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**Engagement Plan**

# Overview

City Building (Contracts) LLP (CBC) is a wholly owned Arm’s Length External Organisation (ALEO) of Glasgow City Council (GCC).

GCC’s Annual Communications Plan provides a strategy which CBC regards as an appropriate framework 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 CBC 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 2021-22 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 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.

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| 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, Registered Social Landlords, accreditation bodies, trade unions, colleges, etc. | To ensure a shared vision of City Building’ core objectives.  To understand the objectives of partners and stakeholders. | Executive Director and delegated  persons  Divisional Director -  Operations | On-going | Improved relationships and support. | Levels of employment Financial Returns Business Growth GCC objectives |
| Customers by attendance at  board, staff, and service review meetings, in Registered Social Landlords, GCC Scrutiny Committees and other organisations we serve. | To ensure a shared vision of City  Building’s core objectives, gain  customer insight and identify best practice. | All City Building 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 City Building 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  SVQ Programme at  RSBi  Apprentice completion  and retention rates |

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| 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’s core objectives across communities  To understand community objectives. | Divisional Director Corporate Affairs 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 vision and values, raise organisational profile and to gain customer insight. | Divisional Director Corporate Affairs 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  Customer and Business  Improvement  Team | On-going  As required | In depth understanding of post-activity impacts | Customer Journey Maps  Satisfaction levels  Unsolicited Feedback  CSE Workshops |
| 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 Affairs and delegated persons | On-going | Shared understanding of  the role of City  Building and how the  characteristics of the groups we seek to serve influence our activities. | Solicited and unsolicited feedback, including through media outlets |

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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 affected communities. | Service and  Project  Managers    CBIT | 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 Affairs and delegated persons | On-going | Community understanding of  City Building’s values and achievements | City  Building / 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 Affairs 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. | Divisional Director Corporate Affairs and delegated persons | As required | Raised understanding of community needs and preferences | Feedback at GCC scrutiny panels |

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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 Affairs 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 communities, schools, and nurseries. | To raise awareness of HSE on construction sites. | Divisional Director Corporate Affairs 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. | Divisional Director Corporate Affairs 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. | Divisional Director Corporate Affairs and delegated persons | On-going | Raised awareness and  development of  best practice principles | Improved returns  Enhanced reputation  Solicited/unsolicited feedback |

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| 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 teams | 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    CBIT    Customer  Resident  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 teams    Customer  Resident  Liaison Officers | As planned | Improved understanding of customer  experience    Improved service opportunities | Customer satisfaction  Shared examples for improved service |
| 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 CB website |
| 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 Affairs 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. | Divisional Director - Corporate Affairs 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 Affairs 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. | Divisional Director - Corporate Affairs 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. | Divisional Director - Corporate Affairs and  CBIT | Regularly | Knowledge and understanding of  service delivery and  improvement opportunities | Complaints records informal and formal      Satisfaction levels |