



**LIVE
GREAT
WELL**



 **Greatwell
Homes**

Communications framework

2022-2025

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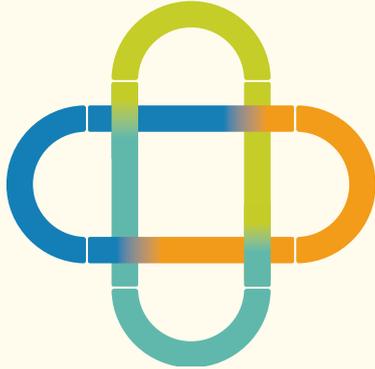


We believe that living well starts at home, and that a home is much more than a place to live.

As a community-based housing provider, we're all about creating safe, secure and sustainable homes for people in and around North Northamptonshire. We also want to shape great communities and deliver services that work well for local people.

Our vision

Great communities where people live **well**.



Our mission

We partner with customers and communities to shape places people are proud to call home.

Our promise

We provide homes and services that work for you.

Our values



Inclusion

We value difference and respect every person



Collaboration

We trust our team family and work together openly



Kindness

We are friendly, wish others well and look out for each other



Customer focused

We take pride in working with customers and communities



Adaptability

We look for ways to be more efficient and effective in what we do

Summary

Our **Live Greatwell** corporate plan is based on the four key strategies of:

 Live proud

 Live green

 Live happy

 Live safe

The **Communications framework** is one of six frameworks underpinning these strategies. It aims to create a consistent approach throughout the organisation and make communications clear and accessible for all audiences.



We will do this by:

- Understanding our audiences
- Targeting communications in line with our brand wheel
- Reviewing methods of communication
- Protecting our reputation.

We will review this framework annually and report progress to the Board in its yearly corporate plan update.

Context

The *Oxford Dictionary* describes communication as: **‘The imparting or exchanging of information by speaking, writing or using some other medium.’**

The Chartered Institute of Public Relations (CIPR) define public relations (PR) as: ‘The discipline which looks after reputation, with the aim of earning understanding and support and influencing opinions and behaviour. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its public.’

For us, communication is a combination of those two statements – having two-way conversations with customers, employees and partners in order to promote our brand, protect our reputation and gain understanding and information to help us continue to develop and deliver effective services.

Through this framework, we will embed the **Live Greatwell** vision, mission statement, brand wheel, narrative, principles and strategic aims and objectives across the organisation to make sure everyone communicates in a consistent way about agreed messages.

We have updated our complaints handling in response to the Social Housing White Paper published in November 2020, and adopted the Housing Ombudsman’s *Complaint Handling Code*. We will continue to listen to our customers and support further development of the customer voice.



Purpose



This framework sets out our approach to ensuring that we deliver consistent communications throughout the organisation and outside to protect our reputation, share news and support strategies and projects.

The Communications Team leads on delivery of this framework, but everyone who works for or on behalf of Greatwell Homes can make a positive difference to the effectiveness and consistency of our communications.

How we listen to, engage with and communicate with customers, stakeholders and employees matters, because it is an opportunity to demonstrate our values, build our reputation and show we care.

We will do this by:

Understanding our audiences

We constantly seek greater understanding of what's important to our audiences. We use this insight to inform, shape and improve our communications and the impact they have.

Engaging our audiences

We provide and promote ways for customers, employees and stakeholders to share their voice and opinions. We take a co-creation approach to continuously refine how to make engaging with us easy and a great experience.

Targeting communications in line with our brand wheel

We target how we communicate with different audiences by reviewing how they want to engage with us. Whenever possible we adapt communication styles and methods to their needs, behaviours and preferences, while respecting diversity and ensuring inclusion.

Reviewing methods of communication

We continue to review methods of communication to ensure we make the most of technology. We introduce new methods and tools with purpose – to improve customers' experience and the effectiveness of our business.

Protecting our reputation

We ensure everyone who works for or on behalf of the organisation understands and follows the brand guidelines to continue to build our reputation and brand. We will continue to support employees and contractors as ambassadors of our brand.

Principles

Along with the brand guidelines, we commit to being natural, friendly and helpful in all communications. The following principles, taken from our values, also apply:

Values-led principle	We will
Inclusive	<ul style="list-style-type: none"> • Always use plain language, planned carefully to meet the needs of the audience • Choose appropriate methods and tools for our audience reflecting their needs, behaviours and preferences
Collaborative	<ul style="list-style-type: none"> • Enable two-way communication by providing contact details for feedback or to open a conversation • Be open and honest about our actions and decisions, and the reasons for them • Accept challenges and challenge others as an important part of mutual learning and sharing • Be accountable by clearly dating and naming information
Kind	<ul style="list-style-type: none"> • Ensure communications are positive, personalised and polite
Customer focused	<ul style="list-style-type: none"> • Ensure communication is suitable for the intended audience – clear, considerate, concise and timely • Communicate and respond in a timely manner and in line with our customer service standards
Adaptable	<ul style="list-style-type: none"> • Ensure communications follow our brand guidelines for maximum impact through a consistent approach





Audiences and channels

This table sets out priority channels by audience to clarify where we will focus our resource, and the primary places we will direct people to for information and updates relevant to them. Channels may vary beyond this framework in line with particular purposes or audience needs.

Channels	Customers	Employees	Stakeholders
Primary channels	<ul style="list-style-type: none"> • Website • Customer portal • Social media • Automated text • Emails from Customer Services • E-newsletters 	<ul style="list-style-type: none"> • Intranet • Microsoft Teams • Emails 	<ul style="list-style-type: none"> • E-newsletters • Chief Executive briefings • Microsoft Teams
Supporting channels	<ul style="list-style-type: none"> • Phone calls to / from Customer Services • Face-to-face (where safe and appropriate) • Online and live events 	<ul style="list-style-type: none"> • Awaydays • Surveys • Executive Team Q&A coffee mornings • Toolbox Talks 	<ul style="list-style-type: none"> • Launch events – Live Greatwell, new developments
To be developed	<ul style="list-style-type: none"> • Live web chat • Video chat • Co-creation model 		<ul style="list-style-type: none"> • Online and live events • Surveys • Stakeholder management

Success will look like

By achieving the objectives set out in this framework, we will build a strong brand that has engaging conversations with the right people in the right ways, while supporting our business transformation. Success will mean:

- Customers feel listened to and able to shape and influence our business and services in a variety of ways
- We have a stronger profile, both with customers in the areas where we work (or will work in future), and across the wider housing sector as a result of a trusted brand and great reputation
- Communications from all parts of the organisation follow our brand wheel, contributing towards a clear, consistent and trusted brand
- We use communication methods adapted for purpose and audience, based on our research and findings, to achieve effective campaigns and results
- Methods of communication stay relevant and accessible, ensuring a smooth and enjoyable experience.



Measuring success

To measure our success in delivering this framework, we use operational performance indicators (OPIs), which are reviewed annually. We also use tools such as Google Analytics, Google Alerts and media clippings to measure our reputation and the effectiveness of campaigns.

We set targets as part of the annual corporate planning cycle, aligned to our priorities, strategies, and risk profile. Employees have performance objectives set as part of their regular appraisals to complement these targets.

Measures

Audience	Measures	Tracked through
All	Brand strength, recognition and consistency	Stakeholder survey Customer panels/surveys Brand/communications audit
	Success in supporting the Transformation framework and continued digital transformation	Portal sign ups Customer take-up of new digital communications methods
Customers	Overall satisfaction with communications – including variety of methods, tone and number of activities that change as result of customer feedback	Customer panels
	Website visits, page views and links from social media	Communications OPI
	Social media engagement	Communications OPI
	Reputation with customers and potential customers	Media coverage (positive or negative)
	Customer involvement in communications projects	Communications panels
Staff	Overall satisfaction with communications	Employee engagement surveys
	Intranet visits and engagement	Communications OPI
	Reputation and profile with prospective staff	Marketing campaigns
	Effective roll-out of Greatweller concept for recruitment	Recruitment OPI
Stakeholders	Reputation – locally and in the housing sector	Stakeholder survey Media – national and local profile Engagement in events
	Raising our profile with North Northamptonshire Council and other key partners to deliver shared objectives	Marketing campaigns

Monitoring the framework



We will:

- Report Communications OPIs by exception quarterly to the Performance and Assurance Clinics and Customer Assembly, and review the indicators annually
- Review this framework annually and report the outcomes to the Executive Management Team (EMT) and Board
- Arrange for the Customer Assembly to review the framework annually and feed into the yearly review to EMT and Board
- Consider customers' views from annual and other surveys (such as STAR), complaints and other feedback in each annual review.

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