



**Nottingham City Homes Group  
Communications and Marketing Strategy  
2016 - 2018**

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This is a Nottingham City Homes Group wide policy/strategy and its contents apply to any subsidiary company within the Nottingham City Homes Group, incorporating but not exclusive to Nottingham City Homes Registered Provider Limited (NCH RP), a company limited by guarantee which is Registered Provider and is regulated by the Regulator; and Nottingham City Homes Enterprises Limited (NCH Enterprises), a company limited by shares.

## 1. Introduction

The Nottingham City Homes (NCH) Group is ambitious. We want to build on our success and be recognised as one of the best housing organisations in the country, a leading innovator in social housing, delivering an excellent range of services to our tenants and leaseholders.

We are excited about our plans to expand as Nottingham City Homes Group with two subsidiary companies: Nottingham City Homes Enterprises Ltd and Nottingham City Homes Registered Provider Ltd.

Nottingham City Homes Group aims to achieve excellence in every area of our work – aiming to be amongst the top ten in all that we do. We are committed to placing our tenants and leaseholders at the heart of everything we do.

Communications and Marketing will continue to be key in enabling the Nottingham City Homes Group to be the type of organisation our tenants, leaseholders, customers, employees and stakeholders want it to be. This strategy will set out how Communications and Marketing activity will support the Group to achieve the goals of the Corporate Plan and contribute to the collective vision of ‘creating homes and places where people want to live’.

During the period of the previous corporate plan, we achieved what we promised:

- We increased tenant satisfaction to an all-time high
- We built new homes
- We delivered Decent Homes – on time and on budget
- We helped tenants and residents save money through energy efficiencies
- We improved our neighbourhoods
- We achieved 100% rent collection
- We introduced tenant scrutiny with our Customer Excellence Panel
- We established our Tenant Academy
- We achieved investors in People Gold accreditation and reaccreditation
- We won new business, providing services for other organisations
- We introduced the innovative and well-received Responsible Tenant Reward.
- We completed our Single Status exercise creating new pay structures and terms and conditions for 650 employees

These are some of our successes over the last ten years – it has been a transformational journey of progress in terms of culture, service and performance.

## 2. Communication and Marketing Achievements

With reference to the 2013-2015 Communications and Marketing Strategy, below is a summary of notable areas in which Communications and Marketing activity has contributed towards the company's goals, successes and achievements.

### Tenant Satisfaction with NCH and Feeling Informed

The STAR Survey 2015/16 shows record tenant satisfaction levels:

- 88% overall tenant satisfaction
- 88% satisfaction that the rent tenants pay is value for money
- 89% overall satisfaction with the quality of tenants homes
- 80% of our tenants agree or strongly agree that NCH has a good reputation.

Furthermore, the percentage of tenants who are satisfied with the overall service provided by the Group has increased 4 percentage points since 2013 to 88% in the most recent STAR Survey (2015/16). And, 87% of our tenants rate NCH as good at keeping them informed.

### Corporate Brand Development

In 2014 we launched our refreshed brand identity guidelines – removing all service team specific sub-brands and developing a single corporate identity and the associated guidelines that our tenants, leaseholders and our stakeholders in particular can easily recognise and value.

Our vision is '**creating homes and places where people want to live**'. Having the right brand and image reinforces this – each time we are using the brand identity, we are demonstrating how we are working to achieve that vision.

We will continue to maintain a consistent corporate identity for Nottingham City Homes by using the brand and brand identity to support the promotion of key messages relevant to the main company.

### Commercialisation brand development: Nottingham on Call and Living

In addition to the main NCH brand we have developed two commercial brands for Nottingham On Call and Living, our market rent arm. The Nottingham on Call brand was launched in October 2015 and the Living brand is being developed to create two strong brands that can be recognised for making a positive contribution and to help attract new business from residents and businesses alike.

All three brand identities are illustrated in appendix 1.

## **NCH News**

NCH News remains our flagship communications channel for our tenants and leaseholders. Following consultation with tenants, in 2015 we re-launched NCH News with a more magazine feel and reduced the frequency from a monthly to a quarterly publication. This included the addition of regular features, shorter more focussed content and a photography led approach. Satisfaction with NCH News from tenants and leaseholders continues to grow.

As pressures continue in relation to budgets, we will continue to investigate other ways in which savings can be made, including reducing the current size of the newsletter from A4 to A5.

## **Website and Social Media**

The new Nottingham City Homes website went live in January 2016. It's been developed in consultation with tenants to make it easier for customers to find the information they need to access our services and to aid the channel-shift objectives of the business. The second stage of the website project, which will run during the course of this plan, is to increase the functionality of the site to enable increased self-serve by residents, thus contributing to channel shift.

Use of social media through our two primary social media channels (Facebook and Twitter) has increased markedly during the lifetime of the last strategy. Going forward, the digital agenda will take a far greater priority as channel shift and the need for greater digital engagement with tenants and leaseholders in particular increases and the financial and political environment continues to present financial challenges.

Research tells us that 44% of our tenants have internet access at home, and of these 29% access the internet through their mobile phone. 51% of our tenants say they have no internet access.<sup>1</sup>

Going forward, we will aim to promote both self-service and channel shift, to reduce spend on servicing customer queries and free up resource so we can provide direct support where there is no other option. Effective digital engagement will be key to facilitating this.

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<sup>1</sup> NCH STAR Survey 2015/16

## **Building a Better Nottingham**

The use of hoardings around the sites that we are developing as part of our Building a Better Nottingham programme has developed throughout the course of the last strategy. Working with Nottingham City Council (NCC), and our contractor partners, we have supported a consistent brand approach to Building a Better Nottingham and apply the brand across all of the sites where building work is being progressed. This will continue throughout the course of this strategy. We also intend to apply this approach to capital and planned works on existing stock where possible.

## **Publications**

All company publications are produced according to our brand guidelines, with a core suite of publications given to tenants and leaseholders to provide a clear understanding of our key services. During the last strategy we developed a Welcome Pack that contains all corporate publications that tenants will require at the start of their tenancy.

## **Internal communications**

In 2015 we launched our new monthly printed staff magazine 'Round the Houses', (replacing the previous online only publication 'Team Briefing') and 'Up Your Alley' - managers' email. These publications are designed to reach all NCH staff groups – including those who do not have regular computer access. Round the Houses was developed in consultation with staff to provide up-to-date information about what is happening across the Group.

The intranet remains a primary communications channel and will need development to meet our future needs.

In addition, there are admittedly areas of our work we were unable to progress or complete during the lifetime of the last Communication and Marketing Strategy – mainly due to new and/or emerging priorities and in a number of instances time constraints. These areas are listed below and will be incorporated into the delivery plan, which will support this strategy during 2016-2018:

- A clear and coherent approach to strategic internal communications – including the delivery of a new and improved intranet space for the workforce supported through mobile / handheld devices.
- Company notice boards utilised to full effect – particularly in local housing offices, tenant blocks and Independent Living Schemes as well as other general frontline services.
- A clear and coherent delivery plan for digital marketing channel development – with a clear sense of purpose for each platform.

### 3. Corporate Vision, Goals and Values

***Our corporate vision is “to create homes and places where people want to live.”***

Our Corporate Plan 2015-2018 expresses our ambition to be among the top ten housing organisations nationally.

To deliver the vision we have built on our previous corporate goals to include a fourth and new goal to reflect our ambition to grow our business and invest back into our communities.

#### **Our corporate goals:**

<b>Goal 1</b>	To be a first class housing organisation in the eyes of our tenants and leaseholders
<b>Goal 2</b>	To be a major player in transforming the quality of life in our neighbourhoods
<b>Goal 3</b>	To be a great place to work, widely respected as an efficient and professional organisation
<b>Goal 4</b>	To generate new business, securing income to reinvest in Nottingham and our communities

#### **Our values:**

Our values (**DRIVE**) define the way we work, set out who we are as an organisation and shape customer expectations.

- **Passionate about Delivering outstanding services**
- **Respectful towards our colleagues, our customers, and our communities**
- **Always looking for ways to Improve**
- **Keen to provide great Value for money**
- **An Effective team, working with each other, our customers and our partners**

Our marketing and communications activity will demonstrate how we live our values by embedding them in everything we do.

### **Company culture statement**

We want the Nottingham City Homes Group to be:

- A great place to work, with a clear sense of direction, shared by all, and ambitious to succeed on behalf of our customers.
- A place where people work as one team, where people believe in the values of the company and go the extra mile to deliver homes and places where our customers want to live.
- A place where colleagues are kept well informed, are listened to and whose views are respected, and where people are encouraged to learn and develop. A place where talent is nurtured, which has the courage to try things differently, where people are empowered to perform and individual performance is well managed, where success is celebrated.
- Widely respected as an efficient, professional organisation, demonstrably fair and honest, which represents the individual and reflects the diverse communities we serve, with a strong, confident external image both in word and deed.

Achieving our vision means keeping tenants, leaseholders, customers, employees and stakeholders well informed and involved – and keeping our professional workforce motivated to enable them to consistently deliver excellent customer services.

This strategy sets out the communication and marketing priorities for the Nottingham City Homes Group to continue building on and developing even more efficient and effective ways of communicating with and involving our tenants, leaseholders, customers, employees and stakeholders in decisions about services and policies that affect their lives.

## 4. Context

We are operating in a challenging national and local environment.

Proposed legislative and financial changes will make our goals much harder to deliver, such as:

- Ongoing cuts in public funding
- Implications of Welfare Reform and Universal Credit
- The proposed changes to social housing introduced in the Housing and Planning Bill
- Growing demand for services and expectations of our tenants and leaseholders, and
- Social and demographic change

... but with a collaborative attitude we will continue to do the best we can for the people of Nottingham.

### National context

**Welfare Reform:** The government's welfare reforms are wide ranging, and will inevitably have an impact on many of our existing and future customers. Social housing tenants are disproportionately represented amongst those in receipt of social security benefits, and reductions in benefit levels and tightened eligibility criteria (especially for working age people, and those suffering ill health) will disproportionately affect those that NCH works with.

Nottingham already had higher levels of deprivation than many other local authority areas, and has recently found itself ranked at a more extreme level in the 2015 Indices of Multiple Deprivation. Limited recovery from the recession following the 2008 global financial crisis also creates greater challenge for the city.

The roll-out of Universal Credit across the city means there is an increased risk that NCH will not receive the levels of rental income that it has in the past. Tenants will be responsible for paying their rent directly to us rather than rental income being paid to us directly from Housing Benefit.

**Social Housing Changes:** A number of changes have been announced (in the 2015 Budget and the Welfare and Work Act 2016) that will cumulatively have a significant impact on the resources NCH has available, and the service that is offered. The 1% compulsory rent reduction for four years, announced in the budget will, of course, lower the rents our customers pay, but it will also reduce the income available to provide services to help them with the challenges they face.

**The Housing and Planning Bill** is not law at the time of writing this Strategy, but it seeks to introduce some measures that will reduce security of tenure, increase rents for certain households (so called 'pay to stay'), and requirements to sell 'high value'

council homes when they become empty. Along with measures to introduce the Right to Buy in the housing association sector (in addition to much enhanced Right to Buy discounts for Council tenants already introduced in 2015), it is clear that there will be a reduced supply of social housing for those who seek it, at least for some time prior to arrangements for replacement homes to be built being in place. It has also been questioned if replacement homes will be able to be provided in equivalent numbers to match these reductions in any case.

These national policy changes will have a significant impact locally. How we utilise communications and marketing and indeed how we collaborate with our partners on these issues will be important in helping our tenants understand what this means for them, how they may or may not be affected and will also then enable us to support our tenants where we can, particularly in reducing any potential anxiety and concerns.

## Local Context

The city's ambitions are set out in the **The Nottingham Plan to 2020**<sup>2</sup>.

Nottingham City Council's ambition for Nottingham citizens in the context of housing is also highlighted within the new **Council Plan 2015-2019** as one of the councils top five priorities 'build 2,500 new homes that Nottingham people can afford to rent or buy'.

The Nottingham City Homes Group will seek to help the City Council achieve these objectives through our work to manage the council's stock of homes, as well as with the housing we are developing under our own ownership.

Census data shows that the City is increasing in its diversity, in terms of ethnicity, nationality and country of birth. The City's Housing Strategy, **The Housing Nottingham Plan**<sup>3</sup> recognises the diversity of the city, and that there are a number of minority groups who have very specific housing needs, and the specialist housing and support theme of that Strategy seeks to address these. Again NCH will actively seek to play its part in helping the City Council meet those needs.

Communications and Marketing will need to continue playing a role in ensuring that communications with minority, new and emerging communities are accessible and easy to understand whilst also affordable – which may mean utilising more creative methods to reach minority, new and emerging communities with company information – as an alternative to the often expensive use of interpretation services.

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<sup>2</sup> <http://www.onenottingham.org.uk/CHttpHandler.ashx?id=41140&p=0>

<sup>3</sup> <http://www.nottinghamcity.gov.uk/housingplan>

## Equality and Diversity

The Nottingham City Homes Group manages homes in some of the most deprived parts of the city. Many tenants are among the most disadvantaged groups. It is clear the city faces significant challenges around health, worklessness, community safety and environmental sustainability.

Nottingham is a diverse city. Census data shows that the City is increasing in its diversity, in terms of ethnicity, nationality and country of birth and our customers reflect that diversity.

NCH's customer profile has changed over time in line with Nottingham's wider population. For example, 27.2% of tenants are from black, minority ethnic backgrounds up from 24.4% in 2012, and 13.9% of NCH customers have declared they consider themselves to be disabled, up from 12.5% in 2012.

We have seen an increase in the proportion of younger people living in the city, and a commensurate decrease in those aged between 65-79, with those aged over 80 growing in number. This has gone along with increased ethnic diversity and an increasing number of citizens born abroad. For example, the census revealed 250 different ethnic groups living in the UK of which 214 are represented in Nottingham<sup>4</sup>. Improved questions around illness and disability allow a more detailed analysis of residents reporting the impact of these matters on their activities.

The diverse nature of our customer base must be understood when planning the content, style and delivery of our communications and marketing activity.

One of our key objectives is to make equality part of our everyday decision making – involving our equality forums in assessing the impact of services, training our workforce, and taking action to respond to the changing profile of the City.

The Social Housing Equalities Framework have praised the NCH Group for our knowledge and understanding of individual tenants' needs.

**NB:** Data which sets out how NCH's staff and customer profile compare with the City's population can be viewed in the company Equality and Diversity Strategy 2016-18.

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<sup>4</sup> Nottingham City Council, 2011 census analysis. Report: Detailed Characteristics - Ethnicity:  
<http://www.nottinghaminsight.org.uk/insight/key-datasets/census-2011-analysis.aspx>

## **What our workforce is telling us?**

Nottingham City Homes Group is a IIP Gold accredited employer.

The most recent employee survey was undertaken in 2013 (Your Voice – employee survey 2013) and achieved a response rate of 82%.

From the overall findings, we can take confidence in that 91% of the workforce understands how their work fits with what the NCH Group is trying to achieve and 85% feel that there is effective communication between colleagues in their team.

The results also highlight opportunities exist where the company can build on the internal communication and engagement efforts to date to further improve internal communications and engagement in the interest of achieving the goals of the group. Three in five (61%) employees said they were satisfied with the quality of information that is provided about what is going on at NCH, while one in ten (10%) strongly agreed. One in eight (13%) were not satisfied – an area we will look to reverse. NCH staff have told us they would like to see internal communications improve.

Utilising digital communications platforms is key in this – as rollout of PDAs and smartphones continues in the repairs and maintenance team, scope is widening to engage employees right across the Group digitally via the intranet. To deliver the digital platform to all employees, the new intranet must be fit for purpose, usable across all devices, and easy to navigate.

## 5. The role of Communications and Marketing

### Why do we need to communicate and market our news and services effectively?

Effective communication is a vital component in determining how our tenants, leaseholders, customers, employees and stakeholders judge the overall reputation of the Nottingham City Homes Group.

In particular, a strong brand supported by robust and consistent communications and marketing, improves customer awareness and take-up of our services. It is one of the simplest and most effective ways to improve customer satisfaction.

This Communications and Marketing Strategy is informed by extensive research by the Local Government Association (LGA) into drivers of resident satisfaction. The grid shows what matters most to our tenants and leaseholders:

<b>Greatest drivers of overall satisfaction</b>	↑	Perceived quality of all services
		Perceived value for money
		Media coverage
		Direct communications
		Performance
		Liveability
	<b>Weaker drivers of overall satisfaction</b>	

This shows the importance of understanding our tenants and leaseholders, what their needs and expectations are, and making sure we effectively communicate to them. The research showed that overall perception is far more important than actual quality of service, as measured by traditional performance indicators (PIs).

However, this does not mean that communications can be a substitute for weak service delivery. It means that solid company/group performance, and a clear system for explaining that performance to target audiences is the key to raising satisfaction.

If services are to be continuously developed to be customer focussed we must:

- Listen and respond to tenants and leaseholders' views and concerns – and involve them more in the development and running of our services
- Continue explaining often complex performance data as simply as possible

- Keep audiences informed and engaged via effective communication and marketing
- Improve the accessibility of services to socially excluded and vulnerable customers
- Work with key stakeholders to continue to build trust and confidence in the group
- Proactively identify and pursue opportunities to reflect the positive reputation of the NCH Group.

This strategy sets out how we will seek recognition as an innovative, excellent organisation that understands its tenants, leaseholders, customers, employees and stakeholders and involves them in the development of services and become a top ten performing housing organisation by 2018.

It identifies our key audiences, messages and strategic communication and marketing priorities, all of which are aligned to the Nottingham City Homes Group corporate plan goals and targets.

## 6. Our key audiences and required outcomes

To support the goals of the Nottingham City Homes Group the key audience groups we need to focus on are set out in the table below alongside the outcomes we will work to achieve/deliver.

Key Audience Group:	Outcomes:
<p><b>Tenants and leaseholders</b></p> <p><b>Tenant and leaseholder representatives</b></p> <p><b>Area Panels, Forums, Associations</b></p>	<ul style="list-style-type: none"> <li>- Ensure tenants are informed of the services that NCH delivers and to which they are entitled</li> <li>- Ensure tenants are well informed about matters which affect them, e.g. Universal Credit, Housing and Planning Bill</li> <li>- Provide support to tenants so they feel reassured</li> <li>- Positively influence tenant satisfaction with NCH</li> </ul>
<p><b>Staff Unions</b></p>	<ul style="list-style-type: none"> <li>- All staff understand the group vision, values and objectives, and all the information they need to be ambassadors for the company</li> <li>- Help maximise the number of staff who would recommend NCH as a good place to work</li> <li>- Support and development for areas of NCH workforce to understand the Commercialisation agenda and NCH's ambitions</li> </ul>
<p><b>Stakeholders:</b></p> <p><b>Board Members</b></p> <p><b>Councillors, MP's</b></p> <p><b>Community &amp; Voluntary Local &amp; National Groups e.g. Homes and Communities Agency, National Federation of ALMOs, National Housing Federation</b></p> <p><b>Suppliers, Contractors</b></p> <p><b>Media</b></p>	<ul style="list-style-type: none"> <li>- Ensure all stakeholders are well informed about NCH activity</li> <li>- Help Councillors understand NCH activity in their wards areas to support the communication effort</li> <li>- Influence opinion</li> <li>- Galvanise support</li> </ul>
<p><b>New Customers</b></p>	<p>Achieve new business targets for:</p> <ul style="list-style-type: none"> <li>- Repairs and Maintenance Services</li> <li>- Nottingham on Call</li> <li>- LiveING</li> </ul>

## 7. Key Messages

### 7a. External Key Messages

#### **Nottingham City Homes**

*“Creating Homes and Places where People Want to Live”*

**We put our tenants and leaseholders at the heart of what we do.**

**We are supporting our tenants through welfare reform, helping people into work and ensuring they pay their Rent first.**

**We manage our estates well, working with tenants to look after their home, garden, and neighbourhood.**

**We offer value for money as a not-for-profit organisation, employing local people and re-investing in the city.**

**We are building new homes and improving existing ones, helping Build a Better Nottingham.**

**We are reducing fuel bills and improving the environment by GreeniNG Nottingham.**

#### **Nottingham LiviNG**

*“Your Home in Nottingham”*

**We offer the opportunity to rent a professionally managed and maintained, secure property which tenants can call their home.**

#### **Nottingham On Call**

*“Help when you need it”*

**We provide reassurance, help and support, offering peace of mind at the touch of a button 24/7.**

## 7b. Internal Key Messages

### Internal Key Messages

**We value our staff and recognise great performance.**

**We are a good employer, providing a number of additional benefits for our staff.**

**We are delivering against our vision and corporate objectives, because of the hard work and commitment of our staff.**

**We need to be commercially aware, to evolve and diversify as a group.**

**We need to continuously improve performance and value for money to meet our top ten ambition.**

## 8. Strategic Communications and Marketing Priorities

To support our corporate goals and taking into account national, local context, changes in the communities we serve and what our tenants/leaseholders and employees are telling us - the communication and marketing priorities for the NCH Group are set out in the table below:

### **MEDIA MANAGEMENT**

- Colleagues will work to support strategic and proactive news management e.g. early identification of good news stories or potential negative coverage and management of negative stories whilst protecting the reputation of the NCH Group.
- Activity will be monitored through a monthly media performance report to EMT.
- An indexed gallery of professionally produced photographs and videos will be available to support communications and marketing efforts, including the use of tenant quotes and reflecting the communities we serve.
- We will develop and nurture constructive relationships with key contacts within the local media and specialist trades press.
- Media Awareness training will be made available for identified NCH colleagues and Board members as appropriate.

### **INTERNAL COMMUNICATIONS**

- We will continuously improve internal communications and engagement with the goal to make every frontline staff member an NCH Group ambassador – this will be supported with the further roll out of mobile/ handheld devices for a wider range of staff.
- Deliver focused campaigns to include the ‘Rent First’ to maximise rental income; and the relaunch of ‘Eyes Wide Open’ as an all staff approach to being the eyes and ears of the company and our estates.
- We will develop and deliver a new and improved intranet for the workforce and explore the potential of other innovative channels.
- We will maintain the ‘Round the Houses’ as a monthly staff newsletter with 100% coverage of all staff.
- Email communications with ‘all staff’ will become more streamlined and focus on carefully chosen content so the workforce begins to value email updates because they are short, punchy and hold relevant and/or important information.
- NCH Group (vision, values and DRIVE) signage will consistently be in place in all workplaces to help remind the workforce of behaviours and attitudes expected of each employee, which forms part of the NCH Group brand offer.

- We will promote volunteering and personal training and development opportunities.
- We will continue to deliver informative staff conferences of a professional standard annually in addition “Your Forum” and engagement events.
- We will review (against purpose and effectiveness) and conclude the best e-staff forum for the workforce.
- We will create the cultural conditions to enable the NCH Group to grow successfully to support the need for the commercialisation agenda e.g. marketing training and deliver on our Customer Promises.
- We will demonstrate why the NCH Group is a great place to work and develop a career, to help develop a sustainable workforce.
- We will recognise and celebrate the achievements of our workforce through delivering the annual staff STAR Awards.
- We will build on the program of employee engagement activities and ensure unions and managers work collectively in employee and company interests.
- We will measure the impact of these internal communication actions through the Workforce Survey planned in 2016 and onwards.

## **BRANDING AND SIGNAGE**

- We will ensure brand identity guidelines/manuals for NCH, Nottingham On Call and Living are reviewed regularly and updated as required and ‘manage’ 100% compliance at all times.
- Communications and Marketing service will lead decisions in relation to the development of new logos/sub-brands e.g. initiatives such as Eyes Wide Open, Community, or Fit in the Community, to mitigate the benefits of positive brand recognition/association with NCH Group.
- We will forward plan for effective signage to be deployed both on vehicles; within stock; on estates/ new builds and major works in a timely fashion to leverage the benefits from communicating the NCH Group involvement/contribution: full or in part.
- We will make the most of notice boards and the use of posters which will be presented with consistency across all our places of work across the city (including tenant blocks and Independent Living provision).
- We will use branded hoardings on all capital and programmed works where possible.
- The NCH Group will recognise that the Communications and Marketing function will exercise corporate control and sign off over all merchandising and sponsorship.

- The NCH Group will liaise with NCC over jointly branded initiatives such as Building a Better Nottingham to ensure tenants can attribute the contribution of both the NCH Group and NCC in ‘creating homes and places where people want to live’.
- We will use GreeniNG Nottingham branded signage for energy efficiency and fuel poverty projects.

## **WEBSITE AND SOCIAL MEDIA**

- The company’s digital communication offer will continue to be developed. The website, the intranet, social media and digital engagement – linking with systems such as Northgate and CRM to enable ‘channel shift’ enabling tenants, leaseholders and customers to undertake transactions online where possible.
- We will maintain, develop and improve the NCH website and to use it as a truly meaningful digital platform enabling self-service. Content will be continuously updated and inclusive through “how to” video links
- We will invest and grow the NCH Group social media offer with a focus on twitter, Facebook and LinkedIn platforms. We will assess the merit of new social media platforms given the nature of development in this area. And, will use a forward plan for proactive social media publishing and set protocols on who has publishing access within the Group.
- We will develop and introduce a Social Media Policy for the workforce, to complement and support the roll-out of mobile and handheld devices.
- We will use picture and video content to support the NCH Group goals and streamlined in a single online space e.g. “How to” video links on YouTube.
- The Homelink website needs to be brought into line with the new NCH website.
- Nottingham On Call website needs to be regularly maintained.
- The ‘jobs at NCH’ web page will be refreshed.

## **COMMERCIAL MARKETING**

- We will support our workforce and the transformation required in the culture of the organisation so that more and more of the workforce can support the commercialisation agenda – this will be supported through marketing training for colleagues as appropriate.
- Nottingham On Call and LiveiNG – will each have a clear marketing strategy appropriately resourced to match the business’ customers..

## EXTERNAL COMMUNICATION

- Review and develop the **Tenant Communications Panel** (\*see below).
- Deliver focused campaigns to include 'Rent First', and 'Little Things Mean a Lot' – linked to reducing fuel poverty and GreeniNG Nottingham.
- We will review NCH News and consider how cost can be reduced and continue to deliver four editions a year', whilst also continuously improving readability through a more picture-led approach.
- Use profile information and demographic profiling to ensure we are communicating with our customers in a format they can access and understand (linked to CRM).
- Staff notice boards and the use of posters will be presented with consistency across the workplace in all our places of work across the city (including tenant blocks and Independent Living provision).
- Proactively use hoardings as promotional space to state what the NCH Group is going and the benefits e.g. £xxm investment, creating local jobs etc.
- Continually improve the quality of printed material e.g. leaflets, posters, tenant handbook.
- Improve our distribution channels to enable cost effective targeting of communities and individuals.
- We will develop and deliver regular / periodic ward based information about the NCH Group to individual Ward Councillors.
- We will utilise all available channels to keep a raised profile among tenants of the Responsible Tenant Review Scheme.
- Promote the Tenant Academy and other activities in supporting tenants into employment.
- Provide tenancy sustainment support including pre-tenancy activity.
- We will recognise and celebrate the achievements of our tenants through PR and Tenant Achievement Awards.
- Achieve good customer care and consistency across the group with outbound communications through:
  - improving responses provided over the phone and in writing,
  - undertaking a review of all standard letters to include 'sorry we missed you' calling cards,
  - deploying bespoke communications when required, and
  - linking into the CRM system\*\*.
- Through the Communications and Marketing service we will provide a governance mechanism over the submission of entries for Awards limited to UKHA, TPAS and the NFA.

## **EVENT SUPPORT**

- We will continue to deliver strategic corporate NCH Group events, such as: Tenant Fun Day, AGM, Awards events, STAR Awards, Garden Competition, Staff conference etc.

## **\*\*CRM**

- We will use the new CRM system to record a customer's preferred method of contact and will use this wherever possible.
- We will embed CRM system across the business so that staff can access a single customer view which provides key information to allow us to respond effectively.
- We will promote the CRM system and its capabilities and functionality by employing a range of internal communications channels including the intranet, 'Round the Houses, emails and print.

## **\* Tenant Communications Panel**

The Tenant Communications Panel is made up of a group of tenants from across the city. The panel makes sure that all communications delivered by Nottingham City Homes to tenants and leaseholders is clear, relevant, and understandable and delivered in a timely manner. The panel work alongside the other customer panels and assist them, as required, with any communications issues they face. The panel meets formally four times a year – although ad hoc meetings can be arranged as appropriate.

Activities that the panel take part in include:

- Approval of the text and format of Nottingham City Homes core publications and leaflets as appropriate
- Comment and input upon electronic communications – including the Nottingham City Homes corporate website and the Nottingham HomeLink website
- Review the Nottingham City Homes newsletter, 'News from Nottingham City Homes', in terms of format, readability, appeal, accessibility, photographs, diversity
- Comment upon and make suggestions regarding large tenant and leaseholder communication campaigns
- Playing an important role in the tendering of any new contracts in relation to the newsletter – specifically in regards to design and value for money.

During the course of the lifetime of this strategy, the panel will be developed to be more reflective in terms of age, gender and ethnicity to reflect our current tenant profile. Communications specification training via the Tenant Academy to better support tenant representatives on the panel.

## 9. Performance Measures

<b>Performance measure</b>	<b>2015 - 16 current performance</b>	<b>2016 - 17 target</b>	<b>2017 - 18 target</b>	<b>2018 - 19 target</b>	<b>Top 10% performance</b>
Overall tenant satisfaction	88.40%	91%	93%	93%	93%
Number of tenants who feel that they get VFM for the rent they pay	87.68%	88.50%	90%	90.50%	90%
Tenant satisfaction that NCH keeps tenants informed about things that might affect them	86.42%	92.50%	93%	93%	
Percentage of tenants funding NCH News 'very interesting'	33.86%	40%	45%	50%	
Percentage of press releases used to target media	90.73%	92%	93%	94%	
Number of unique visitors to company website	45,000	48,500	50,000	52,500	

## 10. Resources

### Value for money

We will ensure that all communications and marketing activities are planned cost effectively.

We will:

- Have a dedicated communications and marketing team for the NCH Group
- Continue our partnership work with Nottingham City Council
- Co-ordinate the flow of information to tenants, leaseholders and customers from different parts of the group, to make sure key messages are being targeted effectively.
- Develop new and innovative ways to communicate, using new technology to reduce costs where possible (linked to the ICT strategy and Customer Service Strategy). This will focus around the company's website and intranet, and will include a range of social media tools.
- Regularly review and renegotiate agreements with suppliers to drive down costs, improve quality, or ideally both.

## 11. Risk and Mitigation

Key Risk	Management action to mitigate risks
NCH could be “blamed” for Government policy and finance decisions	Provide information to stakeholders so they are aware of Government decisions which affect them
Low staff morale across NCH due to major changes - resulting in poorer service to customers	Internal comms will be part of raising morale. Work with HR and OD teams to manage and boost morale
Welfare Reform - lack of awareness of changes among staff and customers	Consistent approach to 'Rent first' and budgeting support
Failure to manage media relations effectively could result in negative headlines	Ensure resource available to manage PR. Ensure appropriate prioritisation takes place.
Failure to effectively publicise key initiatives, resulting in poor take up of services	Forward Plan developed and agreed with service heads/directors
Failure of customers to identify the NCH brand and its values and how they deliver excellent services	Consistent application of correct brand across all platforms. Key messages identified and applied.
Ad hoc requests for campaigns/initiatives/spend not already considered or funded	Careful consideration and sign off of content of Forward Plan and awareness of budgetary constraints
Failure to manage social media effectively - unmoderated comments could adversely impact NCH or be inappropriate for audience	The development and implementation of a Social Media Policy for the NCH Group



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