

Morning Lane refurbishment communications plan

Background

Although the rethink of the move to Homerton Tower was generally well received by staff, there were concerns that the accommodation at Morning Lane wasn't up to standard and that serious refurbishment was needed to make the building fit-for-purpose.

It was agreed at the first meeting of the new Morning Lane Improvement Group that the following three areas were priority for renovation:

1. Temperature management e.g. air conditioning in the summer, heating in the winter;
2. Making better use of space e.g. maximising office space, improved breakout areas;
3. Environmental improvements e.g. general painting and decorating, carpet cleaning, improved facilities for cyclists etc.

It was also agreed that a communications strategy should be developed to set out the stages for communicating with staff on the refurbishment programme. To kick-start the engagement process, an email was sent out to all affected staff soon after the initial meeting soliciting feedback and input in to the priority areas identified.

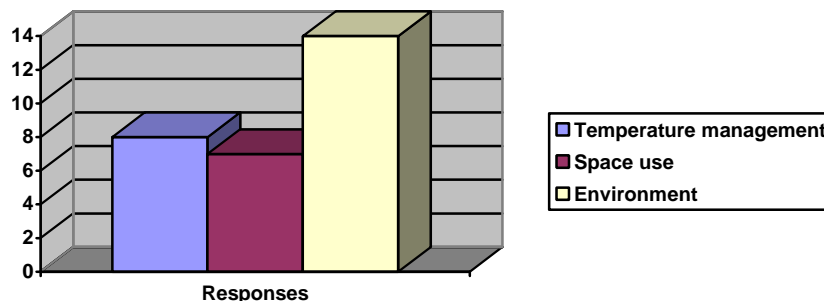
Email feedback

Since the email went out to all CYPS and Community Services staff affected by the refurbishment on Monday, 30th April there has been a good response, with over 20 emails and suggestions to the morninglane@hackney.gov.uk email account.

Broadly speaking, respondents were in agreement with the three generic priorities that were identified.

However, from the responses it would seem that the priority for staff is environmental improvements with facilities for cyclists and improvements to staff rooms and family rooms among the main concerns.

Priority areas by response



Selection of responses

Temperature regulation	Better use of space	Environmental improvements
Air conditioning (6)	A prayer room in 205 ML (2)	General painting (8)
No air conditioning (2)	More meeting space (2)	Paperless office (2)
	Counselling room for adoption team (1)	Improved cycling facilities
	Better space management for improved access (1)	Toilets (2)

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	Staff restrooms (1)	Kitchen (2)
		Showers (2)
		Staff rest room at 205 ML (2)
		Family room at 205 ML (2)
		Entrance area (1)
		Children's room (2)

Responding to staff

It's important that we're seen to be responding to staff in a timely manner. The newsletter will be sent out every six weeks but this may not be the best way to respond to specific questions because of the volume at which they have currently been received. The intranet may be the best way of doing this.

A key message that we want to convey is that we are listening to staff and have taken their concerns into account. It is proposed that a timetable is published as soon as possible detailing the deadlines for specific works to be carried out. This is to gain staff confidence and can be done through the e-newsletter or as a separate email when tenders are awarded.

Key messages

- We share staff concerns about the condition of ML accommodation;
- We are listening to staff in response to suggestions for improvements;
- Refurbishments will be made in a timely, co-ordinated and cost-effective manner with little disruption to the service.

Engaging staff

Standard communications tools

1. Staff newsletter (bi-monthly)¹
2. Team Update

Specific communications tools

Method	Methodology	Frequency	Start	End
1. E-Newsletter	Regular electronic refurbishment news briefing	Every six weeks	July	November
2. Lunchtime Forums	Informal meetings with key steering group members and staff	July & August	July	August
3. Website / Intranet	All the latest information that's too early /late for newsletter	On-going	July	tbc
4. Marketing	Posters on staff notice boards	On-going		

Key questions

- Who in the steering group will be responsible for responding to emails?
- How often?
- How will responses be sent – to individuals or to a group?

¹ The next issue of the CYPS staff newsletter is due out w/c 9th July so could respond to some emails.

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Other ways of engaging staff include:

- Further consultation and engagement: quick surveys of opinion – either through focus groups, a brief online survey or a quick face-to-face questionnaire;
- Nominated champions to be the focal point for Q&A flow of updates and issues;
- Regular update on DMT agenda / Team Updates / Newsletter;
- Web tools - including pages where plans can be logged for staff reference and featuring monthly progress on the refurbishment
- Posters and other marketing materials in staff areas;
- Clean Up Fridays – with incentives for high-performing teams;
- Decorating Days (Morning or Afternoons) – a fun way to involve staff in decorating staff and family rooms.

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Communications timetable²

July				August				September				October				November			
Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	E-news	Lunchtime Forum	Clean up Friday	Team Update		Lunchtime Forum	E-news	Team Update			Clean up Friday	Team Update	E-news		Clean up Friday	Team Update			E-news
						Decorating Day (afternoon)	Clean up Friday			Archive training			Archive training						Clean up Friday

² This timetable is tentative and is based on assumptions until a firm timetable for refurbishments is available.