


Responsible Executive Director Executive Director - Resources	Corporate Communications Strategy	
Section Group wide	Updated: July 2023	

1 Aim

The aim of this Strategy is to guide our relationships, reputation, regulatory requirements, and brand identity by framing how, and when we communicate internally and externally.

Driven by our Values and close to our external and internal customers, our communications must be informative, accessible, inclusive, and engaging for all.

This Strategy supports our Vision and Corporate Plan and Annual Plan, in particular:

- Delivering **support and advice** to our customers through professional and accessible communications.
- Ensuring we are providing **Reliable Landlord Services** aligning our messages to our customers' needs and providing them with accessible communications. Promoting our efforts to deliver **Good Quality Homes** through investment in existing properties and new development.
- Helping to bring alive our **Values and Culture** in all communication and engagement, and promoting our efforts in being an efficient, professional and data and technology-driven business.

2 Our Vision



Who we are
Rooftop is a local housing association which exists to meet housing need in the communities of South Worcestershire and North Gloucestershire. We are driven by our values, and close to our customers.

Why we exist
Here for our customers.

What we provide
Good quality homes. Reliable landlord services. Support and advice.

How we work



Our Culture
Caring and inclusive
Responsive and respectful
Proud of our work



Our Business
Efficient and focused
Professional and skilled
Data and technology driven



Our Values
Work together
Make things better
Do the right thing

3 Values

At Rooftop we live our values because our values build our business. Our values underpin our development and rewards programme, and our new Personal Development Plans make sure that our people have the up-to-date skills for an ever-changing work environment. They also define how we work, engage and communicate with customers.



4 Our Communications – context and purpose

Communication has moved from supporting our core business to being part of our core business. The National Housing Federation Together with Tenants Charter and the Social Housing Regulation Bill and associated legislation expect and demand that customers have greater access to information, more effective engagement and a deeper and more trusting relationship with their housing provider. This is alongside increased scrutiny by the Regulator of Social Housing and the Housing Ombudsman over the way that complaints are communicated and handled. This means that Rooftop needs to reset communication with a stronger focus on customers.

- This Strategy sets out the framework and expectations for communication across Rooftop. It needs to be read in conjunction with other key strategies, especially the Customer Strategy, Equality Diversity and Inclusion Strategy, the Repairs and Maintenance Strategy, People Strategy and the Community Investment Strategy.
- The Communications team will achieve its objectives by leading on corporate communication, website content, social media, printed communication (eg residents' update), video production, Press releases, media engagement and events.
- The Communications team will also support the delivery of this strategy by operating a business partner model with the Heads of Service, managers and officers to co-ordinate as adhoc communication, as required and resources allow.
- Good communication is the responsibility of everyone at Rooftop and the development of daily operational engagement through face-to-face, phone, email and letters are not specifically set out within this strategy. The Head of Customer Experience will lead on this supported by the Communications team.

5 Regulatory requirements, and expectations

The Communications team will ensure that the regulatory requirements and expectations are met by:

- Annual Financial Reports published.
- Annual Customer Report published.
- Annual Plan published, after customer consultation on the draft.
- Corporate Plan published, as required and when updated.
- Tenant Satisfaction Measures.
- Environmental, Sustainability and Governance Reporting.
- Annual update on Together with Tenants.
- Social Housing Regulation Bill expectations are met for communications.
- National Housing Federation Code of Governance is complied with for our published data.
- Development spend over £500 made public month to month.
- Board and governance information published and kept up to date on the Rooftop website.
- Membership of bodies tracked and checked with appropriate branding where necessary.
- All the appropriate content sharing licences are up to date and fit for purpose.
- Any other regulatory requirements that are not detailed here.

6 Our brand

Our brand is our identity, but it is much more than our brand design, our logo and the colours that we use. It's about what we stand for – our values and the services we provide.

7 Our approach

All of our communications will be:

- Driven by our Vision and Values.
- Responsive and Respectful – which our customers tell us really matters.
- Open, consistent and fair.
- Tailored to the target audience.
- Accessible and Inclusive – in line with our EDI Strategy.
- Professional and appropriately branded.
- Proactive – with comprehensive and considered communications plans in place for bigger projects and challenges.
- Regulatory compliant and reflective of the commitments made within the Together with Tenants Charter.

8 Our tone of voice

To ensure that there is clarity to all our communications, and to reflect the changing expectations of customers and stakeholders, there needs to be a full review of our tone of voice, which will be linked to our Vision and Values.

We will ensure all our written communications to customers are of the same high standard using a consistent tone of voice, the Head of Customer Experience will lead on this working with the Communications team.

9 Our audiences

Our Customers

Our customers include tenants, leaseholders, shared owners, and garage renters as well as future customers. By engaging effectively with them we will communicate key messages that ensure successful tenancies and support a great customer experience through the life of their Rooftop relationship.

We will ensure that we have a close relationship with our customers, treating them as individuals so they are able to see we are on their side, throughout their Rooftop journey.

Our People

Our people include colleagues, contractors, consultants, volunteers and other involved residents, and prospective colleagues. Through effective internal communications we will help our people live the Rooftop values through effective timely and appropriate internal communications using the chosen intranet solution, Rooftop website, office branding, and printed material. We will support the People Strategy, driving internal engagement, encouraging collaboration, and build our brand as an employer of choice.

Our Stakeholders

We are committed to partnership working, which means getting our message out to existing and potential partners, as well as other key stakeholders. This includes development partners, MPs, local authorities and councillors, industry bodies, regulators, and lenders and funders. Our communications will help to ensure that we are in position to attract the right partners when opportunities arise and have strong relationships with local councillors and MPs.

The responsibility for updating the stakeholder contact list and relationship management lies with the Executive Team and Group Chief Executive.

Our Media

We will engage with the media in a planned, proactive manner each month with a programme of positive press releases and news stories. We also understand that the media will make editorial decisions that are beyond our control, and the Communications Manager will support senior officers to address negative or critical coverage factually, fairly and robustly.

We will work responsively with the media, to enhance and protect our reputation, raise awareness of our work and the services we offer, and grow our brand. Communications Manager has the responsibility for Media engagement and PR. They will work closely with, and as an advisor to the Executive Team in formulating press statements and media opportunities. We will seek outside third-party crisis communications support where necessary.

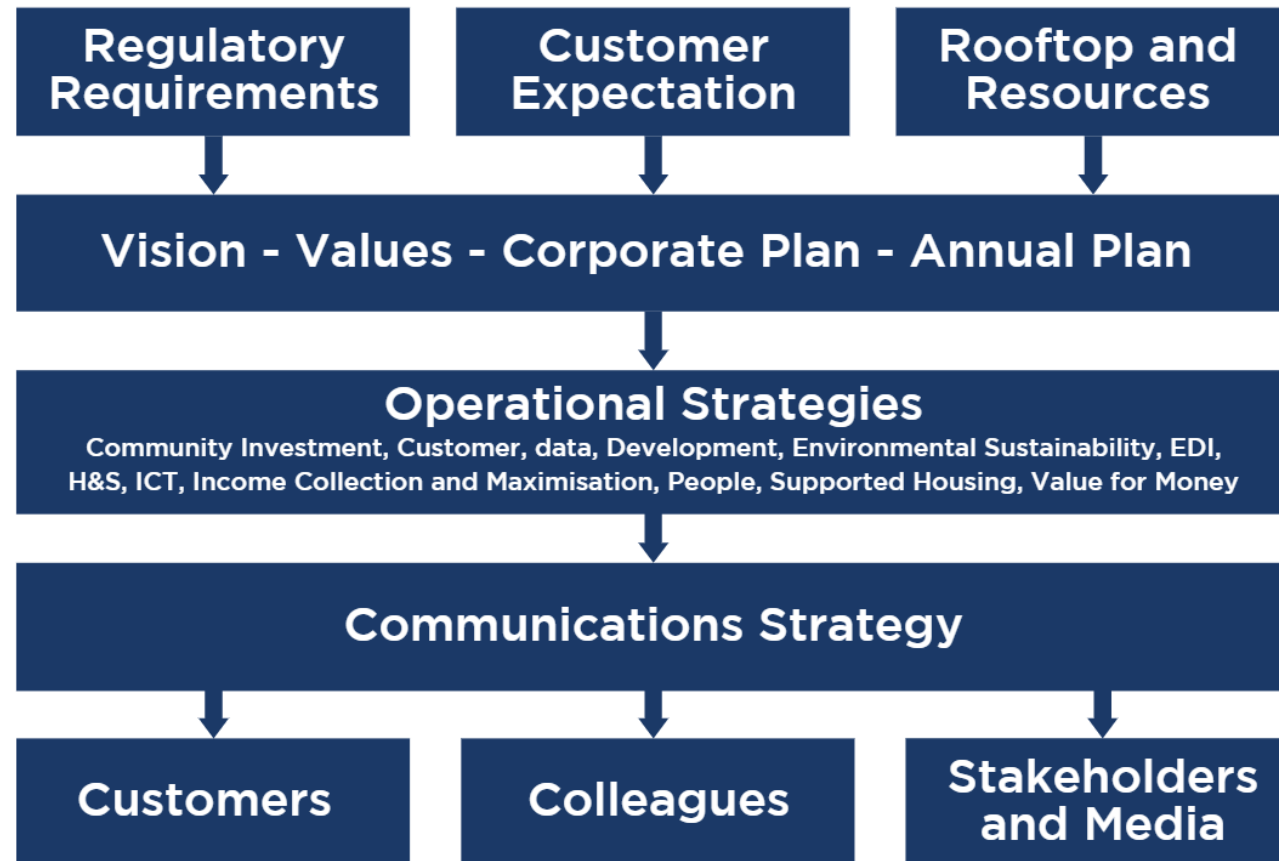
10 Our Corporate Communication Channels

We will use a range of channels to communicate with customers, stakeholders and colleagues, to maximise our reach and give everyone convenient choices that work for them. These include but are not restricted to:

Written/printed	Online	In person
Newsletters Posters Leaflets Press releases and statements	Website Social media Intranet Media	Consultations Presentations Colleague briefs Colleague conferences Events and openings

Fig. 1

How the Corporate Communications Strategy fits in with the flow of information through the business.



11 Strategic Objectives

Reliable Landlord Services

We will:

- continue to make access to information about services accessible, accurate, and appropriate,
- continue to share customer feedback, so we can keep customers informed about matters they have raised with us,
- respond to customer contact efficiently, professionally and respectfully, and
- let customers know that we are available to talk to and listen to them when they need us.

Good Quality Homes

We will:

- ensure that stakeholder engagement, and partnership working is audience centred and appropriate for the needs of the project,
- work closely with the Investment Directorate around communication partnerships with developers, and our local communities, and work to find appropriate media opportunities,
- ensure that the Shared Ownership model is promoted with Rooftop brand values, working with the Sales team,
- work with the Property and Facilities and Asset Investment departments to ensure we convey accurate and positive messages about planned works and how we are tackling issues with damp, mould and condensation,
- explain our development priorities and how we approach projects and partnership working, and
- support the Environmental Sustainability Strategy goals and ensure appropriate communications around the “Band C” project.

Support and Advice

We will:

- work with the Income team to ensure we share timely and focused messages about how we can support customers with their finances,
- continue to make access to information about services accessible, accurate, and appropriate,
- let customers know that we are available to talk to and listen to them when they need us.

Our Business

We will:

- continue to improve the Rooftop digital offer,
- ensure the Rooftop website is quick and easy to access information and supports the needs of the Charter for Social Housing Residents, the Rooftop Customer Charter, the National Housing Federation Together with Tenants Charter and the Regulator of Social Housing requirements and expectations,
- continue to promote the MyRooftop app and portal, driving self-service and customer autonomy,
- ensure that the Social Housing White Paper Charter for Social Housing residents is applied and supported in our communications,
- work together to support the Customer Charter,

- support the Customer Strategy “Tone of Voice” creation and ensure that communications mirror that tone,
- enforce the Equality, Diversity and Inclusion Strategy by ensuring information is accessible to all, and our messages are inclusive,
- support the People Strategy and the CIH Platinum Partnership through timely and audience centred colleague engagement and communications, and
- design and launch the new Rooftop intranet, increasing colleague engagement and supporting the People Strategy. This new intranet will bring together the cloud-based services that are key to the ICT Strategy and the Data Strategy.

12 Review

This Strategy will be reviewed every three years unless there are major changes in legislation or good practice. A report to the Board on progress will be made annually.

13 Appendix – Strategy three year Action Plan

Brand Guidelines