



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. | <p>To ensure a shared vision of City Building Group core objectives</p> <p>To understand the objectives of partners and stakeholders</p> | Executive Director and delegated persons | On-going | Improved relationships and support | <p>Levels of employment</p> <p>Financial Returns</p> <p>Business Growth</p> |
| | 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 | <p>Contract renewals</p> <p>Satisfaction levels</p> <p>Performance reports</p> |
| | 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 | <p>Project success</p> <p>Contract renewals</p> <p>Satisfaction levels</p> <p>Performance reports</p> |
| | 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 | <p>Targeted youth unemployment and its causes</p> <p>Providing opportunities for under represented groups.</p> | <p>Annual apprenticeship programme</p> <p>Apprentice completion and retention rates</p> <p>Workforce diversity data</p> |

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|----------------------|---|--|--|-----------|--|---|
| Strategic Activities | Communities involving them in local planned works as part of our community engagement responsibilities. | <p>To ensure a shared vision of City Building core objectives across communities</p> <p>To understand community objectives</p> | Head of Business Support and delegated persons | On-going | Improved community relationships and successful projects | <p>CB Media Reports</p> <p>Project success</p> <p>Unsolicited recognition</p> <p>Social Value contribution</p> <p>Economic impact</p> |
| | 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 | <p>EMT meeting reports</p> <p>Positive customer feedback</p> |
| | 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 | In depth understanding of post-activity impacts | <p>Customer Journey Maps</p> <p>Satisfaction levels</p> <p>Unsolicited Feedback</p> |
| | 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. | <p>To gain insight and community needs and aspirations</p> <p>To ensure a shared vision of City Building project objectives across affected communities</p> | Service Manager | Across project timeframe | Shared understanding of the project deliverables | <p>Successful completion of the project</p> <p>Satisfaction levels</p> |
| | Individuals and communities through attendance at public meetings, local surgeries, gala days, open days, trades events, etc. | <p>To gain insight and community needs and aspirations</p> <p>To ensure a shared vision of City Building and its ethos</p> | Head of Business Support and delegated persons | On-going | Community understanding of City Building values achievements | <p>CB/Community attendance at events.</p> <p>Solicited and unsolicited feedback, including through media outlets</p> |
| | Local communities, supported businesses and social enterprises as part of our programme of community volunteering and support. | <p>To gain insight and community needs and aspirations</p> <p>To provide community support across local communities</p> | Head of Business Support and delegated persons | On-going | Successful communities | <p>EMT meeting reports</p> <p>Media reports</p> <p>Community group feedback</p> |
| | 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 services |
| | 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. | <p>To raise profile of corporate ethos, values, policies and procedures</p> <p>To gain insight into employees needs and expectations</p> <p>To reinforce our open management style</p> | Head of Business Support and delegated persons | On-going | <p>Improved Employer /Employee relationship</p> <p>More consistent application of CB policies</p> <p>Greater awareness of employee opinion</p> | <p>Employee engagement results</p> <p>Performance reports</p> <p>Use of employee voice/recognition</p> |
| | 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 | <p>Complaints records informal and formal</p> <p>Satisfaction levels</p> |