



Foundation Inclusive Communication Toolkit



How organisations can achieve inclusive communication good practice - Step-by-step guide for leaders and managers



Lisa

“If services were more inclusive - whatever it is would then be more noticeable and more accessible to whoever is wanting to reach whatever you are doing.”

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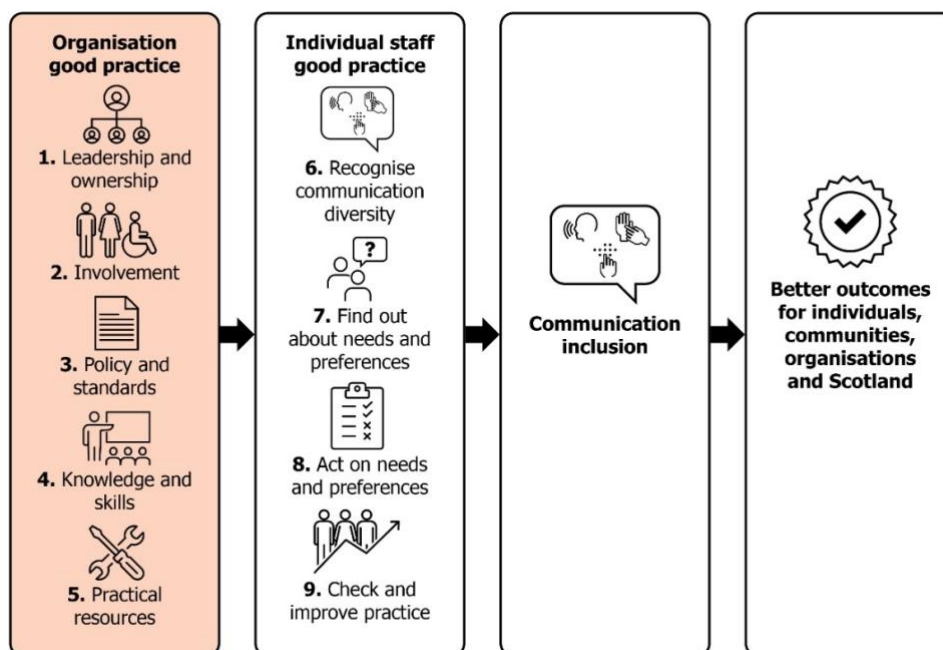
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Introduction

This step-by-step guide is for leaders and managers. It describes how to implement inclusive communication good practice standards 1 to 5 - as highlighted in the diagram below. These standards focus on the infrastructure organisations may provide to enable individual staff at all levels to implement good inclusive communication practice.

Toolkit Module 4: How organisations can achieve inclusive communication good practice.

The webpage for this module includes additional practical resources and an accessible presentation with similar information.



Toolkit Module 5: How individual staff can implement inclusive communication good practice. The webpage for this module provides a complementary step-by-step guide focused on good practice standards 6 to 9. These standards focus on both personal and mass communications including speaking to individual service users, and writing letters, website text and leaflets.

Key points before you start

1. Public sector organisations are recommended to consider inclusive communication as an integral part of everything they do. Ideally, all communication should be inclusive. See [Toolkit Module 2 – Why Inclusive Communication Matters](#) for more information.
2. Inclusive communication good practice can save time, money and deliver better outcomes. Achieving these benefits takes ongoing, systems level strategic action, staff time, and funding. Communication exclusion costs more. [Step 5](#) provides a framework for working out what proportionate action is.
3. Staff can work on their own to implement good practice at an individual level. People need time, support, and encouragement to change their communication habits. A supportive infrastructure makes good practice easier to do and, therefore, more likely. Organisations are encouraged to provide a supportive infrastructure to empower and enable staff to implement inclusive communication good practice.
4. Organisations should not be daunted. Development involves a continuous “Plan – Do – Review” improvement cycle.
5. All leaders, managers, frontline staff, and people who communicate in different ways ought to be involved in developments to ensure good practice. Expert organisations may also be involved. Some steps are likely to be the responsibility of specialist teams such as corporate communications, service design, and / or participation, equality, and engagement teams. Multiple teams will share responsibility for other steps.
6. Organisations can start steps at any time. Some steps may only take a few weeks. Others may take longer. This will depend on staff time and capacity. Ideally development should align with the organisation’s business planning cycle.



Step 1 – Establish leaders 'and managers 'support for inclusive communication development

Inclusive communication development involves people's time and sometimes, expenditure. It therefore needs ongoing, widespread support from leaders and managers. This step will help to establish this support.

Achieving this step will help organisations to achieve [Standard 1: Leadership and ownership of inclusive communication](#).

Leaders and managers who are keen to implement inclusive communication in their organisation are responsible for the first step. They could –

1. List who needs to support developments

For example,

- Chief and Deputy Chief Executive Officers and Directors
- Strategic and operational leaders and managers in corporate communications, service design, equality, and engagement teams
- Other managers and team leaders

2. Work through [Toolkit Module 2: Why inclusive communication matters](#). This may include producing a brief document which explains why inclusive communication is important to service users, staff, and the organisation.

3. Ask leaders and managers for their support to develop good practice

Consider presenting the case for action, in person, to the senior management team and team leaders' groups.

- **Tell leaders about the toolkit.** A presentation and flyer, found in Toolkit [Module 1: Introduction](#), can assist with this.
- **Explain why inclusive communication matters.** The paper produced in step 2, and the presentation and factsheet in [Toolkit Module 2: Why inclusive communication matters](#) can be used for this.

- **Respond positively to questions or doubts.** Use the [“Frequently asked questions and answers”](#) in appendix 1 as a guide.

4. Demonstrate inclusive communication

- **Try to use [inclusive speaking and writing](#)** in your own communication. Tell people you are doing it. Share the guidelines. Ask people for feedback.
- **Offer people multiple channels to communicate with you.** Your email signature might look like this, for example:

Name

Job Title

I am working to make my communication inclusive with the help of the [Foundation Inclusive Communication Toolkit](#). Please communicate with me on the channel you prefer.



Your photo here



Email address here



Phone number here



Contact us via an online
Sign Language Interpreter
contactSCOTLAND-BSL



Office address here

5. Build support

Every leader does not need to support development before it starts. Collaborate with enthusiastic supporters first. Then let others know who supports action, as it develops.



Step 2 - Set up an Inclusive Communication Development Group

Once leaders agree to support action, the next step is to set up a development group. Established groups may be able lead the work. For example, groups dedicated to equality, diversity and inclusion.

Achieving this step will help organisations to implement inclusive communication good practice [Standard 2: Involve people who communicate in different ways.](#)

Group membership

Development groups might include -

- Representatives from corporate communications, digital accessibility, service design, and participation, equality, and engagement teams. UK [Government guidance](#) from the Department Work and Pensions describes job roles related to digital accessibility. The same team members are encouraged to also consider inclusion in relation to in person, print and phone communications.
- People with lived experience of communication exclusion or who communicate in different ways. They will need financial support and fully funded communication support to participate. Some expert organisations can help to recruit people.
- Expert organisations representatives. High demand on expert organisations may limit their capacity to participate in groups directly. Public bodies should work with expert organisations to decide the best ways for them to participate.

Group work plan

The group's aim is to oversee implementation of inclusive communication good practice. Group members could decide the work plan together. It may be as simple as working through steps 3 to 8 in this guide.

Work schedule

Inclusive communication development involves continuous improvement. It is not a short-term project. Group members are encouraged to agree a realistic, flexible, work schedule in line with -

- Other organisational priorities and workstreams
- The business planning cycle
- Leaders and managers expectations
- Time and capacity they have available

Ways of working

The group itself should ideally demonstrate inclusive communication good practice.

Everyone in the group is encouraged to complete Module 5 to learn how to –

- Find out about individual members' communication needs and preferences
- Use inclusive writing for group recruitment, emails, presentations, notes and updates to colleagues
- Use [inclusive speaking](#) during meetings
- Provide communication support

Working in this way can provide group members with

- Opportunities to “learn by doing”
- Valuable insight to the experience all colleagues are likely to face as inclusive communication rolls out across the organisation
- Inclusive opportunities to participate

The group could regularly update colleagues about its work and successes. This will help to inspire and grow “buy in” to inclusive communication.



Step 3 – Understand service users 'and staff communication profiles

A communication profile is a description of an individual's communication needs and preferences. Individual's communication profiles may be collated to provide a group or community profile.

Communication profiles can help organisations to better understand -

- The communication diversity among service users and staff.
- Demand and unmet need for communication supports.
- Communication disadvantages experienced by service users and staff.

Communication profiles can also encourage and inform action by teams and individual staff.

Achieving this step will help organisations to implement -

- [Standard 1: Leadership and ownership of inclusive communication.](#)
- [Standard 5: Practical resources available to everyone, all the time.](#)

[It will also help individual staff to implement -](#)

- [Standard 6: Recognise every group and community includes people with diverse communication needs and preferences.](#)
- [Standard 7: Find out about communication needs and preferences.](#)

Development groups are encouraged to -

1. Identify levels of demand for inclusive communication among groups the organisation aims to reach or employ

The list below details groups which commonly experience communication disadvantage.

Development groups could list all those groups their service aims to reach or employ.

They can calculate what this means in numbers of people using -

- Data on the number of people the organisation aims to reach.



- Publicly available population data on age, health, educational attainment, employment and income. See for example, [Home | Scotland's Census](#) and [Statistics and data - National Records of Scotland \(NRS\)](#).
- Data on groups which commonly experience communication disadvantage including
 - People who are distracted, ill, anxious, upset, or doing something for the first time.
 - People who are sometimes described as "hard to reach" or "seldom heard", for example -
 - People with literacy difficulties. 1 in 4 adults has literacy difficulties¹.
 - People with communication disability or difficulties. For example, people with communication needs associated with stroke, cancer, dementia, mental illness, sight or hearing loss, learning disability or neurodivergence. 1 in 5 people experience communication difficulties in their lifetime².
 - Most people over seventy have some degree of sight and / or hearing loss³.
 - People who speak English as an additional language. Around 1 in 13 people use a language other than English at home⁴.
 - People without or who cannot use a phone, smartphone, or computer. 1 in 8 people lack digital skills.⁵ 1 in 33 older people have no mobile phone⁶.
 - People living in poverty and / or socially deprived areas.
 - Young people not in employment, education, or training.
 - Children and young people in conflict with the law.
 - People with care experience.

See [Toolkit Module 2 Factsheet: Why inclusive communication matters](#) for more information.

2. Identify demand for communication support

Development groups may be able to access in-house anonymised data to estimate this demand. For example,

- Demand for and use of communication support services such as BSL interpreting, Easy Read, Braille, large print and audio recording.
- Staff requests for communication support.

- The number of staff who self-report conditions associated with communication difference. For example, neurodivergence, dyslexia, mental illness. sight or hearing loss.

3. Identify unmet need for communication support

The following data can indicate unmet communication needs -

- Customer complaints relating to communication.
- Higher than average “did not attend” or service withdrawal figures among communication disadvantaged groups.
- Staff concerns relating to communication.

4. Produce a “Communication Profile Report”

Groups could summarise the communication profile data they collect in a brief report. The report can be shared with leaders, managers, and staff across the organisation. A profile report can raise awareness and inspire action at team and individual staff level. Changes in the report over time can indicate the impact of inclusive communication development work as well as changes in the communication characteristics of service users and staff.



Alan

“Good communication makes me feel happy and less isolated. I forget how not being able to talk makes me feel.”



Step 4 - Assess organisation inclusive communication

infrastructure

Inclusive Communication Good Practice Standards 1 to 5 focus on the infrastructure organisations are encouraged to provide. This step enables organisations to assess their strengths and areas for improvement in relation to these standards.

Achieving this step will help organisations to implement -

- [Standard 1: Leadership and ownership of inclusive communication.](#)
- [Standard 3: Inclusive communication policy and quality standards.](#)

[It will also help individual staff to implement -](#)

- [Standard 9: Check and improve your communication.](#)

Development groups are encouraged to –

1. Complete an [Organisation infrastructure inclusive communication good practice - assessment checklist](#)

Groups may wish to assess the whole organisation or start with one service area then progress to other areas as practice develops.

2. Gather available data on outcomes

For example -

- Engagement by communication disadvantaged groups. Measures could include numbers of people who “did not attend,” and / or who drop out of services.
- Communication diversity of service users. This data may be available on Customer Relations Management (CRM) systems.
- Communication diversity of staff. This data may be available on Human Resource Management (HRM) systems.
- Customer feedback relating to inclusive communication practice. This data may be available on CRM systems.
- Staff feedback relating to inclusive communication practice. This data may be available on Human Resource Management (HRM) systems.



3. Produce an Inclusive communication practice progress report

The report could include -

- A list of current good practice – with contacts of staff who are leading work.
- A list of areas for improvement.
- Outcomes data.

Progress reports can help leaders, managers, and staff to

- Celebrate and report progress throughout the organisation.
- Share and spread learning within the organisation, and as appropriate, with other organisations.
- Reflect on their own practice.
- Feel inspired to identify actions they can take to improve their practice.



Step 5 - Set strategic objectives

Inclusive communication good practice development requires planning. It cuts across several business areas and is likely to take years to deliver. It can therefore be helpful if inclusive communication development plans form part of the organisation's overall strategic development plan. This step helps organisations to work out the best inclusive communication strategic objective/s for their organisation.

Achieving this step will help organisations to implement –

- [Standard 1: Leadership and ownership of inclusive communication.](#)
- The standards their strategic objectives focus on.

Development groups are encouraged to –

1. Consider using the following approach to identify priority inclusive communication strategic objectives

a) Prioritise areas for improvement



- List the areas for improvement identified in Step 4 while using the [Organisation infrastructure inclusive communication good practice - assessment checklist](#). That is those standards and indicators which scored “sometimes” or “no.”
- Prioritise actions in the order they are set out in the assessment checklist. For example, if the organisation is not achieving indicators to do with Standard 1: Leadership and ownership, work on achieving these indicators first. Next, go on to achieving indicators under Standard 2: Involve people who communicate in different ways. Then go on to work on indicators to do with Standard 3: Policy and quality standards and so on.
- If there are a lot of areas for improvement, further prioritise objectives that represent “easy wins.” That is, objectives that allow the organisation to -
 - Build on current good practice. That is where the standard or indicator is almost fully achieved.
 - Achieve positive impacts in several business areas. Multiple teams could therefore feasibly share costs.
 - Use resources that are freely available. For example, in this toolkit, the resources listed in [Practical Resources List](#) or freely available from expert organisations
 - Use resources developed and shared by other public bodies. See case studies in the [Toolkit Module 2 Factsheet: Why inclusive communication matters](#) for more information and ask at public sector networking groups.

b) Align inclusive communication objectives with other strategic objectives

Development groups are encouraged to identify which other strategic objectives, inclusive communication good practice could help to deliver. Inclusive communication can have a positive impact on strategic objectives related to, for example -

- Equality, diversity, and inclusion.
- Service engagement.
- Efficiency and cost effectiveness.

Inclusive communication objectives which contribute to the success of other strategic objectives are most likely to secure leaders’ and managers’ support. Alignment may also attract a contribution to development costs from across the organisation.



c) Consider costs

Development groups can identify and estimate the likely costs associated with the inclusive communication objectives they prioritise. Groups may wish to note -

- Communication exclusion adds costs for individuals and the organisation. It reduces efficiency and increases the risk and costs of litigation, complaints, or errors.
- Not all costs are new costs. Many job roles and team budgets are likely to already include relevant activities. Team leaders and managers may be able to identify activities likely to require extensive new demands on staff time or budgets.
- Inclusive communication developments can have positive impacts on several business areas. Multiple teams could therefore feasibly share costs.
- Some actions may only require organisations to spend money once to achieve long-term benefits.
- Free support is available. For example, this toolkit and materials in the [Practical Resources](#) List.

Costs associated with inclusive communication development

The list below details costs that may be associated with implementing inclusive communication good practice. Development groups could use the list to help to identify and estimate costs associated with the priority objectives they have selected.

Leaders, managers and staff time for example to -

- Develop public statements
- Collect, analyse and use data
- Plan and implement developments
- Policy development
- Implement communication Inclusive staff recruitment, retention, and development
- Publicise and share developments
- Providing multiple communication channels
- Provide flexible opening times or longer appointments
- Quality assurance activity

- Develop knowledge and skills, access guidance, and support
- Develop practical resources
- Develop inclusive places and online facilities
- Store, organise and publicise practical resources
- **Expert organisation's advice, guidance, and support**
 - Expert organisations can provide public bodies with estimated costs of support
- **Provision of specialist communication supports** including -
 - Production of documents in accessible formats
 - Translating and interpreting services
- **Inclusive places** costs including -
 - Inclusive signs
 - Appropriate lighting and other visual supports
 - Hearing loop installation and maintenance
- **User involvement costs** including
 - Recruitment costs
 - Communication support costs for any engagement activity
 - Travel expenses
 - Participation fees

d) Consider proportionate expenditure

It can be beneficial for organisations to decide what proportion of available funds they can spend on any strategic objective. Development groups and leaders might determine proportionate expenditure based on the following factors.

- Leaders' views on the urgency of action with reference to, for example,
 - Current and future demand for inclusive communication good practice among service users, and staff.
 - Losses associated with communication exclusion or breakdown. For example, non-attendance, low take up among communication disadvantaged groups, complaints, and litigation.
 - Compliance and reputational risks associated with communication exclusion.

- Benefits of inclusive communication good practice. For example, costs savings and better outcomes.
- Funds available to the organisation

2. Recommend appropriate priority strategic objective/s to senior leaders and managers

Development groups can produce a report to help senior leaders decide if and how they will support the recommendations. The report might include -

- Summary of the Inclusive Communication Practice Progress Report.
- Recommended priority objective or objectives.
- Benefits to the organisation including alignment with other strategic objectives.
- Estimated costs to the organisation.
- Reasons why the proposed expenditure is proportionate.
- Recommended strategic lead or leaders to oversee and report progress.
- Recommended delivery team. This is likely to be like the development group.
- Recommended method and schedule for monitoring and reporting to senior leaders, managers, and staff

3. Secure agreement and support for objective/s and budget allocation

Senior leaders are encouraged to discuss and agree appropriate inclusive communication strategic objectives and budget allocations. The [Frequently Asked Questions](#) in appendix 1 may be helpful at this point.



Step 6 – Produce annual development plans

This step assumes senior leaders have agreed an inclusive communication strategic objective and budget allocation. It focuses on how the organisation will achieve the objective in practice.

Achieving this step will help organisations to implement -

- [Standard 1: Leadership and ownership of inclusive communication.](#)
- The standards their strategic objectives focus on.

Development groups are encouraged to -

1. Develop annual plans

These plans could set quarterly or monthly goals for each year the group estimates an objective/s will take to implement. A yearly plan could include details on:

- Strategic objective/s
- Anticipated outcomes and impacts (key performance indicators)
- Goals for each year
- Quarterly goals
- Strategic leader or leaders
- Operational leader or leaders
- Stakeholders and their roles,
- Estimated time and costs of activities
- External help available
- Practical resources and tools available, including digital support, AI tools etc.
- Budget lines and sources of funding
- Communication plan
- Monitoring and reporting method and schedule

[Appendix 2 provides an example of an annual development plan.](#)

2. Discuss and agree annual plans with senior leaders and managers





Elliott

“Good communication makes me feel included. It makes me feel like I matter, that I have something to give, and I am valued.”



Step 7 – Implement annual plan

This step assumes senior leaders have agreed annual development plans.

Achieving this step will help organisations to implement -

- Standard 1: Leadership and ownership of inclusive communication.
- The standards their strategic objectives focus on.

Development groups are encouraged to -

1. Discuss annual development plans with the teams involved in implementing the plans. They could ask these teams to describe how they will incorporate actions into their team or individual work plans.

2. Ensure teams have easy access to support, for example -

- Internal colleagues with expert knowledge and skills.
- External help from expert organisations.
- Practical resources. See Practical Resources List .
- Adequate funding.

3. Monitor progress regularly at the intervals set out in the annual development plan.

Groups might examine and reflect on

- Achievements in relation to
 - Quarterly goals
 - Anticipated outcomes and impacts
- Any barriers to progress and how to overcome them.



4. Report progress at year end to strategic leader/s as set out in the annual development plan. Reports could include –

- Achievements
- Recommendations to overcome any barriers



Step 8 – Strategic review and update

Organisations are encouraged to review progress on inclusive communication practice and strategic objectives as part of wider strategic reviews.

Achieving this step will help organisations to implement –

- [Standard 1: Leadership and ownership of inclusive communication.](#)
- The standards their strategic objectives focus on.

Each time strategic objectives are reviewed, development groups are encouraged to revisit -

- Step 3 – Update the communication profile of your service users and staff
- Step 4 – Re-assess organisation inclusive communication infrastructure
- Step 5 – Set new strategic objective/s
- Step 6 – Update annual development plans
- Step 7 – Implement new annual plans

Appendix 1

Frequently asked questions and answers

1. What does inclusive communication mean?

Inclusive communication includes more people in a communication. It allows more people to understand and express themselves easily. It helps everyone. It is not just for people with special communication support needs.

See [Inclusive Communication Good Practice Standards and Indicators](#) for a more detailed description.

2. Why should we do this?

- It is the right thing to do.
- Many people need inclusive communication.
- The public want more inclusive communication.
- Communication inclusion and exclusion impacts on service users and organisations.
- Law, policy, and strategy – see question 3 below.

See [Toolkit Module 2: Why inclusive communication matters](#) for more details.

3. Do we have to?

- Scottish Government encourages organisations to continuously improve their inclusive communication good practice.
- The Equality Act 2010 says organisations must take steps to provide information in accessible formats.
- The Public Sector Equality Duty (section 149 of the Equality Act 2010) requires public bodies to have due regard for the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a relevant protected characteristic, and those who do not. Separately, public bodies must consider accessibility when providing information.

- Other laws to do with specific groups or services may also require, or encourage, public bodies to communicate in inclusive ways. Organisations are encouraged to seek legal advice to identify any that might apply.

See [Why Inclusive Communication Matters](#) factsheet for more information.

4. What will happen if we do nothing?

- The organisation risks breaching applicable duties.
- There is risk to the organisation's brand or reputation.
- Communication exclusion can increase costs in the short and longer term.

See [Toolkit Module 2 Factsheet: Why inclusive communication matters](#) for more information.

5. What will it cost?

Costs of producing a development plan are -

- Staff time
- A budget to involve people who communicate in different ways

Costs of implementing the development plan will depend on what is in it. It is important to note -

- Inclusive communication good practice could save the organisation money while exclusion could add costs for individuals and the organisation.
- Free support is available. For example, the toolkit. See also the [Practical Resources List](#).
- Some developments can be incorporated into established practice. For example, mandatory training could incorporate basic inclusive communication training.

6. What expenditure is proportionate?

- Every service user and staff member can benefit from inclusive communication good practice. It is not just for people who communicate in different ways.
- Organisations should decide for themselves what is proportionate for their organisation. [Step 5](#) in this guide can help organisations work out proportionate expenditure.

7. “It is not a priority for the organisation. We do not have capacity to do this.”

- Inclusive communication good practice can have a positive impact on an organisation’s compliance, efficiency, productivity, and outcomes.
- Scottish Government encourages organisations to work out a development plan that fits with their resources. Organisations do not need to do everything at once.

See [Toolkit Module 2 Factsheet: Why inclusive communication matters](#) for more information.

8. “We are doing enough already.”

- Scottish Government have published a new working definition of [Inclusive Communication Good Practice Standards and Indicators](#).
- Evidence indicates the public want organisations to do more. See [Toolkit Module 2 Factsheet: Why inclusive communication matters](#) for more information

Appendix 2



Inclusive Communication Annual Development Plan (Example)

Strategic Objective

To achieve Standard 1 - Leadership and ownership indicators -

- 1.1 Leaders and managers promote a culture which responds proactively to communication diversity
- 1.2 Public commitment
- 1.3 Leaders take a system wide approach to inclusive communication development

Anticipated outcomes and impacts (key performance indicators)

1. Leaders, managers and staff are more aware of communication diversity among service users and staff.
2. Leaders and managers demonstrate inclusive speaking and writing in more of their communications.
3. Staff and service users are more aware of the organisation's commitment to inclusive communication.
4. People who communicate in different ways and expert organisations are engaged as members of the Inclusive Communication Development Group.



Year 1 Development Plan

Quarter 1

- Baseline measure of key performance indicators.
- Provide leaders with a script they can use to regularly highlight that inclusive communication matters to the organisation.
- Place an article on the staff intranet to raise awareness of communication diversity.
- Advertise the “Foundation Inclusive Communication Toolkit.” Encourage staff to access it.

Quarter 2

- Train leaders and support staff to write and speak in an inclusive way. Provide templates to help them write in an inclusive way.
- Build inclusive speaking good practice into speech writing for leaders.
- Consult on a draft public statement setting out the organisation’s commitment to inclusive communication good practice.
- Update internal and external stakeholders. See “Communication Plan” below.

Quarter 3

- Agree and publish a statement setting out the organisation’s commitment to inclusive communication good practice.
- Set up an Inclusive Communication Development Group.

Quarter 4

- Inclusive Communication Development Group agree workplan, schedule and ways of working.
- End of year measure of key performance indicators.
- Update internal and external stakeholders. See Communication Plan below.



Stakeholders, roles, time and estimated costs

Stakeholders	Quarter 1, 2, 3, 4 - estimated hours	Total estimated hours	Estimated costs
Senior leaders	Q1 - 1 hour Q2 - 4 hours Q3 - 4 hours Q4 - 2 hours	11 hours as a collective Up to 3 hours each to access toolkit	0 – part of job role
Managers <ul style="list-style-type: none"> • corporate communications • service design • participation, equality, and engagement 	Q1 - 20 hours Q2 - 4 hours Q3 - 20 hours Q4 - 28 hours	92 hours as a collective Up to 3 hours each to access toolkit	0 – part of job role
Individual staff	Q3 – up to 3 hours Q4 – up to 3 hours	Up to 3 hours each to access toolkit	0 – part of job role



People who communicate in different ways	Q3 – up to 2 hours Q4 – up to 4 hours	Assume 10 people working 6 hours each Only some will join the development group	Q 3 and 4 £1500 for alternative formats (See note 1) £1000 for engaging people who communicate in different ways. (See note 2) £2100 expert organisations support (See note 3) Total for year = £4,600.
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Note 1 – assumes 30 hours BSL translation for public statement, Development Group set up, Large Print, Braille, and Easy Read version

Note 2 – assumes fees for co-producers at level of national minimum wage (for example £14 / hour) plus travel expenses

Note 3 – assumes 6 days expert support at £350 / day

Strategic leader or leaders – Director of Engagement; Director of Corporate Communications

Operational leader or leaders – Inclusive Communication Development Group

External help available

- Expert organisations
- Other public bodies or networks which leaders and managers attend



Practical resources available

- See Practical Resources List .
- See Step-by-step guide for leaders and managers - How organisations can achieve inclusive communication good practice.

Budget lines / sources of funding for example -

- Equity (or equality), inclusion, and diversity budget
- Corporate communications budget
- Human resources - staff development budget
- Organisational development budget

Communication plan

- Update internal stakeholders at end of Q2 and Q4 – at team leader and all staff meetings and via the staff intranet.
- Update external stakeholders at end of Q2 and Q4 – via newsletter, website, and stakeholder engagement meetings.

Monitoring and reporting

- Report progress on the plan every quarter to strategic leaders.
- Report progress on the plan and update on plans for future years annually to the senior management team.

¹ [Adult Literacy Rates in the UK | National Literacy Trust](#)

² [Communication Support Needs: A Review of the Literature](#)



³ [Population estimates of the number of adults in the UK with a hearing loss updated using 2021 and 2022 census data](#)

⁴ [Languages | Scotland's Census](#)

⁵ [Tackling digital exclusion](#)

⁶ [UK Mobile Phone Statistics 2024 - Stats Report - Uswitch](#)

