



“Offering our community more than a home”

Communications Strategy

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Relevant CHA Objectives:

- To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
- To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment.
- To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.
- To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Relevant Regulatory Standards:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
- The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
- The RSL conducts its affairs with honesty and integrity.

Relevant Scottish Social Housing Charter outcomes:

- Equalities - Social landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs and rights recognised, is treated fairly and with respect, and receives fair access to housing and housing services.
- Communication - Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

Equal Opportunities Statement

We will ensure that our communications do not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation.

If you have difficulty with reading this policy, including any difficulties with sight or hearing, or if you require this document translated into another language, please contact us and we will be happy to provide this information in a format that suits your needs.

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1. Introduction

Clydebank Housing Association has been a provider of housing and related services in Clydebank and surrounding areas for nearly 40 years.

We manage and maintain over 1,200 homes for rent, 34 for shared ownership and are a factor to over 600 owner occupiers. Our offices are located in Clydebank town centre. Our main functions are:

- Property Maintenance
- Housing Management
- Development
- Wider Role
- Factoring
- Finance and Administration

We are registered as a Scottish Charity (SC033962) and with the Scottish Housing Regulator (Registration No. 86) and are a registered Property Factor (No. PF000231). We are run by a group of volunteers, our Management Committee, who make all the important decisions about the Association and employ staff to act on their decisions and carry out the day-to-day work.

We strive for excellence and provide the highest possible quality housing, environment and services to all our customers. We will aim to maximise our contribution to the overall regeneration of our area, addressing wherever possible, the needs of those in the community who are disadvantaged. Our mission is “offering our community more than a home”. We will effectively and sensitively deliver our mission by displaying the following core values:

- **Respectful** – we will treat all our customers with courtesy and respect
- **Accountable** – we will be open, honest and approachable and act with the highest integrity at all times
- **Responsive and Informative** – we will listen, respond and inform through effective and timely communication
- **Professional** – we will ensure we have the appropriate skills and strive for excellence in all aspects of our service

In addition to our housing and related services, we embrace our wider role in the community and have several long-term wider role projects as follows:

Centre81

We own and manage Centre81, our regeneration centre in the heart of our community which opened in 2008. The Centre is home to Gym81, Café81, has an outdoor sports & play area, community garden and allotments, runs a wide variety of classes in partnership with others and provides office space to a range of organisations.

CHA Power Ltd

In 2005, following consultation with tenants, we set up CHA Power Ltd, a wholly-owned subsidiary, to provide energy efficient and affordable heat and hot water through a Combined Heat and Power system (CHP). It provides unlimited heat and hot water to over 370 two bedroom multi-storey properties and also supplies the local church.

Clydebank Social Economy Centre (SEC)

We own and manage Clydebank SEC which opened in 2005. The SEC provides quality, inclusive accommodation for social economy, voluntary sector and community businesses.

2. Purpose of the Strategy

The purpose of this communications strategy is to detail all the methods of communication the Association uses and to encourage staff and Management Committee, where appropriate, to use these channels effectively and consistently to:

- help us achieve our strategic objectives
- engage effectively with our tenants and other customers
- demonstrate the success of our work to tenants, other customers and stakeholders
- promote our mission and core values to tenants, other customers and stakeholders
- promote our services and increase take up of the other services offered by our wider role projects
- ensure tenants, other customers and stakeholders understand what we do
- ensure a strategic approach to communications
- influence and change perceptions where necessary

This Strategy should be read in conjunction with the following CHA Policies/ Procedures:

- Customer Care Policy
- Complaints Handling Procedure for Customers
- FOI and EIR Policy
- Data Protection and Management of Information Policy
- Remote Working Policy
- Business Plan
- Value for Money Strategy

- Tenant Participation Strategy
- Openness and Confidentiality Policy
- Information in Different Formats Procedure
- Digital Strategy
- ICT Strategy
- Recruitment & Selection Policy
- Equality and Diversity Policy
- Equality and Diversity Policy Employment

3. Key Stakeholders

We will maintain an effective and open dialogue with a wide range of customers and stakeholders. These include, amongst others:

- current and prospective tenants
- current and prospective sharing owners
- current and prospective owners
- current and future staff members
- current and future Management Committee members
- current and future volunteers
- shareholders of the association
- members of the public
- partners including other housing associations, local authorities, community groups and agencies
- contractors, consultants and suppliers
- elected members, MPs and MSPs
- Clydebank Social Economy Centre tenants
- Centre81 tenants
- Centre81/Gym81 customers
- CHA Power customers
- social media users
- electric vehicle charge point users
- the Scottish Housing Regulator
- the Scottish Government
- regulatory bodies
- funders and lenders

4. Our Service Delivery

Please find below information on our regular service delivery in the following areas:

- Customer Care
- Complaints
- Regular Communications/General Contact

- Information Requests

4.1 Customer Care

When you contact us we will respond in line with our Customer Care Policy. It is the aim of Clydebank Housing Association (and our representatives) to provide our customers with the highest quality of customer care. We further aim exceed our customers' expectations with the service standards we provide by showing kindness and compassion.

At all times we will be polite and helpful and treat everyone fairly and with respect. A summary of our timescales for response is as follows:

- When you telephone us we will answer the call quickly. We will reply to telephone messages within one day
- When you write to us we will reply to your letter, fax, email or social media post/message within 5 working days
- We will respond to your completed Housing Application Form within 10 working days
- When you visit us we will see you within 5 minutes of your appointment time or try to see you within 10 minutes if you do not have an appointment

More detailed information can be found within our Customer Care Policy, available here <https://www.clydebank-ha.org.uk/cha-downloads/cha-key-policies/>

4.2 Complaints

When you make a complaint we will respond to you in line with our Complaints Handling Procedure for Customers. Clydebank Housing Association values complaints and uses information from them to help us improve our services. Anyone can make a complaint to us, including the representative of someone who is dissatisfied with our service. We regard a complaint as any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf.

Our timescales reflect those set by the Scottish Public Services Ombudsman. We aim to resolve complaints quickly. A summary of our timescales for response is as follows:

- Stage 1 – frontline resolution – we will give you a decision at Stage 1 in 5 working days or less
- Stage 2 – investigation – we will acknowledge your complaint within 3 working days and give you a full response to the complaint as soon as possible and within 20 working days

More detailed information can be found within our Complaints Handling Procedure, available here <https://www.clydebank-ha.org.uk/about-us/making-a-complaint/>
Appeals for complaints about our Factoring service are dealt with slightly differently and information is available here <https://www.clydebank-ha.org.uk/owners/factoring/>

4.3 Regular Communications/General Contact

Who we communicate with	How we do it and when we will do it
Tenants (current and prospective)	<ul style="list-style-type: none"> • Housing application pack (on request) • Tenancy sign-up (as required) • Tenant portal (as accessed) • Advertising (as utilised examples include Clydebank Post paper and digital adverts and site signage) • Website (as accessed) • Social media (as accessed) • Publications (including our Annual Report, annual report on performance against the charter, quarterly newsletters, Your New Home guide and Housing Applicant newsletter) • Information in different formats (on request for new requests, as standard from thereon in) • Surveys (as required including Tenant Satisfaction Survey, rent arrears arrangements, major repairs satisfaction) • Consultation (c. 3 per year including rent setting for tenants, an example includes Allocations Policy review for both tenants and applicants) • Focus groups (up to 3 per year) • Events (including our Annual General Meeting and Social Event and Cosy Afternoons) • Media coverage (as provided)
Sharing owners (current and prospective)	<ul style="list-style-type: none"> • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletter) • Social media (as accessed including shares of properties for sale) • Website (as accessed, including Owners section and advert of properties for sale) • Media coverage (as provided and generally promoted in publications) • Consultation (including rent setting for sharing owners) • Advertising (as utilised, examples include Clydebank Post paper and digital adverts and site signage)
Owners (current and prospective)	<ul style="list-style-type: none"> • Website (as accessed, including Owners section) • Social media (as accessed) • Publications (including our Annual Report, and quarterly newsletter) • Media coverage (as provided and generally promoted in publications) • Meetings (as required)

	<ul style="list-style-type: none"> • Surveys (for example Owner Satisfaction Survey) • Focus groups (when required, for example, Factoring Policy review) • Consultation (when required, for example, the Association continuing as Factor)
Shareholders of the association	<ul style="list-style-type: none"> • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletter) • Website (as accessed) • Annual General Meeting and Social Event (annual) • Banner stands (at the Annual General Meeting)
Staff members (current and prospective)	<ul style="list-style-type: none"> • Advertising (as required) • Annual accounts (available on website) • Website (as accessed) • Job application pack (during recruitment) • Awards • Induction (on joining the Association) • Intranet (home page of every staff member) • Staff and team meetings (regular)
Management Committee members and volunteers (current and prospective)	<ul style="list-style-type: none"> • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletter which contains adverts) • Website (as accessed) • Office signage • Advertising (as utilised examples include Clydebank Post paper and digital adverts, site signage and Management Committee recruitment drives) • Media coverage (as provided and may include targeted campaigns) • Information stands/banners stands (for example at the Annual General Meeting)
Members of the public	<ul style="list-style-type: none"> • Website (as accessed, including publications) • Office signage/branding (in and around office and our stock) • Media coverage (in local and national press) as provided and generally promoted in publications • Events (including promotional events in Clydebank Shopping Centre) • Surveys (ICF project feedback)
Elected members, MPs and MSPs	<ul style="list-style-type: none"> • Letters (as responded to) • Website (as accessed, including publications) • Media coverage (as provided and generally promoted in publications) • Meetings (on request)

	<ul style="list-style-type: none"> • Website (as accessed)
Clydebank Social Economy Centre and Centre81 tenants Centre81/Gym81 customers	<ul style="list-style-type: none"> • Building signage (permanent) • Advertising (on an ad-hoc basis) • Publications (including our Annual Report, annual report on performance against the charter, quarterly newsletter and Centre81 newsletters) • Events (including promotional events to celebrate projects, stalls in Clydebank Shopping Centre, Annual Gala Day at Centre81 etc.)
CHA Power customers	<ul style="list-style-type: none"> • Annual accounts (available on website) • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletter) • Media coverage (as provided and generally promoted in publications)
Social media users	<ul style="list-style-type: none"> • Social media accounts (currently Facebook and X/Twitter @clydebankha, useful information posted and shared regularly) • Social media coverage (including sponsored digital campaigns with the Clydebank Post)
Scottish Housing Regulator	<ul style="list-style-type: none"> • Business Plan (as required) • Annual Returns (annual financial and performance data) • Notifiable events (as required) • Website (as accessed) • Meetings (as requested) • Media coverage (as provided)
Scottish Government	<ul style="list-style-type: none"> • Quarterly/annual returns (as submitted) • Development proposals and associated submissions (when applicable) • Meetings (as requested) • Networking events (as attended) • Media coverage (as provided)
Funders and lenders Regulatory bodies	<ul style="list-style-type: none"> • Quarterly/annual returns (as submitted) • Business Plan (as required) • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletters) • Project monitoring forms (as scheduled) • Meetings (as arranged) • Networking events (including ICF funding events) • Website (as accessed)

<p>Scottish Information Commissioners Office</p>	<ul style="list-style-type: none"> • Notification of breaches (as required) • Returns (quarterly and annually) • Letters (as responded to) • Website (FOI page)
<p>Partners including other housing associations, local authorities, community groups and agencies</p>	<ul style="list-style-type: none"> • Media coverage (as provided/sponsored content) • Social media accounts (as accessed) • Networking events and meetings (as organised including GWSF forums, anti-social behaviour meetings) • Awards (as received and promoted, also shown via letterhead/website) • Publications (including our Annual Report, annual report on performance against the charter and quarterly newsletters) • Strategic Housing & Investment Plan and other Local Authority development information (as required)
<p>Contractors, consultants and suppliers</p>	<ul style="list-style-type: none"> • Contractor portal (as utilised) • Advertising (procurement) • Website (as accessed) • Publications (including our Annual Report, annual report on performance against the charter, quarterly newsletters and Contractors' Newsletter) • Media coverage (as provided/sponsored content)
<p>Useful links to information referred to within the table</p>	<p>Facebook and X/twitter @clydebankha Facebook: https://www.facebook.com/clydebankha/</p> <p>Housing Application: https://www.clydebank-ha.org.uk/housing/applying-for-a-house/</p> <p>Tenant/Contractor Portal: https://live.clydebank-ha.org.uk/HomeMaster/Login.aspx</p> <p>Publications and Annual Accounts: https://www.clydebank-ha.org.uk/cha-downloads/</p> <p>Owners: https://www.clydebank-ha.org.uk/owners/</p> <p>Sharing owners: https://www.clydebank-ha.org.uk/owners/shared-ownership/</p> <p>Events, Getting Involved and Consultation: https://www.clydebank-ha.org.uk/get-involved/</p> <p>Business Plan: https://www.clydebank-ha.org.uk/about-us/how-we-make-decisions/cha-business-plan/</p>

	<p>Vacancies: https://www.clydebank-ha.org.uk/cha-news/vacancies/</p> <p>Freedom of Information https://www.clydebank-ha.org.uk/freedom-of-information/</p>
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4.4 Information Requests

Freedom of Information/ Environmental Information (Scotland) Requests

The Freedom of Information (Scotland) Act 2002 (“FOISA”) demonstrates a commitment to greater openness in the public sector. It enables members of the public to find out more about the activities and the decisions of public authorities and to ensure that services are delivered properly and efficiently. From 11 November 2019 the Association was designated as Scottish Public Authority and will need to make information available in accordance with FOISA and Environmental Information (Scotland) Regulations 2004 (“EIR”).

FOISA gives the public the right to request any non-personal of information from Clydebank Housing Association, in particular:

- the right to be told whether the information exists; and
- the right to receive that information

In summary, where the information requested is within the scope of FOISA and the Association holds that information it must release the information unless an exemption (under FOISA) or an exception (under EIR) applies. We aim to respond to information requests promptly and in any event within **20 working days** of receiving the request. In the first instance, the contact for such enquiries is our ICT and Compliance Officer.

More detailed information can be found within our Freedom of Information Procedure which is available here: <https://www.clydebank-ha.org.uk/cha-downloads/cha-key-procedures/>

Responses we have provided under the legislation are available here: <https://www.clydebank-ha.org.uk/freedom-of-information/foi-responses>

General Requests

When you contact us for general information we will divert the request to the appropriate staff member or team.

Examples of who we receive requests from include but are not limited to local and national media, the Scottish Housing Regulator, the Scottish Federation of Housing Associations, Employers in Voluntary Housing, Housing Association Charitable Trust, elected members and MSPs.

It will be the responsibility of those receiving the request to identify the best possible spokesperson to answer an enquiry which will change on a case by case basis. If in any doubt, this will be confirmed by the Customer & Corporate Services Manager

ICT and Compliance Officer, Chief Executive or Senior Staff. Both ensuring the correct person within the organisation deals with the request and responding to such requests accurately is important as we recognise that it could impact stakeholders' perception of the Association, both positively and negatively, particularly if we are uncertain who they are or how they intend to use the information shared. All information shared will be in line with GDPR and FOI legislation and our own Policies.

As a general guide:

Staff Member/Team	Nature of Enquiry Examples
Customer & Corporate Services	Publications, social media, website, press enquiries (following liaison with Chief Executive and/or Managers if applicable), events, tenant participation/getting involved, vacancies, complaints handling, enquiries relating to Centre81
Housing Services – Housing Team	Housing/transfer application, allocation of housing, anti-social behaviour and neighbour complaints, estate management, tenancy sustainment and general housing advice and assistance
Housing Services – Rent Team	Rent account, housing benefit, universal credit, welfare rights and general rent payment advice/assistance
Housing Services – Maintenance	Report a repair, rechargeable repairs (maintenance), major repairs, gas servicing, gutter cleaning, landscape maintenance, social work adaptations and factoring
Finance & Corporate Services	Enquiries relating to CHA Power, becoming a shareholder, rechargeable repairs (payments and invoices), shared ownership re-sales and purchases, mortgage to rent and shared equity
Chief Executive	Notifiable events, becoming a Management Committee member, Staff/Management Committee Code of Conduct

It is our aim to respond timeously to enquiries and where possible within the timescales requested but this would be dependent on the resources available. We will ensure those requesting the information are kept up to date with any issues in meeting the deadline.

Data Protection/Management of Information

The Association is committed to ensuring the secure and safe management of data held by the Association in relation to customers, staff and other individuals. The Association’s staff members have a responsibility to ensure compliance with the terms of Data Protection Policy when responding to information requests.

More detailed information can be found within our Data Protection Policy which is available here: <https://www.clydebank-ha.org.uk/cha-downloads/cha-key-policies/>

5. Emergency Situations

Emergency situations covers any operational business emergency situation where we are unable to provide our service delivery in the normal way.

Emergency situations could happen for a number of reasons including flood, fire, pandemics etc. The Association has in place a Disaster Recovery Procedure and robust remote working practices to ensure the continuation of services with as little interruption as possible to our customers.

The most recent unprecedented emergency situation was relating to the Coronavirus Pandemic in 2020 which required office closure and a disruption to the normal services provided by us and our partners, contractors and suppliers, required all our office accommodation to be closed and home working to be instigated.

The Association was well equipped to deal with such an emergency due experienced and adaptable staff, robust IT structures enabling immediate home working of staff, and prudent budgeting processes allowing a dedicated budget for additional resources during that time.

Tenants and other customers are able to communicate with us effectively during these situations through other normal channels of communication:

- Email
- Telephone
- Social media
- Letter

In addition, the Association will immediately adopt 4-weekly rolling communication plans detailing activity which will be carried out on a daily/weekly/fortnightly basis to reassure our tenants and other customers of our support services and those of others. These include:

- Additional newsletters
- Information emails to tenants
- Sponsored Facebook campaigns with the local press
- Local signage updated
- Dedicated website section
- Check-in telephone calls to vulnerable Association tenants
- Signposting to all available resources and assistance

6. Responsibilities

Everyone within the Association 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.

Management Committee – committee members are key representatives of the Association, promoting our activities and creating growth opportunities. The Chairperson, leads the Management Committee and his/her primary role is to ensure that the Management Committee is effective in its task of setting and implementing the Association's direction and strategy and communicating that strategy to internal and external customers. The Management Committee will be visible and approachable to staff and tenants.

Chief Executive – the Chief Executive is responsible for proposing and implementing this Strategy. The Chief Executive will lead on external communications, acting as the main spokesperson and will approve press releases and public statements on behalf of the Association.

Senior Staff – the Senior Staff will lead on communication for their departments and support the Chief Executive to fully implement this Strategy. They will ensure important information is cascaded to their staff through one-to-one meetings and regular team meetings and that feedback received is fed back upwards.

Staff – all staff members are responsible for communicating in a respectful, open and timely manner ensuring that important information is communicated or received and acted upon. All staff members must use their best endeavours to ensure communication results in a positive experience for our stakeholders even when relaying difficult messages.

Customer & Corporate Services – the Customer & Corporate Services Manager and Corporate Services Assistant are largely responsible for the official day-to-day communications of the Association including publications, social media and the website, press releases, complaints handling, events and some information requests. Activity on communications is reported regularly to the Management Committee. Customer & Corporate Services will draft press releases, maintain the social media accounts and website, compile publications and monitor the general landscape of communications and opportunities to promote the Association.

ICT and Compliance Officer – is responsible for reporting to the ICO as required in relation to all FOI and GDPR matters and will co-ordinate and submit all information responses in this regard. The ICT&CO is responsible for Policy reviews and ensuring implementation across the organisation and will report regularly to the Management Committee on updates to action plans and ongoing compliance.

7. Channels of Communication

Considerations when using different channels:

- Does the cost represent value for money? Will it return quantifiable benefits to us and our stakeholders?
- How can we target key stakeholders? Will the message reach a large number of the right stakeholders?
- Will the messages be received positively? Can the messages be personalised?
- What will successful communication look like and how will you know?

There are many different communication channels which the Association will consider utilising which are detailed in Appendix 1.

8. Key Messages

In summary, the key messages the Association wishes to convey and will be kept in mind in all communications, are as follows:

- Good quality housing and wider role service that is well managed
- Values customers
- Considers the needs of its tenants, customers and the community as a whole in the delivery of all its services
- An organisation that delivers excellent outcomes for the local community
- Services meet the diverse needs of the community
- Will respond to service failures positively and seek to rectify in a timely manner
- Provider of good quality factoring service
- CHA is a good employer and a great place to work
- Staff are valued
- Staff will be supported to develop
- Attractive to diverse workforce
- Unique and exciting organisation to be involved with
- Expertise and contribution of volunteers and Management Committee members is valued
- A good partner that will ensure mutual benefits and value partners
- Able to collectively achieve greater impact
- Our experience across the board brings added value
- Able to support local strategy to develop and supply new homes
- Good quality housing supplier

9. Standards of Communication

Our communications will be:

Pro-active - Getting our key messages out to our target audiences.

Accessible - Making information available in alternative formats where practical and reasonable.

Appropriate and Relevant - Giving the right information, to the right people, in the right way, at the right time.

Clear - Using plain language that is jargon-free and expressed clearly.

Consistent - Conveying trust by delivering a strong and agreed message.

Effective - Reflecting our style and brand identity in all materials used for communication internally and externally.

High Quality - Ensuring all communications are of the most appropriate quality.

Open and Honest - Building and maintaining trust through consistency and integrity. Encouraging transparency and participation.

Informative - Facilitating a strong two-way flow of information and ideas.

Receptive - Listening to customers, staff and stakeholders.

10. Plan of Communication

A Communications Plan is the framework we use to develop the channels we will use to deliver our key messages to our key stakeholders.

Examples of the channels we might use include:

- Our annual report, newsletter or other publications
- Advertising
- Our website and social media channels
- Exhibitions and presence at events
- Editorials in media including housing industry magazines
- Press releases
- Celebrating success of innovative and successful projects or services
- A strong recognisable brand

These channels can be used in isolation but it's often more successful to use a blend to maximise impact. Our Communications Plan template (Appendix 2) is used to help develop new projects, campaigns and ideas. The purpose of any Communications and Marketing Plan is to provide information to key stakeholders in a way that encourages a positive response. Each Communications Plan can be assessed against the 4c's criteria; Cost, Clout, Credibility and Control.

11. Evaluation and Review

We will review this Strategy every 3 years or sooner if required to ensure that it remains current, reflecting objectives and commitments that are appropriate and relate clearly to our Business Plan. Actions towards meeting this Strategy will largely be communicated to the Management Committee within the Customer Consultation and Communications reports.

12. Equality and Human Rights

We will not discriminate on the grounds of Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, and Sexual Orientation. An Equality Impact Assessment has been carried out and none of these protected groups will be unduly affected by this Policy. The Policy applies to all.

The Association will provide equality of opportunity and fair treatment for all, ensuring that no individual or group is treated less favourably than anyone else. We work closely with community stakeholders, to provide assurance that we are achieving these aims.

The Association will meet, and where appropriate exceed our obligations under the **Equality Act 2010**, including the general equality duty in the Act, to ensure we do not discriminate against, harass or victimise a person because they have one or more of the nine protected characteristics described in the Act.

An Equality Impact Assessment has been carried out as part of the review of this policy, in order to assess where the aims of this policy may have a positive, negative or neutral impact upon any of the nine Protected Characteristics set out in the Equality Act 2010.

Appendix 1 – Communications Channels

Written Correspondence:

- Letters
- Emails
- Management Committee minutes and reports
- Text Messages
- Surveys
- Press responses

Published Information:

- Association Intranet
- ChitChat newsletters
- Centre81 newsletters
- Tenant's Handbook
- Annual Report
- Business Plan
- Performance Report on the Charter
- Housing application pack
- Housing applicant newsletter
- Waiting list review form
- Consultation
- Leaflets and flyers
- Promotional adverts
- Job advertisements
- Job application packs
- Posters
- Postcards
- Calling cards
- Stationery
- Banner stands
- Estate banners
- Reception screen
- Reception/interview room displays
- Policies, strategies and annual accounts
- Information in other formats
- Poster case (outside reception)
- Estate noticeboards (currently multi-storey flats, Graham Avenue, Cart Street, Whitecrook Street)
- Snap frames (office, caretakers' office, Centre81)
- Freedom of Information request responses
- Email signatures
- ID badges
- Press releases
- Annual returns to the Regulator

- Notifiable events

Audio Information:

- Audio CDs of published information
- Telephone calls
- Conference calls
- Video conferencing

In Person:

- Contractor/consultant appointments
- Tenants' groups meetings
- Tenant Panel meetings, inductions and training
- Reception
- Interviews
- Home visits
- Tenancy sign-up
- Staff inductions
- Events
- Drop-ins
- Focus groups
- Annual General Meeting
- Social events
- Appraisals
- Information stands
- Banner stands
- Internal and external training events
- Full staff meetings
- Team meetings
- Networking forums
- Presentations
- Tenant Satisfaction Survey
- Owner Satisfaction Survey
- Estate walkabouts
- Word of mouth

Media:

- Website
- Tenant Portal
- Facebook
- Twitter
- Newspapers (local/national)
- Radio (local/national)
- E-bulletins
- Local publications
- Magazines
- Adverts

- Television

Other:

- Our branding
- Office signage
- Promotional items
- Clydebank Social Economy Centre signage
- Centre81 signage
- Graham Avenue sign
- Awards/accreditations
- Staff and Management Committee networking
- Suggestion/post boxes (multi-storey laundries)
- Post box (outside reception)
- Photographs
- Envelope frank imprint
- Pre-paid branded envelopes
- Board room hire
- Corporate branded clothing
- Branded tablecloths
- Ideas whiteboard

Appendix 2 – Communications Plan Template

Project/campaign/idea:	
Stakeholders to be targeted:	
Staff member/team:	
Budget holder:	
Overall budget:	Budget for this plan:
Timeframe:	
Objective(s) of project/campaign/idea: <i>Top tip: When setting objectives, it's important to be realistic in terms of timeframes, budgets and resources. It's also important to ensure they are measurable.</i>	
Channel(s) to be used:	

Considerations	Responses
Cost	
Does the overall cost of this project/campaign/idea represent value for money?	

Can we demonstrate that an investment will return quantifiable benefits to us and our stakeholders?	
Clout	
Can this plan reach a large number of the right stakeholders?	
Can the message be personalised to the key stakeholders?	
Credibility	
Will the messages delivered by this plan be received positively?	
Control	
Can we target key stakeholders?	
Can we adjust the key messages to reach specific stakeholders or as the plan progresses	

What does success look like and how will you know when objectives have been met?

Top tip: This could be simple measures such as the number of responses to emails, number of volunteers enlisted, a well-attended event, media coverage volume and range or an increase in one or more elements of satisfaction.

Name:

Date:

Post project/campaign/idea evaluation:

Was it successful?

Have objectives have been met?

Learning for next time:

Name:

Date: