



The Langstane Group

Communication Strategy 2023 - 2026



1. Commitment and Purpose

Langstane is on a mission to provide homes and services that make a positive difference to people's lives.

Langstane Housing Association is a Co-operative and Community Benefit Society, and a registered social landlord with charitable status.

The Langstane Group (Langstane / the Group) consists of Langstane Housing Association Limited and its wholly owned subsidiaries.

The main purpose of this Communication Strategy is to support the Group's mission, vision and values whilst directing communication both internally and externally.

Targeted communication is central to the Group's success. It will play a key role in achieving the objectives set out in the Business Plan and other strategies.

The Langstane Group will commit to excellence in communication by being:

- Engaging** bringing priorities to life for people in a way that generates individual clarity of expectations and accountability.
- Inclusive** employees and tenants are what makes Langstane. The Langstane Group will share information in a way that is accessible to everybody including tenants, other customers and employees.
- Transparent** being open and sharing the right information, in the right format, at the right time to allow people to hold Langstane to account.

2. Aims and objectives of the strategy

Effective communication at Langstane means creating an environment of trust and understanding that ensures tenants, employees and other customers can communicate openly, transparently and freely. The strategy will foster a culture where clear, concise and assertive communication is encouraged and feedback is welcome.

Langstane's mission is to provide homes and services that make a positive difference to people's lives. This vision will be achieved by investing in our customers, homes, people, organisation and communities.

The values that drive the Group forward and underpin all its activities include being open and accountable whilst providing relevant, accurate, user-friendly information that allows tenants and others to hold the Group to account.

Langstane values people and puts people at the heart of decision making, retaining a positive outlook regarding the housing industry and those being assisted.

Context

Given the significant cultural change journey and the pace of change Langstane and its customers have been on, excellent communication, that meets modern day requirements, is critical.

Excellent communication is required to foster connection and collaboration. It must remain engaging and be aligned to the Group's mission, vision and values with consistency throughout and delivered in a timely manner. It will drive Langstane forwards and enhance how the Langstane 'brand' is perceived internally and externally.

The aims and objectives of this strategy are therefore to ensure:

- 🏠 The Langstane mission, vision and values underpin all activities and are firmly embedded throughout all internal and external communication;
- 🏠 Langstane works to achieve a positive reputation that is known for delivering services that matter;
- 🏠 Langstane's communication with stakeholders forms positive relationships;
- 🏠 Satisfaction levels increase because excellent two-way communication makes people feel empowered to influence decision-making; and
- 🏠 Langstane creates and grows a recognisable and trusted brand.

Excellent communication will:

- 🏠 Ensure change management is seamlessly delivered;
- 🏠 Assist the Langstane Group to influence national and local policy and drive continual improvement in the social housing sector; and
- 🏠 Ensure Langstane becomes an attractive option for people who want to become involved.

3. Communication Roles and Responsibilities

Everyone within the Langstane Group has a responsibility for effective communication and for implementing this Communications Strategy.

Communication is as fundamental as operational or policy objectives to achieving the organisation's overall mission, vision and values.



All Employees

All employees are responsible for communicating in a clear, respectful, effective and timely manner ensuring that all communication results in a positive experience for tenants and other stakeholders; even when relaying difficult messages. See our ['Customer Care Charter'](#) for more.



Board of Management

Governing Body Members are positive ambassadors for the Group and seek to promote the Group's activities and growth opportunities to ensure continued prosperity. Where appropriate, agreed position statements will be conveyed by nominated governing body members. See our ['Business Plan 2020 - 2025'](#) for more.



Chief Executive

The Chief Executive leads on external communication to the media, responds to consultation documents on behalf of the Group and leads on internal communication where the matter being discussed relates to the whole organisation.



Directors

Directors lead on communication internally for their departments and updating the Group on areas within their level of responsibility. Directors share important information with their teams.



Service Managers

Service Managers lead communication internally for their teams. They have responsibility for communicating any new or amended policies and procedures, creating / updating relevant leaflets, providing motivation to their teams and effectively communicating service performance.



People Managers

People Managers provide motivation by informing employees about the tasks to be done and the manner they are performed in. They sensitively handle discussions regarding improvements to performance. They provide guidance to their team and effectively communicate regarding individual performances.



Executive Assistants

The Executive Assistants draft and / or review all external published communication, including press releases, social media content and updates to the Association's website, to ensure they are informative, written in plain English and adhere to the general principles for communication.

4. Knowing the Audience

Langstane will spread the groups message far and wide, so there are several distinct audiences we will reach:



Tenants and other customers

Langstane's customer base comprises of tenants, shared owners, other customers and applicants who wish to be housed. By implementing the objectives of this strategy and rolling out a successful communication plan Langstane aims to ensure tenancies remain successful whilst delivering great customer service.



Board of Management

Through engaging, inclusive and transparent communication the Board of Management and Committees that allows informed decision-making at a strategic level, they work effectively and, in turn, play their part in delivering high levels of satisfaction.

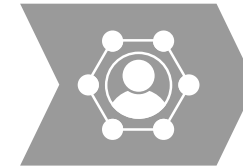


Employees

Through engaging, inclusive and transparent communication employees are enabled to work together effectively, creating a positive employee experience.

Excellent communication assists the Group to be clear on roles and responsibilities and facilitate greater dialogue to target services that matter the most to tenants (and they can access easily).

The Langstane brand will be developed to attract and retain and acquire the best talent.



Stakeholders

This includes organisations such as professional bodies, local authorities, police, health service, charities, other housing associations, elected representatives, regulatory bodies, and lenders.

These organisations include, but are not limited to: The Scottish Government, Scottish Housing Regulator, Scottish Federation of Housing Associations and Aberdeen City, Aberdeenshire and Moray Councils.

Excellent communication will assist the Group to influence positive change for tenants and the social housing sector nationally.



Press and media

Langstane will engage proactively and responsively with the press and media, including sector specific organisation, to enhance and protect the Langstane brand.

Langstane will raise awareness of the work and services on offer, whilst growing the brand.

5. Content Creation and Communication Channels

Langstane will spread the groups message far and wide, so there are several distinct channels we will use in order to reach our target audiences:

Content Creation

When creating both internal and external content, consistency in the terminology between communication channels will be a key focus, although the language used may differ depending on the audience.

All those involved with Langstane will be sufficiently trained to ensure there is a consistency in the use of supportive and appropriate terminology.

Communication Channels

A communication working group will review the communication channels that the varying audiences will best connect with (based on their feedback).

When conveying a message, it is important to choose communication channels which audiences will best connect with.



External channels of communication

Written / Printed	Face-to-face	Virtual / Audio	Online
Emails	Meetings	Teams meeting	Website
Letters	Home visits	Telephone calls	Social media
Newsletters	Consultations		
Posters	Interviews		
Texts	Annual General Meetings		
Leaflets			
Consultations			

Internal channels of communication

Written / Printed	Face-to-face	Virtual / Audio
Letters	1-to-1 meetings	Telephone calls
Emails	Team huddles	Teams meeting
Texts	Interviews	WebEx
Team brief	Townhall	
Posters	Team meetings	
Leaflets	Toolbox talks	
	Joint team meetings	

6. Evaluating Success

Data insights will provide clear metrics to assess the progress and drive further actions as necessary – this will include tenant and other customer feedback, people metrics such as retention figures and engagement levels.

Success will be assessed through satisfaction surveys and consultations. Langstane will develop methods to seek employee feedback and encourage involvement.

Langstane will introduce more advanced monitoring to ensure communication activities meet customer demands. Where practical data analytics will be used.

7. Monitoring and Review

Each year a communication working group and the leadership team will review this overarching Communication Strategy to ensure it meets the current needs. There will also be a Communication Plan for internal and external activities which will be overseen by the Executive Assistants. The Tenant Communication Plan will be overseen by the Customer Service Manager.

These will set clear expectations and create accountability.

The strategy covers the three-year period between 2023 - 2026 and will be reviewed on an annual basis by the communication working group throughout its period of implementation.

If you would like this document in large print, please contact the [Customer Service team](#) on 01224 423000.





LANGSTANE

GROUP