

## Appendix 5 - Proposed approach to change management

We will employ established Change management methodologies to ensure potential risks are assessed and mitigated before deployment of any changes. These approaches will support the implementation of this programme by engaging directly with those affected by creating an open dialogue and ensuring the purpose and benefits of the change are understood throughout the Corporation.

The impact these changes will have on each stakeholder will be assessed through the change curve (as below). This will be the primary model used to understand and measure how change is being received, and ensure pro-active interventions take place to support each group through the change curve, by listening to their concerns and demonstrating the benefits of the change.

### Engagement Strategy

The following engagement strategy will be utilised to identify key stakeholders; target audience; key messages; communication channels; and those who will deliver the messages.



#### TARGET AUDIENCE

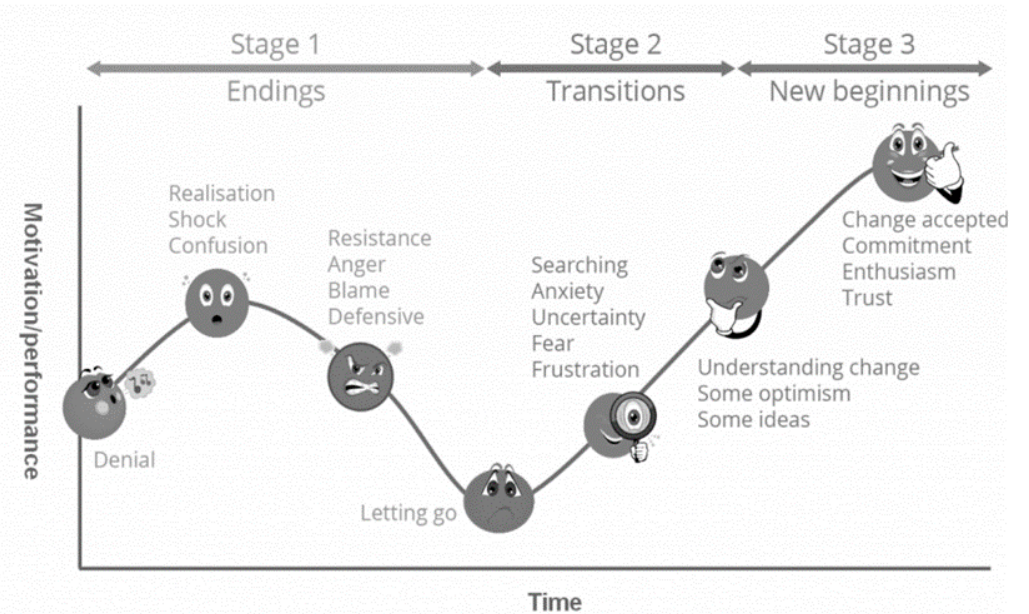
Who is the target audience?

#### OBJECTIVE

What is the objective to be achieved for that audience?

#### KEY MESSAGES

What are the key messages to communicate?



#### ACTIVITIES

What are the activities to deliver those messages and achieve that objective?

#### WHO

Who is the person(s) responsible for that communication?

#### TIMING

What is the timing of the activities?

Where possible, a two-way communication approach (such as open discussions and workshops) will be used to interact with those affected, as it is important that they are able to express any concerns they may have and are afforded the opportunity to ask questions. An 'organisational conversational model' will support deployment and provide a framework for the Programme Team to communicate directly with those affected by the change. Research demonstrates that those prepared for change are more likely to be engaged with the process when this approach is followed.