



**Trafalgar Housing Association
Draft Communications Strategy**

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Contents

Statement of Purpose	1
Introduction to Trafalgar Housing Association	2
Current Situation	2
Vision, Values and Strategic Objectives	5
Communications Objectives	6
Principles	7
Target Audience	8
Developing Communications for our Target Audience	10
Communications Mix	14
Areas of Communication	15
Branding	17
Budget	17
Communications Timeline	18
Possible Future Communications	23
Evaluating Success	24
Appendix 1 – Trafalgar Newsletters, Website & Twitter	26
Appendix 2 – THA SharePoint	27



Communications Strategy 2022

Statement of Purpose

We use our communications for Trafalgar Housing Association (THA) to help our tenants and residents, local community, shareholders and other organisations be aware of and engaged in our work and services. Communications play an important role in building strong relationships and ensuring that we achieve our vision. Effective communication is crucial in the planning and delivery of our services and can also help us to make improvements and build on our excellent reputation.

Trafalgar Housing Association is a social landlord based in Clydebank which currently has 7 staff members. This has its benefits in terms of communications such as faster decision making, clear and direct communication and stronger working relationships. However, this also poses some challenges and external influences such as legislative, political, economic, social and cultural factors can also affect our communications. For this reason it is important that Trafalgar's work and services are supported by a Communications Strategy. This will ensure that the people, communities and organisations we support, work with in partnership or that have an interest in us are kept up-to-date and engaged.

We have developed a Communications Strategy to support the Association in the following areas:

- To achieve our strategic objectives
- To engage effectively with shareholders
- To demonstrate the success of our services
- To ensure people understand what we do and the services that we provide
- To change behaviour and perceptions where necessary

In order for our Communications Strategy to be successful we will focus on internal and external audiences and how we will effectively communicate and engage with each one.

Introduction to Trafalgar Housing Association

Trafalgar Housing Association was formed in 1990 with a stock transfer of 218 properties in Dalmuir from Clydebank District Council. The Association completed a comprehensive 6-phase regeneration programme of that area in 2000.

In 1998 Trafalgar received a transfer of 180 properties in the Terraces area in Radnor Park, Clydebank and over the following 5 years this estate was transformed by building new houses and flats.

Trafalgar Housing Association is a Registered Social Landlord (RSL) regulated by the Scottish Housing Regulator (SHR). The Association is run by a voluntary Management Committee made up of 10 members (4 residents and 6 non-residents). The Management Committee controls the decisions of the Association and is supported by the staff team led by the Director.

The Association is a member of the West Dunbartonshire Housing Association Forum and the Glasgow and West of Scotland Forum of Housing Associations.

“With just over 300 properties we are West Dunbartonshire's smallest public sector landlord but we like to think we are one of the best!”

Current Situation

Trafalgar Housing Association has a strong customer focused ethos and a track record of delivering quality services for its tenants. Trafalgar is part of Scotland's Housing Network, and has been recognised for repeatedly performing among the best in Scotland, despite being one of the smallest landlords. The Association is always looking to grow and improve its services and increase customer satisfaction and understands that communication is central to achieving this.

Communicating effectively in the workplace and with our contractors is of paramount importance. Weekly staff meetings are held over Microsoft Teams and staff have the opportunity to engage with each another, solve problems and discuss action points. There is a strong sense of teamwork within Trafalgar and staff work together to achieve common goals. The Maintenance Department are in regular communication with our contractors to ensure that service delivery is safe, effective and reliable and feedback surveys are provided to tenants to complete after a repairs and maintenance service has been carried out. We have found this very beneficial as not only does it provide our service users with the opportunity to provide valuable feedback but it also helps us to drive improvements.

Our team at Trafalgar is knowledgeable, friendly and are always willing to help. We are easily contactable over the phone, via email and online. At the moment we are offering face-to-face meetings by appointment only due to safety concerns relating to COVID-19. However, we hope that this changes in the near future so that we can return to providing a more personalised service to our customers.

Newsletter

We communicate with our customers through a range of communication channels such as face-to-face, over the phone, postal and other web-based methods. One of the most effective ways for us to communicate messages with our tenants and residents is through our newsletters (See Appendix 1). Our newsletters are designed and distributed quarterly and every household receives a paper copy through the post. Our newsletters are an effective way of communicating because we can connect with our customers and build stronger engagement. We design our newsletter to include a mix of content that will appeal to all age groups and we also include competitions and incentives to increase tenant and resident participation. We anticipate that this will improve our level of engagement going forward.

Website

In the modern world, the use of technology is now more prominent than ever. Our website www.trafalgarha.co.uk was redesigned in early 2018 to modernise it (See Appendix 1). This covers a range of information including background on Trafalgar Housing Association; services; committee papers and minutes; newsletters; reports; policies; events; general updates and other information. We regularly update our website to ensure that we are providing access to relevant and up-to-date information and documents.

We have taken steps to ensure that our website is user friendly and accessible. We have incorporated a speech tool on our website to support people with disabilities and to help overcome language barriers. This tool reads text out loud for users (108 languages are currently available when accessed on a computer or laptop) and we can provide people with documents in a variety of languages, large print, Braille or audio on request. We have also added additional 'Contact Us' pages on our website to ensure that online enquiries are sent directly to the correct department saving time, resources and ensuring that queries are dealt with efficiently and effectively.

Social Media

We understand the power of social media in today's society and for this reason we launched our Twitter page [@trafalgar_ha](https://twitter.com/trafalgar_ha) in October 2021 (See Appendix 1). Our Twitter page is actively used and our messages (tweets) can also be viewed on the homepage of our website. We hope that over time we will be

able to connect with tenants and residents and build relationships with partner organisations and charities on this platform.

Trafalgar SharePoint

Working closely with our Management Committee we identified the need to introduce a user friendly portal where they would be able to access documents readily. In order to fulfil this requirement we introduced our 'THA SharePoint' (See Appendix 2). Each committee member has access to the SharePoint and can view agendas, papers, minutes and other information from a central location. This has delivered benefits for communication such as improving how information is organised, reducing time spent searching for files, easier content review and providing capability for commenting and threaded discussions.

Tackling Digital Exclusion

We have taken steps to reduce digital exclusion and help our tenants and residents become digitally connected. In December 2021 our grant from the Scottish Council for Voluntary Organisation's (SCVO) Connecting Scotland initiative was approved. The grant provided us with 20 devices (10 iPads and 10 Chromebooks) and 10 Wi-Fi dongles to supply to tenants who met specific criteria. We successfully distributed all of the devices and received positive feedback and gratitude from everyone involved. We will provide ongoing support in this regard and will continue to look for ways to tackle digital exclusion.

SDM

We use SDM to help in the day-to-day functions at Trafalgar. SDM offers a complete range of modular software programs and is used regularly for a range of activities including information on waiting lists and allocations, rent and arrears management, repairs and maintenance, general contact and many other tasks. Job lines are sent to our contractors through SDM and details on all current and historical jobs can be viewed here which is extremely beneficial for communication and organisational purposes. In February 2022 we introduced SDM's text messaging service which allows us to send updates, short surveys and other communication via text message to our tenants and residents. We believe that this will be advantageous due to efficiency, convenience and a higher chance that messages will be read and responded to. We will continue to use this method of communication and measure its effectiveness.

Residents Panel

Increasing involvement from our tenants and residents is a top priority. In February 2022 we re-introduced our Residents Panel meetings to provide people with the opportunity to meet with staff members and be involved in the development of our services, provide feedback on various topics and discuss

any queries that they may have. This has been beneficial for everyone involved and has provided an opportunity to share knowledge and learn from one another. At the moment we have 5 people on our Residents Panel however we hope that we will be able to attract new members to the Panel during the coming year.

Complaints & Compliments

We understand the importance of acting promptly to address any areas of concern communicated to us by our customers. We have been successful in resolving all complaints at Stage 1 and we have had no Stage 2 complaints (2021). We carry out quarterly satisfaction surveys and regular customer feedback surveys to ensure that we strive for improvements in our services and service delivery. We have incorporated incentives into our surveys to reward our tenants who participate and provide us with feedback. Positive feedback from our customers is also valuable as this highlights where we are getting things right and compliments show staff that their hard work is appreciated and can positively influence staff morale.

COVID-19

The COVID-19 pandemic affected the way that we communicate with our customers. Since March 2020 the Association's office has been closed to the public. This has understandably been a challenge for many of our customers and we thank them for their patience and co-operation over this period. However, with the threat of serious illness now substantially reduced we plan to re-open the office in Spring 2022. This will involve 3 staff members being in the office at any one time and also by continuing with appointment only visits to minimise risk. We understand that by re-opening our office we will be able to provide our customers with a more personalised experience that many of them have missed and this will enhance our communication with them.

Vision, Values and Strategic Objectives

Vision

Our vision is:

To provide a high quality, person centred housing service, which puts our customers at the heart of the community.

Values

These are our values which shape how we deliver services and conduct the work of the Association:

- We are **open**

- We are **inclusive**
- We are **customer-focused**
- We are **community-based**
- We act with **integrity**

Strategic Objectives

Our Strategic Business Objectives describe the outcomes we aim to achieve. Our strategic objectives are focused on people, performance, property and governance.

- **People:** To support our tenants, residents, staff, volunteers and future service users, and provide them with opportunities to engage in a vibrant community and realise their full potential
- **Performance:** To maintain sector-leading performance throughout all KPIs and inspire full confidence from customers, and commitment from staff and volunteers
- **Property:** To ensure that our principal assets, the homes which we manage and maintain, compare favourably with other housing options in terms of affordability and standards
- **Governance:** To continue to improve our governance to ensure the Management Committee leads and directs the Association to achieve good outcomes for our tenants and other service users

Communications Objectives

Good communication plays a vital part in ensuring that we meet our strategic objectives. We understand that communication is not just the responsibility of one person within Trafalgar Housing Association, we all have a part to play in good communication to support the planning and delivery of our services. By taking this approach and understanding that we have a shared responsibility we will be able to turn the Association's vision for the future into a reality.

We know that Trafalgar's work centers around people, so it is crucial that we are able to connect with each group of people in a way that suits them. Trafalgar's tenants are at the heart of the Association. Trafalgar is passionate about the community and aims to convey this through its communication with tenants and the wider community.

We have designed our Communications Strategy to link with other strategies across the Association. All our communications should help to create the kind of image and culture that we want to achieve because every contact builds up the picture of Trafalgar as a landlord, employer, partner and organisation.

We have set out communication objectives which will contribute to the delivery of all Trafalgar's work. These have been split into two groups; internal and external. By having clear, specific and measurable communication objectives we will be able to evaluate whether we have achieved our goals.

Internal Communication Objectives

- To support the vision, values and strategic objectives of the Association
- To promote effective workplace communication and create a positive working environment
- To maintain healthy working relationships amongst staff and contractors by practicing good communication

External Communication Objectives

- To create trust and build positive relationships with tenants and residents, shareholders and the local community
- To encourage participation and engagement from tenants and residents
- To create a greater understanding of communication preferences amongst tenants and residents
- To effectively listen to our customers
- To provide a range of communication channels suitable for the needs of our customers
- To create accessible content and promote inclusion
- To provide excellent customer service
- To build awareness of Trafalgar's communication channels and services amongst tenants and residents

Principles

We have developed our brand identity since the Association was formed in 1990 and our principles focus on community, quality, value and service.

To ensure we achieve a consistent approach our communications work will be guided by the following principles which are in line with our Strategic Business Plan.

All Trafalgar's communications will:

- Communicate our vision and priorities for Trafalgar Housing Association and the community that we support.
- Demonstrate our continued commitment to making positive changes for the tenants and residents of Trafalgar Housing Association.

- Be tailored to suit the target audience.
- Have a clear purpose clarifying the message that we want to communicate and how we want people to understand our message.
- Be ethical and respectful in line with our values.
- Increase awareness and recognition of Trafalgar Housing Association and the people who we support, work with in partnership, or with anyone who may have an interest in us.
- Be responsive and timely
- Be branded and look professional

Target Audience

In order to successfully achieve our strategic vision, values and communication objectives we will need to focus on identifying and understanding our audience. This is important so that can understand our audience better and ensure that our target messages will reach them.

We have listed the target audiences that we will focus on in our communications. These audiences have been split into 'primary' and 'secondary' groups. Primary audiences are people who receive communication directly and secondary audiences are people who may indirectly receive communication.

Primary Audience

Tenants and Residents

- Experience our services first hand therefore can provide the most valuable feedback.
- Methods of communication – face-to-face, telephone, email, post, text, letters, online through website and social media, publications e.g. newsletter, Annual Report.
- Possible barriers to receiving the information – not interested, not confident enough to provide feedback, don't access the website or social media due to technology barriers, lack of communication skills, lack of knowledge, information not sent via preferred communication channel.

Shareholders

- Members of the Associations are eligible to vote at the AGM, which takes place every September, allowing them to influence how the Association operates. By being a member of the Association you are also able to be voted on to, or apply to become a member of the Management Committee.
- Methods of communication – face-to-face, telephone, email, post, text, letters, online through website and social media, publications.
- Possible barriers to receiving the information – not confident enough to provide feedback, don't access the website or social media due to technology barriers, information not sent via preferred communication channel.

Management Committee

- Trafalgar currently has 10 members in the Management Committee (4 residents and 6 non-residents). The committee controls the decisions of the Association and they have knowledge on the Association.
- Methods of communication – face-to-face, email, phone, monthly committee papers and meetings, online through Microsoft Teams and SharePoint, publications e.g. newsletter.
- Possible barriers to receiving the communication – information overload, limited amount of time to read papers and reports, lack of knowledge in certain areas, technical problems.

Staff

- Trafalgar Housing Association currently has 7 staff members (6 permanent and 1 temporary). Staff are the first point of contact for the Association and play a major role in ensuring the success of the Association. The staff liaise with contractors to provide services to tenants and report to the Management Committee. They have a depth of knowledge about the Association.
- Methods of communication – face-to-face, email, WhatsApp, phone, Microsoft Teams.
- Possible barriers to receiving the communication – busy and occupied in other areas, poor team communication, technical problems, issues relating to COVID-19 e.g. illness and/or logistical problems.

Contactors

- Liaise with staff to provide services to tenants, expected to provide a high quality service, results monitored by Association and changes put into place when necessary.
- Methods of communication – face-to-face, email, phone, text, Microsoft Teams.

- Possible barriers to receiving the communication – Misinformation, unclear message, technical problems, issues relating to COVID-19 e.g. illness and/or logistical problems.

Secondary Audience

Scottish Housing Regulator (SHR)

- Regulates all Scottish RSLs.
- Methods of communication – email, Microsoft Teams, Zoom.
- Possible barriers to receiving the communication – Differences in perception and viewpoint, technical problems.

General Public

- The general public may come across the work of Trafalgar and be exposed to the work that we do. It is important that Trafalgar creates a good social image not just for its primary audience.
- Methods of communication – online, publications, word of mouth.
- Possible barriers to receiving the communication – Lack of interest, lack of knowledge.

Developing Communications for our Target Audience

We aim to improve our communications with each of our target audiences. We have listed each audience below and the steps that we will take to develop our communications.

Tenants and Residents

Key Message: ‘To build trust and increase engagement with our tenants.’

Over a number of years the Association has received less engagement from tenants and residents. Our tenants and residents are at the heart of the Association therefore it is crucial that we take steps to improve participation and communication with this audience.

We understand that if tenants and residents feel that their opinions are valued they will feel more appreciated, creating a greater sense of trust and a stronger tenant-landlord relationship. This will in turn increase satisfaction levels therefore they will be more likely to engage with the Association.

Steps Trafalgar will take to show commitment in improving tenant participation and communication:

- Provide more opportunities to participate e.g. tenant Zoom sessions
- Provide a Community Fund and let tenants decide how to spend it
- More frequent newsletters
- Introduce new competitions with incentives e.g. Good Neighbour Award with £50 voucher prize
- Introduction of SDM SMS service – simpler way to provide feedback and increase communication through texting
- Help tackle digital exclusion e.g. SCVO Connecting Scotland device grant

Result of our actions: Tenants and residents will feel more valued which should result in an increase in their participation and engagement with Trafalgar.

Management Committee

Key Message: 'To promote a positive working relationship with the Management Committee

Our Management Committee controls the decisions of the Association. Our management committee is currently made up of 10 members (4 residents and 6 non-residents). Management Committee meetings are held every month, on the last Wednesday of each month. Each member of the Management Committee brings their unique skills and experience to the group which is beneficial for the Association and they consult staff to ensure that the best decision is met.

Steps Trafalgar will take to show commitment to improving communication with the management committee:

- Incorporate the Trafalgar SharePoint more so that committee members can easily access minutes, papers and other information from a central point.
- Ensure that all the relevant paperwork and information is sent to committee in the necessary time scale.
- Ensure that all papers going to committee contain the correct e.g. front cover, sufficient narrative, historical figures.
- Seek feedback from training sessions
- Organise face-to-face meetings and a walkabout for committee members to enhance committee morale
- To recruit new members by promoting the management committee opportunities online through the Trafalgar website, Twitter and in newsletters

Result of our actions: Morale will be boosted for the Management Committee and this will reinforce the appreciation of being part of a team.

Staff

Key Message: 'To promote healthy working relationships through the use of strong communication'

Trafalgar currently has 7 staff members (6 permanent and 1 temporary). The staff deal with all aspects of the Association and work closely with the Management Committee to ensure that the Association is successful.

Steps Trafalgar will take to show commitment to improving communication amongst staff members:

- Continue to hold weekly staff meetings
- Minutes of each staff meeting sent to all staff members
- Support staff through regular training sessions
- Regular staff surveys to be conducted with a view to achieving improvements
- Regular updates through private staff WhatsApp group

Result of our actions: Staff will feel more valued, inspired and engaged and this will promote a strong culture and positive working environment.

Scottish Housing Regulator (SHR)

Key Message: 'To work towards compliance by showing commitment to making improvements and being able to measure success'

The Scottish Housing Regulator (SHR) regulates RSLs in Scotland. Due to Trafalgar currently working towards compliance the SHR has increased communication with the Association. It is important that the SHR can see that Trafalgar has taken steps to improve their communication and engagement with audiences especially tenants and residents.

Steps Trafalgar will take to show commitment to improving communication with the SHR:

- Communicate clearly and regularly
- Take time to listen
- Implement and work towards recommendations
- Provide regular progress reports
- Demonstrate ability to meet expectations

- Complete the ARC in a timely and accurate manner
- Provide the SHR with an Annual Assurance Statement

Result of our actions: Trafalgar will successfully demonstrate their ability to achieve compliance and positively impact their working relationship with the SHR.

Contractors

Key Message: ‘To promote healthy working relationships with our contractors and to work in partnership to maintain quality services for tenants and residents’

Trafalgar works with a number of contractors to provide services to its customers. It is extremely important that Trafalgar communicates effectively with each contractor so that they receive job lines and understand what work needs to be carried out and when, this means that they will be able to complete any works efficiently within KPI timescales.

Steps Trafalgar will take to show commitment to improving communication with contractors:

- Regular communication through face-to-face, email, phone, text and SDM
- Send clear, concise information
- Provide contractors with feedback from customers on service delivery

Result of our actions: Improved communication between both parties, boosted morale, a positive working relationship and higher levels of customer satisfaction.

General Public

Key Message: ‘To effectively communicate in line with Trafalgar’s values’

The general public may be exposed to some of Trafalgar’s communications. This may happen verbally or visually therefore it is important that Trafalgar communicates in line with the Association’s values and portrays the correct image and messages.

Steps Trafalgar will take to show commitment to improving communication with the general public:

- Ensuring that communication is in line with Trafalgar’s values
- Be clear and concise with messages

Result of our actions: Trafalgar will effectively and successfully communicate in line with our values, the general public will have a positive view of Trafalgar.

Communications Mix

External Communications Mix

Online – Internet & Social Media Marketing

- Trafalgar Website – www.trafalgarha.co.uk
- Twitter – [@trafalgar_ha](https://twitter.com/trafalgar_ha)
- Email – To tenants and residents, Management Committee, staff and contractors
- SDM Housing Software

Print

- Trafalgar committee papers (agendas, reports and minutes)
- Newsletter (posted to tenants, residents and committee and available to view on our website)
- Annual Report (posted to tenants and residents and available to view on our website)
- Posters
- Letters
- Leaflets
- Tenant handbook

Press Releases

- Printed news releases (projects, events, good news stories)
- Social media and website posts

Public Relations

- Zoom sessions
- Telephone calls
- Face-to-face meetings
- SDM Text Messaging Service

- Events

Internal Communications Mix

- Microsoft Teams (weekly staff meetings)
- Face-to-face meetings
- Emails (frequent updates)
- WhatsApp Group (frequent messages and updates)

Areas of Communication

The main areas of communication that we will develop are:

Website

Our website is the place that we would like our tenants and residents to visit to read updates and news, service information, access documents or contact us at any time of the day via our 'Contact Us' forms. Keeping our website updated regularly is of high importance to meet our customers needs and expectations. Our website is also very valuable as it is a low cost method of communication that allows us to reach a much larger audience. We regularly promote our website in our newsletters and other communication methods and we will continue to do this going forward to create interest and attract people to use this platform.

Social Media

In today's society the use of social media is prevalent therefore it is important that we continue to focus on growing our social media presence. Our Twitter page has been active since October 2021 and we are committed to increasing traffic on this platform. In order to achieve this we will continue to regularly promote our Twitter page on our website, newsletter and other publications. Our Twitter page will also be useful for growing partnerships and gaining recognition of our work, providing regular updates and supporting responsive customer services.

Internal Communications

It is crucial that all the staff working in Trafalgar are well equipped with the knowledge, skills and information needed in order to successfully carry out their role and provide excellent customer service. Internal communication plays a vital part in this and we will continue to focus on this area so that our team can grow their skills and experience and flourish within the workplace.

Marketing

Successfully marketing a product or service is of high importance so that it reaches the correct audience and captures their attention. We aim to continue to enhance our marketing experience and techniques by using our website, social media and traditional communication methods. In our newsletters we will regularly give tenants the opportunity to provide us with feedback on our communication channels so that we can decide the best marketing methods to use.

Public Relations, Networking and Partnerships

We understand the power of networking and partnerships. We have worked closely with our local neighbours at Dalmuir Park Housing Association (DPHA) and the Golden Friendships Community Hall to provide activities for the community and we hope that we continue to work in partnership with these great organisations in the future. We also plan to further develop our communications work by connecting with other influential organisations and charities and building on our reputation and success.

Printed Publications and Newsletter

We understand that not all of our tenants and residents are digital savvy or have access to digital devices and therefore may prefer to receive correspondence by post. We currently post our newsletter to every household and we have identified this as a valuable way to reach and engage with a broader age group especially older adults. We will continue to develop our newsletters and create fresh content for our readers including rewards and incentives to increase engagement. We will also ensure that every publication is available in print and regularly use other printed materials such as posters, leaflets and flyers to ensure that we are meeting the needs of all our tenants and residents.

SDM Software

We have recently incorporated the SDM text messaging service into our communications. This will be beneficial as we will be able to reach our customers faster. It will provide a convenient way for us to engage with customers for example by sending repairs and maintenance surveys or to ask for feedback.

Campaigns

There may be times when Trafalgar wants to achieve a specific objective therefore we will need to ensure that an effective campaign is created that will reach the correct audience and deliver the correct message. This would tend to be for big projects therefore Trafalgar will not use this communication method as much as others.

Branding

Trafalgar is easily identifiable by the strong brand logo and colours. We will ensure that our communications both internally and externally are on brand by consistently including the Trafalgar logo and brand colours – red and black on a white background.

Where our brand identity is used by an external shareholder for the promotion of a joint initiative with us, this should be by permission only and with guidance to protect the brand and minimise any risk for the Association in relation to misrepresentation.

Budget

- The Association has not formally set a communications budget but it is anticipated that the budget will be in the region of £7,500 – £10,000 per year.
- The price of publications and projects will be discussed amongst staff and if they agree that the Association will benefit from the proposal it will be put forward to the Management Committee for their approval.
- We will regularly communicate with our target audiences through a number of low budget methods such as face-to-face, postal and online communication through the use of our social media and website.
- We will fund the communications budget from the Association's reserves.
- The Association is in a strong position financially therefore we do not anticipate that the communications budget will be affected in the future.

Communications Timeline

- Completed
- Ongoing

We will update our communications timeline on a regular basis.

Description	When	Frequency	Communication Channel	Audience	Objective	Target	Owner
Dalmuir Diners at The Golden Friendships Club	October 2021 – March 2022	Ongoing until March 2022	Online promotion, Newsletter, word of mouth	Tenants, local community	To provide events and activities for the local community to enjoy and boost community engagement		THA, DPHA, Golden Friendships
SDM SMS Training	2 nd February 2022	N/A	Email, Microsoft Teams	Staff	To train staff on newly incorporated SDM text messaging service		Housing Manager & SDM
Data Protection Training	9 th February 2022	When necessary	Email, Microsoft Teams	Staff	To train staff on data protection		Housing Manager & RGDP
Residents Panel Meeting	Meeting held virtually via Zoom on the 22 nd February 2022 at 11am Next meeting to be held on 23 rd March 2022	Monthly	Zoom, face-to-face meetings	Tenants and Residents	To gain valuable feedback from tenants and residents on important topics surrounding the Association, to make tenants and residents feel valued and to make positive changes where need be.		Director, Housing Manager, Property Services Manager, Temporary Admin Officer

Home Energy Scotland Training Session	First Session – 23 rd February 2022 Second Session – 2 nd March 2022	N/A	Email, Microsoft Teams	Staff	To train staff on how to support tenants struggling through the energy crisis		Housing Manager & Home Energy Scotland
Policy Review	Ongoing	Ongoing	Email, SharePoint, Microsoft Teams	Management Committee	To review and update the Associations policies		Director, PSM, HM, FA, Admin Officer
Consolidated Action Plan Work	Ongoing	Ongoing	Excel, Email, Microsoft Teams	Management Committee, SHR	To implement various recommendations		Director, Admin Officer, Henderson Loggie
Strategy Day – Business Plan	Next Strategy Day scheduled for 12/06/2022	Annually	Email, SharePoint, Microsoft Teams	Management Committee	To discuss business plan and options appraisal. Location for a Strategy Day to be confirmed		Director, Admin Officer
Management Committee Meetings	Last Wednesday of each month and any additional meeting dates	Monthly	Email and SharePoint to send our agenda, papers and meeting information, Currently held remotely over Microsoft Teams	Management Committee members	To discuss important topics, performance, policies, reports etc. with the Management Committee		Director, Admin Officer

Annual Assurance Statement	September 2022 (To be submitted to the SHR by 31 st October each year)	Annually	Audit, governance framework e.g. policies and procedures, bank of evidence e.g. committee reports and minutes	Association	Management Committee provide assurance to the SHR regarding compliance with regulatory standards of governance and financial management		Management Committee, Director, all staff
Business Plan	February/March 2022	Annually	Communication between Management Committee, Director, All staff and external consultant	Tenants and residents, Management Committee, Staff, Shareholders, All Stakeholders	To provide direction and purpose for the Association		Management Committee, Director, all staff
Management Committee Annual Appraisal and Committee Member Reviews	2022	Annually	Face-to-face, online	Management Committee members	To support the Management Committee to maintain and further develop their skills in the role and their contribution to the Association		Director, Chairperson, SHARE

Management Committee Recruitment Drive	Feb 2022 onwards	Annually	Online and local advertisements	Tenants and residents, locals, people with specific skill set and expertise	To increase the numbers in our Management Committee		Director, Temporary Admin Officer, SHARE
Design and Distribute Newsletter	Seasonal - Spring, Summer, Autumn, Winter	Every Quarter	Post, Online, Email	Tenants and Residents, Shareholders and Management Committee	To connect with target audiences, promote services and increase engagement		Temporary Admin Officer
Annual General Meeting (AGM)	September 2022	Yearly	Zoom, face-to-face meetings	Shareholders and Management Committee	To attract shareholders to join our AGM meeting and to receive applications to join our Management Committee		All Staff
Arrange an estate walkabout with staff, tenants and residents	Summer 2022	TBC	Face-to-face	Staff, tenants and residents	To gain feedback from tenants and residents.		Staff, tenants and residents
Arrange a Management Committee Walkabout	TBC	When needed e.g. new committee members.	Email, Face-to-face meeting	Management Committee	To meet the request of the Management Committee and to		Admin Officer, Temp Admin Officer

					help enhance knowledge of the area. To provide an opportunity for the Management Committee and Trafalgar staff to meet face to face after COVID-19 which should increase the morale of both groups. This will also show tenants and residents that the Association cares about the area.	
Re-open the Office	Spring 2022	N/A	Online e.g. through website and social media, by post	Tenants and residents, Shareholders, Contractors, Management Committee	To effectively communicate that the office is now re-open.	All Staff
Apply for the Cycling Scotland Grant – Bike Storage	Applied May 2022. Advised that we should hear back in June 2022.	N/A	Online		To apply for the Connecting Scotland Grant and receive funding to install	Admin Officer

					bike storage for the community.		
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Possible Future Communications

- Changes to service delivery
- Future partnerships with the Dalmuir Park HA and the Golden Friendships
- Future changes to regulations due to COVID-19 that will be communicated to our target audiences
- Legislative or regulatory updates that will be communicated to our target audiences
- Energy Crisis updates that will be communicated to our target audiences
- Any other local news updates

Evaluating Success

In order to determine whether we have succeeded and met our objectives we will need to evaluate the success of our communications. In evaluating our communications, we will have a greater understanding of the services and topics that drive engagement, and start to understand what people find most interesting. This, coupled with the evaluation of specific campaigns, will help us to shape the message and method of delivery in future.

External Success Measures

- Increased engagement from tenants and residents
- Increased attendance at campaign events
- Increased number of people on the Residents Panel
- Increased number of people on the Management Committee
- Increased customer satisfaction with communications
- Increased number and quality of press releases
- Higher level of social media engagement
- Positive feedback from tenants, residents and shareholders

Internal Success Measures

- All members of staff are aware of the communication objectives and work towards achieving these
- Projects and activities are achieved on/in budget
- Projects benefitted the Association e.g. Increase in the number of people on the Residents Panel and the Management Committee
- Improved results in staff surveys re satisfaction with communications
- Percentage of communication activities completed within the planned timeframe

KPIs

We have set KPIs and will use these to measure our success in achieving our aims and objectives.

1. To design and distribute 4 seasonal tenant newsletters.
2. To post on Twitter/Retweet a minimum of 3 times per week.
3. To reach an audience of 400 visitors per month on the website.
4. To offer at least two community engagement activities per year.
5. To hold a minimum of 4 Residents Panel meetings per year.

6. To increase the numbers on the Management Committee and the Residents Panel by 1 per year.
7. To review the Communications Strategy on an annual basis.
8. To provide regular updates to the Management Committee regarding communication activities.

We will regularly report any progress that we make to our Management Committee and we will review our communication objectives and timetable on a regular basis to ensure that it remains relevant.

Appendix 1 – Trafalgar Newsletters, Website & Twitter



Appendix 2 – THA SharePoint

