



Case Study - NCH

Internal communication review

NCH is the largest provider of children's services in the UK today helping over 160,000 children and young people a year through nearly 500 projects across the UK and abroad. Children's Services income, mainly from local and central government sources, is in the region of £180 million.

The most significant strategic review undertaken by NCH was carried out during 2006. From this, a programme of significant reform and change to modernise all parts of the organisation was developed and it was recognised that a co-ordinated strategy for internal communication would be fundamental to its implementation.

HarknessKennett were invited by Polly Neate, Executive Director of Public Affairs and Communications, to undertake a review of the wide and varied internal communication mix at NCH, aimed at a variety of audiences. The purpose of the review was to enable development of a comprehensive and co-ordinated internal communication strategy linked to the core business strategy and change programme.

The review included an online survey, interviews and focus groups with managers, employees and volunteers located across UK. This was followed by an exercise to identify key audiences and map existing channels.

The review highlighted the passion of NCH people for the work of the organisation and for putting the child at the centre of everything NCH does. This needed to be supported by greater clarity and co-ordination of messages about the direction of NCH, in particular to engage the more difficult to reach audiences in local projects. HarknessKennett developed practical recommendations to underpin development of the overall internal communication strategy.

"Harkness Kennett have provided a thorough service, handling the complexity of our organisation with expertise. Their service has extended beyond the brief, as they continue to share best practice with us."

Polly Neate
Executive Director of Public Affairs & Communications
NCH