



POLICY TITLE	COMMUNICATION STRATEGY
AUTHOR	CHRISTINE LEITCH
DATE OF APPROVAL	JANUARY 2019
DATE FOR NEXT REVIEW	JANUARY 2022
REVIEW BODY	MANAGEMENT COMMITTEE
POLICY ON WEBSITE	YES
SCOTTISH HOUSING REGULATOR STANDARDS	<p>STANDARD 1 : The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users</p> <p>STANDARD 2 : The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.</p> <p>STANDARD 4 : The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisations purpose</p> <p>STANDARD 5 : The RSL conducts its affairs with honesty and integrity</p>

1. Cathcart & District Housing Association Ltd - Vision

- 1.1 To embed a culture within the organisation that places residents at the heart of everything we do. Communication plays a key role in this as it involves getting across our messages in an effective and understandable way to all audiences.

2. Purpose

- 2.2 To provide clear direction and a sense of purpose for all communication and promotional activities. Creative and innovative solutions will be used to achieve the strategy's objectives and ensure consistently high standards.
- 2.3 The strategy will deliver effective two-way communication with residents, staff, partners and stakeholders. It will assist in growing the external profile of Cathcart & District Housing Association Ltd and promote the organisation.

3. Objectives

- 3.1 The strategy will be informed by the environment within which Cathcart & District Housing Association Ltd operates.

Key objectives are to:

- 3.2 Support the creation and sustainability of putting residents at the heart of Services
- 3.3 Positively engage residents, partners and stakeholders, ensuring communications are relevant, engaging, interesting and appropriate
- 3.4 Motivate and empower staff to contribute to both Cathcart & District Housing Association Ltd's success and business outcomes
- 3.5 Effectively promote Cathcart & District Housing Association Ltd services and branding
- 3.6 Celebrate Cathcart & District Housing Association Ltd achievements and convey key news items to a range of audiences
- 3.7 Protect Cathcart & District Housing Association Ltd from adverse publicity
- 3.8 Position Cathcart & District Housing Association Ltd to exert maximum influence on local and national policy makers.

4. Key Principles

The strategy is based on the following key principles:

- 4.1 Ensure inaccuracies, rumour and conjecture about Cathcart & District Housing Association Ltd are dispelled

- 4.2 Develop clear and consistent messages to promote Cathcart & District Housing Association Ltd's services and the positive images we wish to sustain about Cathcart & District Housing Association Ltd.
- 4.3 | Improve internal communications with staff to create a hardworking but happy and comfortable environment whilst ensuring efficiency
- 4.4 Develop effective tools to enable staff to deliver Cathcart & District Housing Association Ltd communication objectives
- 4.5 Ensure communications are genuinely two-way and that residents feel involved in the work of the organisation
- 4.6 Make the connection between communications and delivering key Cathcart & District Housing Association's strategic objectives such as improving resident engagement, delivering our Tenant Participation Strategy and using customer feedback to drive service improvements
- 4.7 Support organisational cultural change to a resident influenced organisation which puts residents at the heart of everything we do
- 4.8 Improve the relationship with stakeholders such as local councillors, the Local Authority, keeping them involved in and up to date with the organisation's work on an ongoing basis
- 4.9 Maximise networking opportunities and manage external relationships with partner organisations, stakeholders (including our regulators and government agencies), media, policy makers and external agencies to achieve key business objectives
- 4.10 Identify and deliver political goals and targets. The strategy will be delivered through a mixture of in-house expertise and purchased services from external agencies.

5. Delivering the Strategy's Objectives

Residents

Delivering a positive customer experience is vital to our residents' perception of Cathcart & District Housing Association as well as our external reputation. The quality of communications is a key element of the customer experience and is critical if we are to deliver our aim of placing residents at the heart of everything we do.

We will:

- 5.1 Ensure all communications are clear and easy to understand
- 5.2 Be creative and innovative in our approach ensuring communications are interesting, engaging and clearly communicate our messages

- 5.3 Understand our residents, their preferred methods of communication and the languages and formats they require
- 5.4 Create communications which are consistent in terms of quality and regularity which customers and staff can rely on
- 5.5 Ensure we proactively and regularly seek feedback on services and demonstrate how feedback from residents is used to improve services

6. Staff

Cathcart & District Housing Association Ltd staff and other colleagues working with us are our biggest asset. CDHA can only achieve its ambitions by having a motivated, skilled, engaged and informed staff team. Effective communication is integral to this.

We will ensure our communications enable staff to:

- 6.1 Understand our strategic objectives; how we plan to achieve them and the role they play in making them a reality
- 6.2 Understand how adopting our values are integral to delivering our objectives
- 6.3 Be engaged in a two-way discussion about the direction of the organisation and the quality of services, empowering staff to contribute to the organisation's future plans
- 6.4 Value their contributions and celebrate their success
- 6.5 Feel part of Cathcart & District Housing Association Ltd and have clarity about how to create a cohesive organisation and enable staff to positively promote the organisation to residents' customers and stakeholders

7. Stakeholders

Gaining the support of our stakeholders, such as local councillors, the Local Authority and other regulators, is key to achieving our long term goals. The quality of communications with this group is vital to improving our existing relationship with them.

We will:

- 7.1 Ensure all stakeholders are kept aware of Cathcart & District Housing Association Ltd improvement plans
- 7.2 Ensure all communications are clear and in the appropriate format, tone and Language
- 7.3 Maintain a two way communications process which allows stakeholders to

contribute to the future direction of the organisation and to feel involved with its work on a day-to-day basis

- 7.4 Organise regular face to face meetings with key stakeholders to maintain a good working relationship with them

8. Profile and Promotion of Cathcart & District Housing Association Ltd

Structure

Raising and further developing the external reputation and profile of Cathcart & District Housing Association Ltd is key to achieving our business objectives including stock transfer promises –

Success will open doors and provide the organisation with the opportunity to showcase achievements, influence policy and practice and take advantage of new business ventures.

To achieve this, we will:

- 8.1 Implement a strategic approach to networking, maximising relationships with key stakeholders to support the delivery of agreed business outcomes
- 8.2 Develop effective relationships, where appropriate with trade, national and local media and use those relationships to maximise positive news coverage to a range of different audiences.
- 8.3 Develop positive relationships with the Local Authority the Scottish Housing Regulator as well as the other agencies we work with, ensuring we deliver both transfer promises and government objectives
- 8.4 Develop relationships with politicians, policy makers, the Chartered Institute of Housing in relevant areas of operation
- 8.5 Substantially boost the profile of Cathcart & District Housing Association Ltd to support the objectives in our area of operation
- 8.6 Ensure we maximise business growth and development opportunities to reinforce our brand and positioning

9. Outcomes

Successful implementation of this strategy will lead to the following outcomes:

- 9.1 Clarity and understanding among staff, residents, stakeholders and externally about who Cathcart & District Housing Association Ltd are and what they do.
- 9.2 Improved resident satisfaction about the quality and methods of communication, and trust that their views are being heard and acted upon
- 9.3 Resident and stakeholders feel engaged with the organisation and able to get

- involved with and contribute to its work
- 9.4 Staff understand and buy in to our strategic aims, objectives and achievements and are motivated to achieve these
 - 9.5 The ethos whereby residents are at the heart of what we do is embedded throughout the organisation
 - 9.6 Staff are ambassadors of Cathcart & District Housing Association Ltd in communicating with our residents and stakeholders

10. Critical Success Factors

Critical success factors include:

- 10.1 Effective use of resources to implement the strategy, including staff time and financial resources
- 10.2 Continued development of a focused Internal Management Plan which ensures we are meeting the strategy's objectives
- 10.3 Ensuring staff are clear about the organisation's business objectives, have effective communication skills and are provided with clear guidance and support
- 10.4 Development of innovative communications and marketing materials that effectively support our objectives

11. Evaluating Success of the Strategy

- 11.1 The delivery and effectiveness of this strategy will be monitored on an ongoing basis by the Director, staff, feedback/surveys and the governing body,
- 11.2 In order to ensure that the strategy continues to respond to the communication needs of our residents, staff and stakeholders and that it is capable of delivering our business priorities, this strategy will be reviewed three yearly and adapted accordingly.