



St. Leger Homes
OF DONCASTER

January 2022

COMMUNICATIONS STRATEGY 2022 - 2026

ST LEGER HOMES OF DONCASTER

PROVIDING HOMES IN NEIGHBOURHOODS THAT PEOPLE ARE PROUD TO LIVE IN

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FOREWORD

Housing is a people business, and the best landlords are those that understand the needs and expectations of all their stakeholder: tenants, employees and customers and make sure they meet those expectations. Doing just that requires excellent communication processes and skills, but just as importantly, a willingness to listen, explain and engage.

At St Leger Homes we rent over 20,000 homes, support over 23,000 tenants, and carry out over 230,000 interactions each year. We need to be great communicators.



Dave Richmond - Chief Executive

We want to make it easy for our stakeholders to communicate with us, and us with them, in a way that meets their needs, and which is quick and effective.

But effective communication means more than people telling us things or us telling them, in some instances, it can mean cooperating to design services together to truly make sure we deliver the things tenants want, in the way they want them. We want more of our stakeholders to be involved in what we do, more of the time, so that they and we are not missing any opportunities to improve the services we deliver.

The channels we use to communicate are changing rapidly. We need to take advantage of new ways of communication to ensure all our stakeholders are fully informed and engaged about the things that matter to them and they can access information or let us know things at times and in ways that work best for them.

This doesn't mean abandoning the things we already do; we know that some of our tenants prefer traditional methods of communication and we will continue to provide these.

Everything starts from somewhere and this Strategy is no different; it builds on the good work we are already doing to engage with and involve our stakeholders, but seeks to make us better communicators so that we are well placed to truly become a great landlord, delivering effective services and helping to contribute to making Doncaster a great place to live.

I hope you find the strategy a good read, but more importantly, I hope you will agree that it sets the foundations for St Leger Homes to be a great communicator.

A handwritten signature in black ink that reads "Dave". The signature is stylized with a large, sweeping initial 'D' and a cursive 'ave'.



INTRODUCTION TO THE STRATEGY

This Strategy sets out the direction St Leger Homes will take during 2022 - 2026 to transform how we will communicate and engage with all our stakeholders in a way that meets their needs. It has been informed by feedback from our stakeholders and is driven by the need to ensure that our stakeholders are involved in, informed about and can influence the services we provide and how we provide them.

We use the term stakeholders throughout this document to include, tenants, employees, partners and other customers. Depending on the context this could mean one or all of these groups.

The Strategy includes actions to ensure we are being inclusive in our approach, as well as actions to take advantage of digital technology to provide efficient channels of communication that encourage engagement and two way feedback, and which support agile working.

There is a strong focus in the Social Housing White Paper on the voice of the tenant and ensuring that this is heard. This Strategy will support and underpin our Customer Voice Strategy to ensure effective communication which drives effective engagement. There is a focus therefore in the Strategy to use effective communication to ensure effective engagement.

Good communication is also a critical part of employee engagement. It promotes better performance, employee retention and wellbeing. It enables employees to stay connected to their workplace, to understand the organisation's purpose and strategy, to identify with its values and to develop a better understanding of how they can contribute to the services we provide. This Strategy therefore also includes actions for ensuring our employees are engaged and informed to deliver the best possible service and to put the customers at the heart of everything we do.

STRATEGY OVERVIEW

WHO IS THE STRATEGY FOR?

This Strategy is for all our stakeholders - tenants, employees, partners and other customers.

OUR AMBITION IS TO BE

An organisation, recognised for actively engaging and connecting with our stakeholders so that they can be informed about, involved in and can influence the services we provide and how we provide them

OUR KEY OBJECTIVES

- 1** Stakeholders have a voice and feel valued and listened to
- 2** We connect and engage effectively and efficiently with our stakeholders in a way which promotes two way communication
- 3** Our stakeholders are given opportunities to influence the services we provide and how we provide them
- 4** Being open and transparent when promoting our work to ensure stakeholders have a clear understanding of how we are performing.

LINKS TO OTHER STRATEGIES

This Strategy is cross-cutting. Effective communication drives effective engagement with our stakeholders and effective customer access, it is closely aligned therefore to both our Customer Voice Strategy and our Customer Access Strategy. Because the Strategy is closely aligned to how we communicate with our employees it is supported by our People Strategy.



ACTIONS WE WILL TAKE TO ACHIEVE OUR OBJECTIVES

This Strategy is applicable to all stakeholders with whom we communicate. The overriding aim is, through effective communication, to ensure that stakeholders feel well informed and included and connect with the organisation to support a sense of belonging and identity and to promote openness and trust.

Through this Strategy, we aim to drive improved engagement and involvement using the actions in the Strategy as a driver to better connect our business to our stakeholders.

We will do this by ensuring we provide the right opportunities through the right channels for us to communicate with our stakeholders and for them to communicate with us about the services we deliver and how we deliver them, as what they have to say matters. We also want our stakeholders to have a say in shaping the direction of the organisation.

We have therefore set ourselves a number of actions to deliver our 4 Key Objectives, to be delivered over the lifespan of this Strategy. These are shown below, together with the desired outcome of each action.



1 STAKEHOLDERS HAVE A VOICE AND FEEL VALUED AND LISTENED TO

We will achieve this by:

Carrying out an annual sample survey on communications with our stakeholders.

Develop and implement for community communication champions to keep us better connected to our tenants and neighbourhoods.

Transform our internal communication channels and how we communicate internally with our employees.

Investigating and implementing ... new and creative communication techniques.

Informing stakeholders how our services have changed as a result of their involvement and feedback.

Work with community groups to understand how we can better communicate with them

As a result we will:

Get up to date feedback from stakeholders on how effective we are at communicating on things that matter to them.

Increase the number of tenants involved in the services we deliver and how we deliver them.

Fit for purpose internal communication channels that supports effective two way communication to all employees regardless of their role.

An increase in traffic and connection across social media and other platforms.

Increase the numbers of stakeholders involved in the services we deliver and how we deliver them through positive feedback.

Harness local knowledge to support improvements in neighbourhoods.



2

WE CONNECT AND ENGAGE EFFECTIVELY AND EFFICIENTLY WITH STAKEHOLDERS IN A WAY WHICH PROMOTES TWO WAY COMMUNICATION

We will achieve this by:	As a result we will:
Reviewing and implementing a new website.	Transform the existing St Leger Homes website to drive improved communication and accessibility for stakeholders.
Implementing mystery shopping for our website self-service channels.	Ensure that our self-service channels are delivering an excellent customer experience.
Promoting a digital culture across the organisation by producing internal campaigns to promote digital projects.	Increased use of digital systems by colleagues to drive efficiencies.
Enhance the use of social media to provide additional opportunities to communicate at a more local level.	Improve the opportunities to involve neighbourhoods in how we deliver services.
Using alternative technologies to bring to life the work we do for our stakeholders.	Extend the reach of our communications and bring our services to life.
Reviewing our internal Team Brief process.	Deliver consistent and clear corporate messaging with opportunities for employees to question and feedback.
Investigating how we can make better use of personal email to target communication to our stakeholders.	Extend our reach, reduce costs and improve the timeliness of communication to our stakeholders.



3

OUR STAKEHOLDERS ARE GIVEN OPPORTUNITIES TO INFLUENCE THE SERVICES WE PROVIDE AND HOW WE PROVIDE THEM

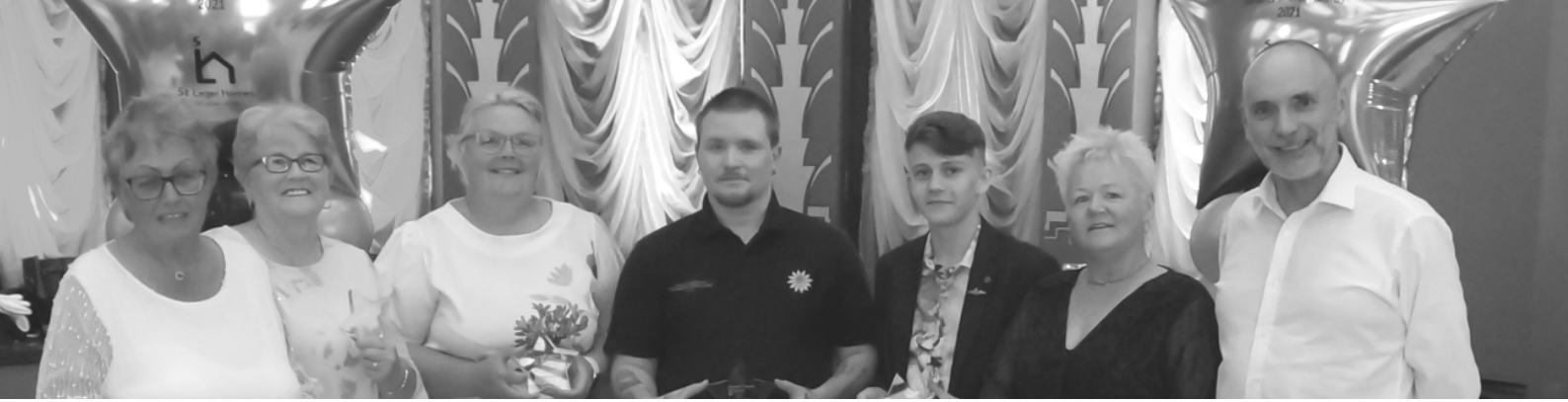
We will achieve this by:	As a result we will:
Providing additional opportunities for stakeholders to feedback on the services we provide using VoiceScape.	Increase the level of feedback we receive on the services we provide.
Making our senior leaders more accessible to our stakeholders.	Ensure engagement and excellence is driven from the top to build trust with stakeholders.
Reviewing the diversity of our Get Involved Group.	Ensure that we have sufficient numbers of diverse tenants who can feedback on the services we provide.
Making better connections with hard to reach groups.	Maximise the visibility of the services we provide and opportunities to influence those services to all out stakeholders.
Enriching and improving the stakeholder data that we hold.	Improve opportunities to engage with our stakeholders about things that matter to them and in a way that meets their needs.



4

BEING OPEN AND TRANSPARENT WHEN PROMOTING OUR WORK TO ENSURE STAKEHOLDERS HAVE A CLEAR UNDERSTANDING OF HOW WE ARE PERFORMING

We will achieve this by:	As a result we will:
<p>Reviewing communication protocols and ensure awareness across the organisation.</p>	<p>Ensure the use of our branding and the promotion of our services across a number of communication channels is consistent and clear.</p>
<p>Working more collaboratively across Teams to better engage with our stakeholders about the services we deliver.</p>	<p>Have more stakeholders involved in what services we deliver and how we deliver them.</p>
<p>Reviewing the annual awards and accreditation plan to support our aim of being a nationally recognised provider of housing services.</p>	<p>Raise the profile and reputation of the organisation locally, regionally and nationally.</p>
<p>Improving our bank of stock photos.</p>	<p>Ensure our publications are relatable to our audience and reflect the services we provide and who we provide them for.</p>



OUR SUCCESS

Overall outcomes we want to achieve

- Efficient and effective communication using a range of channels, including digital, that meet the needs of our stakeholders and employees;
- Communication with stakeholders on things that matter to them;
- Stakeholders who feel valued and listened to;
- Stakeholders who feel consulted, involved, informed and engaged, with opportunities to influence the services we deliver and how we deliver them;
- Recognition across stakeholders that SLHD is an exemplar organisation for communication and engagement;

HOW WE WILL MEASURE OUR SUCCESS?

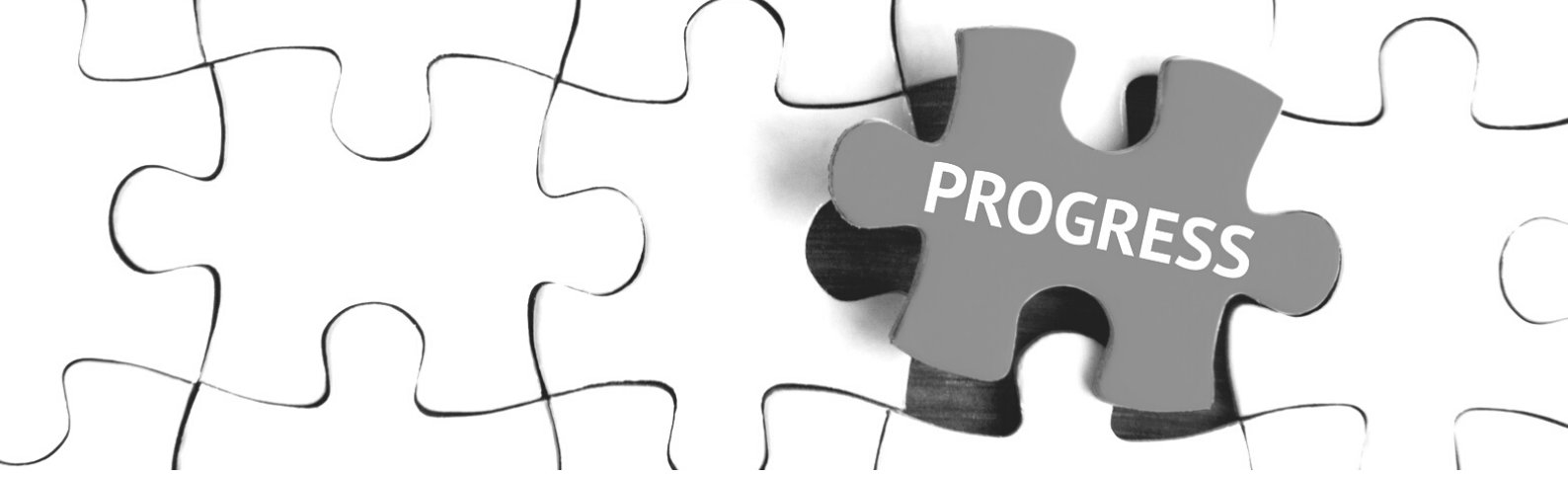
We will measure the success of our Strategy through the use of:

- Employee Pulse Surveys and satisfaction of employees
- Our Annual STAR survey and satisfaction of tenants
- An annual survey on communications with stakeholders
- Customer journey mapping
- Focus group
- Number of hits on our website
- Number of tenants registered on the My Access Portal
- How often our social media campaigns are liked or shared
- % of complaints compared to the transactions we provide
- Number of compliments

HOW WE WILL KNOW WHEN WE HAVE ACHIEVED OUR AMBITIONS?

When our stakeholders tell us that:

- They can communicate with us using a range of channels that meet their needs;
- We communicate with them on things that matter;
- They feel valued listened to and have a voice;
- That they are consulted, informed, involved and able to influence the services we provide and how we deliver them.



MONITORING OUR PROGRESS

An action plan, showing actions due for completion within the current year will be reported to Executive Management Team and Board and will detail specific delivery timescales. Heads of Service will take ownership for updating actions where they are taking a lead role.