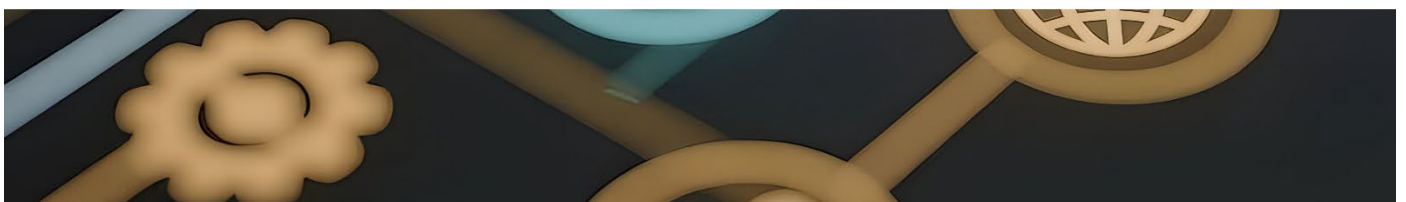




# Communication Strategy 2026 - 2030

Providing homes in neighbourhoods where people are proud to live



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## Foreword from the Chief Executive



*Chris Margrave, Chief Executive*

Communication is about far more than sending letters or responding to enquiries — it's about making sure tenants and colleagues know what's going on, feel informed, and receive updates in ways that genuinely matter to them. Great communication is the cornerstone of every successful organisation, and we know that when colleagues feel well briefed, confident and connected, they are better equipped to communicate clearly with our customers too.

We are always mindful of striking the right balance between what we must communicate for legislative reasons and how we communicate it, so our messages feel clear, human and relevant, rather than corporate.

This Strategy strengthens our commitment to getting that balance right for both our customers and our colleagues.

When we communicate clearly, openly and with respect, people feel informed and genuinely connected, which is one of our CORE values. That's what helps everyone do their best work and for our customers to receive the best service.

## Introduction

This Strategy sets out how we will strengthen the way we communicate with both our customers and our colleagues—supporting our strategic aims and ensuring we meet the requirements of the Regulator of Social Housing's Consumer Standards.

It recognises the fundamental role communication plays in our success and sets out how we will continue to strengthen it — ensuring colleagues have the insight, tools and confidence to deliver the best possible service to our customers and enabling customers to receive information that is clear, timely and accessible so they can understand their rights, responsibilities and the services they can expect from us.

For our customers, clear and accessible communication is vital. People want straightforward information about their rights, responsibilities and the services they can expect from us. They want updates that are timely, honest and easy to understand, and they want to receive those updates in a way that works for them. This means reducing confusion and making sure that every message is delivered in a format that is inclusive and accessible—whether digital or nondigital. It also ensures customers receive timely, accurate and easy to understand information about their rights; responsibilities and the services they can expect from us.

For our colleagues it is equally important as strong internal communication supports strong external communication: one cannot be effective without the other. When colleagues are well informed and connected, they are better equipped to communicate clearly with customers, provide accurate information and contribute to a positive service experience.

The Strategy does not just focus on internal corporate communications — it sets out how we communicate within and across teams, ensuring information flows clearly, consistently and in a way that supports great service for both colleagues and customers.

Clear, accessible communication helps colleagues understand their responsibilities, make confident decisions and feel part of a shared organisational direction. It also contributes to colleagues feeling secure and satisfied in their roles, which supports retention and helps us maintain a stable, experienced workforce.

This Strategy aligns with our Equality, Diversity & Inclusion Strategy and Customer Access Strategy, helping us ensure that no one is excluded because of how information is delivered.

Communication and engagement are closely connected, but they serve different purposes for colleagues and customers. For customers, communication is about providing clear, timely and accessible information, while engagement gives them meaningful opportunities to influence and shape the services they receive; this aspect is covered by our separate Tenant Voice Strategy.

For colleagues, communication and engagement are more closely intertwined. Engagement focuses on building interest and involvement, while communication ensures staff have the information, they need to feel informed, confident and able to deliver great services.

The Strategy focuses specifically on how we share information clearly and consistently across the organisation and externally — ensuring messages are timely, meaningful and aligned to our values.

## **Why this Strategy matters**

Inclusive communication is essential to how we work. Our customers and colleagues have diverse needs, and it's important that the way we share information is accessible, respectful and easy for everyone to understand. This includes choosing the right language, formats and approaches so no one is excluded.

The Strategy directly supports the Regulator of Social Housing's Consumer Standards by strengthening how we communicate with customers and colleagues. Clear, timely and accessible communication is essential for meeting the expectations set out by the Regulator, particularly around treating customers fairly, ensuring safety, and involving tenants meaningfully in shaping services.

The actions in this Strategy will help us meet these requirements by improving the consistency,

clarity and inclusivity of our communication, and by making sure the information we provide enables customers to understand their rights, responsibilities and the services they can expect from us.

For employees, this Strategy matters because clear, consistent and inclusive communication is fundamental to how we work together and how we live our organisational CORE values every day. When colleagues receive information in a timely, meaningful and accessible way, they feel informed, respected and connected to our shared purpose. Strong communication helps people understand priorities, feel confident in their decisions and know how their role contributes to the wider organisation. It supports a positive culture where teams collaborate effectively, trust is strengthened, and everyone feels part of a workplace that is open and supportive. By improving how we communicate internally, we create the conditions for colleagues to thrive and to provide the best possible service to our customers.



*Staff enjoying our Colleague Festival*

# Strategy Overview

## Who is the Strategy For?

This Strategy is for our tenants, customers, stakeholders and employees.

## **Our Aims and Objectives**

At the heart of this Strategy is a single, overarching aim that will guide everything we intend to deliver.

### **Our Overall Aim**

***To provide clear, inclusive and connected communication that supports teamwork, delivers high quality information, and makes effective use of digital methods while meeting all customer needs***

To deliver the overall aim of this Strategy our approach is built around a set of key objectives that reflect what matters most to our tenants and employees and the outcomes they expect from us.

Each objective is supported by a series of commitments that set out, in practical terms, how we will achieve it. Together, these objectives and commitments provide a structured, transparent pathway for strengthening communication that leads to meaningful and measurable improvement.

### **Our Key Objectives**

#### **1. Communicate clearly, accessibly and consistently**

##### **We will:**

- ✓ Use language and formats that are accessible to all.
- ✓ Ensure communication is free from stigma.
- ✓ Offer information in different formats so no one is left out.
- ✓ Increase the effective use of digital communication methods to enhance customer services, while ensuring equitable access for customers who require non-digital or alternative formats.
- Ensure customers and colleagues receive timely, accurate information relevant to their needs.

#### **2. Listen actively and respond respectfully**

##### **We will:**

- Keep communication two way, acknowledging feedback promptly.
- ✓ Use feedback to influence decisions and shape future services.

- ✓ Ensure staff communicate professionally and respectfully.

### **3. Be open, honest and transparent**

#### **We will:**

- ✓ Explain decisions clearly, including the reasons behind them.
- ✓ Share performance and service updates regularly.
- ✓ Be upfront when things go wrong and explain what we're doing to fix them.
- ✓ Communicate on things that matter to customers
- ✓ Strengthen internal engagement to support confident and accountable teams that work well together to deliver great services.

#### **Links to Other Strategies**

This Strategy links closely to our Equality, Diversity & Inclusion Strategy and Customer Access Strategy, which guide how we make our communication inclusive and ensure people can reach us through the channels that best meet their needs.

This Strategy aligns with, contributes to, and draws on, other key organisational frameworks shown below, ensuring effective communication is fully embedded across St Leger Homes.

- Tenant Voice Strategy
- People Strategy
- Corporate Plan
- Equality, Diversity & Inclusion Strategy
- Digital / ICT Strategy
- Data Smart Strategy
- Tackling Stigma in Social Housing Strategy

## **Co creating the Strategy with Our Tenants and Employees**

The Strategy has been informed by our customers and our colleagues, with representatives from the One Voice Forum, the Tenant Scrutiny Panel and Tenant and Resident Associations to co-create the foundations. The session explored what good communication looks like, what currently creates barriers, and what practical improvements would make the biggest difference.

Alongside this, we invited feedback from 305 tenants, including members of the Get Involved Group, as well as targeting feedback from younger tenants, disabled tenants, tenants over 60, tenants who felt less involved, and those from ethnically diverse communities. Although only a small number of responses were received, the insight provided was valuable to give us a clearer understanding of where we can improve.

## Using insight to shape our approach

The key indicators we track — including age, ethnicity, disability — have shaped the actions and priorities set out in this Strategy and will continue to inform how we design and target our communications.

The data sets below show the number of tenants split by insight groups based on the number of tenants as of 25th February 2026, where data has been provided.



Although this Strategy does not set out the individual actions from our Equality, Diversity & Inclusion Strategy, our EDI principles are fundamental to how we communicate. They shape the way we share information with customers and colleagues, ensuring barriers are removed and that everyone can access and understand the information they need—whether that relates to our services, key updates, or how we are performing. No tenant should ever be excluded from important messages because of the way we communicate.

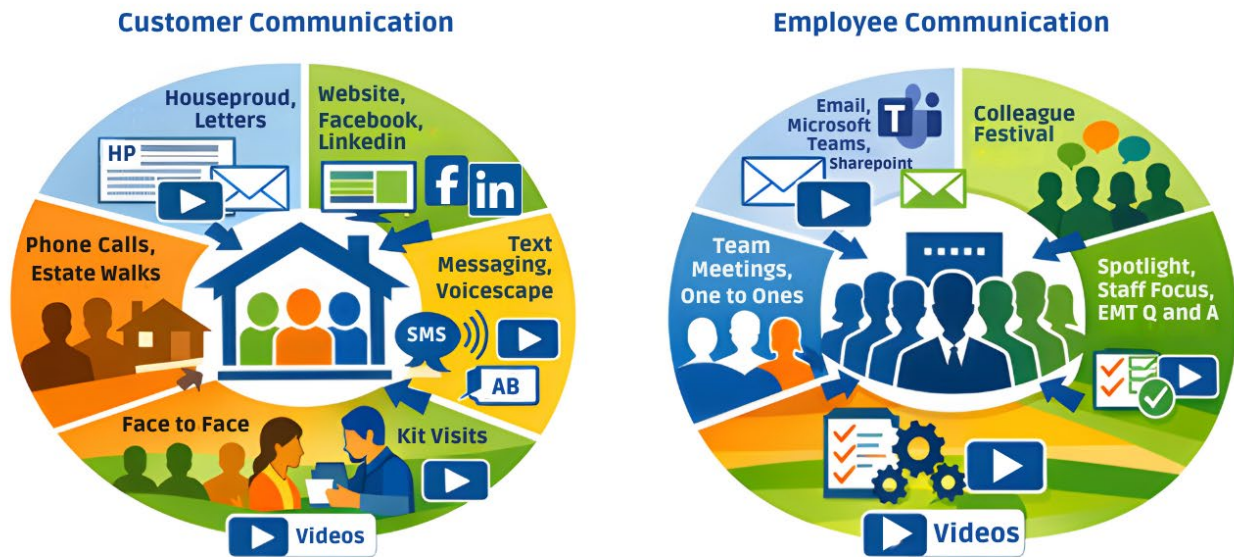
Our approach is also strengthened by the DataSMART Strategy, which provides us with accurate, reliable tenant insight. This allows us to tailor our communication, understand who we are hearing from, and ensure we reach the people and communities whose voices matter.

By combining strong EDI foundations with high quality tenant data, we ensure this Communication Strategy is genuinely inclusive, responsive and reflective of the wide range of needs across our tenants and our workforce.

## Where are we now?

St Leger Homes communicate with customers and colleagues in a number of different ways and in a number of different styles, depending on the media used – our communication can be both formal and informal, but at all times must be clear and able to be understood by a range of different audiences, regardless of the message.

We use a wide range of communication methods to keep both our customers and our employees informed, connected and engaged as depicted in the diagrams below.



Feedback from our complaints and customer surveys, both Tenant Satisfaction Measures and Transactional Surveys shows that there is more work to do to further improve in terms of communication for specific service delivery, in terms of how quickly we respond and keeping customers updated.

Tenants told us what is important to them: they want communication that is clear, accessible, timely and free from jargon, with important updates delivered consistently across a choice of channels. They emphasised the need for inclusive communication so people with diverse needs can access the information we share.

They were clear that digital must not be the only option. While many welcome digital improvements, others continue to rely on printed letters, HouseProud, telephone contact and face to face conversations. They asked us to consider those who may be digitally excluded and highlighted KIT visits, rent statement inserts and communal noticeboards as useful touchpoints. Communication must reach people in the way that works for them, including those requiring alternative formats.

Tenants also want proactive communication, particularly when services take longer or involve several steps. They reported occasions where communication felt inconsistent and asked for clearer, more reliable follow -through, so they do not need to chase for information.

They value simple, open explanations of decisions—what we are doing, why, what has changed and what will happen next. “You Said, We Did” updates remain important, and tenants would like these to be more visible and to more clearly show how their involvement has shaped change.

**Colleagues** shared their views through a staff survey. Although the number of responses was not large enough to represent the whole workforce, the insight remains valuable.

Colleagues generally feel well kept up to date and appreciate the range of internal channels (Teams, Spotlight, Staff Focus, email and the intranet).

They also identified opportunities to strengthen how and when we communicate. They highlighted the need to reduce duplicated messages and provide more targeted updates that reflect the needs of different teams. Some asked for simpler, more consistent use of platforms such as Teams and SharePoint, with clearer expectations about where to find information. Opportunities for more two-way communication to feel more connected to decisions and organisational priorities was also fed back.

Feedback also showed a desire for clearer coordination of messages. Staff sometimes receive updates through multiple channels, making it harder to distinguish essential information and occasionally resulting in key details being overlooked. There is also appetite for more consistent ways of working and training on Teams and Share Point and understand these platforms better.

Together, tenant and colleague insight highlights strong progress in recent years while identifying practical opportunities to further improve clarity, consistency and accessibility across all communication.

### **Customer Services Accreditation**

We were delighted to achieve Customer Excellence Service Accreditation for the 14<sup>th</sup> Year in a row in 2025. The feedback from the Assessor showed positive feedback on the quality of our communication with customers. The assessor highlighted that St Leger Homes demonstrates a clear culture of customer care, rooted in empathy and a strong understanding of tenants' needs. This was reflected in how consistently and thoughtfully we communicate with customers, ensuring information is delivered in a way that feels supportive, respectful and customer centred.

Our website and the HouseProud magazine were specifically recognised as vibrant, clear and engaging channels that help customers understand our services and stay informed about what matters to them. The assessor noted the effort we place on making communication meaningful and easy to access.

The assessor recognised the strength of our approach to listening to customers, involving them in decision-making, and using their insight to influence how services are designed and improved. This includes our use of a wide range of communication and engagement methods to reach different groups of tenants.

The assessment further acknowledged that we have a strong understanding of the needs of diverse customer groups, which helps ensure our communication is inclusive and tailored.



*Chris Margrave attending the Healthy Her Eid Event at Sandalwood Close Communal Hall held in 2025*

## Our performance

Our 2025/26 Tenant Satisfaction Measures show strong performance in the areas that matter most for communication. This is shown below. When benchmarked nationally, this performance sits in the upper quartile, demonstrating that we compare strongly to other landlords in how we listen to, involve and respect our tenants. Figures are based on the proportion of people who expressed a view and said that view was positive.



## Where do we want to be?

Effective communication sits at the heart of how we work. Over the next four years, we will continue strengthening how we share information with both colleagues and customers—ensuring every message is clear, meaningful and tailored to the needs of the person receiving it. By improving internal communication, colleagues will have the clarity, confidence and information required to deliver consistently high-quality services.

### Communicating with our customers

We will use tenant insight to build on our strong foundations and enhance the clarity, consistency and reliability of communication across all services. Our focus will be on ensuring customers receive timely, proactive updates—particularly when services take longer, involve multiple steps, or require input from different teams. We will set clear expectations about what will happen next so customers feel reassured and informed throughout their journey.

We will strengthen transparency by using simple, consistent explanations about decisions, why actions have been taken and how feedback has influenced outcomes. We will make “You Said, We Did” updates more visible across all channels and ensure performance information is easy to understand.

Digital methods will continue to be developed, but we will maintain a balanced approach so every customer can access information in a format that works for them. This includes continuing to provide nondigital options, widening our social media presence, maintaining telephone contact as a key communication route and making better use of visits, printed inserts and noticeboards where they add value. We will also explore practical enhancements—such as clearer tenancy

information for new tenants, better internal sharing of relevant service history and improved access to private spaces for confidential conversations.

Over the four-year Strategy period, we will continue refining and broadening our communication channels to ensure we reach all customer groups effectively, including those less heard or with specific needs.

### **Communicating with colleagues**

We will use colleague insight to streamline and strengthen internal communication, so information is easier to access, more relevant and more clearly coordinated. Our focus will be on reducing duplication, managing information flow more deliberately and ensuring updates are concise, purposeful and timed appropriately.

We will improve our use of communication tools such as Microsoft Teams by promoting consistent ways of working, clearer channel purpose, good file hygiene and practical guidance so information is not lost or difficult to locate. We will also enhance opportunities for two-way communication, so colleagues feel better connected to decisions, priorities and organisational direction.

We will ensure updates that affect services, teams or working practices are shared earlier and more consistently, with stronger coordination across departments. Leadership visibility will continue to grow across all sites, supported by a clear, shared understanding of what “leadership” means across different levels of the organisation.

By developing these areas over the life of the Strategy, we will create an internal communication environment that is simpler, clearer and more supportive helping all colleagues feel informed, valued and connected.



*Apprenticeship Award Winners 2026*

## **Our Expected Outcomes**

Our commitment is simple: to provide communication that is inclusive, respectful and consistent for every customer and every colleague.

By 2030, everyone who interacts with St Leger Homes—whether as a customer or a colleague—will receive information that is clear, timely and easy to understand. Messages will be delivered through the right channels, in the right way, with jargon removed and alternative formats available so no one is excluded. Communication will feel consistent across services and teams, reducing confusion and helping people know what to expect — laying the foundations for the outcomes that follow:

### **1. Clear Communication for Customers**

Customers experience clearer, more consistent and more accessible communication throughout their housing journey, with timely and easy to understand information available in both digital and nondigital formats, proactive updates that keep them informed when things change, and more transparent decision-making supported by simple explanations of what we are doing and why.

### **2. Proactive and Reliable Updates Throughout the Customer Journey**

Customers are kept informed at every stage of their service—repairs, safety checks, housing enquiries and complaints, without needing to chase for updates when things change. They receive simple, honest explanations of decisions and clear expectations about what will happen next.

### **3. Communicating things that matter to Customers**

Customers receive clear, accessible updates about the things that matter most to them. Through a mix of digital, printed and face-to-face channels, we share important information and “You Said, We Did” updates so customers can easily see how their feedback has shaped decisions and improvements.

### **4. An Informed and Connected Workforce that support great service**

Colleagues receive communication that is timely, coordinated and easy to navigate and access. They have access to the information, tools and guidance they need to carry out their roles effectively, understand priorities and feel confident in their decisions. They experience transparent communication about decisions, changes and organisational priorities. Updates are predictable, relevant and clearly cascaded, helping staff feel connected to the wider organisation.

### **5. Recognising and Celebrating Success Across St Leger Homes**

We openly celebrate achievements, highlight good practice and share positive stories that reflect the impact colleagues make every day. Recognition is more visible across our internal channels, building pride, morale and a sense of shared success.

**Actions to deliver outcomes** - The milestone actions for Year 1 to achieve the above are:

<b>Overarching Action</b>	<b>Milestone Actions (2026–27)</b>	<b>Outcome</b>
Accessibility & Visibility of Communications	Website improvement- to improve the website to ensure full accessibility compliance and enhance user experience, increasing customer satisfaction and views.	Clear Communication for Customers.
	Adopt a new and hybrid approach to the Annual Review with a digital and print ready version to ensure it is accessible to all our customers.	
	Tenant Newsletter Retender- to ensure it is visually engaging and fully accessible for our customers adopting a hybrid approach (digital and hard copies).	
	Use customer insight to tailor inclusive messaging- analyse protected characteristic insight to create more inclusive, relevant, accessible and targeted messages for tenants and communities.	
	Expand social media presence- explore and grow our social media presence to reach more customers on the platforms they already use, improving visibility and engagement.	
Customers are kept well informed.	Create short explainer videos and visual guides- produce clear, accessible explainer videos and visual guides to help tenants understand repairs responsibilities, report ASB, use the Tenant Portal, prevent damp and mould, and follow key safety and compliance guidance along with timescales involved.	Proactive and Reliable Updates throughout the Customer Journey.
	Website improvement- to improve the website to ensure full accessibility compliance and enhance user experience, increasing customer satisfaction and views.	

<b>Overarching Action</b>	<b>Milestone Actions (2026–27)</b>	<b>Outcome</b>
	Investigate the use of the tenant portal to send personal correspondence to customers, rather than via email.	
Ensuring Transparency & Feedback Loops	Refresh the “You Said, We Did” webpage- enhance the “You Said, We Did” webpage with stronger tenant voice, lived experience quotes, and impactful before and after visuals to demonstrate meaningful change.	Communicating things that matter to Customers.
	Share positive case studies from the Tenant Review Hub- showcase real examples of how the Tenant Review Hub has improved communications and customer experiences, strengthening transparency and trust.	
	Reels and short videos- increase audience engagement by producing regular, high quality reels and short videos that showcase staff and customer experiences, highlight success, and support “You Said, We Did” messaging across internal and external channels.	
Access to and receive timely, coordinated and accessible communication.	Communications App launch- introduce and embed the Comms App to streamline requests, improve response times, and increase the efficiency of the communications service.	An Informed and Connected Workforce that support great service.
	Staff values launch- launch and embed the organisation’s new CORE values—Connected, Ownership, Respect, Excellence—and support staff in understanding and living these values through campaigns, storytelling and engagement activity.	
	Strengthen EDI engagement- work in partnership with HR to promote the EDI calendar of events and increase visibility, participation and engagement across diverse community and staff groups.	

**Overarching Action****Milestone Actions (2026–27)****Outcome**

	<p>Monthly team brief- establish a clear, consistent monthly Team Brief to ensure staff are informed, engaged, and connected to organisational priorities.</p>	
	<p>Promote internal guidance on what does and does not count as a complaint to support consistent reporting and handling.</p>	
	<p>Develop and publish an Internal Communications Channel Guide that defines which method to use (e.g., Teams, email, intranet/Spotlight, screensavers, face-to-face briefings) based on message and urgency, audience, sensitivity and required action, including clear approval routes and timing expectations.</p>	
	<p>Implement letter and report writing training for relevant staff.</p>	
	<p>Review the internal screensaver channels to relay relevant messages and use engaging digital content.</p>	

<b>Overarching Action</b>	<b>Milestone Actions (2026–27)</b>	<b>Outcome</b>
Celebration and visibility of staff achievements.	<p data-bbox="533 320 1588 467">Celebrating Success programme- fully roll out and promote the programme (Shooting STAR Award, STAR Awards, Compliments and VIVA Praise) to increase staff participation, share positive stories, and improve staff morale across the organisation.</p> <p data-bbox="533 467 1588 544">Investigate video usage of compliments every quarter reflecting and recognising achievement and effort.</p>	Recognising and Celebrating Success Across St Leger Homes

# Measuring Our Success

We will continue to work with tenant engagement leaders Tpas and seek accreditation to their high standards.

## Key Success Measures (Customers & Employees)

- ❖ Clear year-on-year improvement in satisfaction with communication (clarity, timeliness, accessibility).
- ❖ Reduction in avoidable contact because updates are proactive and consistent.
- ❖ Increased visibility and engagement with key messages, including “You Said, We Did.”
- ❖ Higher staff confidence in navigating and using communication channels and tools.
- ❖ Greater consistency in how information is shared across teams, services and platforms.
- ❖ Improved reach and accessibility of communication for people with diverse needs and preferences.

## Monitoring Progress

We will monitor progress through regular reports to the Board and Customer and Performance Committee that focus not only on the actions we have taken, but—crucially—the outcomes they have delivered for tenants.

