

Stockport Homes Group

One team, transforming lives

MARKETING AND COMMUNICATIONS STRATEGY 2022-2025

'Commercially focussed marketing and communications across the group - driving business growth to transform lives.'

Prepared by:	Verity Calderbank
Date effective from:	01/01/2022
Policy approved by:	Carmel Chambers
Review Date:	2025

EIA Required?	<input checked="" type="checkbox"/>
EIA Completed?	<input checked="" type="checkbox"/>
Revision number:	1
Lead officer:	Verity Calderbank

1 INTRODUCTION

- 1.1 This Strategy supports the vision for growth and protecting and enhancing the brand and reputation for excellence for Stockport Homes Group (SHG), Stockport Homes, Viaduct, Three Sixty and Foundations by setting out the marketing and communication priorities for the next three years. This Strategy ensures that SHG continues to be recognised as innovative, entrepreneurial and as a sector leader, whilst maintaining the continued dedication to providing core services to customers.
- 1.2 SHG’s mission of ‘One Team Transforming Lives’ is people centric – excellent marketing, communication and engagement is essential to position the group with customers, colleagues, partners and other stakeholders to inform them about SHG’s work.
- 1.3 Marketing across the group focuses on growth opportunities, maximising opportunities to influence decision makers to generate new business and income. In order to have a focussed approach to business-to-business marketing, a specialist area within the marketing and communications team has been established to lead on commercial marketing activity.
- 1.4 This Strategy ensures a consistent, clear, innovative, and fully integrated approach to marketing and communications across the group, building on existing excellence and enhancing the reputation under five cross cutting themes:
- Managing and enhancing the overall reputation of the group
 - Maximising opportunities to connect and engage with customers
 - Enabling an excellent customer and colleague digital journey
 - Celebrating our mission of ‘one team, transforming lives’ with colleagues
 - Ensuring growth across the group through commercial marketing
- 1.5 Extensive consultation¹ has informed this strategy whilst an annual marketing and communications action plan supports it. The strategy is aligned with Business Plans across the group and the Business Development Strategy.

2 CONTEXT

- 2.1 SHG has a long-term future as the Arm’s Length Management Organisation (ALMO) that manages housing and a range of other neighbourhood services for Stockport Council, through a Management Agreement currently in place until 2042.

¹ With customers, colleagues, the Senior Leadership and Wider Leadership Team and with Board Members.

- 2.2 The culture in which SHG operates is evolving quickly with digital services. A key driver is digitalisation in response to customer demand and in order to drive efficiencies and ensure a positive user experience that becomes the chosen channel to access SHG's services. This strategy supports the vision for digital transformation for both customers and colleagues.
- 2.3 The group has a clear sense of direction and ambitious growth plans, and places customers at the heart of everything it does. SHG is values led through 'ASPIRE,' ambition, social responsibility, passion, innovation, respect and excellence. This strategy ensures that these core values are reflected across a hugely diverse and complex structure and that the narrative reflects them.
- 2.4 This strategy replaces the previous 2019–2022 Marketing and Communications Strategy and has been written slightly ahead of time to recognise the vast changes globally and locally following Covid-19 and the accelerated growth in SHG in terms of service delivery, customer demand and commercial ambitions and aspirations, aligned to the business plan and overall business development strategy.
- 2.5 The establishment of a group structure in 2016 has been hugely successful in ensuring excellent services for core customers are at the heart of everything SHG does, and are delivered using an innovative, commercial, and entrepreneurial approach. Profits from commercial activity help protect front line services and deliver exceptional social value for service users and those who live in the wider neighbourhoods that SHG manages.
- 2.6 The previous Marketing and Communications Strategy was instrumental in helping drive these changes. Among its successful outcomes were:

Ambition -

Ambitious Business Plans across the group have continued to unfold to generate income to support core services. SHG operates within a complex and challenging political and economic environment, made increasingly more so due to the initial and longer-term impacts of Covid-19 and Brexit. The entrepreneurial approach to growth has developed a 'growth mindset' for colleagues, and a campaign to actively encourage ideas and solutions has resulted in success including 'Home Marketing²' and a five-year digital transformation project. A continued approach to developing a growth mindset across the group will ensure that colleagues feel empowered and have a voice to contribute ideas remains a priority.

Social Responsibility –

SHG has effectively promoted its vast range of additional services, including employment, food and fuel poverty, and community development projects. Alongside this, it has promoted charitable and volunteering opportunities, so staff, stakeholders

² An in-house Marketing and PR agency selling services within the built sector using the existing team and generating profit to be reinvested into SHG.

and partners were able to contribute to the social value created across the group, helping transform lives and build sustainable communities. During 2020/21 the value of this was increasingly recognised. SHG played a vital role in supporting the community through Covid-19, offering a wide range of support services, and diversifying to meet demand. Communication during his time was vital, delivering clear signposting for support, while maximising a range of channels to reach a high volume of the diverse communities and customers served, in particular the elderly and most vulnerable in society.

SHG's carbon footprint continues to be reduced as a result of an increase in electronic communication with colleagues and customers. Alongside this, Stockport Homes' approach to printing in an environmentally friendly way results in zero waste; using a local company who are FSC/PEFC accredited and use only vegetable ink.

Passion –

A culture of not simply just delivering services, but delivering excellent services is well recognised within SHG. The role that the organisation plays locally, regionally, and nationally is contributed to by colleagues from across the group. Support during Covid-19 from colleagues truly captured the 'One Team' approach to working together and delivering much more than a job description. Communications focussed on celebrating successes and sharing positive outcomes were well received and offered opportunities for contribution and engagement.

SHG's passion for showcasing a range of excellent services and business acumen was further enhanced through a range of prestigious regional and national award wins, recognising the groups innovation and success, dedication to excellent services and for being a world class employer of choice. Being named as the 'Best Companies Number 1' organisation to work for in 2020 and 2021 encapsulates the culture of SHG and the dedication and passion of the workforce.

Innovation –

Covid-19 demanded a shift in services, making the online offer an essential part of how the group communicated with customers, colleagues and partners. The importance in providing clear and consistent messages was recognised, and well targeted communications were a fundamental pillar of the Covid response. The speed with which changes were made and investment was made in offering cloud-based systems shows the innovative approach taken by the group in ensuring key services and colleague safety were protected.

Respect –

SHG works with a wide range of diverse customers, colleagues, communities and partners. Respect for differences and sensitivity in terms of different communication needs has been central to its approach. Publications and digital channels have used photography and imagery in ways which allow customers and staff to see themselves reflected. SHG has also taken a leading role in sponsoring and promoting national awareness campaigns and more locally Stockport Pride, along with a range of other events which supported anti-discrimination messages.

Excellence –

SHG has continued to demonstrate excellence through entering and judging both housing and business related local and national awards, its success rate in winning awards has continued to increase during the three years of the last Strategy, despite the external environment. This has attracted positive publicity and presented opportunities to deliver best practice seminars to enhance its reputation and promote commercial services to win new business.

3 STRATEGIC THEMES OF THE STRATEGY

THEME ONE: MAXIMISING AND ENHANCING THE OVERALL REPUTATION OF THE GROUP

- 3.1 SHG is committed to excellence through excellent service delivery for customers and communities and in being an employer of choice. The reputation for excellence is vital; this strategy ensures that every colleague recognises their individual and collective responsibility to contribute to the overall success of the group. Nationally, SHG are recognised as trailblazers, and for continuing to bring innovation to the housing sector through work with groups such as the NFA and the Housing Federation. PR opportunities will be maximised by the Marketing and Comms Team to promote the significant difference SHG make to continuing to improve the quality of homes and of services within the sector. Empowering colleagues and partners to represent SHG is a key focus for the team and is a priority within the action plan, ensuring colleagues have confidence in sharing the narrative of the organisation, and the breadth of services available.
- 3.2 The Management Agreement with the Council provides significant autonomy in service delivery, which reflects the excellent relationship in place. In exchange, SHG provides the Council with key documents such as performance and financial reports to the Member Committee, the annual Delivery Plan Update, and the Annual Report to customers. These are key tools in reassuring the Council that SHG is supporting its priorities, particularly as its business grows and diversifies. During the life of this Strategy, there will be investment in more personalised contact delivered by the Marketing and Comms Team, such as regular briefings on key casework issues for Councillors and the staff of local MPs, meetings with newly elected Councillors and with the Portfolio Holder and key Council officers. This will ensure the relationship remains healthy; that SHG continues to deliver what the Council requires and remains a key partner in regenerating the Borough.
- 3.3 Promoting the achievements of SHG remains a priority for the Marketing and Comms Team. Success through awards that are aligned to the business plan and group priorities, with the emphasis on those services where awards have the scope to increase their commercial profile. Decisions will continue to be strategically made about award bids for the various companies within SHG, positive outcomes will be celebrated and offered as an opportunity to share knowledge in the sector and where award bids aren't successful, feedback will

be used constructively and as a chance to reflect and continue to develop knowledge.

- 3.4 The Marketing and Comms Team work with subject specialists across the group to actively encourage them to increase their own visibility and profile through a range of opportunities, including invitations to be keynote speakers, blogs and to contribute to round table discussions. This strategy ensures that specialists are confident and proficient in managing their online profiles and social media content to attract new partners, seek opportunities and to be an ambassador for SHG.
- 3.5 The Marketing and Comms Team will continue to respond to questions from the media and proactively work with journalists, editors, and publications as an integral part of brand and reputation management. Local, regional, and national press and online publications offer high profile opportunities to showcase successes, promote a growing range of services and to target specific audiences. An increasing emphasis across the team will be placed on working with trade publications and ensuring the subsidiary companies have a commercial presence, in line with their marketing plans.
- 3.6 Engagement and connection with Councillors and Board Members is an essential part of ensuring the group's reputation is recognised across a wide range of audiences and enables opportunities to support the success of SHG. This strategy enables a person centric approach that is aligned with the values and aspirations of individuals, ensures opportunities for collaboration, and incites support of both individual projects and wider initiatives.
- 3.7 To support emergency planning, crisis communication systems are in place, and most services have been tested rigorously during Covid-19. SHG's emergency plan is maintained and tested regularly to ensure it is effective and gives clear messages and instructions to staff, customers and partner agencies to support the continuation of service delivery, effective reputation management during any emergency and a swift return to 'business as usual.' Systems for disseminating information during emergency situations will continue to develop and lessons will be learned from regular scenario tests.

Outcomes

The Marketing and Comms Team will ensure that SHG continues to have a positive reputation within the sector and seen as an exemplar. Through positive press coverage and PR opportunities, SHG will maintain a strong voice to influence the quality of housing and associated services to benefit customers. Colleagues will be encouraged to share their specialist knowledge and expertise both internally and externally – demonstrating the extent of talent within SHG and enabling opportunities for growth through new partnerships and opportunities.

Maintaining relationships that encourage support and opportunities for SHG is a priority for the team and communication with stakeholders is managed through this Strategy. Ensuring a person centric approach to encourage engagement will see audience engagement grow across social media platforms and deliver opportunities for colleagues to speak, judge and be quoted in articles and case

studies. This Strategy gives assurance that in the event of an emergency, clear communications will be delivered to colleagues, partners, customers and stakeholders – ensuring that SHG retains its reputation for excellence.

4 THEME TWO: MAXIMISING OPPORTUNITIES TO CONNECT AND ENGAGE WITH CUSTOMERS

- 4.1 The Marketing and Communications Team serve a range of diverse and vibrant communities and customers, and the needs of each group is an area of careful consideration for ensuring effective campaigns and ensuring opportunities for two-way communication and engagement. The key messages for customers focus attention on essential services delivered as a landlord, including investment made in housing stock, accessing essential services such as repairs and large-scale investment programmes into energy and environmental improvements. This strategy ensures SHG continues to deliver opportunities for customers to also access additional support to enrich people's quality of life and maximise everyone's potential, such as employment and financial support. These key messages deliver information in a range of accessible formats and contribute to customer satisfaction with SHG as landlord.
- 4.2 The continued growth of Foundations Stockport over the coming years will position a growing number of services within the Foundations brand. The Marketing and Comms Team focus for the next three years is to position Foundations with commissioners and establishing the brand was achieved within the previous strategy, and during 2022–25, an increasing priority is to establish Foundations with service users. This is a considerable project, and as such will be resourced with a dedicated Marketing and Communications Partner.
- 4.3 Cornerstone is a hub of information for customers and visitors. Information will continue to be delivered in a creative manner by the Marketing and Communications Team through digital screens and IT equipment and support will be available in the reception area to facilitate access. As Cornerstone diversifies and expands its reach into the community as a venue of choice, encouragement will be given to further groups with more diverse needs to utilise the space and encourage communication whilst strengthening relationships.
- 4.4 Customers have a range of specialist communication needs and the Marketing and Communications Team will continue to ensure that appropriate styles, formats and language translations are available for all publications. Consultation during 2021 showed that 82% of customers prefer to receive publications digitally, this strategy will use this insight to meet customer requirements for receiving information in their chosen way. During the lifetime of this strategy the new housing management system 'Phoenix' will be launched, offering a much better online system for self-service. This strategy supports digital transformation and high-quality customer journeys

online – whilst recognising some customer groups will have a continued need for more traditional communication, in a printed format.

- 4.5 Ensuring high quality communication with those groups that are hardest to reach remains a priority for the organisation, so benchmarking and customer consultation will continue to ensure an understanding of the communication needs of groups including refugees, traveller communities and people with learning disabilities.
- 4.6 Resources within the Marketing and Communications Team will continue to be made available for extensive campaigns linked to building and fire safety. Regular consultation with groups of engaged customers will ensure this essential information is clear and that hard-hitting messages are delivered in a sympathetic manner. Following the Grenfell tragedy and subsequent white paper³, SHG has a responsibility as a landlord to actively engage with customers about the safety of their home and ensuring that residents are at the heart of building safety and are involved in delivering changes to ensure that every social housing resident is safe in their home. This strategy ensures a retained focus on getting this right for customers, and for the group.
- 4.7 Safeguarding is a role that belongs to everyone at SHG and ensuring that clear guidance and support for colleagues is available is an essential role delivered by the Marketing and Communications Team. Safeguarding champions across the group are specialists in helping with enquiries, signposting to partner agencies, sharing knowledge, and learning to build experience and expertise. Within the team there is a safeguarding champion who can support customers via social media channels. Clear communications with customers to encourage access to safeguarding services for children and adults will be delivered in a consistent manner and internally, a range of information will continue to be promoted to colleagues.

Outcomes

This Strategy delivers an increased opportunity to customers to engage with SHG, both online and in person about the core services delivered, ensuring high customer satisfaction with SHG as a landlord. The Marketing and Communications Team have a wealth of expertise to maximise this engagement and ensure opportunities are highly visible and well publicised.

This Strategy supports the digital transformation vision for SHG and ensures that customers have an excellent digital journey experience whilst accessing services, the increased offer of online services will deliver financial savings through a reduction in phone calls to the One Number Team and visits to reception. A dedicated Marketing and Communications Partner is responsible for the consistent and impactful campaigns to explain the benefits of the digital transformation and to celebrate achievements along the way.

³ The Charter for Social Housing Residents: [social housing white paper](#)

5 THEME THREE: ENABLING AN EXCELLENT CUSTOMER AND COLLEAGUE DIGITAL JOURNEY AND SUPPORTING DIGITAL TRANSFORMATION

- 5.1 The Marketing and Communications Team are committed to providing clear messages, creative content, and interactive customer services. This strategy supports the group wide investment programme into digital transformation and is focussed on ensuring a seamless digital experience for customers that becomes their preference for accessing services. Communicating the benefits of digital service delivery to colleagues, coupled with clear messaging is supported by a digital communications plan. There is recognition that some stakeholders will continue to prefer face to face or telephone interaction and some require written communication. However, this strategy is focused on improving digital communication, engagement, self-service, and access to meet the demands of the majority and support channel shift. Self-service through web chat and a dedicated customer portal, not only delivers efficiencies, but the investment recognises that customers access services in a wealth of other organisations and services such as online banking in their everyday lives. During the lifetime of this strategy, the new housing management system 'Phoenix' will be launched, this strategy and associated action plan will ensure customers are actively encouraged and supported to access services online.
- 5.2 During 2021 a procurement exercise was completed to update five essential websites⁴ and one brand new one for Stockport Homes Group, to collate information about the group and to tell the story of SHG from its formation through to its forward plans and aspirations. This investment reflects the growing brand recognition of the individual companies and services and the diversity of the audience's accessing information. The six new websites will be delivered before the latter end of 2022 by the Marketing and Communications Team, and will not only serve customers, partners, future colleagues, and stakeholders with information, but will be innovative in both design style and concept to meet the growing demands of end users. Innovative technology will be constantly evaluated to ensure the sites are effective
- 5.3 There are currently over 40 digital channels used across SHG. Along with the website this generates an audience of over 300,000 connections which will continue to grow significantly during the life of this Strategy. The tone of voice for each company will be managed by the Marketing and Communications Team to guarantee brand consistency and to meet the differing needs of individuals. Analytics will continue to be utilised to understand audiences and their preferences to deliver campaigns that are reaching the right people at the right time and are delivering maximum impact and return on investment.

⁴ Stockport Homes, Viaduct Housing Partnership, Your Local Pantry, Carecall and Foundations Stockport

- 5.4 Internal Communications with colleagues, encouraging steps towards digital transformation is essential. Supporting colleagues to be confident in their abilities, to support one another and to celebrate achievements is a key focus and is achieved through a collaborative approach with the People and OD Team and a values charter that captures all of the aims to encourage a culture that fits the overall purpose of the organisation, and the approach to digital transformation.
- 5.5 Central to internal communication is the intranet. A new intranet 'Huddle' was launched in 2021 and is supported by an ongoing development plan to allow continued growth and to exploit new software as it becomes available, this strategy will ensure the constant evolution of this key system. The intranet is delivered within SharePoint and as such seamlessly links colleagues with each other, encouraging collaboration through OneDrive and connections that have previously not been possible digitally.

Outcomes

This Strategy ensures SHG are communicating with colleagues and customers in the way that is right for them, and that there is a choice of channel to suit their needs. The expertise within the Marketing and Communications Team will ensure new and emerging communications channels are always explored and utilised where appropriate – ensuring a continued investment into new technology to meet growing demands and deliver positive outcomes for a wide range of audience. This will be reflected in audience growth across social media, an increase in web traffic and intranet usage.

6 **THEME FOUR: CELEBRATING OUR MISSION OF 'ONE TEAM, TRANSFORMING LIVES' WITH COLLEAGUES**

- 6.1 SHG's biggest asset is its people, and it has extraordinary, world class levels of engagement with highly performing, passionate, well-informed colleagues. Recognised as the Number One Best Housing Provider to work for demonstrates the commitment and enthusiasm to continue being an employer of choice. By continuing to engage with colleagues in a range of styles, SHG's approach to colleagues maximising their potential is a key priority for the duration of this strategy, and a collaborative approach to this with partners in the People and OD service will ensure that the Marketing and Communications Team can deliver creative and informative communications to share the benefits of this approach. The culture of the organisation supports a flexible approach to delivering excellent outcomes for customers, growing the business and ensuring a positive work-life balance for colleagues.
- 6.2 The importance for the Marketing and Communications Team to showcase SHG as an employer of choice is essential. Attracting and retaining talented professionals to contribute to the aims and aspirations of group will need to continue in an increasingly competitive environment. Targeted marketing campaigns for career opportunities support the group aims for diversity and will continue to be focussed in their delivery to maximise visibility. The

narrative for SHG forms an essential part of recruitment and retention, positioning SHG as an innovative organisation that is both welcoming and offers opportunities for growth and progression, which will continue to be developed and promoted.

- 6.3 To support the growth and diversification of SHG, colleagues will be actively encouraged and supported by the Marketing and Communications Team to be ambassadors for the organisation and the brand. A key focus is to share the story of SHG within the organisation through creative campaigns to build confidence through knowledge, and in a deeper understanding of the breadth of services offered across the group. A growth mindset for colleagues introduced as part of the group's culture gives responsibility to everyone to play a vital part in contributing to overall growth to benefit customers and communities. The Team will continue to be advocates for growth mindset.
- 6.4 Ensuring consistency in cascaded messages will continue to be a key priority as the group grows and becomes increasingly diverse. SHG actively listens to colleagues and uses 'colleague voice' feedback to understand communication preferences and tailor content. The Marketing and Communications Team will work hard over the length of this Strategy to engage with harder to reach teams with specialist staff attending team meetings and developing an understanding of any blockages in communication. A range of channels are utilised to maximise engagement across the group. Managers' workshops and directorate meetings will be used to support this because SHG's culture of 'one team, transforming lives' requires a combination of celebratory news alongside occasionally difficult messages which are often best transmitted by Team Managers and Heads of Service.
- 6.5 SHG values diversity across the workforce and recognises the importance of this diversity in serving customers and communities. SHG has a range of opportunities including a BAME group, a disability group and an LGBTQ+ group for colleagues to collaborate and share experiences to ensure opportunities are available for everyone, and that differences are both recognised and celebrated. 'Be You' remains central to this, the group's approach to valuing everybody and encouraging openness, understanding and support continues to be promoted both internally and externally. Challenging negativity directed towards diversity is a focus for SHG; as a Stonewall Champion, SHG is committed to supporting and promoting equality and fairness.

Outcomes

This Strategy ensures that the Marketing and Communications Team are focussed on ensuring that SHG has a positive reputation and is seen as a world class employer of choice that welcomes diversity and celebrates achievements. Colleagues from across the Group will be sharing their knowledge and experience to further enhance the reputation for continued excellence and maximise opportunities for business growth.

7 THEME FIVE: ENSURING BUSINESS GROWTH ACROSS THE GROUP WITH COMMERCIAL MARKETING

- 7.1 Marketing for business growth is a high priority for SHG and a comprehensive approach to research and business intelligence will be used within the Marketing and Communications Team to support this activity. The need to expand commercial marketing expertise will be kept under review, as will the relationship between the Marketing and Communications Team and others engaged in business growth and transformation to ensure they continue to work effectively together to deliver this aim. For any practices put in place for growth across SHG—such as investing in customer acquisition, adding new services or locations—the marketing team will partner with the SHG team responsible to ensure growth ambitions are aligned with best external practices such as market positioning, content and outreach.
- 7.2 Forming and managing effective relationships continues to be essential. Within the Marketing and Communications Team there is a dedicated resource for building positive relationships - connecting with influential people and businesses in line with the range of marketing plans is vital to SHG's reputation, business growth and success. SHG will also continue to share best practice and raise awareness of the issues affecting social housing on both a regional and national level. As members of the National Federation of ALMOs and the National Housing Federation, it will continue to play a role in lobbying on policy issues. More locally, as a member of the Greater Manchester Housing Providers' Group, SHG will continue to work on a sub-regional level to ensure the housing agenda is aligned with other Greater Manchester Combined Authority priorities such as health, social care, employment and regeneration, ensuring core customers have the best possible solutions available to them and that partnership opportunities for commissioning and delivery are optimised.
- 7.3 This strategy has been developed to support both individual company Business Plans in Three Sixty, Viaduct, Foundations and Stockport Homes (including Venue at Cornerstone) and the group wide plan. The service expectations for commercial marketing across the group are rapidly expanding, and this is an area for continued review and reflection. Regular engagement with Heads of Service and Directors by the Head of Marketing and Communications ensures a collaborative approach to both promoting the services of individual companies and protecting the reputation and overall brand of SHG.
- 7.4 Membership of different professional groups such as GM Chamber of Commerce will allow SHG to raise the profile of all its companies and showcase the range of services offered, while delivering opportunities across SHG's subject specialists to be a guest speaker, supporting judging for awards and for offering opinion in publications and editorial pieces.
- 7.5 Board Members and senior leaders have a vital ambassadorial role to play, this strategy encourages personal brand management for subject specialists

across the group. Support and guidance will be delivered by the Marketing and Communications Team, and success monitored to continually develop and improve the impact. Regional and national recognition through successful award bids and trade publicity will also be a key focus, along with high quality publications and digital content to support commercial growth.

Outcomes

This Strategy will ensure that the Marketing and Communications Team are delivering high quality campaigns, that B2B commercial marketing opportunities are delivered – supporting business plans and enabling growth. Placing representatives from Board and the Leadership Team on judging panels and as speakers reinforces SHG's commitment to transforming lives, and sharing expertise with other organisations, demonstrating that SHG is a sector leader, this will lead to an increase in PR opportunities also, raising the Groups profile locally, regionally and nationally.

8 ACTION PLAN

- 8.1 The next three years will see continued engagement with staff, enhanced services for customers and successful business growth across SHG. Marketing and communications play an essential role in managing the external reputation of SHG, helping its companies develop new business and ensuring key messages are transmitted to staff and customers to support its evolution. This Strategy is supported by marketing plans for each of the companies and ad hoc plans for key services.
- 8.2 The Group Action Plan that supports this Strategy can be found at Appendix One. The plan is predominately for actions in year one, due to the fast paced changes and developments in technology and communication preferences for customers and colleagues.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment has been undertaken, and resulted in the following actions:
- Internally - Ensuring staff from all backgrounds are reflected thoroughly throughout all the internal communications channels, particularly through photography, and continues to develop.
 - Externally - Providing opportunities for all staff to be ambassadors for the organisation and communities.
 - Cornerstone - Ensuring continued accessibility to Cornerstone for all members of the community and groups.

- Reputation - Supporting relevant local campaigns celebrating diverse communities.
- Relationships - Promoting the opportunities SHG provides as an inclusive employer of choice.

10 LINK TO OTHER POLICIES ACROSS THE GROUP

10.1 This policy links to:

- Digital Transformation Strategy

Business Development Strategy

- IT Strategy
- Customer Access Strategy
- People and OD Strategy
- Development Strategy
- SHG Business Plan and individual service Business Plans

11 OWNERSHIP / MONITORING AND REVIEW

11.1 This Strategy and associated marketing plans are the responsibility of the Head of Marketing and Communications. The Strategy seeks approval from the main Board, while an annual update on the action plan is delivered to the Operations Committee.