Change Communication Plan

Change can be confronting, intimidating, exciting or rewarding for people, depending on whether they understand and are in support of the changes that are happening. We can positively influence the way change impacts people with disability and their service experience, and the impact to staff. A critical part of successful change is communication. A Communication Plan is a systematic and effective way to intentionally plan, announce changes, and identify potential opportunities, limitations or events that may impact relevant stakeholders and the organisation. Failure to communicate the nature of the change and the process for change can act as a barrier to the changes being successfully implemented.

Aim

To support the Change Leadership Committee and the organisation to plan effective communications to internal and external stakeholders about the NDIS Quality and Safeguarding Framework and its implications. Stakeholders may include people with disability, families, staff and volunteers. The tool will also guide you to consider regular communication supports for change readiness, in order to increase people's motivation to adopt, implement and maintain desired change over time.

The intended outcomes of using developing a communication plan as part of providing safer services include:

- A process to develop a communication plan using simple prompters and delivering change messages as they relate to the Safeguarding context.

- Increased commitment to supporting the change, reduced fear of change, reduced resistance due to increased understanding of what the change is, why it is necessary and how it will progress.

- Increased clarity and certainty within the organisation and a sense of empowerment amongst the staff and others impacted by the change.

Instructions

Use this template to develop a change communication plan that is relevant to your organisational context.

1. The Change Leadership Committee will discuss the 'Understanding our Communications' section

2. They will go through the prompts for the 'Big 5 Change Messages' to develop your change messages

3. Use the information gathered to put actions into your Communications Action Plan Template

Each key change message should be clear, compelling and described in simple terms. Remember that different groups of people are likely to need a separate change message. Communicate your key messages effectively, as often as you can, and in a variety of accessible formats. The communication plan should be a live document that is regularly reviewed, as communication requirements may change over time.

Understanding Our Communications

Critical areas to focus	Ideas
Who are the internal and external stakeholders for communications?	
What has been previously communicated to them? What is their current understanding in relation to the Quality and Safeguarding obligations and Implications?	
What are the interests, needs and wants of our stakeholders?	
What questions or concerns might they have?	
What tools/channels will we use to communicate to these stakeholders?	
Who can be the primary contact for questions concerns from these stakeholders?	
What opportunities will there be to engage people in a dialogue about the change?	
How will we know that the change messages are being heard and are effective?	
How will we capture and address questions and issues?	
How often will the **Big 5 Change Messages** will be communicated and in what format?	

The Big Five Change Messages

1. Understanding the current gap
People with disability, families and carers will notice there is change occurring. Staff will also be wondering what things are changing and why the change is needed. You need to communicate what will be different in the future, why it will be different and how changes will be implemented, together.
Key points to consider in communicating this message: Where we are now? Where we need to be? What is the gap and the consequences if we stay where we are? Currently we operate in X manner and our regulatory and compliance requirements from 2020 will be Y.
Our message about understanding the gap
Our message to people with disability and families…
Our message to direct Support Staff…
Our message to Management and Executive Teams…
Our message to the Board…
Our message to the wider stakeholders…

2. Reasons for change

Organisations need to ensure that any change is based on good evidence including the life experience of people with disability and the services experience of staff. Decisions about making change need to be evidence based and reflect best practice. Stakeholders need to be confident the change has been thought through properly and the right decisions and best decisions are being made. This is an opportunity to tell people about your Change Leadership Committee, and invite further participation and feedback through your Continuous Improvement Ideas Submission Form (or organisational equivalents).

Key Points to consider in communicating this message - The planning and consultations that have been carried out to understand the requirements of the change and to determine the appropriate change solutions. The process that was taken to identify the required change initiatives and how the representatives of people with disability, families, advocacy organisations, the support workers, managers and other relevant stakeholders were consulted in piloting the change. How this change aligns with our values?

Our message about who and why the change is appropriate
Our message to people with disability and families…
Our message to direct Support Staff…
Our message to Management and Executive Teams…
Our message to the Board…
Our message to the wider stakeholders…

3. Highlighting the individual and collective skills of the organisation
People with disability, families, staff and other stakeholders will need to have confidence that the organisation has the necessary, skills, knowledge and expertise to make a successful transition to the NDIS Quality and Safeguarding Framework. This is an opportunity to highlight quality and safeguarding champions within your organisation, and share some of the positive progress that has benefited people with disability, their families and staff teams. **Key Points to consider in communicating this message** – Skills, knowledge, experience and trait do people currently possess that will help in successfully embed the framework, examples of how the organisation succeeded in dealing with the past challenges, the current reputation and resilience.
Our message about how the existing skills and experience will enable the implementation of the change initiatives
Our message to people with disability and families…
Our message to direct Support Staff…
Our message to Management and Executive Teams…
Our message to the Board…
Our message to the wider stakeholders…

4. Available support
It is important that the organisation communicates to all stakeholders the variety of support such as resources, information sessions and training that will be available to all in order to successfully implement the change. Please see Safer Services Toolkit Overview: List of tools and resources.
Key Points to consider in communicating this message – Tools, templates, information, resources, formal and informal learning opportunities available for all to understand and successfully implement the changes.
Our message about what support will be provided
Our message to people with disability and families…
Our message to direct Support Staff…
Our message to Management and Executive Teams…
Our message to the Board…
Our message to the wider stakeholders…

5. 'What's in it for Me?'

People who are impacted by changes will, consciously or unconsciously, consider the potential outcomes which may be positive or negative. They will be developing a sense of whether the desired changes seem fair to them. Change messages therefore need to be tailored to address the interests and goals of those who will be impacted by the change, addressing things that they view as important. For example, people with disability and their families this may be interested in better systems for identifying early signs of abuse and neglect as part of the changes proposed. For staff, they may find additional training and skills development to meet their expected practice standards under the new framework important, and attractive.

Key Points to consider in communicating this message – Increased skills, quality services, have a say in what needs to change, human rights approach, transparent culture and learning opportunities.

Our message about what what's in it for all to be part of the change

Our message to people with disability and families…

Our message to direct Support Staff…

Our message to Management and Executive Teams…

Our message to the Board…

Our message to the wider stakeholders…

Communication Action Plan Example

Communication Channel	Stakeholders	Frequency	Measures of Effectiveness	Responsible Person	Due date	Status
Email	All staff	Weekly – update	Communication is clear and easy to understand delivered on time, Receipt of request of clarifying questions	Relevant change committee member (manager, supervisor, support staff, people requiring support etc.)	Enter date	Complete
Intranet	Support Staff	Weekly – email updates and any other relevant information	Number of visits on the Intranet page, click through to pages, downloads	Communications manager	Enter date	Complete
Frequently Asked Questions (FAQs)	People with disability Families Support staff Team leaders Managers	Updated fortnightly based on changes and questions posed	Number of unique views on the Intranet page/web page. Time on page, click through to fact sheets Number of questions raised	Communications manager	Enter date	Complete
Informal meetings – lunches/morning teas	People with disability Families / Carers Teams	Weekly opportunity for informal communications	Level of engagement	Team Leaders	Enter date	Complete
Team meetings	Teams	Fortnightly	Refer to email, discuss issue with staff using speaking notes for managers. Record	CEO / Team Leaders	Enter date	Underway

Communication Channel	Stakeholders	Frequency	Measures of Effectiveness	Responsible Person	Due date	Status
			questions			
One on one meetings	Managers and Supervisors Support Staff Families	Formal meeting set up prior to change consultation Regular meetings throughout change and as required by individual	Questions and comments increasingly include change objectives and change messages	Various	**Enter date**	**Overdue**
Meetings Focus groups Reference groups	All staff	Consultation meetings as per schedule	Attendance quantity and quality of feedback received	CEO	**Enter date**	**Overdue**
Video/tele conferences Regional road shows	Staff at remote sites	Consultation meetings as per schedule	Attendance Quantity and quality of feedback received	Team Leaders, Managers	**Enter date**	**Overdue**

Communication Action Plan Template

Communication Channel	Stakeholders	Frequency	Measures of Effectiveness	Responsible Person	Due date	Status