



CITY PROPERTY (GLASGOW) LLP
COMMUNICATIONS STRATEGY
2023–2028

CONTENTS

1. Introduction	P3
1.1 Scope of The Strategy	P3
2. Current Situation	P3
2.1 Key stakeholders/ audience groups	P4
2.2 Stakeholder Feedback	P4
3. Strategy	P5
3.1 Company Vision, Priority Areas and Objectives	P5
3.2 Key messages and communication themes	P6
3.3 Communication Objectives	P7
4. Strategic Delivery & Tactics	P7
4.1 Priorities and success factors	P7
4.2 Internal Resources	P7
4.3 Communications Tactics	P8
5. Annual Communications Plan	P9
5.1 Key commitments	P9
6. Controls and Measures	P10

1. INTRODUCTION

This Communications Strategy covers the period 2023 - 2028 and has been created to support the City Property Group Strategic Business Plan 2023-2028. The Communications Strategy sets out our approach and outlines how we will deliver this through a combination of communications priorities and objectives over the five-year period.

This document does not describe everything that we will do, but instead highlights our key communication commitments. Our Annual Communications Plan sets out in more detail what we plan to achieve on an annual basis, including key deliverables and measurements.

Whilst City Property comprises of the 7 legal entities outlined in the Strategic Business Plan 2023-2028; this Communications Strategy focuses on the three areas below to support the priority areas of the business and enable growth through effective communications and stakeholder engagement:

City Property (Glasgow) LLP (CPG) was established on 1 October 2009, in order to provide the management, development and disposal of the Glasgow City Council's non-operational surplus land and property assets.

City Property Glasgow (Investments) LLP (CPGI) was established in March 2010 to acquire Glasgow City Council's investment property portfolio. The portfolio is one of the most significant commercial portfolios in the City across a range of sectors including industrial, retail, office, and ground leases.

City Property Markets, a trading division of City Property (Glasgow) LLP, operates the largest wholesale fruit and fish markets in Scotland as well as managing a number of retail and farmers markets across the city and a weekly car boot sale.

1.1 SCOPE OF THE STRATEGY

This strategy focuses on utilising the most appropriate communication channels to support the key priority areas of the organisation, with external and internal communications supporting engagement with new and existing audiences. This strategy will be regularly reviewed to ensure alignment with the Strategic Business Plan 2023-2028 and a separate Annual Communications Plan will provide more detail on the annual activities that we will carry out.

2. CURRENT SITUATION

At the time of producing our 2020-2023 Communications Strategy, there was a recognition that communications could be improved, to reflect a focus on the Strategic Business Plan, and to ensure that staff felt included in the communication process. Whilst some improvements were initially implemented to better align communications to our priority areas, it is likely that the pandemic exacerbated the previously identified 'isolation', with most staff working from home for almost two years. Now that hybrid working is well established, we have an opportunity to bring people together for better collaboration, with the aim of achieving our objectives by creating a collective direction for our communications activities.

2.1 KEY STAKEHOLDERS & AUDIENCE GROUPS

City Property deals with a wide range of stakeholders, as outlined below:

Internal	External
<ul style="list-style-type: none">- City Property Board- City Property SLT/ SMT- City Property Team Managers- City Property staff- Staff Communications Forum- Internal working groups	<ul style="list-style-type: none">- Glasgow City Council & ALEOs- Funders- Tenants (CPGI & markets)- Elected Members- Public (existing & new audiences)- Media- Agents (G&S, etc)- Business Community- Key Suppliers (e.g., IT service providers utility companies)- Housing Associations and factors- External legal teams- Local Strategic Partnerships- Partner organisations- Scotland Excel

2.2 STAKEHOLDER FEEDBACK

STAFF SURVEY

As outlined in the Strategic Business Plan; our staff are key to ensuring that we can respond to an increasingly challenging economic environment by seeking innovative and effective ways of delivering high-value services in partnership with our stakeholders.

The March 2023 staff research results have established our current position with regards to employee engagement and will help form a baseline from which we can measure ongoing improvement. Some key findings from our recent employee research are below:

- The majority of respondents agreed with our Vision, Values and Priority Areas
- Staff would like regular updates on company performance and information on how to translate the Strategic Business Plan into day-to-day work tasks to help them achieve their KPIs and better understand how they are contributing to the wider strategy.
- Staff would like more regular information at ground level about future plans, including investment plans for existing stock, board reports & minutes, and examples of how our Vision and RESPECT Values are being implemented.
- To help improve performance and efficiency; staff would like to see more regular communication between management and staff, improved ICT systems, guidelines on existing systems, details about the availability of training and more information about the roles and responsibilities of other teams.
- Additional ideas to help employee engagement included a staff suggestion box, sharing updates on good news and a revamp of the staff communications forum.

TENANT SURVEY

We will reinstate our tenant survey, with the aim of forming a baseline from which we can measure improvement annually. In the past, tenant surveys have been paper based, however we will now look to explore more efficient ways of carrying out the survey digitally. As identified in the Strategic Business Plan, the development of an online Tenant Portal as part of our ICT Strategy will be key to improving ways of communicating with our tenants.

OTHER FEEDBACK

We will also use the following to measure stakeholder feedback and satisfaction:

- MLU response times
- Customer complaints and feedback
- Feedback from Council Family (e.g., working groups and forums)
- Online feedback and engagement (e.g., reviews, engagement)

We will also commit to exploring new ways of gathering feedback from key stakeholders.

3. STRATEGY

3.1 COMPANY VISION, PRIORITY AREAS AND OBJECTIVES

This Communications Strategy aligns to the Strategic Business Plan 2023-2028, our vision to positively invest in the inclusive growth of Glasgow's Economy and our RESPECT values of Regeneration, Excellence, Sustainability, Progressive, Equality, Community and Trust.

In terms of what we want to achieve as a business, our three priority areas and key strategic objectives are outlined below. These business priority areas have been used to devise our Key Messages in section 3.2 and our Communications Objectives in section 3.3 are derived from the key strategic objectives.

Priority Area 1 – Contributing to the Growth of opportunity and prosperity for Glasgow	
Key Objectives	
1	Optimise the use of buildings and land to assist Glasgow in meeting its ambitious targets for capital receipts, affordable housing, quality developments and regeneration.
2	Supporting Glasgow's economic growth by encouraging sustainable investment across the city
3	Continue to be ambitious in bringing forward challenging property assets to create new opportunities to deliver economic and social benefits.
4	Enable Glasgow to be the best city to start and grow a business by providing property opportunities

Priority Area 2 – Optimising the benefit and sustainability of our property assets to enable a just transition to a net zero Glasgow

Key Objectives

5	Improve the condition and energy efficiency of our property portfolio and support a just transition to net zero Glasgow.
6	Use our extensive property knowledge and commercial expertise to maximise financial return.
7	Create ambitious and deliverable visions and strategies for our property assets, in collaboration with key stakeholders, to unlock value
8	Enhance our sustainable financial model by growing income to reinvest, improve and expand our property portfolio

Priority Area 3 – Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders

Key Objectives

9	Run an open, well governed organisation in partnership with all our stakeholders
10	Enable staff to deliver sustainable & innovative services that ensure continuous improvement and increase stakeholder satisfaction
11	Continue to modernise our ways of working and improving the workplace environment for our staff
12	Continue to build resilience whilst mitigating risk and seeking/embracing opportunities to benefit our staff and stakeholders

3.2 KEY MESSAGES AND COMMUNICATION THEMES

We must present a consistent narrative, aligned to the priority areas of the business, whilst tailoring messages to the relevant audiences, and enhancing perceptions of City Property. Our key messages and communication themes are outlined below:

Message 1: City Property contributes to the City's success (Aligned to Priority Area 1)

Communication themes and activity which will support this key message are:

- **Vision, Values & Priority areas:** What have we delivered and what are our plans?
- **Our success stories:** New lettings, property sales, markets performance, etc.
- **The services we provide:** Supporting GCC, CPG, CPGI and Markets priorities
- **Operational excellence:** Service levels, customer service, etc.

Message 2: City Property operates sustainably and efficiently (Aligned to Priority Area 2)

Communication themes and activity which will support this key message are:

- **Forward thinking & innovative:** Plans for our property assets
- **Financial sustainability:** A focus on financial stability and income generation
- **Competitiveness:** Demonstrate our capability and efficiency
- **Net Zero:** What are we doing to help the city achieve this?

Message 3: City Property works collaboratively (Aligned to Priority Area 3)

Communication themes and activity which will support this key message are:

- **Working culture:** Common goals and objectives, innovation & team-working
- **Tenant relations:** Understanding our tenants needs, building stronger relationships
- **Stakeholder engagement:** GCC, Elected members, Media, partner agencies, etc.
- **Continuous Improvement:** Investing in staff & systems and building resilience

3.3 COMMUNICATION OBJECTIVES

The table below outlines our Communications Objectives for 2023-2028 as well as the Key Strategic Objectives which each one supports.

COMMUNICATIONS OBJECTIVES FOR 2023-2028
1. Increase quality and frequency of external communications to support marketing and commercial activity (Disposals, Investments, Asset Maximisation and Markets) Supporting Strategic Objectives: 1, 3, 4, 6, 11 & 12
2. Improve external stakeholder engagement to enhance trust, perceptions and understanding of City Property and of how we positively invest in the inclusive growth of Glasgow's Economy Supporting Strategic Objectives: 2, 3, 4, 5, 7, 8, 9, 10 & 12
3. Improve employee engagement to support an open, values-based culture which encourages collaboration and information sharing Supporting Strategic Objectives: 3, 9, 10, 11 & 12

4. STRATEGIC DELIVERY & TACTICS

4.1 PRIORITIES AND SUCCESS FACTORS

The following will be key to successful delivery of the Communications Strategy:

- Professional communications which are consistent** with strategic priority areas
- Proactive communication activity** which enhances perceptions and positive engagement
- Support from internal stakeholders** (all City Property staff)
- Proactive and positive stakeholder relations** (internal and external)
- Capable resources and systems** (e.g., delivery of ICT Strategy, a skilled workforce)

4.2 INTERNAL RESOURCES

THE ROLE OF COMMUNICATIONS

Effective communication across all areas of the business is vital for successful delivery of the Communications Strategy. Teams must be equipped with the appropriate knowledge, ICT, and communication tools to help them achieve objectives and it is essential that everyone communicates in a professional and well-informed manner, using clear and consistent messaging that is appropriate to audience needs. Information sharing and communications are the responsibility of *everyone* within the organisation, as follows:

THE ROLE OF MANAGEMENT

Communication is at the core of the organisation and integrated from a senior level down. The company aims to create and maintain an internal culture in which staff can 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 Communications Officer.

THE ROLE OF COMMUNICATIONS OFFICER

The Communications Officer is responsible for implementing and monitoring an effective communications strategy, aligned with the strategic policies and priorities of City Property and our major stakeholders. The Communications Officer will review, support, maintain and manage communications and information within the organisation and externally with partner services, ensuring effective alignment with this Communications Strategy.

THE ROLE OF THE STAFF COMMUNICATIONS FORUM

Communication Forum members assist with the implementation of communications objectives by acting as a liaison between the group and the individual service areas which they represent. Members provide news and information that will be relayed internally and externally and also ensure that we continue to demonstrate a commitment to clear and consistent communications that meet the needs of all stakeholders.

THE ROLE OF EMPLOYEES

Staff are the day-to-day ambassadors of City Property. There is a wealth of expertise, ideas, enthusiasm, and potential contribution at all levels and across all functions which must be deployed effectively for the improvement and development of services. All staff have responsibility for good operational communications and for ensuring their views, ideas and knowledge are shared across the organisation via their Line Manager or the Staff Communication Forum. Staff should ask for relevant information if they are not receiving it.

4.3 COMMUNICATIONS TACTICS

The tables below summarise the key tactics which will be used to deliver our communications activity. We will support delivery of our Communications Objectives by aiming to select appropriate activity and tactics which will aim to achieve at least one of the following aims:

- **Increase awareness, stakeholder understanding or positive engagement**
- **Build trust with stakeholders and perception of City Property**
- **Support marketing, commercial and professional services**
- **Encourage staff engagement and collaboration**

INTERNAL TACTICS, CHANNELS & TOOLS	
CURRENT TACTICS TO BE CONTINUED	
- Staff Communications Forum	- Staff Meetings
- City Property Matters (intranet)	- Various forums (e.g., Risk Management)
- Centralised communications mailbox	- Quarterly reporting update
- Business as Usual (BAU) email updates	- GCC email updates (distributed by CP)
- Staff Survey	
NEW TACTICS FOR IMPLEMENTATION	
- Staff Newsletter	- Staff Recognition Programme
- Staff Suggestion Box	- Staff Away Day*
- Brand Guidelines*	
<i>*These are tools which have not been used since pre-pandemic</i>	

EXTERNAL TACTICS, CHANNELS & TOOLS	
CURRENT TACTICS TO BE CONTINUED	
- Websites (City Property, Markets, etc)	- Google Business listings/ reviews
- Website Publications (e.g., Business Plan)	- GCC Family Communications Forum
- Annual Performance Report	- GCC website, connect and staff email
- Email signatures (Brand Guidelines)	- Media releases
- Email mailing lists	- Agent websites (e.g., G&S)
- Social Media	- Paid Media (ad hoc)
- Marketing Materials (Brochures, etc)	- Tenant publications (e.g., Tenant Guide)
NEW TACTICS FOR IMPLEMENTATION	
- Tenant surveys*	- Social Media Strategy (content plan)
- Tenant newsletter*	- Tenant portal/ website
- Brand Guidelines*	
<i>*These are tools which have not been used since pre-pandemic</i>	

A full Communication Mix detailing all tactics, channels and aims is available in our separate Annual Communications Plan. Our Communications Mix will be reviewed on an annual basis, with relevant tactics selected to support delivery of the activity within the Annual Communications Plan.

5. ANNUAL COMMUNICATIONS PLAN

This Communications Strategy will be reviewed annually to ensure continued alignment with the Strategic Business Plan. In addition, we will produce an Annual Communications Plan which will set out in more detail what we plan to achieve on a yearly basis, and the activity that will be carried out, including key deliverables, measurements and KPIs.

5.1 KEY COMMITMENTS

Whilst our Communications Plan sets out what we plan to achieve annually, the following communications commitments have been identified as being key to support the delivery of the 2023-2028 Strategic Business Plan

- Delivery of new websites for improved stakeholder relations and marketing activity
- Development of a new tenant portal to improve efficiency of property management
- Clear communications guidelines for consistency and mitigation of risk
- Ongoing review of stakeholder feedback (internal and external)
- Ongoing employee engagement to improve collaboration and information sharing

6. CONTROLS AND MEASURES

To monitor progress and evaluate successful delivery of the Communications Strategy, we will track performance against the KPIs and measures outlined in the Annual Communications Plan. Where possible, baseline measurements will be taken from April 2023 to enable measurement and improvement over the 5-year period.

END