



Communications Strategy

Havebury Housing Partnership 21-23

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The role of a communications strategy

Our communications strategy supports our values and mission. It tells our story, who we are and what's important to us. It gives direction - a structure to what we do. It sets the tone and the messages for all communication and seeks to emotionally connect with our audiences.



Insight and understanding

Good communications strategies are two way. They involve an initial period of listening to gain insight and understanding. The first stage of this approach was to consult with our key stakeholders to ensure our communications support their needs, reflect our values and enable our vision.

During August, September and October 2020 we spoke to:

- Our tenants
- Our Leadership team
- Our team
- External partners/local authorities and MPs

Their views and ideas have actively shaped the direction of this communications strategy. Helping us to identify how our communication is making an impact and where we can improve.

Through this feedback we have assured our communication strategy supports:

- The wider aims and ambitions of our Corporate Plan
- Our business strategies and targets
- Other key strategies across the business

Insight and understanding diving deeper

Our stakeholder analysis with our people and tenants rated our current communication approach between **6-8/10**.

For our tenants, our communications scored **8/10**. While this would be considered a medium to top quartile performance our strategy aims to build on this opportunity to make communications one of our key strengths.

Our insight has shown us how audiences prefer to be communicated with; enabling us to adapt and enhance our communication services.

With this knowledge, our strategy will be the platform for continuous collaborative learning and improvement.



The national picture

We are active members of the Chartered Institute of Housing, National Housing Federation, and PlaceShapers communication forums.

Our strategy supports national campaigns such as the NHF's Together with Tenants initiative and reflects shared values to communicate strong positive messages around the social and economic value of housing associations.

Our strategy will be particularly focused on national campaigns that challenge the stigma around social housing.



STAKEHOLDERS

Stakeholders are the people we regularly communicate with to help build our brand and achieve our vision. We have identified our stakeholders as;

Internal

- Leadership Team
- Our Board
- Colleagues

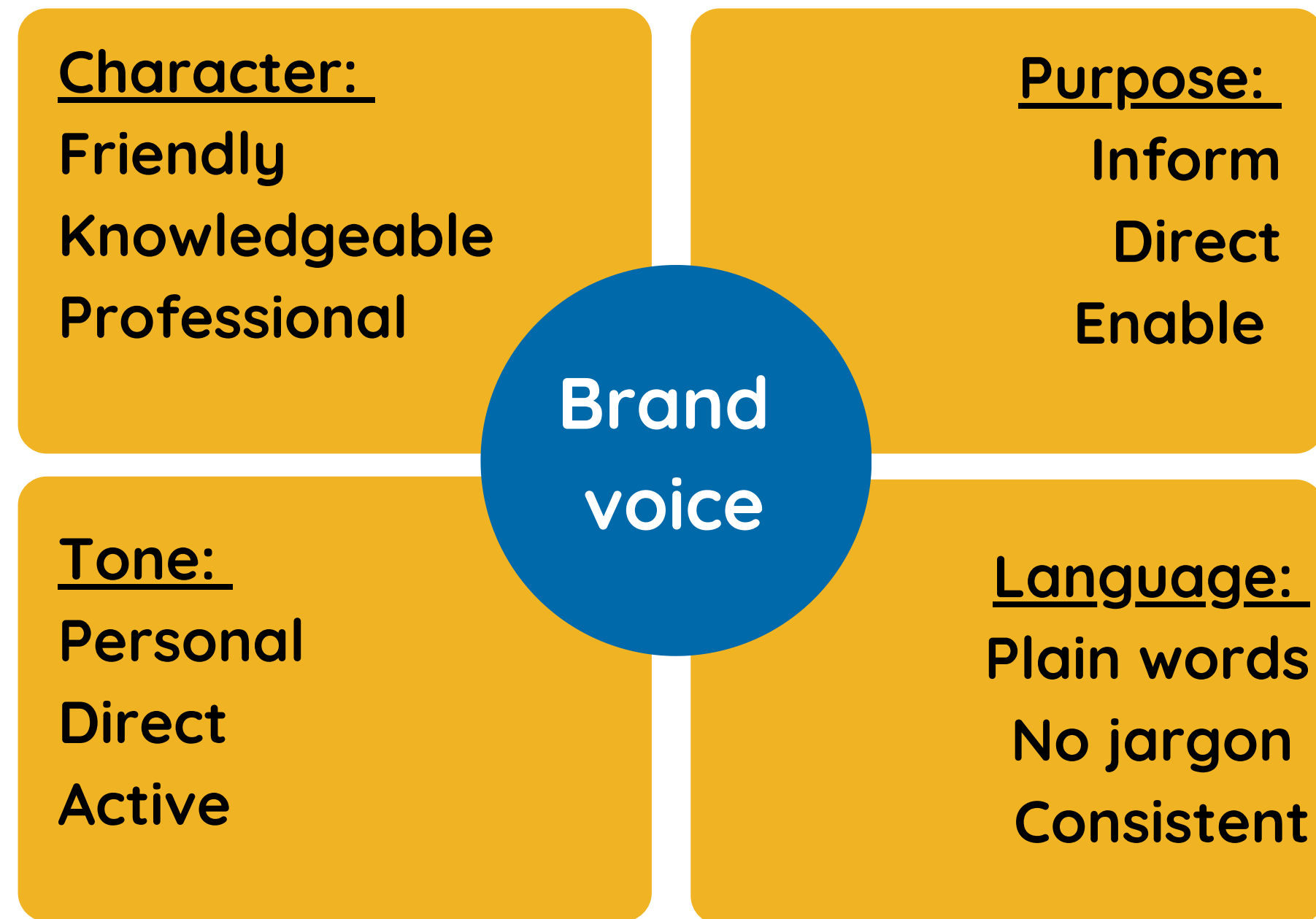
External

- Tenants
- New potential tenants
- New homeowners
- Community/voluntary groups working in the areas where we are based
- Relevant national charities
- Public Health
- Partners and contractors
- Developers
- National government

- MPs
- Local authorities and councillors
- Media - local, national, trade and influencers
- Regulator of Social Housing
- Housing sector
- Housing campaign bodies
- Community sector

Our desired tone of voice

Our communications strategy will cement the tone of voice for all future communications ensuring consistency and clarity in our messaging in all our customer experience and tenant interactions. We have identified this as a priority of ours. We will be working closely with the customer experience team, our tenants and staff to develop this tone throughout our organisation in 2021.



Our aims, principles and objectives

Aims:

- To build awareness of our role in successfully creating homes and communities
- To ensure communications reflect our values of respecting, engaging and being fair
- To work/partner with all stakeholders in a relevant and focused way so that our brand is trusted and respected



Our aims, principles and objectives

Communication principles



Respecting

Support the Board, Leadership Team, colleagues and tenants to achieve our business aims and objectives.



Engaging

Have a clear understanding of all our stakeholders communications needs; developing a positive two-way dialogue



Fair

Be true to our values and ensure all our communication is accessible and connects with all our customer groups regardless of age, gender, sexuality, race, or disability

Our aims, principles and objectives

Objectives

- **Proactive.** Enable a proactive internal working culture to ensure effective communication of all services, projects and initiatives.
- **Responsive.** Ensure our communications support customers expectations building the Havebury brand positively.
- **Consistent.** Achieve consistency across all communications and make sure our branding guidelines are understood and used by all staff.
- **Innovative.** Utilise technology to add value, support customer experience and actively engage with key stakeholders especially tenants, homeowners and staff.
- **Collaborative.** Share all the great things we do and build on partnerships with relevant local, national and trade media, and sector stakeholders; promoting our brand to wider audiences.
- **Credible.** Celebrate our success and brand by profiling achievements and progress through pursuit of relevant local, regional and national awards.
- **Creative.** Demonstrate innovation in communications by implementing creative campaigns to drive our customer experience forward.
- **Impactful.** Evaluate all our work to ensure we are compliant and meet regulatory requirements; and to measure the impact of our communications.

Key messages



Creating homes
and communities



Building high quality safe
affordable homes



Working in partnership to
benefit tenants and
communities



We engage, consult and
are accountable to our
tenants on the service
we deliver



We are a positive, fair
employer and promote
a thriving working culture

Our Communication Action Plan 2021 - 2023

Our actions:

- detail how we will achieve our communication aims and objectives
- focus on developing a proactive, collaborative communications culture
- will positively build awareness of the Havebury brand

We have tested every communication action to ensure it is SMART - Specific, Measurable, Actionable, Realistic, Timetabled - and supports our business objectives.

We have also recommended actions over a 12 - 24 month period.





**Intranet & internal
digital platform**

ACTION

- Consult with the wider team to develop our intranet
- Incorporate a 'social media' platform element
- Produce engaging content to drive proactive communication across the business

RESPONSIBLE

Communications Team &
wider business

TIMEFRAME

Feb 2021 - ongoing

MEET OBJECTIVES

Innovative, collaborative

MEASURE SUCCESS

User statistics and engagement
review



**Tenant
engagement**

ACTION

- Consult with tenants to ascertain who wants to engage with us and how they would prefer to engage
- Create a suite of engagement methods that meet our tenants' expectations
- Always feedback to tenants

RESPONSIBLE

Communications Team & Customer
Experience Team

TIMEFRAME

Feb 2021 - ongoing

MEET OBJECTIVES

Innovative, responsive, collaborative

MEASURE SUCCESS

Increased engagement and response
to surveys, polls etc



**Proactive media
relations**

ACTION

- Profile our work across relevant, local, trade and national press
- Empower the team to shout about their successes and share their stories
- Promote new developments and schemes

RESPONSIBLE

Communications Team &
wider business

TIMEFRAME

Feb 2021 - ongoing

MEET OBJECTIVES

Proactive, collaborative, credible

MEASURE SUCCESS

Improved profile of the
Havebury brand



**Customer
experience**

ACTION

- Review our overall customer experience and ensure all tenants/homeowners receive the same experience
- Proactively communicate our story of creating homes and communities

RESPONSIBLE

Communications, Home Ownership,
Customer Experience Teams

TIMEFRAME

April 2021 - ongoing

MEET OBJECTIVES

Proactive, collaborative, creative

MEASURE SUCCESS

Evaluate with satisfaction surveys
and feedback



Stakeholder Engagement ACTION

- Schedule quarterly briefing for MP's and local councillors
- Engage with national and regional housing campaigns
- Brief NHF and PlaceShapers of our work, producing case studies where relevant

RESPONSIBLE

Communications Team & wider business

TIMEFRAME

April 2021 - ongoing

MEET OBJECTIVES

Proactive, collaborative, credible

MEASURE SUCCESS

Evaluate with satisfaction surveys and feedback



Branding & Tone of voice ACTION

- Produce our communication style guide
- Give clear guidance on branding, tone of voice, letter templates etc
- Review all our communications in line with the new style guide
- Launch across the business and link to our values

RESPONSIBLE

Communications Team, Customer Experience Team & wider business

TIMEFRAME

May 2021 - ongoing

MEET OBJECTIVES

Proactive, consistent, collaborative, impactful

MEASURE SUCCESS

Customer satisfaction surveys and improved reputation of the Havebury brand



Best Practice ACTION

- Embed best practice processes into our working culture
- Introduce communications processes to aid proactive planning and ownership
- Communicate these across the wider business

RESPONSIBLE

Communications Team & wider business

TIMEFRAME

September 2021 - ongoing

MEET OBJECTIVES

Proactive, consistent, responsive

MEASURE SUCCESS

Conduct lessons learned evaluations following all campaigns and communications

Outcomes

