DRAFT Communications plan for CRHB

Version 1 draft: circulated to CRHB members 24/4/18, to discuss at May 2018 CRHB meeting.

Section	Side heading	Actions
What's your objective? What are you trying to achieve overall? *What do you need your comms to achieve - what do you need people to think, feel, do?*	Overall project objective	CRHB is a senior officer group of local authorities and partner agencies which meets regularly to work collaboratively on strategic housing issues. CRHB works to share learning and experiences across our housing market area on four priority areas: * New homes * Homes for wellbeing * Existing homes * Housing need & homelessness Overall, CRHB aims to help * support the most vulnerable in our society. * build and promote partnerships which help tackle the area's most pressing housing needs. * make best use of the resources at our disposal and reduce inefficiencies. **We want people to understand the helpful role CRHB has played in the past, and can play now.**
	Communications goals	a. To help members of CRHB share experiences and learning, to help other avoid repeated or unnecessary efforts. Also to pass messages on from wider network so we are all up to speed on changes and initiatives in our area (and wider). b. To help members of the wider local housing network learn about local initiatives challenges and changes, and work together on them. c. To help others working in our area understand housing challenges and housing resources, for example county councils, health and social care agencies, voluntary agencies, resident networks, community groups etc. d. To enable residents and the wider public learn about our housing challenges and how we seek to alleviate pressures or take new opportunities to benefit local communities and individuals **We want to promote our projects in 2018 and encourage people to get involved, bringing their issues to CRHB**

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Who do you need to reach?	Audience	Who is this?	
Who's going to be influential in helping you to meet your objective? Who needs to be kept informed?	1 CRHB members	■ Cambridge City Council ■ East Cambridgeshire District Council ■ Fenland District Council ■ Huntingdonshire District Council ■ South Cambridgeshire District Council ■ West Suffolk (comprising Forest Heath & St Edmundsbury) ■ Cambridgeshire County Council ■ *Suffolk County Council? (not invited at present)* ■ Peterborough City Council (now acknowledging as a 'full' member?) ■ Homes England ■ Four housing association (RP) representatives including one local RP chief executive representative and three "Homes for Cambridgeshire & Peterborough" reps, including overall chair; investment lead and communities lead	
	2 CRHB sub-groups	■ Housing development and enabling forum ■ Homes for Cambridgeshire & Peterborough, including its Investment Forum and Communities Forum ■ Housing Enablers group ■ Cambridgeshire and Peterborough Rural Housing Forum (led by Cambs ACRE) ■ Strategic Housing Group (CSHG) and Strategic Housing Market Assessment (SHMA) Project Team ■ Cambridgeshire and Peterborough Chief Planning Officers (CPO) and Planning Policy Forum (PPF) ■ Cambridgeshire Health and Well Being Board, HWB officer support group and Public Health Reference Group ■ HomeLink management board, supported by HomeLink operations group ■ Cambridgeshire and Peterborough Financial Capability Forum ■ Cambridge sub-regional homelessness strategy group and Trailblazer Board	
	3 Partners & agencies we'd like in the CRHB network	■ Combined Authority & LEP ■ Greater Cambridge Partnership ■ Cambridge Ahead ■ Public Service Board ■ Land owners & housing developers	■ Estate and lettings agencies ■ Supported, nursing care and residential care home providers ■ Homelessness projects ■ Community Land Trusts ■ Police & Crime Commissioner.

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Section	Side heading	Actions			
	5 Non-housing partners	▪ Health and social care including Integrated Commissioning Body ▪ Community groups and community interest projects ▪ Voluntary sector agencies ▪ Key employers ▪ Schools, Universities and other training centres including apprenticeship providers ▪ Warm homes projects and partnership ▪ MARU, MEAM, Safer Families (?) ▪ DASV ▪ Ad hoc project groups such as DFG review, Older peoples accommodation strategy, HIA review, etc.			
	6 Press and social media	Local papers, radio, housing press. Twitter Partners / users of Cambs Insight			
	7 Residents	All residents and & people wanting to live in our area, including HNR and HomeBuy applicants			
	8 Councillors, board members and other decision-makers	From each district, city, borough, county council; and parish councils RP boards HWBB and CCG, plus Integrated Commissioning Board			

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What do they want and need to know? *What do you need your audience to know? What information is important to them? What will convince them to support you? What concerns might they have?*		What does CRHB do, what difference does it make?	How to get on the agenda	Can CRHB help / affect me?	Where to find out more & mtg papers
	1 CRHB members				✓
	2 CRHB sub-groups	✓	✓	✓	✓
	3 Partners & agencies we'd like in the CRHB network	✓	✓	✓	✓
	4 Non-housing partners	✓	✓	✓	✓
	5 Press and social media	✓			✓
	6 Residents	✓		✓	✓
	7 Councillors, board members, decision-makers	✓	✓	✓	✓

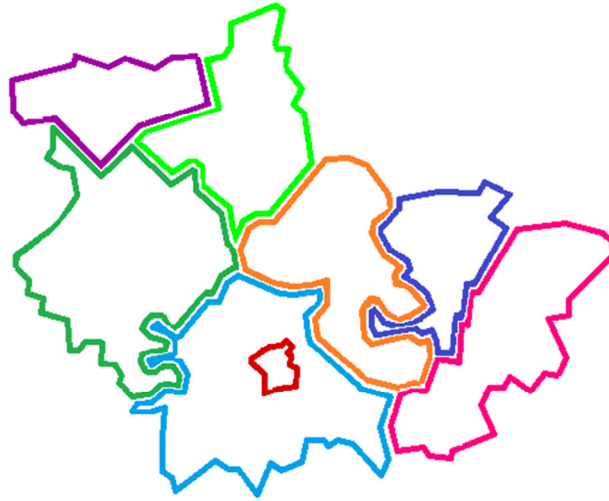| Section	Side heading	Actions			
What are your key messages? *These are the points you want to get across to people above all else. You'll repeat them throughout your communications.*	1	CRHB works collaboratively to share learning and experiences on strategic housing issues across our housing market area			
	2	CRHB's four priority areas are * New homes; * Homes for wellbeing; * Existing homes and * Housing need & homelessness			
	3	CRHB aims to help * make best use of the resources at our disposal and reduce inefficiencies * support the most vulnerable in our society * build and promote partnerships which help tackle the area's most pressing housing needs.			
	4	The CRHB area is huge, with wide market variation and shedloads of projects and partnerships in action. CRHB works to help share learning and experiences between housing agencies for all this activity, and works to help others outside the world of housing to understand what is going on, how it affects them, and how to get involved or linked to different projects and partners			
	5	Overall, the CRHB area is economically successful, this housing pressures throughout particularly for those at the bottom of the housing ladder. The demand for market housing can swamp the need for more accessible and affordable housing, and it is part of CRHB's remit to assess the needs of the most vulnerable and do all it can to help meet or alleviate these needs.			
	6	By categorizing efforts under 4 priories CRHB seeks to have an impact on the main issues: building new homes and communities while supporting good quality places; making sure homes and communities support good health and wellbeing for all; helping tackle poor condition & empty homes in our area as existing homes are a vital part of our housing stock; and working to identify and meet housing needs, and to prevent and ameliorate the effects of homelessness, making homelessness the 'unacceptable outcome'.			
Key messages by theme		New homes	Homes for wellbeing	Existing homes	Hsg needs & h'lessness
	Priority	CRHB works with partners to deliver new homes to support economic growth and economic success, in cohesive communities.	CRHB works with partners to ensure homes and services support better health and wellbeing. Want to emphasise the 'human' aspects, not just buildings	CRHB works with partners to improve standards in existing homes and encourage best use of all homes. Ensure there is an emphasis on people, not just buildings.	CRHB works with partners to identify and meet housing need, extend housing choice and tackle homelessness.

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		New homes	Homes for wellbeing	Existing homes	Hsg needs & h'lessness
5	Covers:	- Delivery of numbers - Place making & communities - housing affordability - housing quality and standards. - community led housing including self-build and self commissioned homes - neighbourhood plans - rural sites - community land trusts - community investment streams and how housing could impact - Community activities, - Community local led development and County Council community work	- Housing needs and solutions for older people & people with disabilities - Specialised housing design - Links between housing, health and social care partners - New technology and advances to explore - Role of support for people, floating support, care, developing sustainable models of support - Health & social care academy work in the Combined Authority	- Improving housing conditions - Private housing standards - DFGs and adaptations helping people stay at home for longer - Improving energy efficiency - Reducing the risks posed by poor quality and unsuitable housing particularly for vulnerable people - Helping bring empty homes back into use - Reducing under-occupation & overcrowding	- Homelessness - working together on our sub-regional choice based lettings system, working to extend housing options for example through help to buy - using innovative projects such as Town Hall Lettings to prevent & tackle homelessness. - Working with projects like building better opportunities and work routes - work on prisons / ex-offenders
	Past actions and successful projects (to promote)	- SHMA project - New build success -	- Delivery of new schemes - Successes / continuation / work of existing schemes	- Atlas - Housing Guide?	- Homelessness trailblazer incl case studies - DAHA project - Promoting BBO & WR

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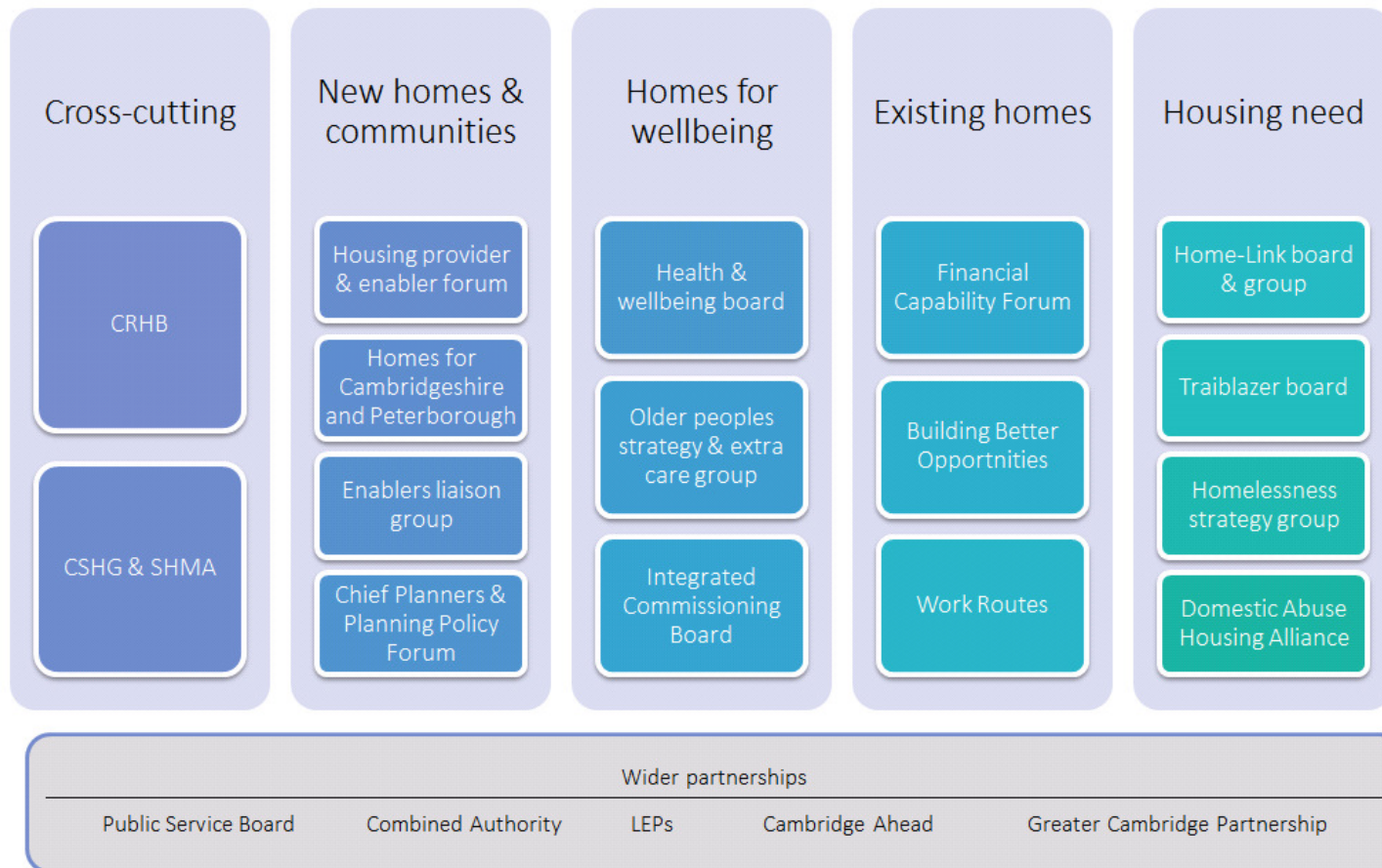| Section	Side heading	Actions			
		New homes	Homes for wellbeing	Existing homes	Hsg needs & h'lessness
	Data we use	▪ SHMA, past delivery (AMRs), diamonds, OAN, homelink, hometrack, HBA	▪ SHMA, OPAS, Sheffield-Hallam work, mapping provision, HOOP elements	▪ Atlas ▪ Rent levels & LHA	▪ HNR ▪ P1E incl reasons for homelessness ▪ SDR for RP evictions ▪ Offender JSNA
	New data needed	▪ New communities survey (Anita H)	▪ Forward view of older and vulnerable needs ▪ New view of health, care & housing links ▪ HIA and home-link data?	▪ Refinement of atlas ▪ Community investment streams	▪ Improved HNR data
	New 2018-9 projects	▪ Link with economic growth ▪ Modular homes expo ▪ Apprenticeships? ▪ New delivery vehicles ▪ Community & self-led housing ▪ Affordability: Launch diamonds with CHS? ▪ Continue & review SHMA	▪ Explore link with new technology ▪ Develop sustainable model for support ▪ New strategies on older and vulnerable needs in 2018 (govt reqt)	▪ Identifying community investment streams	▪ "Break the Cycle" project (links between housing and reduced reoffending) ▪ Trailblazer continues ▪ Promote FCF
	Notes	▪ "It's easier to deliver numbers than it is to get the cost right" ▪ Importance of help we can provide CA	▪ New strategy may be led by e.g. county but want to be involved	▪ Link with reduced bed blocking?	▪ TB: plans for any parts of the work to continue in future?

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Section	Side heading	Actions
What kind of communications would work for your audiences?	Audience 1 CRHB members	Email (CRHB To and CC lists) Tweets (for some) Website (CRHB page)
	Audience 2 CRHB sub-groups	Email (Sue B has lists of most sub-groups and their membership) Tweets (for some) Website (sub-group pages) Personal contact via CRHB members attending each sub-group and feeding up/down
	Audience 3 Partners & agencies we'd like in the CRHB network	Email (we may need to create a new list for these groups) Tweets (for some) Website (housing priorities pages and network diagram) Personal contact via CRHB members attending each sub-group and feeding up/down
	Audience 5 Non-housing partners	Email (will need to map these) Tweets (for some) Website (housing pages)
	Audience 6 Press and social media	Email? (Will need to create a new list, or make sure the twitter account includes the main press contacts? Or if we are doing a press release maybe need to agree to go via district / RP press teams?) Tweets Website
	Audience 7 Residents	Tweets (for some) Website Stories in the press
	Audience 8 Councillors, board members and other decision-makers	Email (via each partner agency) Tweets (for some) Website Presentations, specific board reports. Possible on-line resource e.g. video / animation to set out what CRHB is all about.
What are the risks? *What could prevent you from achieving your objective? What could you do to reduce these risks?*	▪ Risk: ▪ Tactic:	▪ Insufficient communication of the role and helpfulness of CRHB ▪ Increase communication but in a targeted way, so not just a random "scattergun" approach
	▪ Risk: ▪ Tactic:	▪ The groups we want to connect with and make sense to, don't get our messages or fail to understand them ▪ Get a "friend" at each agency and work out what is the best way to communicate with them. Consider all options.

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	• Risk: • Tactic:	• Not enough time to staff comms as much as we'd like to • Agree on a realistic comms plan, take advantage of as much IT support as possible. Test over the coming year as to how sustainable this level of communication is
	• Risk: • Tactic:	• CRHB does things which no one outside CRHB is interested in – which does not make it wrong to do these things but we must question our usefulness if it happens too often • Every action and every meeting we must identify something we want to communicate, so even if modest our messages get "out there"
	• Risk: • Tactic:	• CRHB is too modest and only want sot share new on completed pieces of work • We agree a way to communicate the start middle and end pint (for example) of our larger projects.
	• Risk: • Tactic:	• There is commercial or political sensitivity to some of the work we do • We agree on a sensible approach when this is the case, and on how much info we want to share on specific projects
Communication actions	1	• Update CRHB to and cc lists, and help Elaine keep this up to date in future
	2	• Update or create contact list for partners and agencies we'd like to be in the CRHB network. • Review who sits on what group from CRHB, and how / whether messages are being fed up/down. Set up a little system if needed to help this happen.
	3	• Review visits to CRHB web pages – most and least visited. • Assess effect if we promote them more via Twitter, emails, etc.
	4	• Discuss the desire to do press releases when CRHB looks at this comms plan – do we want to do more on this? Can CRHB members use own org's media contacts to spread news of CRHB work?
	5	• Assess our current level of resident contact – should we be trying to do more, or are we more focussed on partner agencies? Should we change this balance or not? Might an on- line presentation help?
	6	• Set up a plan for each CRHB meeting, pre and post meeting small comms actions e.g. tweet "looking forward to" and tag presenters for each item; then tweet "was a great discussion about x" and note of actions planned as a result (invite back, sub group to investigate, publicise report or agency etc)
	7	• Assess effectiveness of previous tweet campaigns
	8	• Depending on result of action 8, devise a new set of tweets "between meetings" on the various housing pages of Cambs Insight.
	9	• Confirm new name for group (May 2018 CRHB meeting)
	10	• Consider a new logo to cover the whole area. Stage 1 = graphic (see suggestions below), Stage 2 = add new group name or acronym.

Suggested logo: based on existing logo. One B&W, one colour outlines, one "coloured in". Just needs words added if CRHB members are happy.

Outline of our housing network

Cross-cutting	New homes & communities	Homes for wellbeing	Existing homes	Housing need
CRHB	Housing provider & enabler forum	Health & wellbeing board	Financial Capability Forum	Home-Link board & group
CSHG & SHMA	Homes for Cambridgeshire and Peterborough	Older peoples strategy & extra care group	Building Better Opportnities	Traiblazer board
	Enablers liaison group	Integrated Commissioning Board	Work Routes	Homelessness strategy group
	Chief Planners & Planning Policy Forum			Domestic Abuse Housing Alliance

Wider partnerships

Public Service Board   Combined Authority   LEPs   Cambridge Ahead   Greater Cambridge Partnership

We may also want to add a further "layer" which identifies more specific topic groups, such as the Domestic Abuse group, MAPPA Management Board, 16/17 year old County group, County Extra Care Strategy Group, Hunts and North Accommodation (L/D) group, older person accommodation board; and Physical disabilities Board & its housing sub group.

Reviewing the name of the group

Cambridge sub-regional

- Cambridgeshire & Peterborough
- Cambridgeshire, Peterborough & West Suffolk
- Cambridge sub-region + Peterborough
- Cambridge & Peterborough Housing Market Area
- West Anglia?
- Cambridge to Peterborough

Housing

- Abode
- Accommodation
- Affordable housing
- Community
- Dwelling
- Habitation
- Home
- Housing
- Locality
- Neighbourhood
- Place partnership
- Place & people
- Property
- Residence
- Vulnerable

Board

- Alliance
- Assembly
- Body
- Circle
- Cooperative
- Forum
- Group
- Matrix
- Network
- Organisation
- Partnership
- System
- Unit
- Web

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