



CITY PROPERTY COMMUNICATIONS STRATEGY 2020 - 2023





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1.0 Introduction

1.1 Context

There is a requirement to set out a three year strategy for all communications activity for City Property. City Property comprises of five legal entities: City Property (Glasgow) LLP, City Property Glasgow (Investments) LLP, City Property Glasgow (Operations SL 1) LLP, City Property Glasgow (Operations SL 2) LLP and City Property Glasgow (Operations SL) Limited. This strategy, however, will have focus on communications activity across City Property (Glasgow) LLP, City Property Glasgow (Investments) LLP and City Property Markets. This is to support the priority areas of the business and enable growth through effective communications and building engagement. There is a drive within the organisation to develop this utilising digital tactics to connect better with tenants and new audiences. By using a sustained approach, this strategy will ensure we continue to demonstrate our commitment to clear and consistent communications to all stakeholders.

1.2 The Scope of the Strategy

- This strategy focuses on utilising all communication channels to improve service and support the priority areas of the organisation.
- Both effective external and internal communications will play a part in this strategy and it is anticipated this will have a positive influence on employees, as well as, support better engagement with new and existing audiences.
- This three year Communications Strategy will be regularly reviewed to ensure it aligns with the Business Plan.

2.0 Current Situation

At present, there is a requirement for all communications to be enhanced to allow for better synergy across all teams in aligning to the City Property Strategic Business Plan 2018 - 2023. Although recent improvements have been made to better align communication tactics to a priority area focus, work needs to continue to aim for the collective direction and vision of the organisation. Currently, communications "reps" sit in each team and attend a bi-monthly communications forum which aids in gathering suitable segments of information to be used for internal and external purposes. Significant improvements have been made with this information in promoting externally – particularly through social media. This work will continue, in partnership with this strategy, to enhance all communications to our customers; resulting in multiple ways of engagement.



3.0 Key Stakeholders/Audience Groups

Internal Groups				
City Property Board	City Property SLT/SMT	City Property Team Managers	Comms. Forum Representatives	All City Property staff

External Groups						
Glasgow City Council	Tenants	Public (Existing and new audiences)	Glasgow Family Comms. Forum	All Political Representatives	Media	External Funders
GCC ALEO's	Local Strategic Partnerships	Business Community	Tenant Associations	Markets Associations	Partner Organisations	Agents & Contractors

4.0 Priority Areas, Vision & Company Overview

This Communications Strategy will align to the wider City Property Strategic Business Plan 2018 -2023 and the following established priority areas:-

- **Priority Area 1** – Contributing to the Growth of Glasgow’s Economy
- **Priority Area 2** – Maximising the Benefit from Property Assets Owned by City Property Glasgow (Investments) LLP
- **Priority Area 3** – Using Collaboration and Innovation as Drivers for Success and Growth
- **Priority Area 4** – Providing Financial Sustainability

Our vision is to positively invest in the inclusive growth of Glasgow’s Economy. We want to be bold, ambitious and community led, delivering quality services with customer focus, tailored to the different needs of our stakeholders.

Communications is vital in achieving this and needs to be dynamic throughout all areas of the business. Utilising appropriate tactics, teams will be equipped with the knowledge of this strategy to assist with identifying suitable tools to use in helping them achieve individual objectives under our four priority areas. These objectives can be found in the tables below and have been used to devise the scope of the Company Communications Objectives detailed in section 4.2.

Priority Area 1 – Contributing to the Growth of Glasgow’s Economy

Key Objectives

1.	Supporting new jobs and business start-ups
2.	Assisting in meeting the Council’s ambitions for regeneration, housing and capital receipts
3.	Managing challenging assets
4.	Delivering property opportunities and developments for both City Property Glasgow (Investments) LLP and the Council
5.	Improving and expanding City Markets

Priority Area 2 – Maximising the Benefit from Property Assets Owned by City Property Glasgow (Investments) LLP

Key Objectives

6.	Increasing occupancy levels in the property portfolio
7.	Delivering our capital investment plans
8.	Increasing income and reducing costs
9.	Producing an effective asset management strategy
10.	Improving the environmental sustainability of the portfolio

Priority Area 3 – Using Collaboration and Innovation as Drivers for Success and Growth

Key Objectives

11.	To explore new opportunities for partnership working with the Council Family and Property & Land Services
12.	To participate in community engagement and asset transfers
13.	To have productive agency arrangements and to explore partnership opportunities
14.	To strengthen relationships and encourage feedback from all of our stakeholders

Priority Area 4 – Providing Financial Sustainability

Key Objectives

15.	To increase rental income from advertising opportunities
16.	To advance current service delivery and seek new opportunities
17.	To invest wherever this will result in improvements to the business
18.	To explore opportunities to release value and equity from the commercial portfolio

4.1 Alignment to the Business

As mentioned, the success of this strategy can only be achieved through strong integration across all areas of the business – City Property (Glasgow) LLP, City Property Glasgow (Investments) LLP and City Property Markets. This alignment means all efforts, resources, and objectives are able to merge and follow one path. This ensures that everyone in the company understands what the purpose of the work is, and, therefore, puts all efforts towards our specific priority areas and key objectives within each.



4.2 Company Communications Objectives

In line with its vision and based on the individual objectives of the organisation, seven communication objectives have been created to support City Property in achieving its priority areas:

Aligning to Priority Area 1 – Contributing to the Growth of Glasgow’s Economy

1. Build public awareness, trust and protect our reputation and positively influence opinions resulting in increased confidence in the organisation.
2. Support the marketing of Glasgow City Council properties for disposal and the generation of capital receipts using digital and innovative methods.

Aligning to Priority Area 2 – Maximising the Benefit from Property Assets Owned by City Property Glasgow (Investments) LLP

3. Support the marketing of our City Property Glasgow (Investments) LLP properties, in line with our agent, for income generation purposes using digital and innovative methods.
4. Communicate and engage with our tenants to deliver accurate, relevant information which provides the opportunity for growth and sustainability.

Aligning to Priority Area 3 – Using Collaboration and Innovation as Drivers for Success and Growth

5. Support Partnership Projects that strategically align to the organisation such as community asset transfers, providing a well-balanced service and resource.
6. Ensure all staff are informed through effective communications and engagement to support a culture of open and honest two-way communication to feel valued with clear direction on how their role connects to the organisation priority areas.

Aligning to Priority Area 4 – Providing Financial Sustainability

7. Work with teams across the organisation to advise on innovative approaches to explore new technologies to make improvements to the business and how we market ourselves.

Further information is provided below on how these objectives will be achieved.

5.0 Principles and Approach

5.1 Best practice principles for communications

- Clear and accurate
- Inclusive and meaningful
- Targeted and tailored to the audience appropriately
- Timely and honest
- Provide follow-up where appropriate

5.2 Our approach to communications

- Consistent with City Property's vision, values & priority areas
- Responsive to insight and feedback
- Pro-active based on anticipatory behavior
- Consistent with strategic messaging

6.0 Role of Communications

A culture of good communication is the responsibility of everyone within City Property. It is essential to communicate in a professional and well-informed manner with those who come into contact with the organisation, using clear and consistent messaging that is appropriate to the audience's needs.

6.1 Role of the Media Relations, Marketing & Communications Manager

The Media Relations, Marketing & Communications Manager will review, support, maintain and manage all communications and information effectively within the organisation and externally with partner services.

Responsible for, in conjunction with the Head of Corporate & Technical Services, setting and articulating the direction of company information and communication function, ensuring that management practices and approaches are up to date, and in line with industry standards.

6.2 Role of Management

Communication is at the core of the organisation and should be integrated from a senior level down. The company aims to create and maintain an internal culture in which staff are able to raise ideas and suggestions. Managers must wherever possible provide swift and full answers, and to respond positively and constructively to ideas for improvement.

Responsibility for the implementation of effective staff communications resides with the Senior Management team with support from the Media Relations, Marketing & Communications Manager.

6.3 Role of Staff

Staff are the day-to-day ambassadors of the organisation and the services it provides. There is a wealth of expertise, ideas, enthusiasm and potential contribution within the organisation, at all levels and across all functions which should be deployed effectively in the improvement and development of services.

All staff have responsibility for good operational communications and for ensuring their line manager knows their views and ideas while asking for relevant information if they are not receiving it. To strengthen this communication, communications "reps" are rotated in each team to provide the opportunity for individual staff members to input. This, together with the services provided by our Tenant Liaison and Member Liaison Officers allows for a consistent approach across all areas of the business.

7.0 Communications Channels

The tactics detailed in section 7.1 and 7.2 are incorporated into the City Property Communications Matrix in section 11.1.

7.1 Internal Communications Mix (within City Property)

The Internal Communications Mix comprises of an approach utilising new and existing tactics:

Existing Internal Communications Mix	
Managing Director Message	City Property Matters
Managing Director/ SMT Email Updates	Staff Away Day
Business As Usual (BAU) Communications Updates	Communications Forum
Risk Management Forum	Meetings
Staff Surveys	

New to Internal Communications Mix	
Centralised Communications Mailbox	Quarterly Reporting Update
Staff Surveys (Enhanced)	Recognising Success
The Property Post	Smartcrowds

7.2 External Communications Mix (outwith City Property)

The External Communications Mix comprises of an approach utilising new and existing tactics:

Existing External Communications Mix	
Annual Performance Report	Surveys
Existing City Property Website	Email Signature
City Property Markets Website	External Working Groups
Agent Website	Glasgow City Council – Connect
Media Releases	Glasgow City Council – Insider
Website News Release	Glasgow City Council – Communications Forum
Business Plan	Marketing Materials

New to External Communications Mix	
Tenant Talk	Property Flyers
The Market Trader (Digital)	Radio
New Website	Social Media (Strategy Development)
Engagement Events	Tenant Survey (Enhanced)

7.3 Print (Internal & External)

- Case Studies and other promotional materials
- Brochures
- Annual Performance Report
- Business Plan
- Pop-up banners
- Other such as business cards or flyers

8.0 Priorities

The priorities identified below are supported by a detailed Communications Matrix in section 11.1.

Improve quality and timing of all City Property communications

- Determine source of all current communications
- Establish and implement new processes for improvement of key digital comms, internal messaging, project & programmes
- Establish distribution lists, including tenant & City Property specific
- Provide Governance & guidance
- Create Templates
- Create Communications publication plan

Continue to promote and inform on City Property's vision, values & priority areas

- Determine most effective method of cascading messaging, with a view to exciting, motivating and engaging staff
- Align priority areas to corporate messaging
- Monitor progress and gain feedback

Employee Engagement initiatives

- Continue to provide regular updates on business & progress of objectives – The Property Post, communications forum, quarterly updates
- Launch staff survey – encourage feedback
- Accessibility/visibility of MD & SMT – quarterly reporting, staff away day, SMT weekly, team meetings, special communications
- Increase City Property Matters usage

9.0 Key Messages

City Property will present a consistent narrative across all audience groups, aligned to our priority areas, but tailor its messages and the communication channels its uses according to the audience groups.

The key messages are as follows:-

A Place People are Proud to Work - Successful & Sustainable

Improving City Property's reputation. Who exactly is City Property?

- Vision and priority areas
- Services we provide
- What we done and what the customer expect in the future
- Demonstrate our competitiveness
- Growing opportunities
- How we are working with the business to actively improve efficiency
- Success stories
- Service levels
- Operational excellence – staff expertise & knowledge
- Efficiency and delivery of services



Executing Brilliantly – Building Strong Relationships

Getting closer to our tenants and understand their requirements

- What do our tenants need from us?
- What are the challenges our tenants face?
- How does every member of our staff positively affect our tenants?

Working Culture

Collaborative approach to working – driving change of culture

- Strengthen brand identity – open & accessible
- Promotion and progress reporting of common goals and objectives
- Promotion of cross-sectional work – project and general updates

10.0 Evaluation

To show progress City Property will monitor performance against designated key indicator measurements which allows it to consistently track its success rate towards this strategy's seven communications objectives detailed in section 4.2.

1. Build public awareness, trust and protect our reputation and positively influence opinions resulting in increased confidence in the organization.
2. Support the marketing of our Glasgow City Council properties for disposal generation of capital receipts using digital and innovative methods.
3. Support the marketing of our City Property Glasgow (Investments) LLP properties, in line with our agent, for income generation purposes using digital and innovative methods.
4. Communicate and engage with our tenants to deliver accurate, relevant information which provides the opportunity for growth and sustainability.
5. Support Partnership Projects that strategically align to the organisation such as community asset transfers, providing a well-balanced service and resource.
6. Ensure all staff are informed through effective communications and engagement to support a culture of open and honest two-way communication to feel valued with clear direction on how their role connects to the organisation priority areas
7. Work with teams across the organisation to advise on innovative approaches to explore new technologies to make improvements to the business and how we market ourselves



Key indicators measured by:

- Quality and effectiveness of communications and employee engagement will be measured through regular temperature checks and staff surveys
- Adhoc feedback/word of mouth
- Newsletter engagement
- Website engagement via Google Analytics
- Media observation
- Participation rates
- Social media engagement
- Tenant surveys
- Staff survey
- Communications Forum
- Feedback from Glasgow City Council
- Post event/call feedback measurement

As with all strategies, there will be a degree of flexibility, particularly with regards to reactive/ crisis communications. In these situations, key messaging will be devised in a short timeframe in line with our Business Continuity Plan.

To allow for better consistency across our reactive communications we will monitor our key messaging using the criteria below:

- a) We have achieved what we set out to do;
- b) We will amend any elements that aren't working; and
- c) We will show our value to our key stakeholders.

An effective communications strategy is imperative in helping us to work efficiently to achieve our priority areas and ultimately the success of the organisation. Communications is an integral part across all areas of the business and therefore each staff member should feel empowered by the information noted within this document.



11.0 Communications Plan

All City Property marketing and communications tactics align to four distinct “ZONES” created and identified by the Media Relations, Marketing & Communications Manager:

1. Two-way dialogue/Engagement
2. Reference Comms.
3. Updates
4. Misc.

The Communications Matrix below details all communication tactics available in these “ZONES” to help us achieve our communications objectives detailed in section in section 4.2.

11.1 Communications Matrix

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
TWO-WAY DIALOGUE						
Communications Forum	<ul style="list-style-type: none"> • Informal open forum/ Q&A • Access to Marketing/ Comms • Strategy & vision sharing • Business updates 	Meeting Email (minutes)	Bi - Monthly	Marketing/ Comms	Communications reps	Reps managed locally by teams



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
SMT Weekly	<ul style="list-style-type: none"> • Access to SMT • Business updates • Strategy & vision 	Meeting	Weekly	SMT/ Marketing/ Comms	Varied	Key messages from meeting cascaded appropriately and issues discussed
City Property Matters	<ul style="list-style-type: none"> • Informal open forum • Access to SMT & MD • Strategy & vision sharing • Business updates • Social news • Helpful tips 	Staff Intranet	As and when appropriate	Marketing/ Comms	All City Property staff	Managed by Marketing/ Comms
Quarterly Reporting	<ul style="list-style-type: none"> • Strategy & business updates • Priority area focus • Gathering of ideas & suggestions for improvement 	Meeting	Quarterly	SMT/ Team Managers	SMT/ Team Managers	Follow-up cascade sent to all City Property staff



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
City Property Away Day	<ul style="list-style-type: none"> • Best practice sharing • Celebrate success • Promote consistent messaging • Key challenges • Guest speakers • Collaboration and teambuilding 	Event	Yearly	MD/SMT/ Marketing/ Comms	All City Property staff	Managed by Marketing/ Comms
Social Media – City Property	<ul style="list-style-type: none"> • Promote investment properties • Promote disposal properties • Business updates • Fundraising • Any other good news/ other initiatives 	Twitter/ LinkedIn	Weekly post	Marketing/ Comms Graham & Sibbald (Investment Properties only)	External audience	Focus on Twitter and LinkedIn to engage
Social Media – City Property Markets	<ul style="list-style-type: none"> • Promotion of all markets across Glasgow • Trader info • Trader engagement • Business updates • Good news stories/ awards 	Twitter	Weekly post	Marketing/ Comms	External audience	Focus on Twitter
Tenant Survey	<ul style="list-style-type: none"> • Pulse check • Questions put to tenants around CPG services • What are we doing well • What can be improved 	Online/ Face to Face/ Paper	Yearly	Marketing/ Comms, Investment Team, Tenant Liaison	All City Property tenants	Facilitated & managed by Marketing/ Comms



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Office Vibe – Staff survey	<ul style="list-style-type: none"> • Pulse check • Questions put to staff on CPG • What are we doing well • What can be improved 	Online	Yearly	Marketing/ Comms	All City Property staff	Launching in 2020
Meetings	<ul style="list-style-type: none"> • Regular team meetings • Promote consistent messaging • Key challenges • Project update • Receiving feedback • Strengthen relationships 	Meeting	Weekly	Team Managers	All City Property staff	
REFERENCE COMMS.						
City Property Website	<ul style="list-style-type: none"> • Who we are, what we do • News stories • Investment properties • Disposal properties • City Property strategic documents 	Organisation website	Daily	Marketing/ Comms	External Audience	New website launching in 2020
City Property Markets Website	<ul style="list-style-type: none"> • Who we are, what we do • News stories • Market updates • Trader enquiries 	Organisation website	Daily	Marketing/ Comms	External Audience	



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Marketing Materials	<ul style="list-style-type: none"> • Vision & priority areas • Campaigns 	Pop-ups Brochures	As and when required	Marketing/ Comms	All audiences	
Agent Website (G&S)	<ul style="list-style-type: none"> • Update on all investment properties • Enquiries • More information • Offers 	Online	Updated daily	G&S	External audience	City Property specific section to be looked into
Annual Performance Report	<ul style="list-style-type: none"> • Managing Director message • Company statistics in relation to priority areas • Project delivery • KPI results • Fundraising 	Online (PDF)/ Offline designed report	Yearly	SMT/ Team Managers/ Marketing/ Comms	All City Property staff/ External audience	Yearly requirement for designed report
City Property Business Plan 2018 - 2023	<ul style="list-style-type: none"> • Highlights • Vision & values • Influences • Priority areas • Objectives • Measures of success 	Online (PDF)/ Offline designed plan	2018 - 2023	SMT/ Marketing/ Comms	All City Property staff/ External audience	Designed Business Plan delivered in 2019
Radio	<ul style="list-style-type: none"> • Campaign based • Company info • Call to action 	Radio	As and when required	Marketing/ Comms	External audience	



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Centralised Communications mailbox	<ul style="list-style-type: none"> Consistent messaging from one source 	Comms inbox	As and when required	Marketing/ Comms	All City Property staff	
UPDATES						
Staff newsletter – The Property Post	<ul style="list-style-type: none"> Business updates Good news stories Fundraising Project delivery 	Email	Bi -monthly	Marketing/ Comms	All City Property staff	Managed by Marketing/ Comms
Markets newsletter – The Market Trader	<ul style="list-style-type: none"> Market business updates Good news stories Project delivery 	Email	Quarterly	Markets Team & Marketing/ Comms	All Markets tenants	Delivered through Mailchimp platform
Tenant newsletter – Tenant Talk	<ul style="list-style-type: none"> City Property updates Tenant specific news Good news stories Project delivery 	Email	Yearly	Investment Team, Marketing/ Comms & Tenant Liaison	Subscribed City Property tenants	First edition launching December 2019
Glasgow City Council - Insider	<ul style="list-style-type: none"> Project delivery Managing Director/ SMT or Team Manager direct quote Benefits to the organisation and/ or tenants/ Glasgow citizens 	Online	As and when project delivered	Marketing/ Comms	Glasgow Family	



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Quarterly Reporting Update	<ul style="list-style-type: none"> • Individual team updates in line with priority areas • Project delivery • Successes & challenges 	Email	Quarterly	SMT/ Team Managers & Marketing/Comms	All City Property staff	
BAU/Project/Change Comms.	<ul style="list-style-type: none"> • Corporate changes to how staff work • New processes or system information • Important project updates • Background/ impact to user/when/ why 	Email City Property Matters	As and when required	Marketing/Comms	All City Property staff	
Managing Director Email	<ul style="list-style-type: none"> • Vision & strategy • Business news • Important updates • Calls to action 	Email	As and when required	Managing Director/ Marketing/Comms	All City Property staff	
SMT Update	<ul style="list-style-type: none"> • Vision & strategy • Business news • Important updates • Calls to action 	Email	As and when required	SMT/ Marketing/Comms	All City Property staff	



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Risk Management Forum (RMF)	<ul style="list-style-type: none"> • Overview of key points discussed within the RMF • Risks notified to staff at a corporate, team and project level • Access to RMF minutes 	Email	Quarterly	Marketing/ Comms & Risk Champion	All City Property staff	
Media Releases	<ul style="list-style-type: none"> • Success stories • Business news • Important updates • Calls to action 	Media	As and when required	MD/ SMT/ Marketing/ Comms (dependant on context)	External audience	
Website News Releases	<ul style="list-style-type: none"> • Success stories • Business news • Fundraising • Important updates • Calls to action 	Organisation website	As and when required	Marketing/ Comms	External audience	
MISC. COMMS.						
Fundraising	<ul style="list-style-type: none"> • Event details • Charity information • Success stories • Calls to action 	Email	Monthly As and when events occur	Marketing/ Comms	All City Property staff	



Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Project-based Communications	<ul style="list-style-type: none"> • Latest news how project delivery • Key messages from Managing Director/ SMT • Expectations • Timelines 	<p>Newsletter</p> <p>Email</p>	As and when project update required	Marketing/ Comms	All City Property staff	
Communications Governance	<ul style="list-style-type: none"> • Do's and don'ts of comms. • Brand alignment education • Signposting to all branding requirements 	<p>Email</p> <p>The Property Post</p> <p>City Property Matters</p>	As and when required	Marketing/ Comms	All City Property staff	
Engagement Events	<ul style="list-style-type: none"> • Property related event • Networking • Build relationships • Gauge interest 	Event	As and when required	MD/ SMT/ Team Managers Marketing/ Comms	External audience	To be developed in 2020.
Reward & Recognition Programme	<ul style="list-style-type: none"> • Greater staff satisfaction and enjoyment of work • Increase productivity • Direct performance feedback • Strengthen cross- sectional teamwork 	Varied	Ongoing	MD/ SMT/ Marketing/ Comms	All City Property staff	Programme to be looked into for 2020.