Engagement Plan

Overview

City Building (Glasgow) LLP (CBG) operates within a joint 50/50 ownership arrangement between Glasgow City Council (GCC) and Wheatley Housing Group (WHG).

GCC's Annual Communications Plan and WHG's Engagement Framework provide strategies within which partners should operate.

CBG regards these as appropriate strategies within which to ensure a co-created approach to engagement. This plan reflects our commitment to involving everyone who looks for or benefits from the services of CBG in the shaping of our future direction and our services. We have based our plan on our many years of experience of what works well in negotiation, consultation, discussion and welcoming feedback from the highly diverse groups of customers, clients, partners, employees and other stakeholders, including independent professional assessment bodies, with whom we engage.

We are confident that the strategy builds on our strengths and reflects new approaches that will reinforce our commitment to putting customers at the heart of our organisation.

Our Engagement Plan aims to put our customers first and support the delivery of responsive services that meet people's needs and demonstrates we have listened and understood their demands and expectations.

To achieve our aims, we will continue to develop and improve our existing methods for empowerment, engagement, consultation and feedback through agreed structures at all levels of our organisation.

Our current engagement activities are recorded in the plan, together with what we intend to do throughout 2018-19 to make engagement better. All actions are supported by our senior managers, trade unions and employees and contribute to our desired outcomes. This illustrates to our customers, employees and partners what we are trying to achieve in the on-going improvement in the quality, performance and impact of the services we provide and how they will know when we get there.

Many actions will form part of team plans for employees across our services. Team plans will be noted by our senior managers to allow the success of the plans to be monitored as part of our performance management measures.

The Benefits of Engagement

We believe that our plan has benefits that will enable us to:

- Better plan our services to give customers what they want and have a right to expect;
- Prioritise our services to make best use of limited resources;
- Agree performance objectives and standards relevant to customer needs;
- Foster partnerships with customers through better understanding of their issues and the opportunities they present;
- Alert us to problems so we can put things right before they escalate;
- Demonstrate our commitment to a fair, open and accountable service delivery.

The Outcomes of Engagement

We expect effective engagement to raise the already high overall satisfaction with our service. We have a target to achieve overall satisfaction of 93% by 2020. Currently, over 91% of our GHA customers say they are satisfied with our service overall.

We will publish information from time to time about what engagement has taught us and what we have done to improve our services based on the feedback received from customers.

The Methods of Engagement

We summarise the key mechanisms and partnerships, together with those with whom we engage in pages 3 – 8.

Review

This plan and its outcomes will be reviewed annually as part of our performance management framework. In doing this, we will seek feedback from those involved in the various activities about their effectiveness. We will also carry out an annual analysis of those involved and compare this with the profile of our customer groups to seek to ensure a balanced approach.

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Strategic Activities	Customers, partners and stakeholders at strategic planning, performance setting and monitoring meetings with colleagues in Scottish Government and GCC, WHG, accreditation bodies, trade unions, colleges, etc.	To ensure a shared vision of City Building Group core objectives To understand the objectives of partners and stakeholders	Executive Director and delegated persons	On-going	Improved relationships and support	Levels of employment Financial Returns Business Growth
	Customers by attendance at board and staff meetings, Visual Management Boards, in Registered Social Landlords, GCC Scrutiny Committees and other organisations we serve.	To ensure a shared vision of City Building core objectives, gain customer insight and identify best practice	All CB Managers	As required	Improved relationships and support	Contract renewals Satisfaction levels Performance reports
	Customers at pre-project planning meetings, progress and completion meetings, road shows and organised information forums.	To gain customer insight and ensure a shared vision of project objectives and success measures	All CB Managers	As required	Effective project controls and delivery	Project success Contract renewals Satisfaction levels Performance reports
	Communities, schools, parents, carers and young people as part of our commitment to workforce diversity.	To ensure a shared vision of City Building core objectives	Executive Management Team and delegated persons	On-going	Targeted youth unemployment and its causes Providing opportunities for under represented groups.	Annual apprenticeship programme Apprentice completion and retention rates Workforce diversity data

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Strategic Activities	Communities involving them in local planned works as part of our community engagement responsibilities.	To ensure a shared vision of City Building core objectives across communities To understand community objectives	Head of Business Support and delegated persons	On-going	Improved community relationships and successful projects	CB Media Reports Project success Unsolicited recognition Social Value contribution Economic impact
	Charities and representative bodies of different customer groups, advisory groups and review groups at City and local level.	To share CB vision and values raise organisational profile and to gain customer insight	Head of Business Support and delegated persons	On-going	Improved community relationships and mutual understanding	EMT meeting reports Positive customer feedback
	Customers through analysis of customer journeys and feedback when they are affected by experiments or pilots we use to test service improvements.	To gain insight into the impact of our activities	Executive Management Team Audit Team CSE Champions	On-going As required	In depth understanding of post-activity impacts	Customer Journey Maps Satisfaction levels Unsolicited Feedback
	Customers, partners, stakeholders, staff and communities across Glasgow through our engagement, website, marketing and media activities.	To influence customer and other groups through positive action	Head of Business Support and delegated persons	On-going	Shared understanding of the role of CB and how the characteristics of the groups we seek to serve influence our activities	Solicited and unsolicited feedback, including through media outlets

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Community Activities	Individual customers and groups at community gatherings, locality planning meetings, review and progress groups, etc.	To gain insight and community needs and aspirations To ensure a shared vision of City Building project objectives across affected communities	Service Manager	Across project timeframe	Shared understanding of the project deliverables	Successful completion of the project Satisfaction levels
	Individuals and communities through attendance at public meetings, local surgeries, gala days, open days, trades events, etc.	To gain insight and community needs and aspirations To ensure a shared vision of City Building and its ethos	Head of Business Support and delegated persons	On-going	Community understanding of City Building values achievements	CB/Community attendance at events. Solicited and unsolicited feedback, including through media outlets
	Local communities, supported businesses and social enterprises as part of our programme of community volunteering and support.	To gain insight and community needs and aspirations To provide community support across local communities	Head of Business Support and delegated persons	On-going	Successful communities	EMT meeting reports Media reports Community group feedback
	Local elected representatives in partnerships on specific information sessions.	To develop insight into community issues	Head of Business Support and delegated persons	As required	Raised understanding of community needs and preferences	Feedback at GCC scrutiny panels

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Environmental Activities	Individual customers and groups via written communications including regular newsletters on progress and environmental impacts.	To demonstrate our commitment to a positive environmental approach	Health, Safety and Environmental Team Head of Business Support and delegated persons	As planned	Regular communications in relation to our progress and environmental impact	Positive performance feedback Environmental impact reports
	Considerate Constructors site accreditation partners.	To demonstrate CB commitment to professional and customer focused service	Site Managers	Throughout contract	Compliant sites	Applicable site certificate
	Honor and Ivor Goodsite in partnership through presentations and competitions with local schools and nurseries.	To raise awareness of HSE on construction sites	Head of Business Support and delegated persons Site Managers	As required	Safer sites	Reduced risk from site hazards Solicited feedback
	Community Groups re donation of waste items usually via our environmental waste centre.	To demonstrate our commitment to recycling waste products	Head of Business Support and delegated persons	On-going	Raised awareness of recycling. Reused products	Level of recycling achieved Quarterly returns to SEPA
	Community Councils across our working area as part of best practice in enhancing and protecting the environment.	To demonstrate and raise awareness of best practice in environmental protection	Head of Business Support and delegated persons	On-going	Raised awareness and development of best practice principles	Improved returns Enhanced reputation Solicited/unsolicited feedback

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Individual Activities	Individual customers when carrying out repairs and maintenance, investment and construction tasks in their homes and places of work or leisure.	To gain insight into customer needs and expectations	Service delivery team	Daily	Mutual understanding of the tasks to be undertaken	Individual customers when carrying out repairs and maintenance, investment and construction tasks in their homes and places of work or leisure
	Customers and communities in face-to-face discussions during planned maintenance and investment work, projects, etc.	To gain insight into customer needs and expectations. To provide effective communication	Service delivery team Customer Relationship Liaison Officers	Daily	Mutual understanding of the tasks to be undertaken	Customer satisfaction Improved service reflected in performance reports
	Customers following service delivery through call backs and short satisfaction surveys.	To understand customers experience and to recognise potential areas of improvement	Service delivery team Customer Relationship Liaison Officers	As planned	Improved understanding of customer experience Improved service opportunities	Customer satisfaction Shared examples for improved servics
	Customer through the feedback we receive from customer satisfaction surveys conducted by their landlords/factors.	To understand customers experience and to recognise potential areas of improvement	Depute Executive Director (Director Of Operations) and delegated persons	Annually	Improved understanding of customer experience Improved service opportunities	Survey results Analysis of results Published results summary on CBG website
	Customers through the supply of leaflets, information packs, etc., including requesting feedback.	To raise awareness of services and understand customer experiences in practice	Head of Business Support and delegated persons	As planned	Better informed / improved customers' relationships Development of good practice	Higher levels of satisfied customers Solicited feedback Good practice examples

Engagement style	Activity	Purpose	Responsible	Timescale	Outcome	Measure
Individual Activities	Customers and staff through website and Intranet invitations to keep in touch, provide feedback, etc.	To ensure mutual awareness of services	Head of Business Support and delegated persons	On-going	Customers and staff through website and Intranet invitations to keep in touch, provide feedback, etc	To ensure mutual awareness of services
	Customers who are employees and their families, through open evenings, focus groups, class representatives, Employee Voice and Employee Recognition and an open management approach.	To raise profile of corporate ethos, values, policies and procedures To gain insight into employees needs and expectations To reinforce our open management style	Head of Business Support and delegated persons	On-going	Improved Employer /Employee relationship More consistent application of CB policies Greater awareness of employee opinion	Employee engagement results Performance reports Use of employee voice/recognition
	Tenant and factored owner customers through content in magazines published by their landlords/factors.	To raise awareness of services	Head of Business Support and delegated persons	Regularly	Greater awareness of CB service delivery	Magazine content
	Customers through the analysis of unsolicited feedback, including from examination of IT data and informal and formal complaints.	To understand customer journeys and identify areas for service improvement	Head of Corporate Services and delegated persons	Regularly	Knowledge and understanding of service delivery and improvement opportunities	Complaints records informal and formal Satisfaction levels