



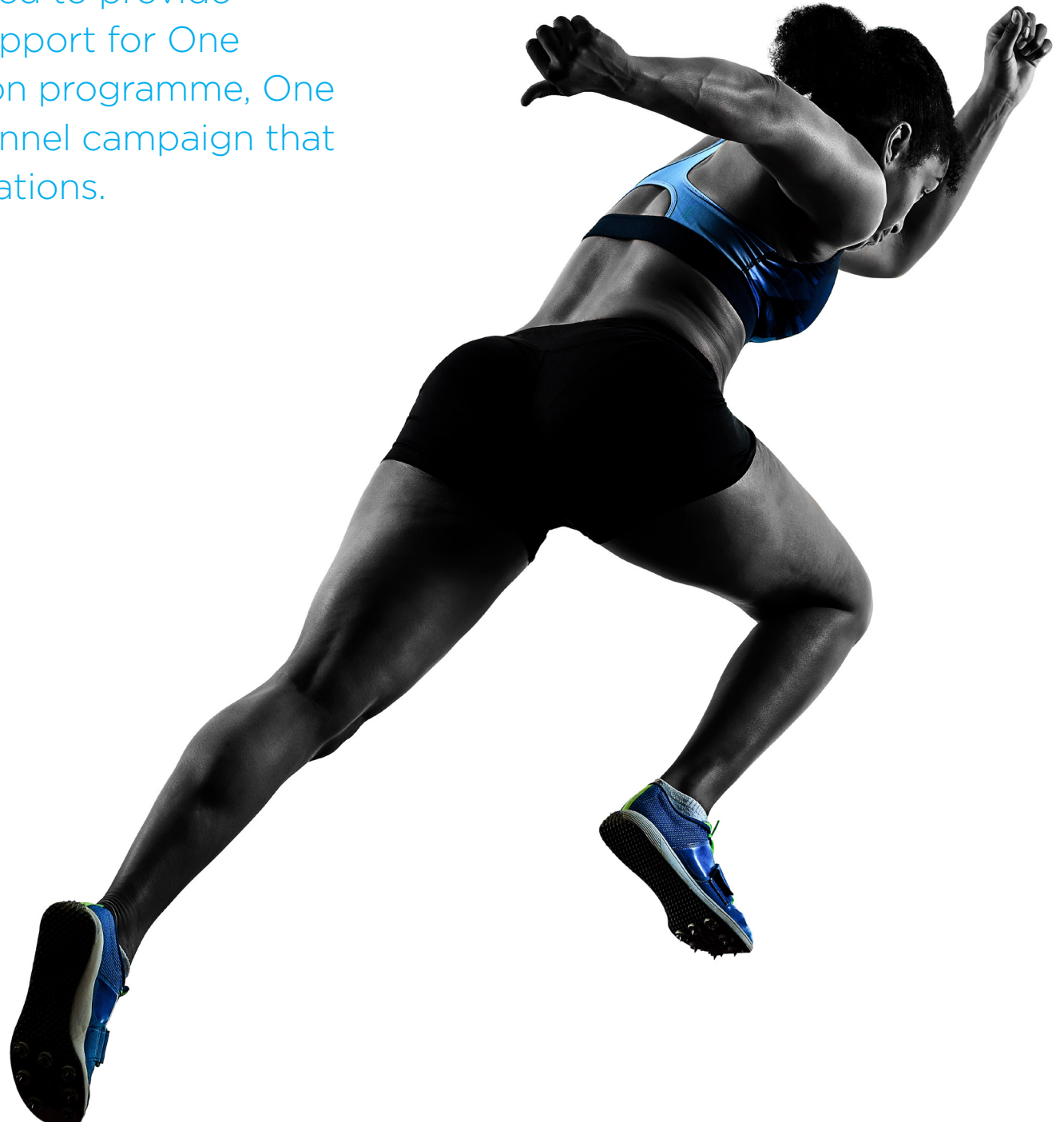
# Supporting One Housing's business transformation

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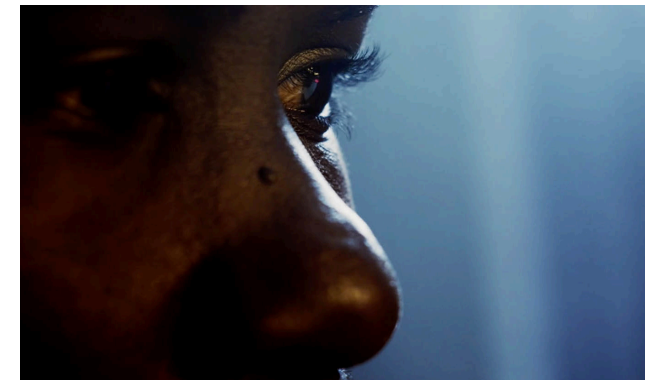
Brand Experiences were contacted to provide creative direction and comms support for One Housing's business transformation programme, One Future. We delivered a multi-channel campaign that has received many award nominations.

## About One Housing

One Housing develop homes for rent, shared ownership and private sale and provide services, care and support to thousands of people at home and in their local communities. They manage around 16,000 homes across London and surrounding counties, and care for over 11,500 people, helping them live independently. They have around 1,700 employees.







## Helping to deliver One Future

One Future is One Housing's business transformation programme, looking at the whole spectrum of what they do—from technology, to behaviours, to data. The ongoing programme supports their aims to:

- Modernise
- Improve customer services
- Improve value for money
- Increase employee satisfaction

## Shaping One Future

One Future had previously had a launch of sorts, but the messages had not landed, as people thought it was an IT transformation programme that was unlikely to require their involvement. Speed was of the essence, as the campaign had to be launched at the people managers conference, just six weeks after the initial contact.

## Timelines

To help make the complex, simple, the programme was split into three phases:

1. January 2018—August 2018:  
Programme set-up and configuration
2. September 2018—March 2019:  
Early delivery phase
3. April 2019—March 2020:  
Embedding the new approach

## The creative approach

To support the relaunch of the programme and reset the expectations and motivation of the One Housing workforce, we proposed rebranding One Future to create a more contemporary look and feel.

Our brief was to help make the complex simple and to create a sense of dynamism for the deliverables—to make it look more like ‘One Future’. One Housing has an annual sports day, and tapping into this passion for sport, visual metaphors were used to help explain the programme.

Phase two of the programme was called ‘Out of the blocks’, which gave a sense that programme activity was really underway. Previous change programmes had failed at One Housing and we wanted to give employees confidence that this time it was serious.



**LEFT ABOVE** Previous One Future logo.

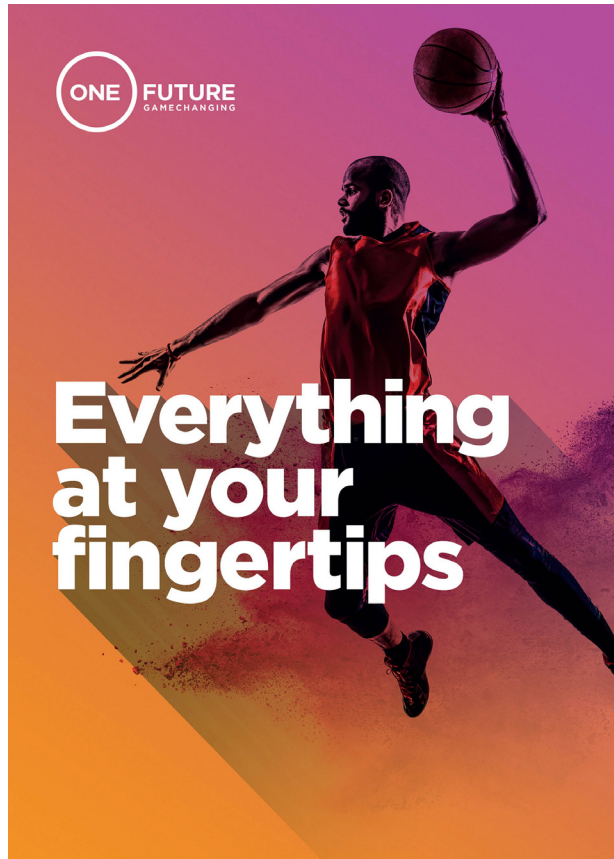


**LEFT BELOW** Redesigned logo, emphasising the element of ‘One’, combined with the new strapline ‘Gamechanging’ as an expression of intent.



**RIGHT** Launch poster for the campaign.





The projects were arranged to sit under one of the following themes:

- Everything at your fingertips (data)
- Working better together (collaboration)
- Delivering great services (to customers, residents and employees)

One Housing wanted to be bold about the programme's ambitions, so posters were produced displaying deliverables, with dates for transparency. These posters displayed the One Future theme they belong to and the organisational value, to help embed them.

Charlotte is a Gamechanger for One Future, as she continues to innovate and improve services in her role, managing the ASB Team. Charlotte has not only been busy improving the way her team work, she consistently gets good outcomes for our residents by dealing with some of the more challenging circumstances we find in the communities we work for. She has led the way in finding new ways to work that make a real difference; from tenancy fraud amnesties to supporting campaigns on knife crime.

Charlotte has also played a key role in progressing how we deal with safeguarding at One Housing, including raising awareness amongst colleagues.

Perhaps most impressively of all, Charlotte has developed the One Housing response to tackling domestic abuse: getting the approach and policy agreed by a business case to the Executive Team, signing us up to the CIH Make a Stand pledge, and starting our accreditation to the Domestic Abuse Housing Alliance.

An inspiring contribution that so many people will benefit from. Amazing!

# Game changer

**Charlotte Herring**  
ASB Manager



LEFT Gamechanger poster

ABOVE Out of the blocks video

## Getting the buy-in from employees

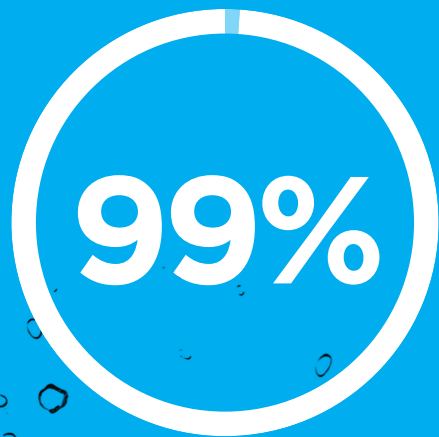
A major aim was to encourage employee involvement and participation. For One Future to be a success, the enthusiasm and commitment of the employees was required. To help make clear their role in the programme, the concept of Gamechangers was introduced.

Any employee can nominate anyone they feel has gone above and beyond in the cause of the programme, with the project team then selecting quarterly Gamechangers. Winners are included in the Gamechangers gallery in the head office.

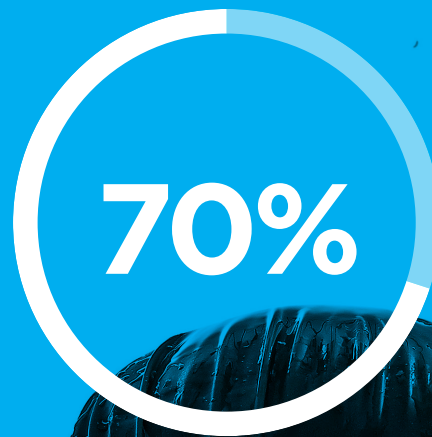
An 'Out of the blocks' video was produced using the sports performance analogy at an individual level. It was first shown at the people managers conference, #oneconf, and was so well received that it recieved an encore! The video was then shared on the intranet and at Exec Roadshows, with great feedback.



# Measures of success



99% of 'people managers' who attended #oneconf confirmed that they understood the aims of One Future. 97% said they could articulate the focus areas



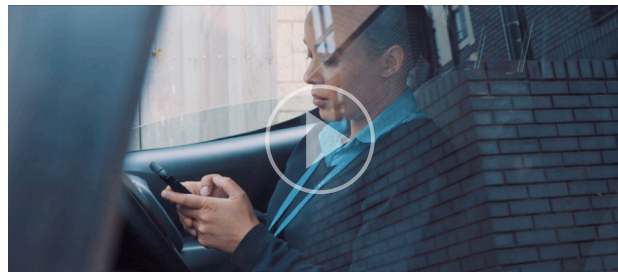
Discussions with front-line employees at the Exec Roadshows, attended by 70% of employees, confirmed that they understood the aims and their role as Gamechangers



The Out of the Blocks video was viewed by over 1,000 employees.



A great return on investment of the communications cost by the effective use of the new IT technology and kit.



## Keeping up the momentum

A big failing of many long-term programmes is to have a big rush of promotional activity at the beginning, followed by silence. This silence can be read as 'nothing is happening'. Internally, One Housing's Internal Communications team kept up the momentum via storytelling, sharing successes, and via announcements and blogs on progress from senior leaders.

As phase two came to an end, we thought it important that they share progress so far, then prepare them for phase three of the programme, which was about embedding the new processes, systems and ways of working.

To highlight progress and successes so far, we filmed a series of videos featuring project managers across the One Future programme.





## The creative approach to phase three

One Housing had all these new tools and processes, but in order for the programme to succeed, these needed to be fully utilised. So, we came up with the theme: Realising our potential.

We continued the sports theme and produced posters and a video with the overarching message that you can have all the best tools and equipment in the world, but success is reliant on the attitude of the people using them.

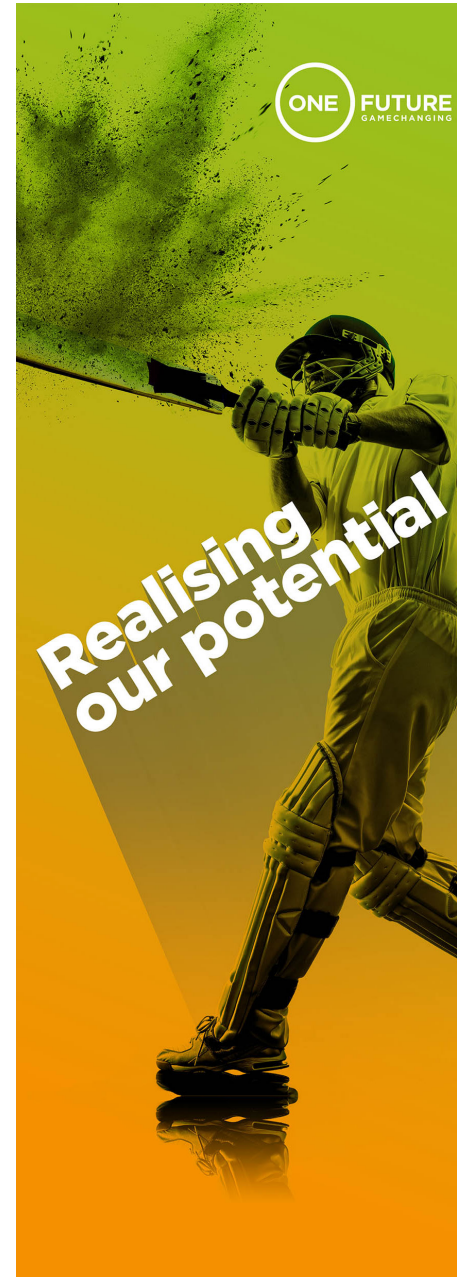
With our help, One Housing employees are engaged with One Future and are excited about its achievements. The programme has certainly been Gamechanging, and has been nominated for three awards:

- 2019 Engage Awards—Best Business Transformation Strategy
- 2019 Personnel Today Awards—Best Change Campaign
- 2019 UK Housing Best Campaign award

**BELOW** Realising our potential video



**RIGHT** Realising our potential banners and poster collateral





## Up next... displaying the impact upon customers

One of the strategic aims of One Future is to improve the customer services. Improvements have already been seen, including a hefty increase in first-time fix rate for residents and residents beginning to be able to self-serve via improved online portals. So, over the upcoming months we'll be working with the Internal and External Communications teams to produce videos and other comms highlighting the positive impact the programme has had upon delivering the vision of One Housing: to provide places for people to call home, and support them to live well.

## Customer testimonial

Don't just take our word for it! Watch the video above to find out what One Housing thought about working with Brand Experiences.





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