

Communications Strategy 2026- 2029

Trust, Accountability & Impact



WHA Communications Strategy

WHA continues to evolve as a locally rooted, high-performing housing associations that has been in operation for over 50 years. Our work spans far beyond traditional housing management, supporting independence, resilience, wellbeing and stronger communities. During that time, we have grown, developed and changed to meet the needs and expectations of our customers and the communities in which we work.

4 out of 5 of our tenants say we keep them informed. We aim to build on this over the life of this strategy.

Between 2026 and 2028, WHA will operate in a fast-changing social and economic landscape: increasing housing need, digital shift, rising customer expectations, regulatory scrutiny, and greater emphasis on transparency. Effective communication is therefore not optional—it is central to trust, accountability, and impact.

This strategy sets out *what* we will communicate (our strategic objectives), *who* we want to reach, and *how* we will deliver clear, consistent, inclusive and purposeful communication.

Our services include;

- Our award-winning Lifetime project. **Lifetime** is a leisure and social network for people over 50 in Warrington, run by **Warrington Housing Association**. We offer a wide range of affordable and inclusive activities designed to support wellbeing, learning, and connection in later life.
- Warrington Gateway – The GATEWAY is a locally based resource centre bringing together 20+ local voluntary and statutory organisations and services to help the community.
- Warrington Home Improvement Agency – We also deliver adaptation and home improvement services for homeowners and private tenants through our own Home Improvement agency.

This strategy also outlines key considerations in terms of risks and regulatory requirements as well as a clear mechanism for how we will measure the success of what we do.

WHAT WE WILL SAY

In line with our organisational vision, this strategy identifies the use of communications to demonstrate how we will ***create welcoming homes for all, where people and communities feel safe and supported.***

We will focus on the following objectives;

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1. Strengthen WHA's profile as a trusted community anchor organisation
 - a. Position WHA as a knowledgeable, community-led voice in local housing, health, ageing, and placemaking.
 - b. Showcase the outcomes and social value of Gateway, Lifetime, WHiA and Lifetime Homes.
2. Deepen customer engagement and transparency
 - a. Embed open communication across key customer touchpoints including repairs, safety, compliance, complaints and service improvements.
 - b. Comply fully with consumer standards, the Tenant Satisfaction Measures (TSMs) framework, and expectations of the Social Housing (Regulation) Act.
3. Promote a culture of shared communication across WHA
 - a. Support colleagues at all levels as ambassadors for WHA.
 - b. Strengthen internal communications via Teams, Intranet, team briefings and leadership visibility.
4. Strengthen partnerships and influence
 - a. Continue to work collaboratively with local partners—housing, health, ageing, community sector, voluntary services—to improve resident outcomes.
 - b. Increase WHA's influence in regional networks and community campaigns.
5. Support safety, compliance and regulatory assurance
 - a. Ensure timely, legally compliant communication on health & safety, building safety, data protection and regulatory matters.

WHO WE WANT TO REACH

As well as knowing what we want to say, it's important that we are clear in respect of who our potential audiences are. It's also important that we target our communications specific to the audience in question. We will tailor our messages to our intended audiences:

1. Primary Audiences
 - a. Customers: tenants, leaseholders, shared owners, applicants and service users
 - b. Colleagues: staff, Board members, volunteers
 - c. Local partners: community groups, health, care, police, voluntary sector
 - d. Local government: officers, councillors, scrutiny committees
2. Secondary Audiences
 - a. Regional and national housing bodies (e.g.: CHP, NHF, PlaceShapers)
 - b. MPs and government ministers
 - c. Trade and local media
 - d. Regulators (Regulator of Social Housing, Housing Ombudsman)

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- e. Contractors and suppliers
- f. Wider community in Warrington

HOW WE WILL SAY IT

1. Brand and Identity
 - a. We will continue to grow awareness of the WHA family: WHA, Gateway, Lifetime, WHiA and Lifetime Homes. Key actions include:
 - b. Updating brand guidance to reflect digital-first formats
 - c. Ensuring consistent visual identity across WHA and partners
 - d. Strengthening protections against brand confusion with other housing providers
2. Colleague Communications
 - a. Improved intranet for quick access to policies, updates and performance information
 - b. Regular staff briefings and leadership messaging
 - c. Training and resources to support confident public-facing communication
 - d. Enhancement of internal Communications Champions network
3. Digital and Customer Platforms
 - a. A focus on channel accessibility, clarity and personalisation:
 - b. Ongoing website development to improve navigation, accessibility and customer self-service
 - c. Enhanced HomeMaster portal usage and promotion
 - d. Greater emphasis on video explainers, animations and accessible content formats
 - e. Consistent social media tone of voice and proactive storytelling
4. Engagement, Events and Community Presence
 - a. Community engagement events across neighbourhoods
 - b. Co-production activities with customers for service redesign
 - c. Stakeholder roundtables and partner campaigns
 - d. Continued visibility at Warrington Gateway and community venues
5. Media and External Relations
 - a. Proactive media engagement and regular positive storytelling
 - b. Strengthened relationships with local press, housing media and sector thought leaders
 - c. Rapid response protocol for crisis-related enquiries

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OUR THEMATIC PILLARS

Our five Thematic Pillars continue to serve us well in articulating who we are, what we are doing and what we want to achieve. These Pillars will continue to be used throughout our organisation and will help us shape our strategies and policies based on the priorities set by our Board. Going forward, they will be able to demonstrate the links between the *things* that we do, the *priorities* that we set and the *outcomes* we want to achieve.

OTHER TOOLS

Ultimately, our aim is that we reach the right audience with the right messaging through their preferred way of communicating. We will do this by providing the right balance of communications including, but not limited to, the following:

- Website, including self-service options
- Internal Communications M365 Teams and the Intranet
- Social Media
- Printed Material
- Local, regional and national housing, community and wellbeing campaigns
- Partnership working and events (e.g. Warrington community, health and social care sector, CHP)
- Customer portal

RISK AND REGULATION

Relevant regulations:

- Social Housing (Regulation) Act
- Consumer Standards & Tenant Satisfaction Measures
- Building Safety requirements
- GDPR and data protection laws
- Advertising and Marketing regulations

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Risk	Mitigation
Confusion between WHA and other local housing providers	Stronger brand clarity, consistent messaging, proactive correction online
Misinterpretation of information during crises	Clear crisis comms protocols; single source of truth; trained spokespeople
Digital exclusion	Maintain multi-channel approach including print, phone and face-to-face
Reputational risk from service failures	Transparent communication, real-time updates, focus on learning and improvement
Inconsistent messaging across teams	Updated brand/communications guidelines and internal training

MEASURING SUCCESS

This strategy has been approved by our Board, it will be reviewed annually, alongside the creation of an annual plan. The plan will be monitored by our cross departmental comms group. Where appropriate, we will look to evaluate impact using a variety of methods to demonstrate our impact and reach including:

- Website and social media analytics.
- Press placements and EAV – equivalent ad value.
- Successful participation in annual sector and local campaigns.
- Colleague and customer engagement.
- Tenancy Satisfaction Measure 7.
- Value for Money.
- Organisational reach in developing stakeholder relationships.

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