

Appendix D Engagement & Communications Strategy

(updated 16 February 2021)

Vision

Creating a modern council HQ and truly 21st century ways of working that better serve our residents while preserving Ealing Town Hall and enabling the development of new homes and commercial space to significantly contribute to the town centre's regeneration and competitiveness.

Short version: Creating a modern, efficient council HQ and civic hub, 21st century ways of working and new homes and commercial space to conserve our civic legacy and boost town centre regeneration.

Background

The council accommodation programme has three strands:

- Refurbishment of Ealing Town Hall by a development partner to preserve the iconic building, continue to provide space for civic and community use and develop a wing for commercial uses including a boutique hotel; expected completion 2023
- Release the site of the council's current headquarters, Perceval House, for redevelopment by a joint venture partner to provide:
 - New council offices (expected completion, November 2024), a customer service centre and library at no or minimal additional cost to the council
 - Mixed-use housing, of which 50% will be affordable, and commercial space; expected completion phase 1 from April 2023, full completion by June 2027
- Continued implementation of new ways of working (NWOW), building on the changes introduced and adopted as part of the Covid 19 lockdown led by the NWOW programme Board. This covers four workstreams:
 - Technology
 - Property (covering the decant)
 - Health, safety & wellbeing
 - People & culture change

An overall plan for communications will be developed to cover these workstreams.

Context

The NWOW workstreams are enablers, or building blocks, for wider transformation as part of the Future Ealing programme. The last year has given us an opportunity to rethink the way we work enabled by ICT, changed service delivery and working at home. As such, and to avoid confusion for audiences and engagement overload for staff, the communications strategies and activities for all three programmes should be aligned and co-ordinated.



Objectives

- Tell a compelling story about the vision for the new council accommodation and its place at the heart of Ealing town centre
- Involve and enthuse staff in continuing to adopt new ways of working
- Ensure all projects, either led by the council or other partners, carry consistent branding and messaging
- Ensure communications are aligned with those for concurrent council programmes, notably Future Ealing
- Ensure people affected are told what is happening, when, where and why
- Ensure people affected are told how the project will impact them
- Ensure people know how to access council services as they are relocated, throughout the programme
- Minimise the impact and disruption to staff by informing and involving them regularly throughout the programme
- Minimise the impact and disruption to local residents and stakeholders through targeted communications
- Encourage people to stay informed about progress through dedicated web and OneSpace presence and use of various communications channels including Talk to Paul briefings and the NWOW champions

Audiences

Building works will bring some temporary and some permanent changes which will need to be communicated throughout the duration of the project. New ways of working will involve culture change which staff will need to be engaged with throughout. The audiences will include the following stakeholders:

Internal	External
<ul style="list-style-type: none">• Cabinet, Labour group, minority parties• Ealing directors group• Senior Leadership forum• Middle managers• Council officers• Contractors• Trade unions• Partners sharing space in Perceval House – CCG, Police, WLA	<ul style="list-style-type: none">• Residents• Current and future service users• MPs and GLA member• LSP partners• Other statutory agencies• Third sector organisations• People working in and visiting Ealing• Local businesses and Ealing BID• Investors interested in new opportunities

Key Messages

The key messages need to be clear and consistent. They need to build on each stage of the development – keeping the primary messages in the forefront throughout.

Primary Messages

For all audiences

- The seven-year programme ensures the future of Ealing Town Hall and creates a modern council HQ, customer centre and library to better serve residents, plus much-needed new homes and commercial space
- It will save council-tax payers' money¹ and generate income to support local services, boosting town centre regeneration
- It will bring new jobs, apprenticeships and business opportunities to the area, contributing significantly to town centre regeneration and building Ealing's reputation as the capital of West London

¹ Until a developers' proposals have been agreed we cannot give figures. Councillors and spokespeople can instead talk about the benefits: that the new offices will be more efficient to run and enable us to work more efficiently to deliver better services and save money, savings on repair costs for ETH and that the new buildings will be delivered at no or minimal cost to the council.

For internal audiences

- Our temporary office accommodation will enable us to continue to deliver our services to residents while continuing to implement our new ways of working whilst our new offices are being built
- There will be disruption while we decant from PH into other Ealing buildings and temporary office accommodation
- In the longer term our new HQ office and new ICT infrastructure will enable us to continue to develop our **ways of working** - to be more flexible, mobile and to better focus on improving outcomes for residents
- Everybody will have a chance to contribute to developing our new working culture to make the best of the new accommodation
- The vision is of a workforce equipped and enabled by the buildings, ICT and flexible working arrangements to have more control over how and where they work so they can be motivated, high performing and effective

Secondary messages

For all audiences

- The town hall will be refurbished first, by end 2023, new council offices, customer service centre and library built by November 2024 and a new development of mixed-use housing and commercial space completed by 2027
- Saving Ealing Town Hall and building a new council HQ will be done at no or minimal cost to the council
- The council retains the freehold of both sites and is letting them on long leases to development partners, so it controls what development can take place, now and in the future
- These join Dickens Yard and the cinema development to add to the high-quality design and vibrancy of the town centre
- The programme aspiration is for as many of the new homes as possible to be affordable
- The new offices will save on annual operating costs

For internal audiences

- There will be disruption and internal moves through the programme
- Regular information and support will be available to help you be ready for and adjust to changes
- Please take responsibility for keeping yourself up to date and helping make things go smoothly
- You know your service best – get involved and use your creativity to reshape the ways we work

Tools and activities

Internal

- **NWOW champions** – staff nominated by each director who role is to:
 - Attend and actively participate in the NWOW Working Group meetings and as part of other workstreams if required and as agreed
 - Be the conduit to feedback to their relevant Director / Management team on the work of the NWOW Programme and the key messages and actions coming out of the NWOW working group each month
 - Support the ongoing culture change required to deliver the NWOW programme and the council accommodation programme, acting as facilitators and enablers of this
 - Over the next year in particular they will play a key role to support delivery of the decant out of Perceval House through
 - Leading on collating and verifying accurate data and information for their respective division which will underpin the refresh, finalisation and implementation of the Decant
 - Feeding back to colleagues in their division on:
 - What is happening
 - What is going to change
 - When it is going to change
 - What staff will need to do as a result
 - Act as a sounding board for ideas, and collect case studies of positive examples of change
 - Provide feedback for the NWOW programme and the Council Accommodation Programme to take on board as we plan for the future
 - Over the longer term the role of the NWOW champions will evolve to lead the preparation for moving into the new HQ, inputting into the design, use and layout of the building and then supporting the delivery of a smooth decant into the new office once it is finished being built by Nov 2024
- **Move makers** – volunteers selected within each team as they start to get ready to move. These will be people good at logistics and organising, probably in an admin or support role, who will prepare and organise their teams' moves
- **OneSpace presence** – a dedicated space on the intranet (location tba) to hold all information about the programme, with sub-pages for each of the strands. Content to include core info about each project, timelines, FAQs, key contacts, plans and visualisations, case studies of staff involved in planning or in modelling new ways of working behaviours

- **Talk to Paul and NWOW engagement sessions** – open to all staff
- **Staff workshops and working groups** – intra- and inter-departmental and of varying sizes to brainstorm / develop how delivery of services to residents will continue. Inter-departmental teams, focused on customer needs, will help to break down departmental silos

External

- Communications Protocols with development partners will ensure co-ordinated and consistent messaging

Channels

Internal	External
<ul style="list-style-type: none"> • The intranet • Inside Ealing weekly newsmail • Ealing directors group emails and meetings • Corporate resources managers briefing • Leadership forum presentations • Poster sites • Office plasma screens • Desktop messages • Business centre stalls • Employee forums / meetings / networks • Drop-in sessions • Targeted emails to user groups • Yammer 	<ul style="list-style-type: none"> • Web and social media • Events • Signage inc hoardings (developer) • Editorial in council-owned channels • Media engagement • Advertising • Emails and letters • Stakeholder channels • Developer channels (council oversight) • Plasma screens in council buildings

Timescales

Communications activities will be tied to the milestones identified in the programme timeline but key milestones are below and highlighted in more detail in Appendix 1

- Planning committee – Feb
- Cabinet decision on full or partial decant - March
- Service preparation for the decant and then implementing it – Throughout 2021

Resources

The NWOW champions will be the primary leads for engaging with their services. The NWOW workstream leads will be responsible for developing internal messages.

Until activities are scoped in more detail corporate resource requirements cannot be identified but a 0.5 FTE is anticipated to be needed in order to efficiently deliver the strategy.

Evaluation and amendment

A detailed communications plan will identify milestones and intended communications activities. This will be kept under constant review and updated regularly. Progress and issues will be reported to the programme board.

For internal communications it is recommended that a staff survey be conducted to provide a benchmark for this and concurrent programmes to measure progress against.

The following tools and methods will be used to monitor and evaluate the success of communications activities:

- Feedback via internal channels (leadership forum, directors group, NWOW champions, manager groups, emails, staff events, Yammer, intranet usage and others)
- Smoothness of moves as a sign of successful communication to and within teams
- Future staff surveys
- Press and online coverage (quantity and quality)
- Monitoring of public conversations about the programme, e.g. in the press and on social media (mindful of RIPA regulations)
- Attendance and discussions at public meetings (if held)
- Analysis of customer services data on customer visits and enquiries, complaints to identify effectiveness of communications and any impacts of the programme on customer access to services.
- Feedback from developers
- Feedback from members, stakeholders, local businesses and local groups

Perceval House / ETH Timelines as of Jan 2021

