



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). City Building (Glasgow) joined Wheatley Housing Group's VAT Group on 1st April, 2026.

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, citizens, 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 and citizens at the heart of our organisation.

Our Engagement Plan aims to put our customers and citizens 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 2026-27 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 and citizens 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
- Ensure our workforce are fully skilled, informed and engaged to deliver as well as achieve personal development and growth.

The Outcomes of Engagement

We expect effective engagement to raise the already high overall satisfaction with our service as we strive for continuous improvement.

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, citizens, 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's 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 Areas of Influence
	Customers by attendance at board and staff meetings, Visual Management Boards, in Registered Social Landlords, GCC Scrutiny Committee and other Policy 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 Leadership Team and delegated persons	On-going	Targeted youth recruitment. Providing opportunities for under represented groups.	Annual apprenticeship programme SVQ Programme at RSBi Apprentice completion/retention Workforce diversity data
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	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	Divisional Director – Corporate, Governance and Performance and delegated persons	On-going	Improved community Relationships and engagement meeting our organisational values.	CB Media Reports Project success Unsolicited recognition Social Value contribution Economic and social impacts
	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	Divisional Director – Corporate, Governance and Performance and delegated persons	On-going	Improved community relationships and mutual understanding	ELT meeting reports. Board papers 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 Leadership Team Customer and Business Improvement Team	On-going As required	In depth understanding of post-activity impacts	Repair Journeys 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	Divisional Director – Corporate, Governance and Performance 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
	Employees given continuous opportunities for personal development and growth.	To deliver excellent service and create personal development and growth opportunities	Divisional Director – Corporate, Governance and Performance Training College Manager and delegated persons	On-going	Improved development opportunities for employees based on competencies, succession planning and talent management opportunities.	Improved employee personal training records, regular appraisal, Drop-In sessions as required, PCR reviews and increased participation in further/higher education and operational training.

	Build alignment to future-proof organisation with effective workforce planning strategies and exercises.	To ensure workforce planning is accurate using current data from across organisation based on supply/demand assessment and industry standard productivity metrics.	Executive Leadership Team	On-going	Aligned workforce plan with predicted business plans.	Reduction in use of sub-contractors for core trades and improved internalisation of works delivering services to customers. Satisfaction levels.
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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 appropriate communities	Service Delivery Managers	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	Divisional Director – Corporate, Governance and Performance and delegated persons	On-going	Community understanding of City Building values and 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	Divisional Director – Corporate, Governance and Performance and delegated persons	On-going	Successful communities supporting community wealth building.	ELT meeting reports Media reports Community group feedback Awards and accreditations
	Local elected representatives in partnerships on specific information sessions.	To develop insight into community issues	Divisional Director – Corporate, Governance and Performance and delegated persons	As required	Raised understanding of community needs and preferences	Feedback at Board meetings.

	Corporate and Employee led fundraising activities	To understand and support communities in which we work	Divisional Director – Corporate, Governance and Performance and delegated persons	As required	Raised activity by employees and supply chain	Reported at Board meetings.
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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 Divisional Director – Corporate, Governance and Performance and delegated persons	As planned	Regular communications in relation to our progress and environmental impact	Positive performance feedback Environmental impact reports Published Statement of Intent and Carbon emissions report.
	Installation of telematics within all CB vehicles alongside exploration of market opportunities and infrastructure for future electric vehicles.	To demonstrate our commitment in support of achieving net zero targets	Health, Safety and Environmental Team Divisional Director - Operations	As planned	Regular communications in relation to our progress and environmental impact	Reduction in CO2 emissions and fuel costs. Published Statement of Intent and Carbon emissions report.

	Considerate Constructors site accreditation partners.	To demonstrate CB commitment to professional and customer focused service	Site Managers	Throughout contract	Compliant sites	Applicable site certificate
	Introduction of boxed water in all Construction Sites.	To demonstrate CB commitment to support environmental impact.	Divisional Director – Operations and delegated persons Site Managers	As required	Reduction in CO2 emissions	Publication of environmental impact reports from sites.
	Community Groups re donation of waste items usually via our environmental waste centre.	To demonstrate our commitment to recycling waste products	Divisional Director – Corporate, Governance and Performance and delegated persons	On-going	Raised awareness of recycling. Reused products	Level of recycling achieved Quarterly returns to SEPA
	Circular Economy participation to reduce waste.	To demonstrate our commitment to recycling activities to support commitment to net zero.	Divisional Director – Operations and delegated persons	On-going	Increase in activities with social enterprises. Raised awareness of recycling.	Buying Social Badge accreditation. Reports to GCC Net Zero Policy Committee and Boards.

					Reused products.	Performance Management Framework.
	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	Divisional Director – Corporate, Governance and Performance 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 and Business Improvement Team CRLOs	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 and Business Improvement Team CRLOs	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	Divisional Director – Operations and delegated persons	Annually	Improved understanding of customer experience Improved service opportunities	Survey results Analysis of results Published results summary on CBG website
	Employees through mandatory toolbox talks	To raise awareness of Health, Safety, Environment and Quality practices	Divisional Director – Operations, HSE Manager and delegated persons	On-going	Better informed of safe practices, environmental impacts and quality delivery.	Reduction in HSE incidents. Board monitoring.

	Customers through the supply of leaflets, information packs, etc., including requesting feedback.	To raise awareness of services and understand customer experiences in practice	Divisional Director – Corporate, Governance and Performance and delegated persons	As planned	Better informed / improved customers' relationships Development of good practice	Higher levels of satisfied customers Solicited feedback Good practice examples
	Customers and staff through website and Intranet invitations to keep in touch, provide feedback, etc.	To ensure mutual awareness of services	Divisional Director – Corporate, Governance and Performance 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	Divisional Director – Corporate, Governance and Performance 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

	<p>Tenant and factored owner customers through content in magazines published and social media posts by their landlords/factors.</p>	<p>To raise awareness of services</p>	<p>Divisional Director – Corporate, Governance and Performance and delegated persons</p>	<p>Regularly</p>	<p>Greater awareness of CB service delivery</p>	<p>Magazine content Social Media content</p>
	<p>Customers through the analysis of unsolicited feedback, including from examination of data and informal and formal complaints.</p>	<p>To understand customer journeys and identify areas for service improvement</p>	<p>Divisional Director Corporate, Governance and Performance and CBIT</p>	<p>Regularly</p>	<p>Knowledge and understanding of service delivery and Improvement opportunities</p>	<p>Complaints records informal and formal Satisfaction levels</p>