



## Performance

Our mission is to contribute excellence in construction, repairs, maintenance and training to customers, our employees, partners, suppliers and the local communities in which we work. We are adept at removing the barriers that get in the way of delivering excellent customer service.

City Building is comprised of two organisations –

- 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 (Contracts) LLP (CBC) is a wholly owned Arms Length External Organisation (ALEO) of Glasgow City Council (GCC).

The joint shareholders of City Building (Glasgow) LLP - Glasgow City Council and Wheatley Housing Group - record their own performance measures which are available on their websites. We contribute towards these measures in the work we do. Glasgow City Council's measures can be found at <https://www.glasgow.gov.uk/index.aspx?articleid=17564> and Wheatley Housing Groups at [https://www.wheatley-group.com/data/assets/pdf\\_file/0017/61307/Wheatley-Group-Annual-Report-Consolidated-Financial-Statements-2017-18.pdf](https://www.wheatley-group.com/data/assets/pdf_file/0017/61307/Wheatley-Group-Annual-Report-Consolidated-Financial-Statements-2017-18.pdf)

The annual accounts for City Building (Contracts) LLP can be viewed through Glasgow City Council's website using the following link: <https://www.glasgow.gov.uk/index.aspx?articleid=17627>

We provide our Board with regular updates on our performance against set targets and these figures are also reported to Glasgow City Council statutory committees and Wheatley Housing Group Boards.

In addition, at City Building we believe in listening to our customers. We record and analyse the comments our customers make to us and recognise from this feedback what our customers want and what they expect from our employees. Our Customer Charter reinforces our core customer-driven values. Analysis of our Call Centre statistics has confirmed that our Charter commitments have been 100% achieved from Nov 2018 to April 2019. In relation to customer complaints, we have achieved 93% of our timescale commitments across 2018.

The Scottish Housing Regulator reports on their website a range of financial and performance information about landlords and the housing sector as a whole. At City Building (Contracts) we use this information to monitor, assess and improve our performance to our customers.

The table below summarises the average figures for some of our customers:

	CBC Clients Average	Scottish Average
Percentage of homes meeting the Scottish Housing Quality Standard	92%	94%
Percentage of reactive repairs carried out in the last year completed right first time	95%	92%
Percentage of repairs appointments kept	95%	96%
Percentage of tenants who have had repairs or maintenance carried out in the last 12 months who were satisfied with the repairs and maintenance service.	92%	90%

	CBC Clients Average	Scottish Average
Average number of hours taken to complete emergency repairs	2.2	4.0

	CBC Clients Average	Scottish Average
Average number of days taken to complete non-emergency repairs	3.6	6.4

We also undertake a regular benchmarking exercise, a method we use to ensure we are improving performance in a systematic and logical way through measuring and comparing performance against other similar organisations.

Another way we judge our performance measures is through our awards and accreditations.

Some of our performance measures are among the best in Scotland compared to other similar organisations.

## Awards and Accreditations

We had a record year for awards, with City Building being the only Scottish Company and the only construction company to receive the Queen's Award for Enterprise: Sustainable Development 2018, the most prestigious highest official UK award for business recognising our performance in Sustainable Development, Sustainable Employment and Training, Sustainable Procurement, Sustainable Performance and Environmental Sustainability.

Other awards and accreditations achieved through 2017/18 included:

- **Quality, Health & Safety and Environmental** accreditation ISO 9001, ISO 14001, and ISO 18001
- **EFQM** Recognised for Excellence 4 Star Accreditation
- **Glasgow Business Awards** – The Environmental Team – Green Champions
- **Glasgow Business Awards** – Sustainable Development
- **Glasgow Business Awards** – Healthy and Active Workplace
- **Glasgow Guarantee** – Fairer Employer
- **Glasgow Guarantee** – Apprentice Challenge
- **Glasgow Guarantee** – Best Apprentice in Construction
- **The Herald and GenAnalytics** - Diversity Recruitment of Talents
- **The Herald and GenAnalytics** - Diversity Youth Employment
- **Hr NATIONAL Network** – Best Employer/Workplace
- **Hr NATIONAL Network** – Corporate Responsibility
- **Investors in Young People** - Gold
- **Johnstone's Trade** – UK Young Decorator of the Year
- **SkillBuild Scotland** – Painting and Decorating Senior Finalist
- **Reserve Forces Employer** Silver Award winner
- **Carer Positive Employer** Award winner
- **WorldSkills UK Apprentice Decorator of the Year** – Aiden Dearie

## Repairs

City Building delivers an award winning repairs service carrying out more than 500,000 repairs on an annual basis to domestic, commercial and public properties. Our performance in these areas follows:

### Housing Repairs and Investment Service

Details of these repairs are recorded directly with Registered Social Landlords (RSLs) via the Scottish Housing Regulator <https://www.scottishhousingregulator.gov.uk/find-and-compare-landlords>

Those recorded within City Building (Glasgow) LLP are as follows:

A - GHA

Measure	2017/18	2018/19 YTD		
	2017	2018		
	Value	Value	Target	
% All complaints responded to in full within SPSO timescales (Includes YP) (*)	95.9%	97.28%	96%	
Average time taken to complete emergency repairs (hours) – make safe (ARC)	3.16	2.96	3	
Average time taken to complete non-emergency repairs (working days) (ARC)	6.05	7.34	5.5	
% reactive repairs completed right first time	95.73%	96.1%	97.5%	
% repairs appointments kept	99.98%	100%	98%	
% properties requiring a gas safety record which had gas safety check by anniversary date	100%	100%	100%	

Measure	2017/18	2018/19 YTD		
	2017	2018		
	Value	Value	Target	
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the R&M service (4 Weekly)	94.01%	94.45%	93%	
% Tenant Satisfaction With Investment	98%	95%	94%	
% of relevant properties with a Gas Safety certificate	100%	100%	99.75%	

(\*) This measure is shared between CBG and Wheatley RSL subsidiaries

B – Cube

Measure	2017/18	2018/19 YTD		
	2017	2018		
	Value	Value	Target	
% All complaints responded to in full within SPSO timescales (includes YP) (*)	99.49%	100%	96%	
Average time taken to complete emergency repairs (hours) – make safe (ARC)	2.76	2.73	3	
Average time taken to complete non-emergency repairs (working days) (ARC)	4.93	5.85	5.5	
% reactive repairs completed right first time	97.01%	97.49%	98%	
% repairs appointments kept	99.98%	100%	98%	
% properties requiring a gas safety record which had gas safety check by anniversary date	100%	100%	100%	
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the R&M service (monthly)	94.04%	95.2%	93%	
% Tenant Satisfaction With Investment	98.39%	98.8%	94%	
% of relevant properties with a Gas Safety certificate	100%	100%	99.75%	

(\*) This measure is shared between CBG and Wheatley RSL subsidiaries

D - Loretto Housing

Measure	2017/18	2018/19 YTD		
	2017	2018		
	Value	Value	Target	
% All complaints responded to in full within SPSO timescales (includes YP) (*)	95.9%	100%	96%	
Average time taken to complete emergency repairs (hours) – make safe (ARC)	3.05	2.88	3	
Average time taken to complete non-emergency repairs (working days) (ARC)	4.36	4.65	5.5	
% reactive repairs completed right first time	96.31%	99.03%	98%	
% repairs appointments kept	100%	100%	98%	
% properties requiring a gas safety record which had gas safety check by anniversary date	100%	100%	100%	
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the R&M service (monthly)	91.43%	92.01%	92%	
% Tenant Satisfaction With Investment	89.66%	90.45%	94%	
% of relevant properties with a Gas Safety certificate	100%	100%	100%	

(\*) This measure is shared between CBG and Wheatley RSL subsidiaries

Measure	2017/18	2018/19 YTD		
	2017	2018		
	Value	Value	Target	
RSBI - Customer Satisfaction	99.2%	99.4%	98%	
GCC - Elected Members Enquiries Responded to Within Timescales	100%	100%	100%	
% Staff Sickness	3.07%	2.99%	3%	
CBG - Workchoice Places	109	109	109	
CBG - Number of Employees with Disabilities (contextual)		165		
CBG - Number of Apprenticeships Created (CBG)	60	60	60	
CBG - Number of Apprenticeships Provided to WHG Customers	35	30	35	
CBG - % Successful Timeout Apprenticeships(**)		97%	90%	
Sustainability – materials and waste recycling (annual) (**)				Annual Measure

### Local Authority Repairs and Maintenance

The Association for Public Service Excellence (APSE) gather performance reports and indicators for all the local authorities in Scotland to assist in driving performance improvement.

These satisfaction levels which are based on some of the same measures used by the Scottish Housing Regulator i.e. timescales, first time fix etc, were recorded by Glasgow Life and Access and sit between 93% and 96.2%. With the establishment of the new Property and Land Services (PALS) Department within Glasgow City Council a discussion is underway to agree performance measures going forward.



## **Economic impact**

### **1. Turnover, Profit and Margins**

- (a) The Construction Industry uses a matrix to collect data on a UK basis to benchmark performance in the UK construction market which is published on an annual basis and collates its top 100 construction companies based on turnover and profit.

For the 2017/18 period City Building is included within the Construction Index's "100 top construction companies" at number 65. The 64 construction companies listed above City Building operate on either an international or UK wide basis. None of the construction companies operating within the same geographical area of City Building make the top 100 list.

In addition, for the first time Construction News has used government data on contractors' payment performance to reveal how long each company in the CN100 takes to pay suppliers. This is obviously as a result of the collapse of Carillion that brought the issue of late payment in the construction sector to national attention.

Across the CN100 of which we are included, the median average time it takes to settle an invoice is 43 days. City Building is number 5 on this list paying within 27 days.

- (b) In terms of our profit margins we benchmark against other construction companies operating in the same marketplace. By examining the top 100 construction companies in the UK for the last year that had a total turnover of £74.2 billion, we are able to use this as a representation of the construction industry barometer. The net margins range from 7.4% to 0.8% with the average within this group at 1.5%. These businesses are regarded as the most efficient operators in the industry with the greatest bargaining power and input costs. Our net margin last year was 3.9% putting us well above average despite aggressive pricing in the market but comparable with other construction companies whilst adding value through direct employment, excellent terms and conditions, apprenticeships, training and direct employment for people with disabilities at RSBi.

- (c) We regularly compare our rates in our market to ensure we remain competitive. When we tendered for the GHA works across the City in 2009, we won all the contracts against 17 other businesses. GHA compared our rates using Savilles demonstrating our competitiveness.

Prior to 2017 City Building won £1.3 billion of new works through tenders comparing quality and price. Our works for Glasgow City Council are benchmarked against Best Value as well as take account of our surplus returns, provision of apprenticeships, and provision of employment for people with disabilities, direct sustainable employment bringing value to the City as set out in the Fraser of Allander report. The measures are also benchmarked against the government's fair working practices including pension provision, minimum wage, diversity etc. These benchmarks are audited by the internal audit team at Glasgow City Council.

## **2. Economy**

- (a) Strathclyde University's renowned Fraser of Allander Institute reported City Building's contribution to Glasgow's economy as £308.5 million.
- (b) The State of Scotland survey is undertaken by the Scottish Business Insider and examines all businesses in Scotland recognising the "Top 500" index. City Building is now listed at 301 compared to 307 the previous year. The benchmarks used are turnover, profit, employee numbers and profit per employee.

## **Social Impact**

### **1. Equality and Inclusion**

The landmark findings on City Building's workforce diversity analysis undertaken by economy experts GenAnalytics reported that 49% of the workforce comes from postcodes contained within the top three areas of the Social Index of Multiple Deprivation (SIMD). Almost a quarter of staff -24% - are from the most impoverished postcodes which are ranked as SIMD 1 by the index.

Reporting every three years, SIMD ranks geographical areas in Scotland based on their relative level of deprivation, using measures such as health, crime and employment.

This recognises we make particular efforts to identify hard to reach disadvantaged groups and individuals and have developed our strategies in response to their specific needs.

The key objectives of this analysis was to provide a range of relevant measures on our workforce diversity and to provide comparative diversity measures within the Construction industry and across Scotland to enable us to benchmark our diversity performance.

These benchmarks are:

- 2% of craft trade roles within the construction industry are held by women compared to 32% at City Building with sector predicting 26% of workforce to be female by 2020.
- 11% female workforce in construction across the UK compared to 10% at City Building.
- Nine per cent of City Building's apprentices are female compared with 2% of all apprentice starts in the Scottish construction sector last year.
- The Executive Team at City Building has a 50/50 female/male split.
- Ethnic minorities account for 12% of the Glasgow population compared to 4% of Scotland's. 2% of City Building's workforce is from an ethnic minority.

## **2. Apprentice Recruitment**

City Building has a completion rate for the 4 year craft apprenticeship programme of 95% compared to an industry average of 74%.

Less than 2% of apprentices in Scotland are from an ethnic minority compared to 4% of apprentices in City Building. In Scotland, 9% of Modern Apprentice starts in the entire construction and related sector in Scotland had a disability compared with 11% in City Building.

In Scotland 2% of Modern Apprentices starts in the entire construction and related sector in Scotland were female compared with 9% at City Building.

### **Sustainable Procurement**

One of the additional areas measured and assessed are in line with The Procurement Reform (Scotland) Act 2014 due to inclusion on a number of Scottish Government and other Scottish Local Authority tender Frameworks.

Each of our tenders is advertised on OJEU which sets market benchmarking and quick quotes are used regularly to test the market.

The emphasis is on sustainable procurement which looks at long-term strategic plan rather than short term and just price. The sustainability in procurement encompasses many key aspects and follows a holistic approach surrounding ethical, social, circular economy, SMEs and Supported Businesses as well as other payment measures.

Our Scottish Business Pledge accreditation confirms our payment measures are in line with expectations.

As there are a number of commercial interests within this area, comparisons with other businesses are not made public and therefore benchmarking is a challenge, we understand that our engagement with SMEs is within the upper quartile measurement i.e. 75% and above.

### **Operational and Business Accreditations**

These external accreditations allow us to identify our performance through robust assessment procedures and these include:

- ACS Gas Certification which is a requirement across industry for gas works.
- ARCA (Asbestos Removal Contractors Association) membership so we can undertake Asbestos works.
- Bsi (British Standards Institution) Production Quality Assurance for Lifts certificate BSI-XIV-641368 covering hydraulic and electric traction passenger and goods passenger lifts.

- Carer positive Employer
- CHAS (Contractors Health and Safety Assessment Scheme) assessment to ensure we are compliant for operations.
- Considerate Constructor which is accredited to individual sites for improving the image of construction in terms of considering health and safety, neighbours etc.
- Constructionline registration which ensures we do not need to undertake repeated completion of PQQ's for construction tenders.
- CSCS – Construction Skills Certification Scheme which is a requirement for all construction workers.
- Disability Confident Employer
- EFQM registration for our Recognised for Excellence 4 star award.
- FIRA Membership which is required in terms of furniture manufacturing.
- FIRA Gold which is a quality certification mark for a product or installation within the furniture and kitchen installation industries.
- FISP which is a bi-annual audit to indicate our furniture products have been tested to recognised national safety standards.
- Gas Safe Certification which ensures we are included on the Gas Safe Register and therefore able to carry out gas installation, maintenance and breakdown works in gas.
- Glasgow Living Wage Employer

- Health and Safety Executive for not only rigorous assessments on our construction sites but also for our Asbestos Operators Licence.
- ICO Data Protection Licence.
- Investors in Young People Gold Award
- ISO 9001 Quality Management System which is audited by BSI on an annual basis and is widely recognised within the industry as having high quality standards.
- ISO 14001 Environmental Management System which is audited by BSI on an annual basis and is widely recognised within the industry as having high quality environmental standards.
- ISO 18001 Occupational Health and Safety System which is audited by BSI on an annual basis and is widely recognised within the industry as having proper health and safety and welfare standards.
- Kitemark License which allows us to use the Kitemark Certification on our products.
- Living Wage Employer
- Ministry of Defence Corporate Covenant
- National Plant Operators Registration and are the only accredited Centre in Scotland.
- NHBC covers the warranty and insurance standards for UK House building.
- NHS Scotland Healthy Working Lives Silver
- NICEIC electrical regulatory body certification which is required across industry to carry out any electrical works.
- NICEIC MCS which is the registration scheme to show we are qualified to work in the micro generation Solar PV product industry.

- NICEIC MCS Solar Thermal which is the registration scheme to show we are qualified to work with solar thermal products.
- NICEIC Green Deal which is the registration scheme as a Green Deal installer.
- PAS24 Window and Door Kite Mark Certificate required in relation to the quality and safety standards of our products.
- RECC – Renewables Energy Consumer Code which is required to indicate we are working to the RECC Code of Practice.
- Reserve Forces Employer Silver
- Scottish Building Federation to certify that we are licensed to build.
- Scottish Decorators Federation to certify that we are licensed for works in painting and decorating.
- Scottish Government Scottish Business Pledge accreditation
- SEPA for our Pollution Prevention and Control Permit, Waste Carriers Licence and our Asbestos Waste Management Licences.
- SMSTS Accreditation which is an industry requirement to ensure we comply with first line managers in Health and Safety Training.
- SQA accredited Training Test Centres
- TRADA which is Timber Research and Development Association which is a standard recognised within the Timber industry and furniture manufacturing.
- VOSA to ensure our vehicle fleet is compliant as a fleet operator.