



## Case Study - NSPCC

### Supporting large scale change

In one of the most important change programmes the NSPCC has undertaken, the charity is expanding and developing its helplines for children and adults, so that by 2011 it will be able to respond to every call for help by telephone, email and text, 24 hours a day 7 days a week. Catherine Easey, Head of Internal Communications, asked HarknessKennett to develop and deliver a change communication strategy to support these long term plans.

HarknessKennett's interim consultant Katey created a communication strategy which focused on the process that people go through during change. It was designed to help staff and volunteers come to terms with the changes affecting them so that they could continue to deliver the service effectively, both during and after the development programme's lifetime.

But first the ground needed to be prepared, with dedicated pages on the NSPCC intranet site and an electronic mailbox being established to provide regular updates and answer questions directly. Monthly email bulletins were created for staff affected by the changes and an information folder was provided for volunteers who don't have access to the charity's intranet or email system.

A key element of the communication strategy is a 'transition temperature test'. To be taken on a regular basis throughout the programme, this survey identifies how helpline staff and volunteers are feeling about the changes, and whether they are dealing with it as and when expected. This is enabling the NSPCC Communications team and HarknessKennett to evaluate the communication strategy and amend the communication plans as necessary.

*"As a lean Internal Communications team we needed an extra pair of hands to support this change programme. Katey Michaeledes from HarknessKennett rose to the challenge. Her support has been invaluable."*

Catherine Easey  
Head of Internal and Marketing Communications  
NSPCC