the Authority to facilitate improved communication and dialogue

4. SPECIFIC ACTIONS

- 4.1 Service Heads and Section Heads will meet monthly and a standard item will be included on corporate communications and Section Heads will be briefed on matters they need to pass on at their team meetings
- 4.2 Management Team will meet every two weeks and minutes will be placed on the intranet and on designated notice boards (until all staff have access to the intranet)
- 4.3 Service Heads will meet Section Heads every month and notes will be taken and placed on the intranet and on designated notice boards (until all staff have access to the intranet)
- 4.4 Section Heads will meet their teams at all levels every two months and notes will be taken and placed on the intranet and on designated notice boards (until all staff have access to the intranet). Notes to be in bullet point format and no more than one side of A4.
- 4.5 Every six months a "Meet the Management Team" event will be organised for external staff at Betws y Coed, Penrhyndeudraeth and Dolgellau. This will also be open to HQ staff at Penrhyndeudraeth and staff from Plas Tan y Bwlch.
- 4.6 Mondays will be the "Corporate Day" when all these internal meetings should be scheduled. Mondays should be kept free for this purpose

5. MEANS OF COMMUNICATION

- 5.1 A national survey of local government staff about internal communications identified face to face communication as the most valued and effective means of disseminating information. This has been confirmed by internal staff survey.
- 5.2 Most communication will be done face to face. However, the Authority will maximise the use of the e-mail and the intranet in the interest of speed and efficiency
- 5.3 All intranet and paper communications are to be bilingual and extra translation resources will be found if the burden becomes too great. Being brief and concise will be helpful.

6. PROPOSED DEVELOPMENTS

- 6.1 The intranet is an extremely valuable resource. Efforts will continue to roll out computer access to all staff externally as well as internally but hard copies of everything on the intranet will be available to staff who do not currently have access to the intranet/e-mail as appropriate. It will be the responsibility of Section Heads to ensure material is displayed.
- 6.2 As availability of intranet access is rolled out all staff will receive training on IT usage to enable access to be gained
- 6.3 A “Park News” section will be established on the intranet. This will be updated bi-monthly co-ordinated by the Communication Section. Each Service and Section will identify contact points within their staff who will be contacted every 6 weeks by the Communication Section for news. This will be written by the contact member of staff and edited by the Communication Section. The link officers in the Communication Section are as follows:

Recreation and Communication – Llinos Angharad
Conservation – Gwawr Jones
Planning – Rhian Tomos
Corporate Services - Rhian Tomos

- 6.4 A separate section of the intranet will be established for Corporate Policies and Documents. This will include:
 - Park Management Plan
 - Business and Improvement Plan
 - Personnel Policies and Procedures
 - Health and Safety Policies and Documentation
 - Accident Report Forms
 - Welsh Language Scheme
 - Internal Training Plan and Courses Available
 - Complaints Forms
 - Staff Induction Pack

- Minutes and Notes of internal meetings under the following headings:
 - ◆ Recreation and Communication
 - ◆ Conservation
 - ◆ Planning
 - ◆ Corporate Services
- Authority Agendas and Papers
- Authority Policies and Strategies
- Staff Photos and Details including new staff.

6.5 Further Sections of the intranet can be set up with the agreement of Management Team in response to staff requests. Some which have been identified are:

- Staff Chat Room
- Staff Notices
- Union News
- Contacts
- Links
- Items for Sale

7. MONITORING AND EVALUATION

7.1 An annual audit will be carried out at the instigation of the Management Team to ensure that information is reaching all staff – this will be done by:

- Checking receipt of e-mail
- Checking the intranet notice board
- Surveys of noticeboards
- Random questioning of staff

8. REVIEW

8.1 Annual review of the Policy based on results of the audit will be undertaken

9. CONCLUSIONS

9.1 While a Communication Policy can be adopted and systems and procedures set up it is up to all staff to use it. The onus is on all of us to communicate positively with each other. The benefits are great. How well it works is up to us.