

Basic Information

Region (Check Region):

South of England and Channel Islands

Category:

22. Best COVID response

Entry Information

Entrant company name:

Government of Jersey - J3 Ltd - Freedom Media

Client name (for joint entries only):

Government of Jersey - J3 Ltd - Freedom Media

Entry title:

Nightingale Build Project - Jersey

Entry

Brief, objectives and budget:

Background:

- April 2020: The world was in the grip of the pandemic and Jersey was in full lockdown.
- Covid-19 numbers were increasing rapidly every day.
- Jersey is a small island with a population of 110,000 with finite health facilities and resources.
- The Government of Jersey (GoJ) identified that the local General Hospital would potentially not cope with the numbers of Covid patients.
- An emergency response to build a field hospital with facilities to care for 180 people was drawn up and a deadline of 25 days to build and complete was set.
- 'Nightingale Wing' construction would be managed by J3 Ltd, a Jersey-registered joint venture using a local site team taking advice from UK-based colleagues who had worked on other Nightingale hospitals.
- All contractors and work personnel would be local with the exception of two specialist companies.
- A specialist company from Holland was identified to provide the hospital structure and team to erect it. Significant logistical planning was required to bring it to Jersey and accommodate & isolate the team.
- Contingency plans were put in place should the site have an outbreak.
- A separate campaign was launched to recruit locals to be trained to man the facility.

Brief/Objectives:

Reputation management was a concern. The backdrop to this crisis was negative local perception due to a previous GoJ Council of Ministers not delivering a new general hospital for the island. The issue had been rumbling on for years and tens of millions of pounds 'wasted'. Demonstrating and communicating a clear and coherent plan, delivered on time and on budget, was critical to allay fears and bring reassurance.

The enormity and significance of building the Nightingale Hospital would be a shock to the local community. GoJ identified the requirement for a month-long PR campaign that would:

1. Effectively, regularly and clearly communicate key messages and positives of the project, reassuring the public through social media channels, local media and direct mail with local residents, achieving a minimum of 20 media mentions.
2. Communicate and champion this as a community project that local people would support. Ensure that positive sentiment outweighed negative, particularly around the use of public money which was likely to divide public opinion. Success measured through 25,000 engagements/reactions on social media.

J3 Ltd (Building Contractor) objective for their PR/communications:

1. Communicate and champion this as a community project, focussing on the collaboration between J3, local contractors and GoJ by creating a minimum of 20 videos and image posts for social media to highlight, promote and increase awareness of the community's response, generating a minimum of 5000+ positive engagements across those channels.

GoJ engaged Freedom Media to work alongside the contractor J3 Ltd to document the build so they could achieve the brief.

Budget

In house team + £15,395K

The idea, research and planning:

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- Communications plan drawn up. Objectives set.
- Plan set out for communicating directly with local residents to update and advise how and where they should direct questions and concerns.
- Wider communications to the island community to reassure them that this investment could save lives.
- Encourage Islanders to play their part in the fight against Covid.
- A public broadcast by GoJ would announce the project the night before work started.

Regular content to be factual, easy to understand, clearly communicating objectives and milestones achieved and plans for each stage of the build. Achieved through:

- Residents' letters/leaflets/briefings.
- Press releases and site tours for media, politicians, local influential individuals and groups connected to the project and/or site.
- Weekly GoJ updates on the progress of the build.
- Weekly highlights video for GoJ to share with the public, all with supporting graphics.
- Photography and additional footage posted on J3 social media channels and for media outlets to use.

- Documenting key milestones and planning an opening ceremony, attended virtually by a member of the Royal Family.
 - A short film of the opening ceremony to communicate what had been involved.
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Strategy, creativity and innovation:

Strategy, creativity and innovation:

- Strategy to focus on the collaboration required to make the impossible possible.
 - Freedom Media engaged and briefed on 10th April 2020.
 - Key individuals identified to feature in photography and video footage including senior GoJ representatives, the Chief Nurse and construction team.
 - Regular site visits for politicians and local community influencers captured for promotion on social media, public broadcasts and local media broadcasts.
 - Local journalists and news crews regularly invited and given site tours and updates.
 - Time-lapse cameras installed on scaffolding towers.
 - Drone footage would deliver a sense of scale and context, and hyperlapse video to emphasise the speed of the construction.
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Delivery/implementation of tactics:

Delivery / Implementation of tactics

Over three intense weeks, Freedom Media captured the significant moments on site. Initial confusion and anger surrounding the technicalities of on-site builders working without social distancing was addressed by high profile politicians on social media videos. During the build, over a 13-day period the death toll in the island rose by 633%. Interest and positive sentiment for the project increased, so more content was created.

- 3 weekly highlights videos communicating the progress of the build shared on GoJ channels. Sign off and turnaround times were tight but were met.
 - Photography asset bank for GoJ/media to access for communications.
 - Footage supplied for public information broadcasts.
 - Video interviews with Chief Minister, neighbours, Chief Nurse, architect and other key people involved in the build to communicate on J3's social media channels.
 - 4-minute emotive build video for the opening ceremony attended virtually by HRH Earl of Wessex, streamed live on Facebook.
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Measurement, evaluation and impact:

Measurement, evaluation and impact

- The Nightingale project was 'delivered on time and significantly under budget'.
- The build saw 541 local construction workers inducted on site, 521 were local with 83 local sub-contractors and suppliers employed over the 25-day build.
- Local businesses and individuals delivered daily food gifts and supplies for the construction workers.
- 'Rainbow wall' created from the hundreds of drawings sent in from children thanking the project team & key workers.
- Opened on 11th May by the Earl of Wessex - positive having the Royal Family involved.
- Positive, accurate and regular coverage from the media.

- Project Director Marc Burton received an MBE for his contribution.

Community response very positive on social media (see supporting PDF for examples and figures)

GoJ:

10 social media posts

31,292 engagements

9 press releases resulting in 20 media mentions.

J3 Ltd:

29 Social media posts

6,107 engagements

<https://vimeo.com/417001214/7da2f36878>

Chief Nurse, Rose Naylor: This project has shown what we can achieve, together. And it's brought out the best in everyone. To think that this building wasn't here 3 weeks ago, it's just phenomenal. It's been so humbling and it's an absolute credit to the talent and skills on this island. Thank you."

Supporting Information

Additional supporting information (images, artwork, clippings and other media):

Provided
