

Bielding the Future

Communication Strategy

Bield has embarked upon a review of its Business Strategy for the next ten years. The review is expected initially to take place over the period from August 2010 to March 2011. During this period it is important that good communication is established and maintained about the review and development of the Business Strategy. The purpose of this Communication Strategy is to set out clearly with whom and how we plan to communicate during the review and development process.

Objectives

The objective of the Communication Strategy is to ensure that key stakeholders are informed about the review and development of the Association's Business Strategy and are given appropriate opportunities to contribute to the process.

Audiences

There are various stakeholders who need to be addressed through the Communication Strategy. A stakeholder is defined as any person or organisation who is directly affected by the decisions or actions of the Association. There are both internal and external stakeholders.

Key internal stakeholders are:

- Tenants (including the Partnership Forum and Registered Tenants' Organisations)
- Residents in care houses
- Service users, including care service users and owners in private retirement housing
- Families and carers of tenants, residents and service users
- Board and Committee members
- Staff (including the Staff Representatives)
- Volunteers

Key external stakeholders are:

- Local government
- Scottish government
- UK government
- Regulators, including the Scottish Housing Regulator and OSCR
- Lenders
- Insurers
- Pensions Trust
- Partner organisations, particularly Hanover (Scotland) and Trust Housing Associations
- Membership organisations, particularly the SFHA and CCPS
- Potential future customers and staff.

The degree and method of engagement will vary between different stakeholders depending on the likely impact of the review of Business Strategy. In general terms internal stakeholders will be given more opportunity to engage with and influence the review process. External stakeholders will be kept informed of the process and given opportunities to comment.

Methods

Communication will take place through a number of media, both existing and newly established for the purposes of this exercise.

Branding

Specific branding will be developed for the review process under the title **Biolding the Future**. This is designed to give a clear distinctive identity that will give recognition to the Business Strategy review, heighten awareness and encourage participation.

Grapevine

A separate page will be set up on Grapevine. This will be used as a communication medium with staff. There will be information and questions regularly posted to Grapevine. There will also be a discussion page set up on which staff can post comments, answers and contributions to the review process.

Stakeholder - Staff

Web site

The web site will be used to inform external stakeholders of the Business Strategy review. Information and questions will be posted to the web site in parallel with the Grapevine. There will be opportunities to comment via the web site.

Stakeholder – All external stakeholders

Briefing Notes

It is proposed to develop specific Briefing Notes under the brand **Biolding the Future**. These will be produced at key milestones during the review. They will include or provide links to consultation documents. Briefing notes can be sent to external as well as internal stakeholders.

Stakeholder – All internal and external stakeholders

Bield Bulletin

The Bulletin will feature articles on **Biolding the Future** in the editions that are published during the period of the review. It can also be used to provide information about implementation of the new Strategy.

Stakeholder – All internal stakeholders

Meetings

Meetings will be a critical part of the communication strategy as a medium for information, consultation and participation. A number of meetings have already been established at which **Biolding the Future** will be either the sole or a major topic:

- Board of Management –
 - 16th September – Board meeting
 - 5th November – Strategy day
 - 9th December – Board meeting
 - 24th March – Board meeting

- Management staff –
 - 14th October – Strategy day
 - Various dates – Departmental and team meetings
- Staff representatives
 - 28th October - Consultative Forum
- Tenants –
 - 12th August – Partnership Forum
 - 4th November – Partnership Forum
 - Various dates – Scheme meetings

Other meetings can be arranged as required.

Stakeholders – tenants, Board members, staff. Others depending on what other meetings are arranged.

Outcomes

The desired outcome of this Communications Strategy is that all stakeholders will be informed about the review of Bield's Business Strategy and that internal stakeholders in particular will consider that they have been suitably involved and have had opportunities to comment and influence the process and outcomes. Good communication should aid buy-in by stakeholders to the new Business Strategy that emerges from the review. This should in turn assist with the implementation of the Strategy.