

Gloucester City Homes



MARKETING AND COMMUNICATION STRATEGY



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| STATUS (Draft / Approved / Updated / Archived) | | REFERENCE |
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| Approved | | \\V623\greenvault\06_Policies_&_Procedures\06 Current GCH Policies & Procedures\18 Strategies\16 Marketing and Communication Strategy\2010-2011\GCH Marketing & Communication Strategy CONTROLLED DOCUMENT.doc |
| <p>Important Notice: Printed paper copies of this procedure are uncontrolled. The current version of this procedure is available on the Intranet</p> | | |

Documentation Master Sheet
Amendments to this Document are Detailed Below

| Version Number | Date Amended | Comments | Date Approved | Author | Approved By |
|-----------------------|---------------------|--------------------------------|----------------------|---------------|-------------------------|
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| 2 | 08-12-2008 | Update | 28-01-2009 | JW | Services and Operations |
| 4 | 25-04-2009 | Update | 06-05-2009 | AG | Board |
| 5 | 16-09-2010 | Updated with 2010-2011 targets | | JW | |

Contacting Us and Access to Services

Our **Customer Services Team** is your **first** point of contact for all enquiries to Gloucester City Homes. Whether you contact us by phone, email or in person, fully trained and experienced customer services staff will be available to deal with your enquiry.

We aim to resolve over 80% of your enquiries without having to refer you to other specialist teams. In few cases where we are unable to help you, we will refer you on to the right specialist team within Gloucester City Homes or to one of our partner organisations.

To contact any of our specialist teams, please contact our Customer Service Team on:

Telephone: 0800 408 2000 or 01452 530626
Fax: 01452 396599
Text: 0778 148 2656
Minicom: 01452 396161
Email: customer.services@gloscityhomes.co.uk
Website: www.gloscityhomes.co.uk

Or write to us or visit us in person at:

Gloucester City Homes Limited
Atlantic Suite
Southgate House
Southgate Street
Gloucester. GL1 1UB

Opening Times:

Monday to Friday: 9 am to 5 pm

Or visit us in person at:

Matson One Stop Plus
79a Matson Avenue,
Matson
Gloucester, GL4 6LL

Opening Times:

Monday to Friday 9 am to 12.30 pm

Our website is regularly updated. It will always give you the latest information and help you report your concerns or ask for a service 24 hours a day

Please note that all non-emergency requests for assistance reported to us outside normal working hours will be dealt with the following working day.

Getting our information in other formats

If you would like any part of this document explained, translated or provided in another format such as large print, audio or Braille, please contact our Customer Services Team on 0800 408 2000.

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

Chinese

本文件可以翻译为另一语文版本，或制作成另一格式，如有此需要，或需要传译员的协助，请与我们联系。

Gujarati

જો તમને આ દસ્તાવેજ બીજી ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઇન્ટરપ્રિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારો સંપર્ક સાધો.

Polish

Aby uzyskać ten dokument w innym języku lub formacie, albo jeżeli potrzebujesz usług tłumacza, skontaktuj się z nami.

Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

[Translation reads: If you would like this document in another language or format or require the services of a translator, please contact us.]

1. Introduction



Gloucester City Homes Limited is a 2 star Arms Length Management Organisation (ALMO), responsible for managing and improving Gloucester City Council's 4,900 Council homes and Leasehold properties. We aim to meet tenant needs and aspirations by delivering excellent services for our residents and the stock we manage.

Since the company was launched in 2005, we have improved our services by listening to our tenants and identifying their priorities. Our tenants have created their own service standards and we take into account their views every step of the way through monitoring and driving improvement. We will continue to strive for excellence to meet their needs and aspirations for their homes and communities.

Following the Audit Commission Inspection in March 2007, Gloucester City Homes has been rated as a Good 2* Service with Promising Prospects for Improvement. As a result, the company has unlocked almost £40 million in Government Funding and is delivering a major improvement programme in our tenant's homes to the "Gloucester Standard" which will more than meet the Governments' Decent Homes Target.

Our aim is to ensure that our vision to become an excellent 3* rated service is realised. Our tenants deserve excellence and our action plans and objectives support our strategy of improving our tenants' homes and the services we provide.



Tim Dare, Chair, Gloucester City Homes Board

2. Gloucester City Homes - Mission Vision and Values

Our Mission:

“To provide a better quality of life to every tenant and leaseholder of Gloucester City Homes by delivering exceptional services and providing decent homes in successful communities.”

Our Values:

PRIDE

We will act responsibly and will enable our tenants & leaseholders to take pride in their homes and communities through effective service delivery. Equally, we are proud of our staff and will recognise their achievement and success. We will work in partnership with the Council, our residents, staff and partners to build strong and successful communities.

QUALITY

Our aim is to be the best social housing agency in the country, delivering outstanding customer service and looking to improve continuously. We will listen; responding quickly and fairly to our tenants & leaseholders and employees needs to ensure we achieve our targets and standards.

INTEGRITY

We will say what we do and do what we say, publishing clear standards, monitoring performance and providing efficient, value for money services. We will be a caring and responsible agency, respecting every tenant & leaseholder and every employee by being honest and fair in all our decisions.

INNOVATION

We will be creative and dynamic in delivering our services, anticipating tenant & leaseholder needs and planning accordingly. We will strive to be a national leader of excellence through challenging existing practices, working together as a team and never accepting mediocrity.

Our Vision:

"To be a first class social housing agency, delivering modern, efficient, high quality customer-focused services so that we can provide an excellent quality of life for our tenants & leaseholders in their homes and their community.

3. Our Strategic Aims

Over the last two years, GCH has successfully improved and expanded its services in a rapidly changing environment. At the heart of this success lies a highly motivated team who work closely with its customers and partners in a forward looking and innovative manner to ensure continuous improvement in service delivery, and who respond positively and proactively to the changing demands and expectations of its customers, local communities, the City Council and national government's legislative, social and economic agenda.

As part of this, GCH has completed a strategic review of its objectives and key priorities and has consolidated these within eight new strategic aims, which provide a clear focus and direction for the future. Within each of these is the understanding that GCH's culture, based upon its values of pride, quality, integrity and innovation, will shape the way in which these aims will be delivered.

- 1. To be a customer driven provider of excellent services**
We will achieve excellence in customer services by putting our customers first. By listening and involving our customers we will deliver excellent services and provide high quality homes that will ensure our customers are among the most satisfied in our sector.
- 2. To build strong partnerships that help us to make a real difference to the local communities in which we work**
We will make a positive difference to peoples' lives by enabling them to be proud of, and feel safe, where they live and that they are able to afford a lifestyle with which they are comfortable. In this way we will contribute to building strong supportive and cohesive communities.
- 3. To deliver value for money and maximise the use of all our resources**
We will seek continuous improvement in the delivery of high quality cost effective services and to be a top performing company in all of our services.
- 4. To deliver excellence in our governance and management arrangements**
We will be a well-run, accountable organisation that balances risk with innovation to continuously improve and develop the business.
- 5. To be a first class employer nurturing top performing people**
We will seek to be an employer of first choice providing our stimulating and rewarding work environment in which they can help to achieve the company's objectives by providing them with the right tools for the job. By working and learning with others we will be a learning organisation that will be demonstrated by the company's continuous improvement.

6. To be responsible towards our environment to protect it for future generations

We will use sustainable materials, work towards being carbon neutral and achieve high levels of energy efficiency within all our homes.

7. To be a champion of diversity

We will work with our customers and partners and within our local communities to ensure our diversity is valued and respected in such a way that will build strength and unity.

8. To achieve the long-term sustainability of the company through business growth

We will seek to increase the turnover of the company and to develop a company asset base by building new homes, managing more homes and expanding services provided to other companies and individuals, and in this way become a partner of first choice for the City Council and other organisations, in regenerating communities and meeting housing need.

4. GCH Resources;

GCH employs a Head of Marketing and Communications, as this is a key and crucial strategic role within the Company. The postholder has key responsibilities and these are summarised below:

- Ensure that Gloucester City Homes Ltd has an effective marketing strategy so that the company's integrity and profile is highly positive and supports its business objectives. The postholder plays the major role in the positive and proactive image of the company at all times.
- Develop, manage and implement the Company's Communication Strategy, including the production of all newsletters, leaflets, handbooks, website and general communication, ensuring that they meet with agreed standards and support the organisation's strategic goals.
- Work with internal and external stakeholders to generate positive news articles for use in media releases, newsletters and the website and intranet. Raising GCH's profile through effective communication and marketing
- Support the equalities and diversity strategy of the company, leading on proactive communications to ensure access to services for all users.

5. Our Communications Vision

Our vision is to develop clear and effective communications to promote the identity of Gloucester City Homes, the services it provides, and its corporate mission, values and vision together with the 8 strategic aims of the company, ensuring that we meet the diverse needs of all our customers and that no one is excluded from accessing our information.

6. Our Communication Aims

The following objectives will support and direct our communications with all our stakeholders. We will:

- Promote a positive, consistent and professional image of Gloucester City Homes to all our stakeholders;
- Publish information and other communications, which comply with Gloucester City Homes' corporate identity;
- Ensure that Gloucester City Homes' brand is instantly recognisable;
- Keep all of our stakeholders fully informed about matters relating to Gloucester City Homes, its services, performance and the decisions it takes;
- Provide a comprehensive range of published information to promote Gloucester City Homes, its services and how to access them, to include:
 - Tenant Handbook
 - Repairs Handbook
 - Sheltered Housing Handbook
 - Leaseholder Handbook
 - Shared Ownership Handbook
 - Customer newsletter
 - Information leaflets
 - Gloucester City Homes website
 - Staff newsletter;
- Produce both accurate and timely information, which is consistent in order to provide clarity and certainty for our customers;
- Provide information and communications in a user-friendly, Plain English format;
- Involve customers in developing and testing our publications for clarity of content and style;
- Seek to develop modern and innovative ways of keeping our customers informed and promoting our image and services;

- Review our published information at least annually and where required, bring it immediately up to date;
- Have in place a range of methods by which our customers can receive information and communicate with us, to suit all their needs, including:
 - The Website
 - Freephone customer services line
 - Interpreting and translation service
 - Minicom
 - E-mail
 - Online information and reporting
 - Text message service;

and that we explore and implement other methods as technology becomes available.

- Ensure that all our communications reach our target audiences by producing them in a range of formats to suit the diverse needs of our customers, including hard to reach groups and those with special needs:
 - Translation
 - Large print
 - Braille
 - Audio;

In doing so GCH is mindful of the **Guidance for Local Authorities on Translation of Publications** issued by the Department of Communities and Local Government on the 7th December 2007

This guidance document forms part of the Government's response to the Commission on Integration and Cohesion's final report, *Our Shared Future*. It sets out the steps local authorities can take when they are considering translation of their publications.

The Commission found that around 60 per cent of people believe that the biggest barrier to "being English" was not speaking the language. Good English skills are vital to finding jobs and participating in society. And, as the Commission says, English "**binds us together as a single group in a way that a multiplicity of community languages cannot.**"

Automatic translation of all documents into different languages in some areas is undermining the importance of English as a way of enabling all citizens to Communicate and relate to one another. While this approach may be well intentioned, it means that some may come to rely on the service, lacking the incentive to learn English.

The Government's response to the Commission's report is for a development of a new approach and specifically on the translation of written materials:

- We therefore agree that local authorities, and other government bodies and organisations **should think twice** before continuing with, or providing new, written translation materials – considering the impact on both those who actually use them, and also thinking through how English speakers will perceive the special provision of written materials that do not feature any English.
- Where organisations do choose to translate – because the information is needed for safety or health reasons, for example, we agree with the Commission's suggestion that this is used as an opportunity to teach English, **perhaps by using pictures** instead of translation in a document in English, or bilingual translation.
- We agree that all bodies should be considering whether there are groups which do not speak English in their communities, and have low literacy standards in their own language
- We also agree that the local approach should be part of a wider communications strategy that seeks both to manage the impact on settled communities of demographic change, and to ensure that all documents – whether translated or not – **meet plain English standards**.

In short, we would encourage local authorities to consider whether translation is necessary, for which documents it is appropriate, whether it should be available on demand and whether it can be done in a way that helps people learn English.

The Commission suggested four contextual points, which helpfully set the background for any decisions on translation of written materials:

- a. **There is no legal reason for all materials to be translated.** The Race Relations Act simply says that all parts of the community should have access to services, and although that might involve translation, it does not always have to. The Human Rights Act only requires translation if someone is arrested or charged with a criminal offence.
- b. **Translation can never be a substitute for learning English.** Whatever the considerations *when* translated printing materials, the whole issue needs to be seen in the context of a wider drive to improve English skills in all communities. And that means a greater focus on ESOL and English language provision.

- c. **Translation should be reduced except where it builds integration and cohesion.** Opinion is *divided* as to whether translation is a barrier to integration, or whether it is a stepping-stone to better language skills. Our position is that it depends on the individual: where migrants from the past are still relying on community languages, then translations from English are likely to extend their reliance on their mother tongue; where new migrants do not speak English then clearly they need initial information in appropriate languages. Local authorities will judge what is best – **but our working assumption is that heading for the translators should not be an automatic first step in all cases.**
- d. **Translation should be considered in the context of communications to all communities.** Materials that are not in English can be alienating to existing communities. It is important to keep communications channels open between community groups living in the same area. Local partners should therefore consider ways to use translated materials to underline their even-handed approach to all communities.

7. Key Stakeholders

Gloucester City Homes aim is to ensure that all our key stakeholders are kept fully informed about relevant matters relating to Gloucester City Homes. Our key stakeholders include:

- Tenants and Leaseholders, including those from hard to reach groups and those with special needs
- Gloucester City Homes Board
- Gloucester City Homes Employees
- Gloucester City Council – key client personnel
- Gloucester City Council –Members which include
 - The Leader of the Council
 - The Cabinet Member for Housing and health
 - The Group Leaders
- Gloucester Partnership
- Gloucestershire County Council
- Morrison Facilities Services Ltd – Repairs Partner
- Lovell, Wates and Bullock – our 3 Decent Homes Partners

- Department for Communities and Local Government
- Government Office South West
- Housing Corporation
- Audit Commission
- National Federation of ALMO's
- Tenant Services Authority
- Baker Tilly (External Auditors)
- Primary Care Trust
- Gloucester Crime and Disorder Reduction Partnership

A full stakeholder survey was completed by March 2009 and future actions arising from our work with stakeholders will be undertaken through the Delivery Plan in 2009-2010.

8. Diversity

Gloucester City Homes has established a comprehensive customer database with 82% information on our Tenants and Leaseholders. This information includes detailed information about age, gender, ethnicity, disability, religion, or sexuality and enables us to communicate with our customers using the methods they prefer.

This information allows us to shape and design services to meet the needs of individual customers so that they have access to our services. The information is used to ensure that we tailor our communications accordingly and that we meet our vision to:

'Ensure that we meet the diverse needs of all our customers and that no one is excluded from accessing our information.'

9. Internal Communications

Open and ongoing internal communication is essential for the success of Gloucester City Homes. We recognise that employees that are well informed will feel involved in the development of the organisation and will understand and buy in to its ambitions. It is essential that communication is effective and well delivered to develop well-informed employees that are committed, motivated and more able and willing to do their job and to act as ambassadors for the Company.

Gloucester City Homes Marketing & Communication Strategy



Gloucester City Homes supports and is actively encouraging two-way communication throughout the company by not only keeping staff and board members informed about issues, policies, practices and procedures that impact on them and the Company, and by consulting, listening and acting accordingly.

Through our communications will ensure that:

- The Company's corporate aims and values are understood;
- Cross-departmental communications are maximised;
- The Company corporate identity is promoted;
- Clear and consistent messages and feedback are regularly conveyed.

9.1 Ensuring effective internal communications with staff.

Effective internal communication ensures that employees are able to participate in the decision making process and are in a better position to understand what the Company wants to achieve. Furthermore, this will ensure that employees understand their role, appreciate how well they are doing, and how their work contributes to the overall success of the Company.

Gloucester City Homes has a number of ways to ensure effective internal communication with staff:

- Induction for new employees;
- Annual employee Conference;
- Staff Briefings – monthly briefing by the Chief Executive on the last Wednesday of each month;
- Chief Executive Newsletter – monthly produced by the Communications Officer and distributed on the first Thursday of each month;
- Chat with the Chief
- Annual Employee Surveys
- GCH Intranet
- GCH Internet
- E- mail
- Team and Individual Meetings
- Staff Notice and Performance Boards
- Staff Newsletter
- Social Events

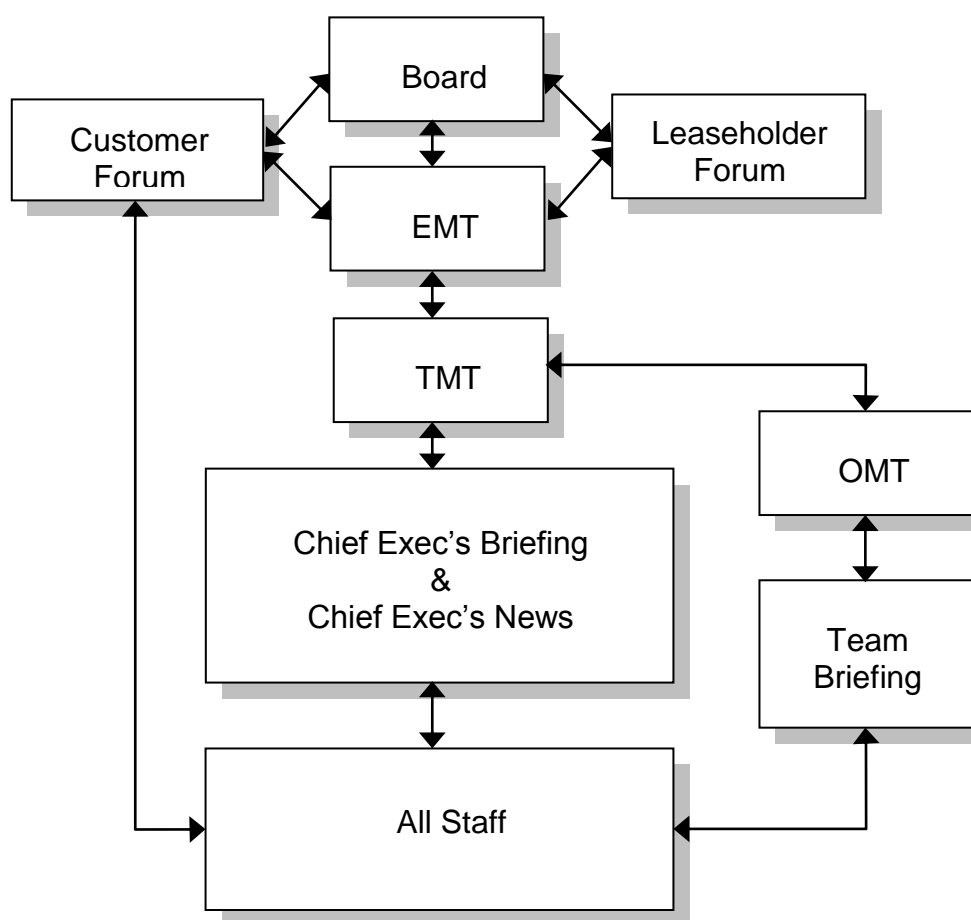


Core Briefings

The Chief Exec's Briefing is part of the core briefing system and includes a briefing on Board, Customer Forum and Leaseholder Forum decisions, key corporate messages from EMT and TMT, and other information. This is communicated to all staff at the monthly briefing, and in the Chief Exec's News which is produced following the briefing.

The information forms a standard 'Core Brief' agenda item for team briefings. Feedback is through the OMT-TMT-EMT route.

The Core Briefing system is depicted in the diagram below:



9.2 Ensuring effective internal communications with the Gloucester City Homes Board.

The purpose of communications with the Board is to enable them to take effective decisions based on professional advice and information. All information provided to the Board enables them to assess how the company is performing and delivering services for tenants and leaseholders. All reports considered by the Board include an assessment on how any recommendations or decisions will impact on the diverse needs of individuals or particular groups within our customer profile.

- Board Members Information Sheet on non-decision issues
- Board Reports for decisions and key issues;
- Professional Development Review process;
- Comprehensive Training;
- Induction for new Board Members;
- Briefing for Board Member Candidates;
- Chair's pre-agenda briefing;
- Annual Business Planning Day event
- Confidential Board Members area of GCH website

10. External Communications

Gloucester City Homes provides timely and accurate information to our tenants, leaseholders and key external stakeholders. We seek to ensure that our external communications reach our target audiences by producing them in a clear, company format in a range of formats to suit the diverse needs of our customers.

External communications will be undertaken through a variety of media including:

- Tenant Handbook – A5 Tenant Handbook with separate Repairs and Sheltered Housing Handbook inserted;
- Leaseholder Handbook
- Shared Ownership handbook
- Customer Newsletter – The Tenant Times – A4 magazine style newsletter to be produced quarterly. From 2009, this will incorporate the Capital Investment newsletter – A4 magazine style newsletter to be produced bi-annually;
- Bi- annual Leaseholder Newsletter
- Gloucester City Homes Annual Calendar
- Information leaflets
- Gloucester City Homes website
- Surveys
- Displays
- Publicity Campaigns
- Community Events
- Advertisements
- Promotional material
- Media releases
- Information screen in GCH reception area
- Annual Report
- Monthly “What’s on” Guide to GCH initiatives and community events
- Communicate through the Tenant Times “Re- Act” reports as a result of tenant consultation and feedback on service quality where GCH change services or policy as a result.



11. Electronic Communications

Gloucester City Homes has a clear and understandable web site, which is kept up to date, and allows customer access to our services 24/7. Our website currently offers the opportunity to pay rent and order repairs as well as to report a range of other issues online. Our vision over the next two years will be to develop the web pages with our key Housing Management IT supplier to allow customers to access their rent and leasehold account detail, undertake transactions for services and obtain clear customer information through security web enabled access.

Web address: www.gloscityhomes.co.uk

email address: customer.services@gloscityhomes.co.uk

12. Working with the Media

Gloucester City Homes has excellent links with the media to maintain the company's brand image and ensure customers are kept informed of the latest information and news coming from Gloucester City Homes. Our key media links and points of contact are as follows:

| Media | Telephone | E-mail |
|-------------------------------|---------------|--|
| The Citizen Newspaper | 01452 424442 | citizen.news@glosmedia.com |
| BBC Radio Gloucestershire | 01452 307093 | gloucestershire@bbc.co.uk |
| Severn Sound Radio | 01452 572432 | news@severnsound.co.uk |
| BBC Points West Television | 0117 974 6877 | pointswest@bbc.co.uk |
| BBC Midlands Today Television | 01214 328888 | midlands.today@bbc.co.uk |
| Central News Television | 01452 309666 | centralnews@itv.com |
| HTV West | 0117 972 2722 | htvnews@htv-west.co.uk |
| Western Daily Press | 0117 934 3223 | wdnews@bepp.co.uk |
| Gloucester News | 01452 522270 | john.hawkins@glosnews.com or stories@glosnews.com |
| Inside Housing | 020 7772 8432 | editorial@insidehousing.co.uk |
| ALMOs in Action News | | louisev@acceleris-mc.com |

12.1 Media Releases

All media releases are produced on a standard template provided by Gloucester City Homes and sent to the above contacts. Media releases will include:

- Company Logo and Points of Contact
- Date and Time of release
- Content

The Communications Officer will be responsible for co-ordinating all media releases

12.2 Handling Media and Enquiries

Gloucester City Homes and Gloucester City Council Media Protocol

Aims

1. Allow both partners to provide positive and informed communications to the tenants, leaseholders and residents of the City.
2. Ensure both partners manage and are kept fully informed on all media enquiries

Framework

1. Both Gloucester City Homes and the City Council will liaise and share information as early as possible in relation both to proactive press releases and sensitive media enquiries.
2. In accordance with its Communications and Marketing Strategy, Gloucester City Homes will positively promote the Company and create a brand image to enhance customer loyalty in the interests of both partners. It is recognised that the City Council may have a strategic or corporate view on any particular message being presented. Gloucester City Homes will provide client services and the communications team with draft media releases as soon as is practicable. When issuing a press release GCH should consider whether the media are likely to contact the Council or Councillors for comment on particular items and liaise accordingly. The Council will provide comment or input prior to release to media agencies, where appropriate.
3. The Councils Head of Communications will ensure that City Council press releases that impact on Gloucester City Homes will be shared on a similar basis to Paragraph 2 above.
4. In relation to enquiries regarding service failures, particularly those which will impact on the reputation of either partner, it is vital that the nature of the enquiry is shared as soon as possible and that relevant information is provided to allow a full and comprehensive media response by either or both partners in a joint media statement.



Gloucester City Homes has a proactive policy for dealing with the media. We respond positively to all media enquiries and requests for interviews.

The Communications Officer will be responsible for co-ordinating all media enquiries. In the absence of the Communications Officer the initial enquiry should be referred to another member of the Best Value Team.

In all matters relating to the media the following guidelines must be followed.

- All media enquiries must be directed to the Communications Officer as the first point of contact. Here they are all logged and recorded.
- No media enquiry will be handled by staff if the reporter comes direct to them. It must be referred back to the Communications Officer. This is to ensure that the right member of staff is being contacted for the information and that the call is logged.
- The Communications Officer will obtain the necessary information in order to respond to the query – or will arrange with the right member of staff for them to talk with the journalist concerned.
- The Chief Executive and the Chair of the Company will answer Media enquiries. In their absence, by the Director of Housing and the Vice-Chair. In the event that all of the above are unavailable a member of the Executive Management Team will answer the enquiry.

12.3 Contacts for Media Enquiries

| Name | Telephone | E-mail |
|---|---------------|--|
| Ashley Green Chief Executive | 01452 396471 | ashley.green@gloscityhomes.co.uk |
| Tim Dare Chair of Board | 0800 408 2000 | board@gloscityhomes.co.uk |
| Valerie Hayllor Director of Housing | 01452 396528 | valerie.hayllor@gloscityhomes.co.uk |
| Peter Anders Vice-Chair | 0800 408 2000 | board@gloscityhomes.co.uk |

- The above representatives and further nominated representatives will all receive media training.
- No member of staff will speak with reporters or undertake media interviews without having been media trained.
- All press releases, statements and photo calls are issued or arranged by the Communications Officer.
- Information provided will be factual and truthful, if we are in the wrong, admit it;
- Information will be relevant only to the story;
- Information of a sensitive issue – e.g. Death or life threatening to a customer will be validated through the above team before a response is provided to the media;

12.4 Response Times

The performance target is to respond to 80%+ of all media enquiries within one hour – and to respond to the remainder within four hours, the equivalent of the same half day period.

The media's method of working can place pressure on us in order to respond to meet their deadlines. The co-operation of staff in achieving this is expected – and appreciated.

12.5 Emergencies and Crisis Management

Issues which are likely to cause adverse or unwarranted publicity must be notified to the Head of Marketing and Communications as soon as is practicable – and in advance of it becoming an imminent issue.

This will enable the Head of Marketing and Communications to obtain information about the matter and ensure that it is dealt with.

This will ensure that the Chief Executive and Chair of the Board can be fully briefed and able to respond to the media as required.

Further information and advice is available from the Communications Officer

13. Corporate Identity

Gloucester City Homes will have consistent corporate image, which is used on all published information, advertising and other communications both internal and external, demonstrating the company's professionalism and promoting its identity.

The identity of Gloucester City Homes is created by using the logo in the top right hand corner of the document or publication along with the words Gloucester City Homes to the left of the logo.

All information to be published by Gloucester City Homes will be coordinated by the Communications Officer to ensure compliance with the corporate identity.

13.1 Logo

The approved logo is as follows:



The complete logo must be used and it should not be stretched, rescaled by hand, redrawn or recreated. The size of the logo will depend on the finished size of the publication.

| Publication size | Minimum logo width |
|-------------------------|---------------------------|
| A2/A1 posters | 75mm |
| A3 posters | 65mm |
| A4 | 53mm |
| A5 | 45mm |
| 1/3 A4 | 32.5mm |

Gloucester City Homes corporate colours are as follows:

Pantone Colour: CVC 116

Pantone Colour: CVC 357

13.2 Corporate typefaces

Typefaces to be used in documents produced for Gloucester City Homes should be either Trebuchet MS or Arial. All publications for customers should use a minimum of 12 point with 14 – 16 point used for customers requiring large print. Rent statements and all-customer mail outs will be produced in a minimum of 14 point to allow for customers requiring large print.

13.3 Contact Information

All publications produced for customers will include the standard Gloucester City Homes contact information, as follows:

How to contact us

Customer Services Team
Gloucester City Homes
Atlantic Suite
Southgate House
Southgate Street
Gloucester
GL1 1UW

You can also contact us using our online reporting forms. Please note that our website is speech enabled and you can adjust the size of the text and translate it to other languages.

Customer Services Line: 0800 408 2000
Text: 0778 148 2656
Fax: 01452 396599
Minicom: 01452 396161
Email: customer.services@gloscityhomes.co.uk
www.gloscityhomes.co.uk

If you would like any part of this document explained, translated or provided in another format such as large print, audio or Braille, please contact our Customer Services Team on 0800 408 2000.

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

Chinese

本文件可以翻译为另一语文版本，或制作成另一格式，如有此需要，或需要传译员的协助，请与我们联系。

Gujarati

જો તમને આ દસ્તાવેજ બીજી ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઇન્ટરપ્રિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારો સંપર્ક સાધો.

Polish

Aby uzyskać ten dokument w innym języku lub formacie, albo jeżeli potrzebujesz usług tłumacza, skontaktuj się z nami.

Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

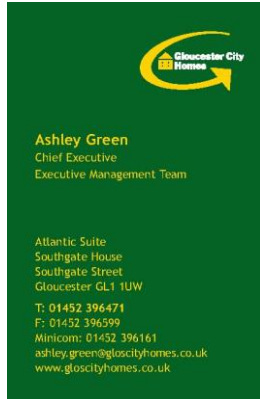
(Translation reads: If you would like this document in another language or format or require the services of a translator, please contact us.)

13.4 Stationery



The following agreed designs will be used:

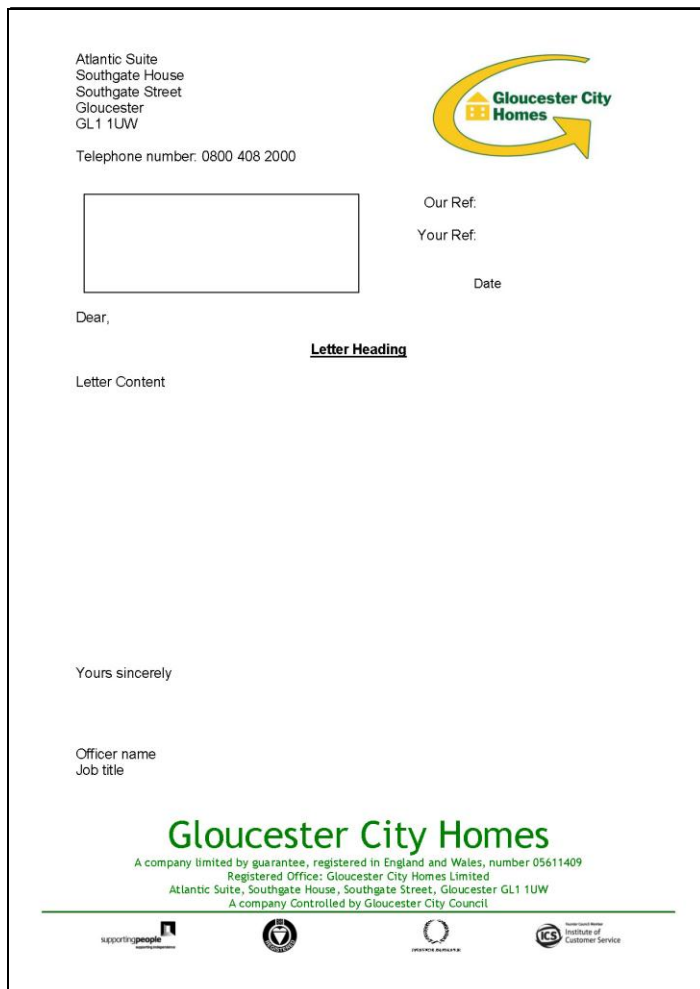
Business cards



Compliments slips



Letters



13.5 Advertising

Advertisements promoting Gloucester City Homes, its services, or events, or recruiting staff must comply with the corporate identity.

13.6 Leaflets

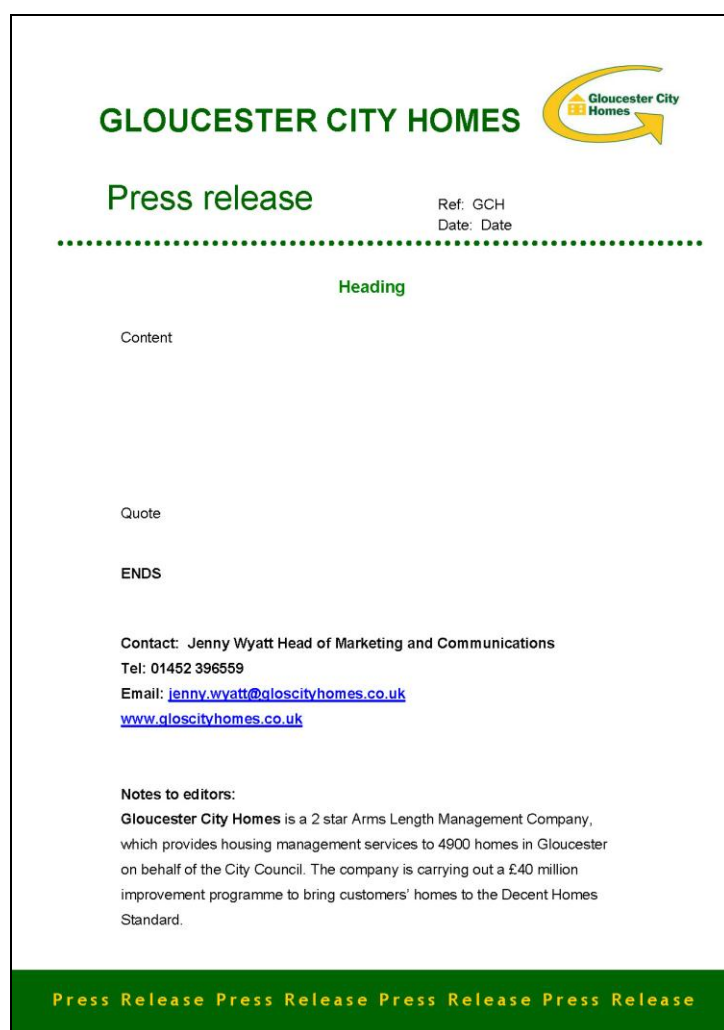
All Gloucester City Homes information leaflets will be produced in A5 size, and will comply with the agreed leaflet style and layout.

13.7 Use of other logos

Partner logos may be incorporated into a document at the bottom of the page and should not be more prominent than the GCH logo.

13.8 Press releases

The standard template for press releases will be used as shown below:



13.9 General

The Gloucester City Homes logo should be applied consistently to all documents, services and products used by Gloucester City Homes, for example, visiting cards, payslips, clothing, vehicles, name badges, promotional merchandise.

15. Key Performance Indicators

The following performance measures will be used to determine whether Gloucester City Homes is meeting its performance objectives:

| Indicator | Target | Performance |
|---|------------------------|-------------|
| % of tenants who felt that Gloucester City Homes was good at keeping them informed – Status Survey | Continuous improvement | 81% |
| % of employees who felt that Gloucester City Homes was good at keeping them informed – Staff Survey | Continuous improvement | |
| Number of media stories and % of those that were positive or balanced. | 12 per annum | 100% |

16. Key Targets April 2010 to 31st March 2011

| Action | Responsibility | Core Value and KLOE | Target/Progress |
|---|--|--------------------------------|---|
| Provide annual report to Board on the Communications Strategy | Head of Communications and Marketing | Quality | 31 st March |
| Develop and publish new customer annual report | Head of Communications and Marketing | Integrity KLOE 30 Access | Annual |
| Link GCHTV to Gloucestershire Homeseeker. Develop and promote GCHTV to maximise usage | Head of Communications and Marketing | Integrity KLOE 30 Access | 31 st March |
| Ensure continued brand compliance and promote GCH corporate identity | Head of Communications and Marketing | Quality | Evaluate awareness of GCH through annual survey 31 st March |
| Welcome DVD for customers | Head of Communications and Marketing | Quality | 31 st July |
| Develop an effective stakeholder sounding board | Head of Communications and Marketing | Quality | 1st April 2011 |
| Ensure information is available at all key customer access points | Customer Services Team/Communications Officer | Quality | Ongoing |
| Work with Resident Involvement to develop and publish the new local service standards | RI Team/ Head of Communications and Marketing | KLOE 30 Access | 31 st October |
| Widen customer involvement in communications | Head of Communications and Marketing Resident Involvement Manager | KLOE 30 Access | Annual |

| Action | Responsibility | Core Value and KLOE | Target/Progress |
|--|--|-----------------------------|--|
| Ensure staff and Board regularly updated on key issues | Head of Communications and Marketing EMT | | Meet core targets |
| Ensure effective publicity for all key events and initiatives. | Head of Communications and Marketing | Quality | Daily, Weekly, Monthly |
| Produce a regular customer newsletter to which service users make a significant contribution to in terms of content and style, with up to date content, user focused and innovative. | Head of Communications and Marketing | KLOE 5 Resident Involvement | Quarterly; March June September December |
| Review and Update the GCH website to maximise on line services for customers | Head of Communications and Marketing | KLOE 30 Access | Daily |
| Review, update and publicise changes to policies and procedures in customer handbooks and associated literature on a regular basis. | Head of Communications and Marketing | KLOE 30 Access | At least annual review as a minimum |
| Produce GCH annual Calendar | Head of Communications and Marketing | | December |
| Ensure publicity for Board Member Elections | Governance Team/ Head of Communications and Marketing | KLOE 30 Access | At least 6 months before tenant elections are due to commence |

| Action | Responsibility | Core Value and KLOE | Target/Progress |
|--|---|---|---|
| Monitor success of Communication Strategy | Head of Communications and Marketing | Quality | Status Survey 87% of tenants said they were well informed. Mystery shopping exercise in planning stage. |
| Ensure customers and other stakeholders are kept informed about Decent Homes Programme | Director of Asset Management/ Communications Officer | KLOE 30 Access KLOE 3 Asset Management | Customer Investment Newsletter |

Gloucester City Homes will review the Communications Action Plan annually