

The logo features the word "cairn" in a dark blue, lowercase, sans-serif font, centered on a light beige ribbon that has a pointed bottom edge. The ribbon is set against a dark blue background.

cairn

Marketing & Communications
Strategy
2018 - 2021

Our values

Customer First



Our customer always comes first and we will always aim to achieve high quality outcomes for customers.

Excellence



We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be.

Accountability



We are accountable for our actions and we take responsibility and ownership for outcomes.

One Team



We work as one team and build excellent working relationships to achieve our goals.

Respect



We value high standards of fairness, treating everyone with consideration and dignity. We show this through our words and actions.

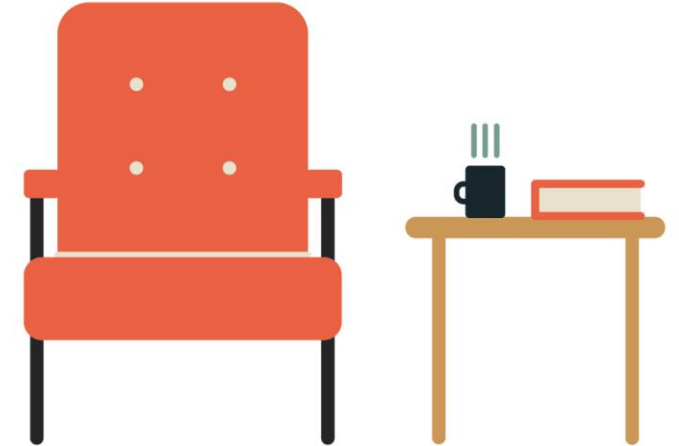
Introduction

The Marketing and Communications Strategy (MarComms Strategy) will help to promote our aims and values and communicate Cairn as a unique and exciting organisation dedicated to quality service.

We need a Marketing and Communications Strategy because:

- We need to market our services to maximise income
- It will assist us to articulate our Mission Statement and Values to our staff, tenants and other stakeholders
- We believe that a strategic approach to communication is important in order to present a strong and consistent message from a recognised brand
- We are a forward moving organisation with a commitment to continuous improvement and innovation
- Our customers are at the heart of everything that we do
- Communication is key to changing perceptions of customers, staff and other stakeholders
- Effective marketing and communications are essential to supporting our Business Plan and strategic goals

The guiding principles in this strategy will underpin all forms of communication.



Objectives and principles

Our objectives are to:

- Project a recognisable and positive brand identity
- Ensure people understand what we do
- Enhance our reputation as an efficient, well run organisation
- Reinforce our reputation as a good provider of housing and other services for our diverse communities
- Ensure Board members and employees are aware of and share full responsibility for achieving our corporate aims, objectives and values
- Make information accessible and helpful
- Assist us in making better informed decisions
- Support the development of our digital services
- Support the objectives within our Business Plan and other strategies
- Target marketing to attract new customers
- Increase satisfaction of existing customers, increase customer retainment and brand loyalty
- Target marketing to attract prospective new partners and funding

We will:

- Deal with enquiries and requests in a timely, helpful, courteous and professional manner
- Treat all stakeholders with dignity and respect
- Take individual responsibility for good communication
- Welcome feedback
- Treat complaints as an opportunity to resolve service failures and improve methods of working
- Build partnerships based on openness and trust
- Follow Confidentiality & Data Protection Policies
- Consider the impact across other Cairn services and policies
- Continue to develop our brand identity
- Utilise the potential of available technology, most notably our CRM systems
- Seek to communicate with our customers using their preferred method, to improve the quality of our interactions
- Consider new approaches and opportunities to marketing and communication

Key messages

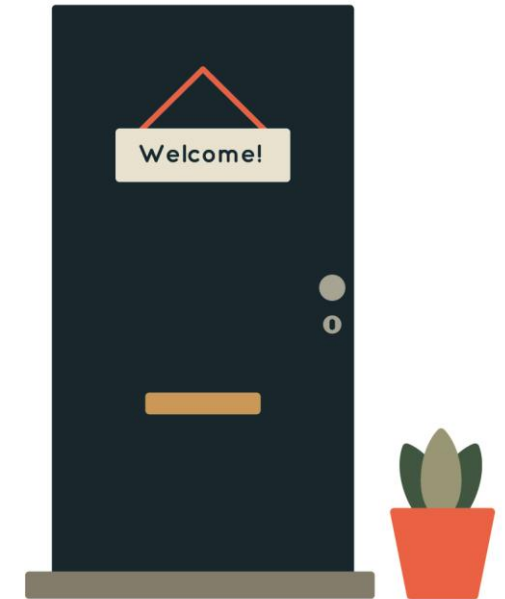
The key messages we wish to relay to our target audiences are that:

- We are a unique and exciting organisation to be involved with
- Cairn is a great place to work
- All internal and external stakeholders are valued
- We provide a good service that is well managed, well governed, viable and efficient
- We achieve useful and beneficial outcomes
- We are pro-active in meeting the needs of diverse communities
- We respond to service failure positively and seek to rectify and learn from problems in a timely manner
- We are a positive contributor and partner
- We listen and actively welcome ideas and feedback
- We have a focus on modernisation and innovation, with an emphasis on digital services and digital communication



Communication will be...

Pro-active	Getting our key messages out to our target audiences
Accessible	Making information available in alternative formats where practical and reasonable
Appropriate and relevant	Giving the right information, to the right people, in the right way, at the right time
Clear	Using plain language that is jargon-free
Consistent	Conveying trust by delivering a strong and agreed message
Effective	Reflecting our style and brand identity in all materials
High quality	Ensuring all communications are of the most appropriate quality
Open and honest	Building and maintaining trust through consistency and transparency
Informative	Facilitating a strong two-way flow of information and ideas
Receptive	Listening to customers, staff and stakeholders



Responsibilities for communication

Board - Board members are ambassadors of Cairn, promoting our activities and creating growth opportunities.

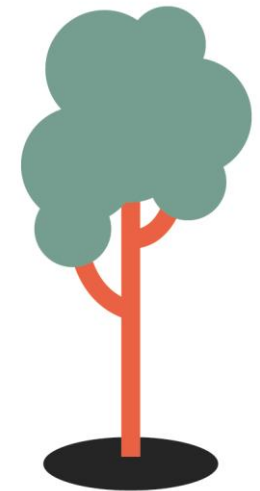
Chief Executive - The Chief Executive will lead on external communications, acting as the main spokesperson and will draft or approve public statements on behalf of Cairn.

Senior Management Team - SMT will lead on communications for their departments. They will share important information with their teams.

Working groups - Working groups will ensure that key messages and opportunities for consultation are communicated with all relevant stakeholders.

The staff team - All staff members are responsible for communicating in a respectful, open and timely manner. All staff members must ensure communication results in a positive experience for our stakeholders even when relaying difficult messages.

Communications Group - Tenants in the Communications Group are invited to cast a critical eye over our external communications to ensure they are informative and written in plain English.



External Channels of communication

The following gives examples of the different ways we can communicate with our customers and stakeholders. This list is not exhaustive.

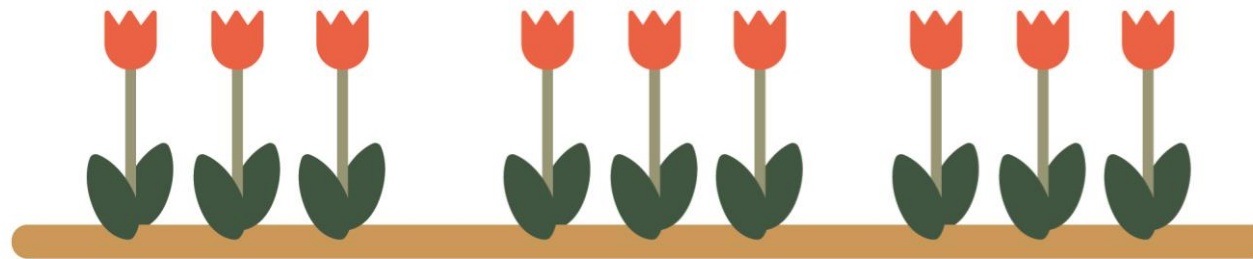
Written – letters, email, text, webchat

Audio – phone, conference/video calls

In person – meetings, home visits, presentations, networking forums, interviews,

Media and online – website, intranet, My Cairn, social media, newspapers, TV, specialist publications, radio

Printed information = leaflets, Cairn Focus, annual report, posters, noticeboards, reports



Internal communication

Our Marketing and Communications Strategy will support our organisational strategies, task groups, projects and teams to ensure key messages, mission, vision and values are conveyed across the organisation effectively. Effective internal communications play a critical role in successful staff engagement.

We aim to utilise digital methods of engagement with our staff and our primary channel for internal communications is CHAT, our intranet site which is available on desktop PC with a responsive design for mobile and mobile app. Through CHAT we aim to communicate:

- Latest news and information for all staff
- Provide interactive forums for staff discussion, consultation and ideas
- Provide a platform for team members to share updates and opinion pieces through blogs
- Maintain a single point of truth for strategies, policies and procedures, with document control



Communications & marketing plan

A Communications and Marketing Plan is the approach used to provide stakeholders with information. The plan defines who should be given specific information, what our key messages are, and what communication channels and tools should be used.

These tools can be used in isolation but it's often more successful to use a blend to maximise impact. Communications and Marketing Plans can be assessed against the 4c's criteria:

Cost

- Can we demonstrate that an investment in a Communications and Marketing Plan will return quantifiable benefits to Cairn and our stakeholders?

Clout

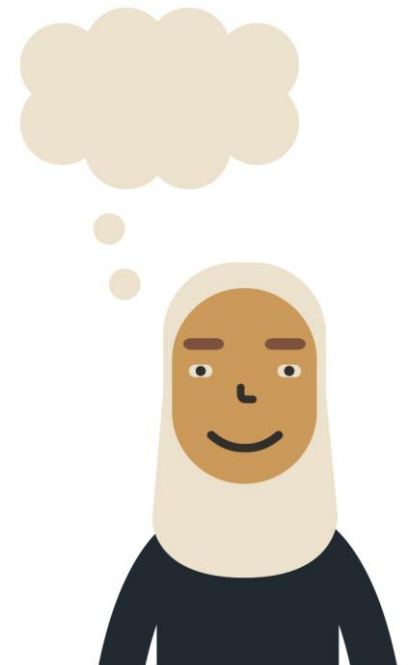
- Can a Communications and Marketing Plan reach a large number of the right stakeholders?
- Can the message be personalised to adopt the key messages to the key stakeholders?

Credibility

- Will the messages delivered by the Communications and Marketing Plan be received positively?

Control

- Can we target key stakeholders?
- Can we adjust the key messages to reach specific stakeholders or as the plan progresses



Our critical success factors

	Target
Unique visitors to Cairn website	3900 per month
Housing application forms completed online	20 per month
Clicks through from our website to common housing registers	110 per month
Percentage of staff active users on CHAT	65%
External PR celebrating Cairn's results and services	Bi-monthly



Our actions

- Continue to develop how we market our empty homes, with a particular emphasis on our use of online systems and reporting of outcomes
- Scope, develop and deploy the next phase of improvements to our website
- Identify and deploy new opportunities to develop our staff intranet
- Continued development of our corporate brand and identity across all available channels
- Support the work of our Digital Strategy, with a particular emphasis on the development of MyCairn and promotion of channel shift to online services
- Support the work of our teams to market our services to prospective new partners, including local authorities, housing associations and house builders
- Explore opportunities for new approaches to share our key messages with stakeholders
- Develop the role of the tenants' Communications Group to create new opportunities for influencing our Digital Strategy work
- Identify new external opportunities to celebrate Cairn's results and services

For further information please contact Neil Golightly,
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