



Case Study - Shelter

Achieving consensus to change

Shelter is the UK's leading housing charity, each year helping 100,000 people fight for their rights, get back on their feet, and find and keep a home. Shelter's battle to end homelessness and bad housing in Britain is fought on several fronts; providing advice through Aid Centres and practical projects, running campaigns to build public awareness of the housing crisis, developing policies and conducting research to inform decision-makers, and promoting good practice and supporting professional development within the housing sector.

The organisation has recently undergone a number of significant changes, including the launch of a new brand and a 'Big Change Programme' (BCP). One of the outcomes of these changes is the expansion of Shelter's Communications & Campaigns division, increasing its remit to deliver integrated campaigning, media work, marketing, publishing, editorial and information services.

HarknessKennett were asked to help develop a Communications Action Plan which would include plans for significant cost savings.

Working in partnership with a Shelter project team, the project started with a series of in-depth interviews and discussions with a range of key stakeholders. In addition, previous desk research material was reviewed. Following these discussions and the review, HarknessKennett recommended that a Communications Action Plan could only be delivered successfully if a framework for commissioning, planning and checking publications were developed. Workshops were held with the Publishing and Editorial team and a group of 'internal customers' to develop the framework and build consensus to the changes.

Outputs from the interviews, desk research and the workshops were shared with the Shelter Project Team before being presented to the Director and Senior Management Team. The results including a new process for commissioning, planning and checking publications are currently being rolled out across the Shelter.

"Building consensus to change is never easy. But HarknessKennett's approach enabled our key stakeholders to contribute to the proposed changes and influence the priorities for communications at Shelter."

Importantly, the Publishing and Editorial team felt part of the process and through the workshops and feedback from the project team have been keen advocates of the changes."

Client Verdict