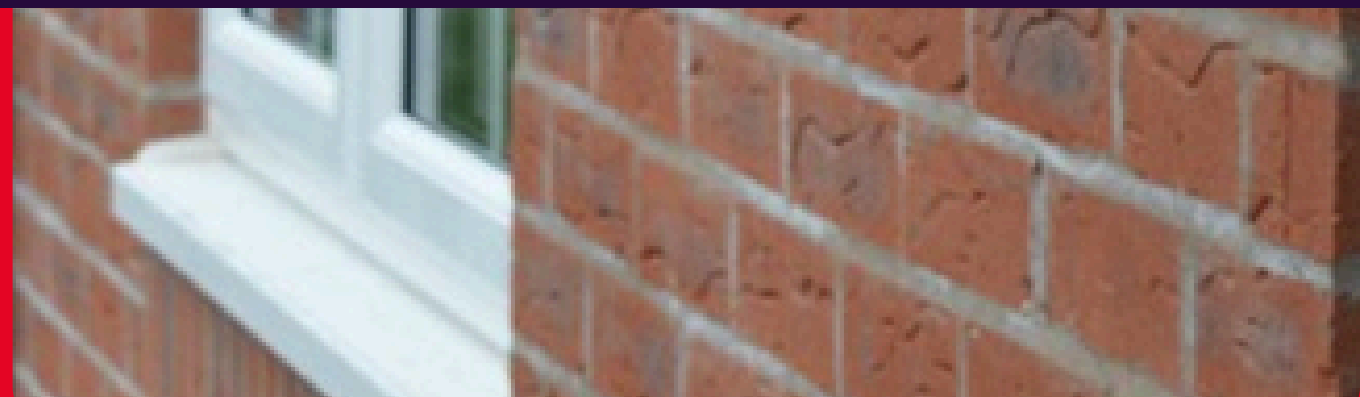


ONE MISSION. ONE VOICE

2030

COMMUNICATION
STRATEGY



MISSION AND VALUES

WHO WE AIM TO BE

Safe Homes.

Transforming Lives

S

SERVANT LEADERSHIP

We help people thrive. We set high benchmarks with an encouraging and supportive leadership style

P

PASSION

We love our work. We invest in the lives of residents and strive to do better for them

I

INCLUSION

This is a team effort. We provide an environment where everyone has a sense of belonging and feels respected and valued

R

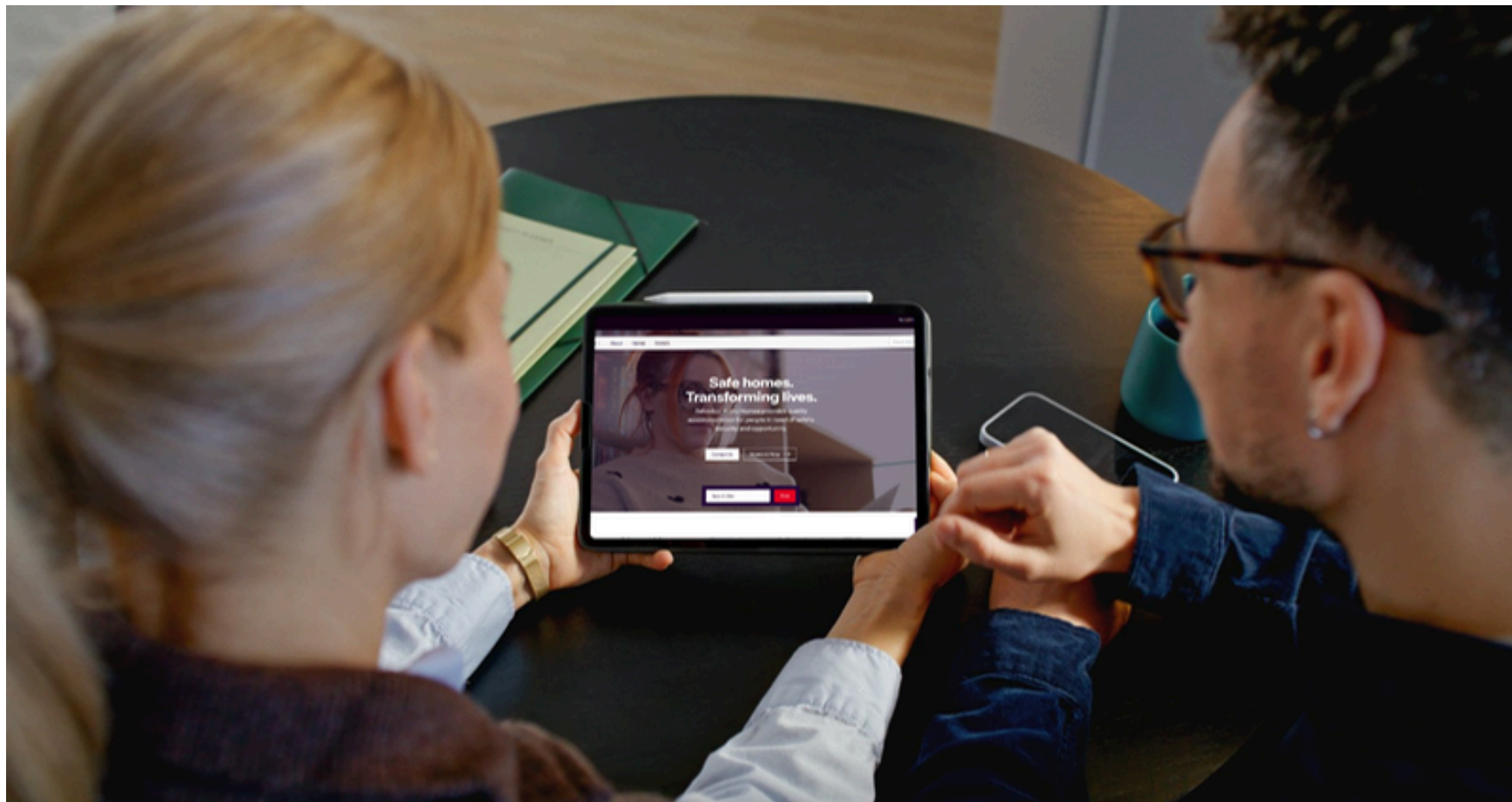
RESPECT

We show respect for all. We create a place where residents, colleagues and partners are all encouraged to contribute

E

EMPOWERMENT

We have trust. We involve employees and residents in everything we do



At Salvation Army Homes we are committed to creating an environment of openness, transparency and inclusivity in all our communications and interactions. As a leading provider of supported housing, we recognise that diverse backgrounds, needs and perspectives of the communities that we serve. Our communication strategy is designed to embrace our diversity ensuring that our message resonates with every individual.

The Communications Strategy has been developed to support Salvation Army Homes's Corporate strategy – Pathway to Excellence 2030 which sets out our plan to raise Salvation Army Homes's profile to be the 'go to' provider of support and to continue to deliver our mission of Safe homes, transforming lives.

Strategic Context

The housing and supported housing sector continues to operate within a period of significant change and challenge. Demand for affordable and supported housing is rising, driven by an ageing population, increasing homelessness, and the ongoing cost-of-living crisis. At the same time, providers are navigating financial pressures, workforce shortages, and evolving regulatory expectations.

Within this landscape, our organisation plays a vital role in providing safe, secure, and supportive homes for people who need them most. We are proud of our heritage and our expertise in supported housing, and we continue to adapt to meet emerging needs across the communities we serve.

Our strategic priorities set out a clear direction for how we deliver that ambition. We are committed to being a great employer, ensuring our people feel valued, supported, and proud of the difference they make. We aim to maintain our financial strength managing our resources responsibly so we can continue to invest in our homes and services. We are focused on growth, both in the number of homes we provide and in the reach and impact of our partnerships. We are dedicated to delivering excellent customer service, ensuring every resident feels listened to, respected, and well supported. And we are investing in our homes, ensuring they are safe, high quality, and sustainable for the future.

This strategic context shapes how we communicate.

Our communications approach must strengthen trust and confidence among residents, partners, and regulators, while inspiring pride and engagement among colleagues. It must clearly demonstrate our impact and expertise, highlight the social value we deliver, and amplify the voices of those we support.

By aligning our communications with these strategic priorities, we ensure that every message whether internal or external, reflects who we are, what we stand for, and the positive difference we make every day

Organisational Context



535 Units

Directly Managed
Supported
Housing



1239 Units

Agency
Managed
Housing



293 Units

Older
Housing



1274 Units

General Needs
Housing

KEY OBJECTIVE ONE

DELIVER EXCELLENT CUSTOMER SERVICE

OUR COMMITMENT

- Make it easy for residents and stakeholders to find clear answers, fast, in plain English.
- Communicate early and consistently on repairs, visits and complaints so expectations are clear.
- Close the loop on feedback with “you said / we did” updates.
- Use short video and webinar content to explain processes and reduce confusion.
- Agree clear service level agreements (SLA’s with key departments that define response times, ownership, handovers and escalation)
- Publish clear service information residents can rely on, in accessible formats along with building a consistent approach to resident information requests.

WHAT SUCCESS LOOKS LIKE

- Clear improvements to the repairs, visits and complaints journey on the website
- Fewer repeat contacts linked to unclear information on repairs, visits and complaints.
- “You said / we did” updates published at least quarterly.
- A comms baseline is introduced (via HAY survey add-on or a light pulse) and improves year on year.
- Clearer expectations and fewer reports of issues on updates and avoidable escalations.
- A resident information hub with priority topics kept up to date and accessible.





KEY OBJECTIVE TWO

INVEST IN OUR HOMES

OUR COMMITMENT

- Proactively explain planned works, safety activity and investment so residents understand what's happening and why.
- Create a simple, consistent set of messages and templates for property-related communications.
- Improve how investment and safety information is presented online (clear structure, useful FAQs, accessible formats).
- Support teams to communicate consistently and reduce mixed messages.

WHAT SUCCESS LOOKS LIKE

- Website audit and optimisation delivered with a 25% increase in traffic to priority pages in 2025–26.
- A standard “investment comms toolkit” is live and used (templates, FAQs, timings, resident updates).
- Reduction in avoidable escalations linked to “not being told”.
- Increased resident understanding of what to expect during investment works.

KEY OBJECTIVE THREE

DELIVER MORE HOMES TO HELP RESIDENTS ACHIEVE INDEPENDENT LIVING

OUR COMMITMENT

- Tell a consistent story about housing: why it matters, how it works, and the outcomes it delivers.
- Deliver a video series on supported housing across LinkedIn and Facebook, with Instagram introduced gradually.
- Produce an annual report to bring outcomes and stories into one credible narrative.
- Introduce 'Open House' days and partner comms to increase understanding and confidence.

WHAT SUCCESS LOOKS LIKE

- Video series achieves 3,000 views across LinkedIn and Facebook in 2025–26.
- Instagram softly launched with a simple rhythm and measurement.
- Annual report published and used as a core asset across stakeholder engagement.
- Open House delivered with feedback captured and actions tracked.

KEY OBJECTIVE FOUR

BE A GREAT EMPLOYER

OUR COMMITMENT

- Strengthen “One Voice” working so staff hear consistent priorities and messages across teams.
- Improve leadership visibility and two-way conversation through monthly webinars and Q&A.
- Introduce comms-specific feedback questions.
- Set clearer ways of working for internal comms using SharePoint as the single source of truth, aligned with IT’s wider O365 approach.

WHAT SUCCESS LOOKS LIKE

- A comms baseline is established and improves year on year.
- Monthly staff webinars delivered with engagement and feedback tracked.
- SharePoint engagement improves.
- O365 comms standards agreed with ICT (where information lives, what channels are for, and what gets retired).





KEY OBJECTIVE FIVE

MAINTAIN OUR FINANCIAL STRENGTH

OUR COMMITMENT

- Improve how we communicate value for money, impact, and trade-offs clearly and consistently.
- Strengthen reputation management through clearer messaging, faster response, and a refreshed media kit.
- Move from basic monitoring to a more robust external tracking solution.
- Reduce reputational and regulatory risk by being proactive with information and performance reporting.

WHAT SUCCESS LOOKS LIKE

- Media kit refreshed and embedded (key lines, FAQs, approved stats, spokespeople, case studies).
- Positive social mentions increase by 30% by 2027–28, measured against an agreed baseline.
- A decision is made and implemented on an external monitoring/CRM-style tool.
- Improved response turnaround on reactive comms.
- Publish a calendar of what we publish and when.