



# Communications Strategy

**2025 - 2028**



# Our Vision for Communications & External Engagement:

Plymouth Community Homes is committed to delivering great communications services to its residents and all audience groups.

Ensuring we share information about our services as a landlord and engage openly with our residents is essential to enable PCH to meet both its regulatory requirements and its ambition of providing truly outstanding services, proactively informing, engaging with - and listening to - all our customers.

We need to provide a range of accessible ways to share and receive information with our residents – a term which includes our tenants, leaseholders and shared owners – as well as all other customers, our staff, our Board, stakeholders and key partners, and the wider general public.

This Communications Strategy sets out our ambitions to do just that, with expected outcomes and measurable targets for the next three years to help us improve, shape and monitor our performance in delivering on these objectives.

# Our Mission for Communications & External Engagement

To provide clear, accessible and relevant information and engagement opportunities through tailored channels which cater to audience requirements

CARE



RESPECT



LISTEN



DO THE RIGHT THING



# Strategic Content

The Communications Strategy 2025-2028 is aligned to the Strategic Business Plan 2023-2028, with specific objectives designed to help support the delivery of the business plan priorities, and to enable us to measure performance against the same metrics.

The business plan features four key themes made up of 12 priorities, underpinned by 36 measurable outcomes. Critical to this Strategy in particular are the business plan themes and priorities for:

## Theme 1 – Customer and Community

- Priority one - Know and listen to our customers
- Priority two – Deliver outstanding services for residents
- Priority three – Be a partner of choice

## Theme 4 - Efficiency and Effectiveness

- Priority two – Value our People
- Priority three – Be a sector leader in governance and regulation

Our Communications Strategy is also aligned to, and links with, our Resident Engagement Strategy, People Strategy, Digital & IT Strategy and our new EDI Strategy, mirroring the focus around agreed key objectives.

The measurable outcomes have also been matched to the pledges made in our Service Standards launched in February 2025, which will enable residents to have clear expectations of what they can expect from PCH as their landlord and use to hold us to account.





The primary, aligned Service Standards this Strategy will support delivery of include:

## Customer Contact

### We will

- Provide regular news, updates, and information through various channels, including newsletters, social media, website stories, and hard copy leaflets. We respect your needs and offer information in other formats upon request.
- Maintain and regularly update a database of your communication preferences, ensuring we deliver information in the format you prefer.
- Provide information in other languages upon request and ensure our website and postal information is fully accessible. We offer translation services, read aloud services, large font size, and British sign language translation when needed.

## Involvement and Feedback

### We will

- Provide a range of ways for you to get involved in shaping our services and enable you to hold us to account about the services we deliver.
- Share information about resident involvement opportunities including through our quarterly InTouch resident newsletter, our monthly e-newsletter, on the PCH website and through our social media channels.
- Tell you what has changed because of your involvement, and let you know how your feedback contributed to improvements in our services.
- We'll provide consistent and accessible feedback, so residents know they have made a difference by:
  - » Publicising Neighbourhood Plans that set out improvements and feedback to residents on what has been achieved.
  - » Publish 'You Said We Did' features that are promoted internally and externally across a wide variety of platforms and medias.
  - » Publicise locally and nationally the successes and new initiatives resulting from resident engagement.





## Regulatory Context

As a reputable social housing landlord working to deliver high quality services for its residents, Plymouth Community Homes is committed to meeting – and exceeding - regulatory requirements for the sector.

The Consumer Standards introduced by the Regulator for Social Housing alongside the Tenant Satisfaction Measures (TSMs) brought in to monitor landlord performance and customer perception are both adhered to fully by PCH, as well as being used guide its work and monitor its performance and ensure residents can hold us as their landlord to account.

Particularly relevant to this Strategy are the Consumer Standard for Transparency, Influence and Accountability, which specifies that landlords need to:

1. Take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.
2. Communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account
3. Collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services

Alongside this, the 22 TSMs measuring both performance and resident satisfaction feature specific measures relevant to this Strategy which can be used to track our performance against our objectives here:

- TP06: Satisfaction that the landlord listens to tenant views and acts upon them
- TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them

PCH is also fully compliant with the requirements and regulations of the Ombudsman Complaints Code and the Building Safety Act 2022 with its specific regulations and requirements for landlords managing resident safety, alongside Awaab's Law being introduced by the Government in 2025.

Good communications are essential to enable PCH to meet all these regulatory requirements.

## Resident impact

In preparation for creating this new Strategy, a full resident consultation was carried out alongside a consultation with staff, stakeholders and partners.

The Virtual Resident Advisor (VRA) panel of engaged residents who review and advise on our communications were heavily involved in both the consultation process, and in reviewing and feedbacking back recommendations for change on an early draft of this Strategy to help shape the mission, measures, outcomes and metrics.

The VRA will continue to receive regular updates on performance against the Strategy measures, and to share recommendations for new activity in the coming three-year period to help us deliver on our aims.



# How we aim to achieve this

Our key aims for delivery – and outcomes to achieve as a result - will be to:

## 1. Keep residents informed

Ensure 100% of our residents – including tenants, shared owners and leaseholders – are kept informed about the things that matter to them, including about PCH as their landlord and PCH's landlord services, as well as information about the organisation, how it is performing, and how well PCH is complying with regulations. Work with partners and shareholder to share and promote information about events and PCH services alongside wider community-wide information and events of relevance. Ensure everyone has the opportunity to understand what we are doing and how it affects them, as well as how to contact us and how to get involved.

## 2. Provide tailored methods of communication

Provide and deliver information to residents in a range of ways and through the methods they request, including digital, print or face-to-face. Ensure 100% of residents are asked for their preferred communication method and update their records. Tailor our content and our communication platforms to meet resident and staff need. Explore and develop new ways of sharing information using a mixture of both traditional methods and new technologies, and enable value for money throughout.

## 3. Tell the PCH story

Ensure all audience groups – including residents, stakeholders and the general public – have the information they need to know what PCH is doing to deliver on its business plan objectives and achieve its Mission and Vision, and share good news stories about the difference we make to our communities. Celebrate our successes and achievements - alongside those of our residents - through sharing positive stories, challenging stigma around social housing, and promoting our tenants, staff and partnership working achievements.

## 4. Be open, honest and transparent

Respond honestly to enquiries and complaints, and explain clearly what has happened if things have gone wrong. Feedback to residents about what we've done to improve our services as a result of complaints, consultations or feedback, through 'You Said We Did' updates as well as regular news stories and media statements. Engage openly with our stakeholders and keep them informed about major news, changes or issues we're managing.







## 5. Be clear and straightforward

Continue to champion a Plain English approach in all our communications, avoiding any jargon or complicated language, and explaining any terms clearly. Increase the input our Virtual Resident Advisor panel have on helping us shape our tone of voice, language and information shared in key communications to ensure it is clear, straightforward and easy to understand by everyone.

## 6. Be accessible and welcome engagement

Promote a wide range of opportunities for our residents, staff and stakeholders to share their views and engage with PCH to influence our decision-making, and share information back to those audience groups to show how their involvement let to change. Ensure we listen to the customer voice at every stage and in every interaction we have with our residents.

## 7. Engage openly with our stakeholders

Promote PCH locally, regionally and nationally to encourage and enable business opportunities and support partnership development. Engage directly, openly and regularly with our identified key stakeholders and partners, keeping them informed and welcoming their views and input on our service delivery.

## 8. Provide easily accessible self-service options

Build on our Digital by Design, Access by Choice ambition and support requests from residents for more digital channels by improving, developing and expanding our digital self-service offer, working in partnership with our Digital & IT teams to explore and embrace potential new technologies able to be used for resident benefit. This will enable residents who prefer to contact us or receive information through digital platforms to be able to manage their tenancies online without needing to make a phone call or visit us in person.

## 9. Know and understand our residents' communication preferences

Work alongside other teams to understand who our residents are through data collection and management so we can know, respect and respond to their preferences for contact and how they receive information. Keep regularly updated records about residents' communication preferences and ensure we share information and provide ways to contact us which reflect their individual requirements or preferences.

## 10. Keep staff informed and engaged to support service delivery

Build on our existing internal communications programme to expand, improve and develop the way we inform and engage with our staff at PCH, so everyone understands our Values, our Mission and Vision, and our ambitions – and can support residents and further our aim of delivering outstanding services. Provide timely, clear and helpful information for staff across the business in ways they can access and find useful, responding to the specific needs or requirements of different operational teams. Provide opportunities for staff to share their views and feedback ideas, questions or concerns directly to senior managers



# Who we will communicate with

Customers	People working for/ with us	Stakeholders	General public	Media
<ul style="list-style-type: none"> <li>• Social rent tenants</li> <li>• Affordable rent tenants</li> <li>• Garage/parking space tenants</li> <li>• Commercial tenants</li> <li>• Sheltered housing tenants</li> <li>• Shared Owners</li> <li>• Home buyers</li> <li>• Leaseholders/freeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Board</li> <li>• Contractors/sub-contractors</li> <li>• Suppliers</li> <li>• Partners</li> <li>• Developers and development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Regulators</li> <li>• Investors/lenders</li> <li>• Homes England</li> <li>• Partners</li> <li>• City influencers</li> <li>• Networks</li> <li>• Plymouth City Council Executive and Directors</li> <li>• Plymouth City Council Cabinet and all ward councillors</li> <li>• Councillors and officers from other local authorities in development areas</li> <li>• Local MPs</li> <li>• Key businesses and business representatives</li> <li>• Voluntary organisations</li> <li>• Charitable organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Plymouth</li> <li>• Surrounding areas</li> <li>• National</li> <li>• Trade sector</li> <li>• Fellow housing associations</li> <li>• Prospective employees</li> <li>• Prospective Board members</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Regional</li> <li>• National</li> <li>• Trade sector</li> </ul>



# Ways we communicate

We will evolve the ways we communicate to reflect available and changing technologies as well as customer need.

Below is a summary of the different ways PCH currently communicates.

Digital	Face to face	Print/ post	Non-owned channels
<ul style="list-style-type: none"> <li>PCH website</li> <li>MyPCH portal</li> <li>Monthly e-newsletter (residents)</li> <li>Quarterly e-newsletter (stakeholders)</li> <li>Social media:               <ol style="list-style-type: none"> <li>1. Facebook</li> <li>2. X</li> <li>3. LinkedIn</li> <li>4. Instagram</li> <li>5. YouTube</li> </ol> </li> <li>Text messages (SMS)</li> <li>Videos</li> <li>Animations</li> <li>Online surveys</li> <li>Webchat/LiveChat</li> <li>Website/portal forms</li> <li>Jannet (staff intranet)</li> <li>Digital screen updates (residents/staff)</li> <li>Blogs</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Board and Committees</li> <li>Home visits</li> <li>Community groups</li> <li>Resident meetings</li> <li>Resident associations</li> <li>Walkabouts</li> <li>Committees</li> <li>Scrutiny</li> <li>Events</li> <li>Drop ins</li> </ul>	<ul style="list-style-type: none"> <li>InTouch quarterly magazine</li> <li>MyHome bi-annual magazine (sheltered tenants)</li> <li>Area specific information sheets or briefing information eg FAQs (ad-hoc on request)</li> <li>Annual rent/service charge letters</li> <li>Ad-hoc letters</li> <li>Brochures/guides</li> <li>Posters/flyers</li> <li>Resident handbooks</li> <li>Surveys</li> <li>Estate signs</li> <li>Notice boards</li> <li>Billboards</li> <li>Branding</li> <li>Uniforms</li> <li>Vehicle graphics</li> </ul>	<ul style="list-style-type: none"> <li>Public relations</li> <li>Media</li> <li>Networks</li> <li>Paid advertising</li> <li>Partner channels eg PCC ward councillor newsletter, Livewell newsletter, UHP newsletter/website</li> </ul>



# How we will measure our work



Aim	Strategic & regulatory links	Outcomes: What success will look like	Timescale
<b>Keep residents informed</b>	<ul style="list-style-type: none"> <li>SBP Theme 1/Priority 2</li> <li>Consumer Standard for Transparency, Influence and Accountability 1.4.1, 1.5.1</li> <li>Tenant Satisfaction Measures 06 &amp; 07</li> <li>Service Standards – Customer Contact, Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Increased percentage of residents satisfied that their landlord keeps them informed about things that matter to them. (TSM)</p> <ul style="list-style-type: none"> <li>Increased resident satisfaction with PCH overall (TSM)</li> <li>Increase resident satisfaction with PCH keeping them informed (Star Survey)</li> <li>Increased satisfaction from VRA and engaged residents on a quarterly review basis</li> <li>Increase use of digital platforms by 20% over the next two years with higher percentage of website views, portal sign ups, social media engagement</li> </ul>	2027
<b>Provide tailored methods of communication</b>	<ul style="list-style-type: none"> <li>SBP Theme 1/Priority 1, 2</li> <li>Consumer Standard for Transparency, Influence and Accountability 1.1, 1.2.1, 1.3, 1.4, 1.5,</li> <li>Tenant Satisfaction Measures 07</li> <li>Service Standards – Customer Contact</li> </ul>	<p><b>Primary metric:</b> Reduction in complaints relating to communications</p> <ul style="list-style-type: none"> <li>By March 2026, we will have asked every resident to update their records with their preferred communication method.</li> <li>Increased percentage of residents satisfied that their landlord keeps them informed. (TSM)</li> <li>Diversity monitoring of involved residents (percentages).</li> <li>Percentage of residents satisfied that their landlord listens to views and acts upon them. (TSM)</li> <li>Increased sign ups to the MyPCH tenant portal (SBP target: 80% by 2028)</li> <li>Increased use of website functionality such as webforms/webchat and social media engagement</li> <li>Database of resident communication preferences updated and merged with CRM when deployed</li> </ul>	2028
<b>Tell the PCH story</b>	<ul style="list-style-type: none"> <li>SBP – Mission, Vision, Values Theme 1, Priority 2, Theme 4, Priority 3</li> <li>Consumer Standard for Transparency, Influence and Accountability 1.4,1.5</li> <li>Tenant Satisfaction Measures 07</li> <li>Service Standards – Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Increase of 20% in positive media coverage generated for PCH locally/nationally (<i>reported on via monthly media coverage reports and % of positive vs neutral/negative</i>)</p> <ul style="list-style-type: none"> <li>Increase in website traffic to Investors, About Us and Development pages</li> </ul>	2028

Aim	Strategic & regulatory links	Outcomes: What success will look like	Timescale
<b>Be open, honest and transparent</b>	<ul style="list-style-type: none"> <li>• SBP – Theme 1, Priority 2</li> <li>• Consumer Standard for Transparency, Influence and Accountability 1.1, 1.3, 1.4, 1.6</li> <li>• Tenant Satisfaction Measures 06 &amp; 07</li> <li>• Service Standards – Customer Contact, Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Positive feedback from engaged residents shared through VRA panel quarterly reviews</p> <ul style="list-style-type: none"> <li>• Increased percentage of residents satisfied that their landlord keeps them informed. (TSM)</li> <li>• Percentage of residents satisfied that their landlord listens to views and acts upon them. (TSM)</li> <li>• Reduction in complaints relating to communications and increased percentage of residents satisfied with how we handle their complaint in relation to communication.</li> <li>• Publish minutes from our Board and Committee meetings on the PCH website</li> <li>• Publish and regularly update performance information on the PCH website and share with residents through other communication channels</li> </ul>	2028
<b>Be clear and straightforward</b>	<ul style="list-style-type: none"> <li>• SBP – Theme 1, Priority 1, 2</li> <li>• Consumer Standard for Transparency, Influence and Accountability 1.1, 1.2, 1.4, 1.5</li> <li>• Tenant Satisfaction Measures 07</li> <li>• Service Standards – Customer Contact, Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Positive feedback from engaged residents shared through VRA panel quarterly reviews</p> <ul style="list-style-type: none"> <li>• Increased percentage of residents satisfied that their landlord keeps them informed. (TSM)</li> <li>• Reduction in complaints relating to communications</li> <li>• Fewer negative customer comments recorded about communications during the complaints process</li> </ul>	2026
<b>Be accessible and welcome engagement</b>	<ul style="list-style-type: none"> <li>• SBP – Theme 1, Priority 2</li> <li>• Consumer Standard for Transparency, Influence and Accountability 1.1, 1.2, 1.3</li> <li>• Tenant Satisfaction Measures 06</li> <li>• Service Standards – Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Positive feedback from engaged residents shared through VRA panel quarterly reviews</p> <ul style="list-style-type: none"> <li>• Percentage of residents satisfied that their landlord listens to views and acts upon them. (TSM)</li> <li>• Positive feedback from engaged residents shared through VRA panel quarterly reviews</li> </ul>	2027
<b>Engage openly with our stakeholders</b>	<ul style="list-style-type: none"> <li>• SBP – Theme 1, Priority 3</li> <li>• Consumer Standard for Transparency, Influence and Accountability 1.3, 1.6</li> <li>• Service Standards – Customer Contact, Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Increase in positive perception measures recorded in stakeholder survey YOY (1st survey in 2025)</p> <ul style="list-style-type: none"> <li>• Increased percentage of residents involved in PCH's engagement activities.</li> <li>• Increase of partnership opportunities brought forward and shared to Partnership Manager</li> </ul>	2026



Aim	Strategic & regulatory links	Outcomes: What success will look like	Timescale
<b>Provide easily accessible self-service options</b>	<ul style="list-style-type: none"> <li>SBP – Theme 1, Priority 2</li> <li>Consumer Standard for Transparency, Influence and Accountability 1.4, 1.6</li> <li>Tenant Satisfaction Measures 07</li> <li>Service Standards – Customer Contact, Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Increase percentage of residents signed up to and using MyPCH (SBP target: 80% by 2028)</p> <ul style="list-style-type: none"> <li>Increased percentage of residents satisfied that their landlord keeps them informed. (TSM)</li> <li>Diversity monitoring of involved residents (percentages) &amp; assessment of equitableness of outcomes.</li> <li>Work with Digital &amp; IT teams on new technologies able to support self-service options and explore AI tech alongside value for money and efficiencies available</li> </ul>	2028
<b>Know and understand our residents and their communication preferences</b>	<ul style="list-style-type: none"> <li>SBP – Theme 1, Priority 1, 2</li> <li>Consumer Standard for Transparency, Influence and Accountability 1.1, 1.2, 1.3, 1.6</li> <li>Tenant Satisfaction Measures 07</li> <li>Service Standards – Involvement &amp; Feedback</li> </ul>	<p><b>Primary metric:</b> Increased percentage of residents satisfied that their landlord keeps them informed. (TSM)</p> <ul style="list-style-type: none"> <li>Increased percentage of residents involved in PCH's engagement activities.</li> <li>Diversity monitoring of involved residents (percentages) &amp; assessment of equitableness of outcomes.</li> <li>Established database on CRM in use</li> </ul>	2027
<b>Keep staff informed and engaged to support service delivery</b>	<ul style="list-style-type: none"> <li>SBP – Theme 1, Priority 2, Theme 4, Priority 2</li> </ul>	<p><b>Primary metric:</b> Increased staff satisfaction rates with PCH keeping staff informed and engaged recorded in quarterly Pulse Surveys/Annual Staff Survey (target: up by 10% YOY)</p> <ul style="list-style-type: none"> <li>Increased use of internal communications platform (Jannet)</li> <li>Increased views on live Teams webinars</li> </ul>	2026

## How we will monitor and report on our performance

- Annual report to the Executive Management Team
- Monthly updates to Executive Management Team
- Annual report to PCH Board – updating progress against the measurable targets
- Regular updates to the Customer Focus Committee (tbc)
- Regular resident reviews carried out by the Virtual Resident Advisor (VRA) panel of engaged residents
- Compliance with Regulatory Standards including the Consumer Standards
- STAR survey results
- Benchmarking data
- Staff survey quarterly results
- Scrutiny

# Plymouth Community Homes

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We are Plymouth's largest social housing landlord  
with over 16,000 properties providing homes to over  
35,000 people in Plymouth and the surrounding  
areas.



[www.plymouthcommunityhomes.co.uk](http://www.plymouthcommunityhomes.co.uk)



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