

CIPR Pride Awards 2013 – Internal Communications Campaign

Doing more

Where we started...

A2Dominion is one of the UK's largest housing associations.

- We were formed in 2008 following a merger
- We have 900 staff working in a vast range of roles from Care & Support and Housing Services, to Development and Sales.
- Following the merger, internal communications activity was minimal.
- The internal communications that did exist had disparate branding, a mismatch of tones and styles and one-way, information focused messaging.
- Staff satisfaction and engagement levels were low - despite an impressive staff benefits package, exciting CSR activities and strong leadership team.
- In our Best Companies staff survey of 2009/10 we scored just 611 points out of 1,000 (by 2013 we increased this score by 22 points, and became for the first time a Sunday Times Top 100 not-for-profit organisations to work for).
- An additional staff survey on internal communications told us remote workers felt they *'always came last'*, whilst others wanted to know *'what's the big plan? Where are we heading?'* Staff also asked *'what's happened to all the fun stories such as fundraising? It's all corporate news now.'*
- There were many internal communications challenges including staff spread over 67 offices, many remote/non-desk based workers, restructures, and different ways of working and cultures within the Group.

Our approach

Taking into account the issues the Group was facing and the feedback from staff, we wanted to:

- Increase satisfaction with working for A2Dominion
- Increase satisfaction with internal communications and effectively communicating key messages
- Increase visibility and engagement with A2Dominion's leadership team
- Increase take-up of staff benefits and rewards
- Increase engagement with A2Dominion's corporate social responsibility (CSR) activities.

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So we launched a new employer brand to bring all internal communications under one umbrella and revised our supporting employee engagement activities.

We wanted to create:

- An instantly recognisable employer brand name and logo
- Clear and engaging key messages about A2Dominion
- A programme of supporting internal communications activities

Creating our brand campaign...

Focus groups: We invited staff from across A2Dominion to attend focus groups to determine perceptions of existing communications and gather feedback.

A new brand: Using staff feedback, we worked with a creative agency to produce our new brand. Employee responses were overwhelmingly positive.

The brand:

- Warm
- Human
- Informative
- Specific not generic
- Involving
- Surprising
- Thought-provoking

The logo:

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Key messages:

- Strong leaders who are listening to you
- Better rewards than other housing associations
- Giving more back through our CSR activities
- Constantly evolving our offering and our organisation

Launch and implementation

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Doing More was launched in August 2012 and followed by a 10-month implementation plan to embed the new brand.

Date	Campaign phase	Doing More communications/channels
August 2012	<p>New vision</p> <p>A2Dominion created a new vision and strategy and we wanted to raise awareness.</p> <p>The new vision was ‘improving people’s lives through quality homes and services’.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • Profit for social purpose • Focusing on customers • Investing in communities • Strengthening our business through leadership and staff 	<p>Posters: Set of six posters delivered to our 67 offices</p> <p>HTML: Branded email to all staff</p> <p>Intranet: Launch of staff intranet section</p> <p>Screensavers: Screensavers on all network computers conveying key messages</p> <p>Merchandise: Mugs displaying vision and branding</p> <p>Payslip: Sent to all staff including key messages</p>
October 2012	<p>Staff Roadshow</p> <p>Our Roadshow saw senior leaders hold 28 sessions at 14 locations to meet staff.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • Our leadership team is listening to you • We will use your feedback to help us continue to improve our organisation 	<p>Posters: Displayed in all offices</p> <p>HTML emails: Sent to all staff encouraging them to book their place.</p> <p>Staff magazine: A 20-page special edition distributed to offices and online.</p> <p>Chief Executive video: A post-event CEO message, viewed by over 300 employees.</p>

<p>November 2012</p>	<p>Staff survey</p> <p>The survey is run by Best Companies, an independent research firm, and asks staff for their opinions on working for A2Dominion.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • Help us to make A2Dominion even better • We want to know your views • We're listening to you 	<p>Office posters: Distributed to Group offices with a call to action to take part.</p> <p>HTML emails: Sent to all staff</p> <p>Intranet news and e-bulletin</p>
<p>December 2012</p>	<p>Staff recognition</p> <p>We refreshed the communication materials for promoting A2Dominion's staff recognition scheme, 'ABCD (Above and Beyond the Call of Duty)' to incorporate Doing More.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • We reward staff who deliver excellence performance 	<p>Flyer: Incorporating the Doing More branding</p> <p>New intranet section</p> <p>News and staff e-bulletin</p>
<p>January 2013</p>	<p>Wellbeing</p> <p>A2Dominion launched a wellbeing campaign to provide support to staff to maintain a healthy work/life balance.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • A2Dominion cares about your work/life balance • We are doing more than ever before to help you feel healthy and happy • We're offering you a range of benefits and services 	<p>Blogs: Published by wellbeing champions</p> <p>Wellbeing website: Incorporating Doing More branding</p> <p>Employee magazine: Wellbeing feature & regular column</p> <p>Intranet section: 'My Wellbeing'</p> <p>Posters: Displayed in offices</p>

<p>February 2013</p>	<p>Staff benefits</p> <p>Each year, staff are offered the chance to select a benefit, such as health insurance or gym membership, to use over the coming 12 months.</p> <p>Key message:</p> <ul style="list-style-type: none"> • Offering more benefits for you and your family 	<p>Staff benefits magazine: A 20-page publication explaining benefits on offer, available online and printed copies for offices</p> <p>News and e-bulletin for all staff</p> <p>Staff magazine: In-depth feature including case studies</p> <p>Posters: Displayed in offices across the Group</p>
<p>March 2013</p>	<p>Recruitment and new starters</p> <p>We created a welcome guide to promote employee benefits and A2Dominion.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • A strong vision • More benefits • Investment in your learning, development and wellbeing • CSR 	<p>Publication: A new branded 12-page guide, sent to all new starters electronically and available online</p>

Measurement and results

We measured the success of our campaign against four objectives agreed at the outset:

Increase engagement and satisfaction with leadership team		
Activity	Target	Result
Staff Roadshow	Achieve at least 200 bookings.	289 attendees
Staff survey	Increase survey results with leadership	4% increase with leadership satisfaction

Increase satisfaction and engagement with benefits and rewards		
Staff Benefits - awareness	At least 50% open rate for HTML	74% open rate (708 staff)
Staff benefits – take up	Increase staff benefits take-up by 10%	29% increase (524 staff in 2013, 406 in 2012)
Staff survey	Increase satisfaction with A2Dominion offer ('Fair deal' survey category)	4% increase

Increase CSR satisfaction and engagement		
Charity match funding campaign	Double applications to A2Dominion's charity match funding scheme	Applications tripled from 18 (2011/12) to 49 (2012/13)
Staff survey	Increase satisfaction with CSR activities	11% increase in satisfaction

Increase satisfaction of working for A2Dominion		
Staff survey	Increase survey participation rate	654 completed surveys (71% response rate) – a 5% increase from 2012
	Increase overall staff survey score and achieve ranking in The Sunday Times Top 100 not-for-profit organisations to work for 2013 list.	Increased overall score in 2013 by an impressive 22 points compared to 2009/10, to enter the Top 100 list for the first time.

Budget and cost-effectiveness

A2Dominion is a not-for-profit organisation and demonstrates value for money at all times.

For 2012/13, a £15,000 budget was allocated for external design work to create the brand yet the project was delivered for £11,088, under-budget and costing less than £12.50 per employee.

To ensure a continued cost-effective approach, we developed brand guidelines and templates to enable all future materials to be produced in-house, so that that in 2013/14 no external further design work was required, with the average cost over two years at around £5,544 for Doing More.