



Langstane Housing Association

Communication and
engagement strategy

2026 - 31

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Introduction

Langstane Housing Association is more than a landlord. We are a long standing partner in the communities we serve. With 50 years of experience in the North East of Scotland, we have evolved alongside our customers to provide safe, high quality, energy efficient homes that support stability, wellbeing and belonging.

This communication and engagement strategy sets out our approach for 2026–31. It defines how we communicate with our tenants, customers, colleagues, and stakeholders and how we create meaningful opportunities for engagement and influence.

We recognise a clear distinction between communication and engagement. Communication is about providing clear, timely and accessible information. Engagement goes further, creating meaningful opportunities for tenants, customers and stakeholders to influence decisions.

Our approach to engagement is based on a simple framework:

- **Inform** – providing clear and accessible information
- **Consult** – seeking views and feedback
- **Involve** – working with tenants and customers to shape services
- **Influence** – demonstrating how feedback informs decisions and outcomes

This strategy supports our wider corporate objectives and reinforces our commitment to openness, transparency and continuous improvement.

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Mission, vision and values

Mission

Our mission is to provide homes and services that make a positive difference to people's lives.

Vision

Our vision reflects our ambition to create positive, lasting outcomes for our tenants and the communities we serve. We will achieve this by investing in our customers, our homes, our people, our organisation, and our communities ensuring we continue to grow, improve, and deliver meaningful impact.

Values

Our values are reflected in how we work and how we make decisions:

- We value people
- We aim high
- We are proud of our roots
- We rely on teamwork
- We are prudent financial managers
- We are open and accountable
- We move with the times

Over the life of this strategy, we will focus on five core objectives:

1. Improve the accessibility and clarity of communication across all channels, enabling customers to better understand services and make informed choices.
2. Strengthen meaningful tenant engagement, increasing customer influence in decision making and service design.
3. Build trust and transparency through consistent, accurate and timely communication.
4. Expand digital engagement and access, while ensuring no customer is excluded.
5. Embed a culture of listening and learning, where tenant and customer feedback demonstrably drives service improvement and reduces avoidable complaints.



Regulatory alignment

We align this strategy with the outcomes of the [Scottish Social Housing Charter](#). This ensures a clear and auditable link between regulatory expectations, customer engagement activity, and organisational decision making.

Charter outcome 1: Equalities

We ensure communication and engagement opportunities are inclusive and accessible.

We proactively remove barriers to participation by offering multiple formats and channels, making reasonable adjustments where required, and targeting engagement with underrepresented groups.

Charter outcome 2: Communication

We provide clear, timely and accessible information that enables tenants and customers to understand services, performance and opportunities to engage.

Our approach ensures customers can participate from an informed position.

Charter outcome 3: Participation

We provide structured and meaningful opportunities for tenants and customers to influence services, including scrutiny activity, consultation and ongoing feedback mechanisms.

We demonstrate how tenant and customer input shapes decisions and service improvement.



Our audience and methods

To communicate effectively, we recognise that a “one size fits all” approach is neither efficient nor inclusive. Our audiences have different needs, preferences and levels of digital access. We therefore segment our communications and engagement methods to ensure information is accessible, relevant and timely. Our approach to communication and engagement is not only about how we communicate, but why. Each audience group has a distinct role in shaping, delivering or supporting our services and our engagement approach reflects this.

Customers (tenants and service users)

Informing, involving and empowering tenants and customers to influence services and decisions that affect them.

Langstane app, website, newsletters, social media, SMS, email, face to face engagement, home visits and the Annual General Meeting.

Our people (board members and employees)

Ensuring our people are informed, aligned and equipped to deliver consistent, high quality services.

Reports, intranet, briefings, SharePoint, team meetings, internal bulletin, one to one meetings.

Stakeholders and partners

Building strong, transparent relationships that support collaboration, accountability and shared outcomes that benefit our customers.

Annual reports, performance reports, newsletters, press releases, partnership meetings

We will regularly review the effectiveness of our channels through data, feedback and engagement insights. This will allow us to adapt our approach, respond to changing tenant and customer expectations and ensure our communication methods remain relevant and effective.



Our communication promises

Plain language

We communicate clearly and simply, avoiding jargon and technical language wherever possible. Information is designed to be easy to understand and accessible to all audiences.

Accuracy

We ensure all information we provide is factually correct, current and based on the most up to date available data. Where information changes, we update it promptly and transparently.

Consistency

We communicate in a consistent tone, style and visual identity across all channels, ensuring our messages are easily recognisable as coming from Langstane Housing Association, regardless of platform or format.

Empathy

We actively listen and respond with understanding, particularly when dealing with concerns, complaints or vulnerable circumstances. Our communications are respectful, considerate, and focused on resolving issues effectively.



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Measuring progress

We don't just communicate, we monitor, evaluate and improve.

We will measure the effectiveness of our communication and engagement activity using information that tells us more about:

- Engagement levels
- Digital growth
- Reporting quarterly to our board of management
- We will monitor uptake and usage of digital channels, including increases in customer portal registrations, website engagement, and social media reach, to assess how effectively we are expanding accessible communication routes.
- Customer satisfaction
- We will use insights from our tenant satisfaction surveys, alongside ongoing feedback mechanisms, to assess whether communication improvements are positively impacting customer experience.
- We will monitor complaint volumes and themes, with a focus on reducing avoidable complaints driven by unclear or inconsistent communication. This includes strengthening "right first time" communication and learning from complaint outcomes to drive continuous improvement.



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Risk and governance

Effective communication and engagement is critical to maintaining trust, delivering services and meeting regulatory expectations. We recognise several key risks that could affect how well we communicate and engage with people. Some customers may not be able to access services or opportunities if they are not online. Unclear or inconsistent communication can cause confusion, dissatisfaction and complaints. Low levels of participation may mean customers do not have a meaningful say in decisions. In addition, poor communication or weak engagement with stakeholders could harm our reputation.

We will mitigate these risks by providing multiple accessible communication channels, embedding clear communication standards supported by employee training, and actively monitoring feedback, complaints and engagement data to identify areas for improvement. Performance will be reported regularly to the board of management to ensure appropriate oversight and accountability.

This approach supports our wider assurance framework and contributes to our annual assurance statement.





Roles and responsibilities

Everyone within Langstane Housing Association has a responsibility for effective communication and for implementing this communication and engagement strategy. Excellent communication is as fundamental as operational or policy objectives in achieving the organisation's overall mission, vision and values.

All employees

All employees are responsible for communicating in a clear, respectful, effective and timely manner.

Communication will always aim to deliver a positive experience for tenants, customers and stakeholders, even when conveying difficult messages.

Further guidance is set out in the [Langstane Promise](#).

Board of management

Governing body members act as positive ambassadors for Langstane, promoting its activities and supporting sustainable growth and success.

Where appropriate, agreed position statements will be communicated by nominated governing body members.

Further detail is available in the [Business Plan 2024–2029](#)

Leadership team

The leadership team provides strategic oversight of communication across the group.

They are responsible for external communications, including media and consultations, setting the tone for internal communication, ensuring consistency and transparency, and sharing key updates.

People managers

People managers are responsible for delivering effective communication within their teams.

This includes sharing policy and service updates, clarifying roles and expectations, supporting employees through constructive communication, managing performance discussions sensitively, and keeping teams informed.

Executive office

The executive office and communications team is responsible for drafting and reviewing all external communications, including press releases, social media and website content.

They ensure communications are clear, accurate and accessible, written in plain language, aligned with group standards and maintain a consistent and professional tone.

This strategy aligns with and supports a number of key organisational strategies and policies. In particular, it should be read alongside our tenant voice strategy and digital strategy.

Our tenant voice strategy sets out how we enable meaningful customer participation and influence in decision making. Our digital strategy outlines our commitment to a digital first approach, where digital channels are the primary and most efficient way for customers to access services, information and support.

This approach reflects how people increasingly choose to interact, enabling faster communication, improved access, and more convenient services. It also supports better use of resources by reducing costs and improving efficiency, allowing us to reinvest in services that matter most to our customers.

While we prioritise digital delivery, we recognise that digital access is not right for everyone. We will continue to provide alternative channels to ensure no customer is excluded.

Together, these strategies ensure a coordinated approach to communication, engagement and digital development, supporting improved customer experience, greater efficiency, and stronger organisational performance.



To support delivery of this strategy over the period 2026–31, we will:

2026 – Foundations

- ✓ Develop and implement a communications and branding guide to ensure consistency in tone, messaging and visual identity.
- ✓ Establish a communications review group involving tenants and employees.
- ✓ Begin a full review of customer communications (letters, leaflets and standard templates) to improve clarity and use of plain language.
- ✓ Start embedding a digital first approach across key communication channels.

2027 – Implementation

- ✓ Complete the review and rollout of revised customer communications.
- ✓ Deliver employee training on effective communication, including tone, clarity and inclusive language.
- ✓ Introduce measures to monitor the effectiveness of communications and engagement.

2028 – Embedding

- ✓ Refresh and reinforce employee training and guidance as required.
- ✓ Continue to expand and optimise digital communication channels.
- ✓ Use feedback from the communications review group to refine approaches.

2029 – Enhancing

- ✓ Build on established approaches to further improve customer experience.
- ✓ Review and update the communications and branding guide to reflect evolving best practice.
- ✓ Continue to use performance data and customer insight to drive improvements.

2030 – Review and future planning

- ✓ Undertake a full review of communication and engagement performance over the life of the strategy.
- ✓ Identify key achievements, lessons learned and areas for improvement.
- ✓ Use findings to inform the next communication and engagement strategy.

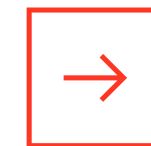


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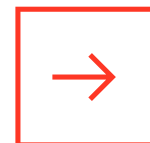
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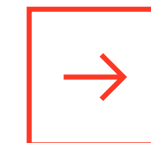
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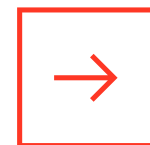
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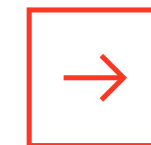
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