



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 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 Arm's Length External Organisation (ALEO) of Glasgow City Council (GCC).

The joint stakeholders 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 latest measures can be found at <https://www.glasgow.gov.uk/index.aspx?articleid=17613> and Wheatley Housing Group's at <https://www.wheatley-group.com/investor-relations/publications/annual-reports>.

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 Boards with regular updates on our performance against set targets with these figures also reported to Glasgow City Council's Statutory Committees and Wheatley Housing Group Boards.

Our Customer and Business Improvement Team uses exemplar business improvement techniques to optimise our success in obtaining and increasing our quality accreditations, empowering our workforce to deliver exemplar customer service and map and share best practice across the organisation.

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 January 2021 to November 2021. In relation to customer complaints, we have achieved 95.1% of our timescale commitments across 2020/2021.

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	CBG Clients Average	Scottish Average
Percentage of reactive repairs carried out in the last year completed right first time	98%	97%	94%
Average number of hours taken to complete emergency repairs	2.05 hours	2.91 hours	3.6 hours
Average number of hours taken to complete non-emergency repairs	3.45 days	5.5 days	6.4 days
Percentage of customers who have had repairs or maintenance carried out in the last 12 months satisfaction levels	95%	91%	91%
Percentage of repairs appointments kept	99%	Not reported under ARC	96%

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 similar organisations.

Awards and Accreditations

This year we received the Queen's Award for Enterprise 2021: Promoting Opportunity which sits alongside our Queens Award for Enterprise 2018: Sustainable Development. Our Queen's Award for Enterprise was only presented to two Scottish companies this year and we are the only Construction Company to receive it. These awards are the most prestigious highest official UK awards for business recognising our performance many areas.

Other awards and accreditations achieved through 2020/21 included:

The Queen's Award for Enterprise – Promoting Opportunity

ARCA (Asbestos Removal Contractors Association) Gold Award

Carer Positive – Established Award

Customer Service Excellence - City Building (Contracts)

Flexibility Works – Highly Commended Top Ten Employers

Investors in Young People - Platinum Award

Ministry of Defence – ERS Scheme Gold

NFRC (National Federation of Roofing Contractors) Gold

Quality, Health & Safety and Environmental accreditation ISO 9001, ISO 14001, and ISO 45001

Screwfix UK – UK Apprentice of the Year – Christopher Keel

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.housingregulator.gov.scot/>.

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

A - GHA

Measures	2020/21	Target	2021/22 YTD	Target
	2020 Value		2021 Value	
Average time taken to complete emergency repairs (hours) - make safe (ARC) (*)	2.95	3	2.91	3
Average time taken to complete non-emergency repairs (working days) (ARC)	4.09	5.5	6.35	5.5
% reactive repairs completed right first time	96.84%	97.5%	96.43%	97.5%
% of tenants who had repairs or maintenance carried out in last 12 months satisfied with R&M service (4 weekly)	87.54%	87%	89.36%	87%
% of owners satisfied with repairs (monthly)	79.17%	75%	84.52%	75%

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

B - Cube

	2020/21		2021/22 YTD	
	2020 Value	Target	2021 Value	Target
Average time taken to complete emergency repairs (hours) – make safe (ARC) (*)	3.1	3	2.98	3
Average time taken to complete non-emergency repairs (working days) (ARC)	4.2	5.5	5.55	5.5
% reactive repairs completed right first time	96.9%	98%	98.34%	98%
% of tenants who had repairs or maintenance carried out in last 12 months satisfied with R&M service (4 weekly)	87.76%	87%	83.33%	87%

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

C - Loretto

	2020/21		2021/22 YTD	
	2020 Value	Target	2021 Value	Target
Measures				
Average time taken to complete emergency repairs (hours) – make safe (ARC) (*)	2.8	3	2.97	3
Average time taken to complete non-emergency repairs (working days) (ARC)	4.61	5.5	5.95	5.5
% reactive repairs completed right first time	96.84%	97%	98.38%	97%
% of tenants who had repairs or maintenance carried out in last 12 months satisfied with R&M service (4 weekly)	100%	87%	90.48%	87%

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

Nine out of ten customers are satisfied within the repairs service (89.4%)

Having completed 58,000 responsive repairs (as at time of writing) so far this year, less than 0.35% of these resulted in a complaint.

97% of non-emergency repairs are completed Right First Time.

Emergency jobs are done in less than 3 hours.

Local Authority Repairs and Maintenance

The Association for Public Services (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., and were recorded for works with Glasgow City Council at 98.3% satisfaction levels against a target of 90%.

Coronavirus Covid -19

In common with the wider construction industry, and business generally, City Building faced significant challenges throughout the pandemic, which had an adverse impact on our financial position.

The business went into lockdown on 23rd March 2020 in line with Scottish Government restrictions, and the instructions given by our partners which have evolved as we have moved through the many phases and tiers of covid related restriction.

During this period, we continued to provide an emergency life and limb repairs service with all planned works and construction site works suspended. With most operations on hold there was a reduced resource need, resulting in some employees being furloughed through the Government's Job Retention Scheme.

Despite the difficulties over the last financial year, there is a very robust order book going forward that emboldens our recovery plans, where we are working to excel on all operational and commercial targets for the forthcoming year while retaining our focus on innovation and people development.

We adopted a digital transformation in technology which will support a more flexible working approach in the future across all business units and our innovation in adopting new business practices will bring sustained business improvement.

Incorporating new ways of working allowed us to continue our plans in constructing a new College for our Apprenticeship programme and employee development as we seek to upskill our workforce and embrace new and emerging renewable technologies in collaboration with stakeholders and our supply chain.

Our reinforced robust safety procedures also enabled the sustained delivery of essential services within communities helping some of the most vulnerable of our citizens. In addition, we adopted an industry leading standard of care towards our employees by ensuring full pay whilst on furlough and a continuation of pension contributions.

Our Values

The circumstances of the pandemic have highlighted the importance of our organisational values and how our values were translated by our Leaders and workforce in continuing to deliver, as a priority, for our customers and other stakeholders.

Our values which drive our purpose of building a better society by using our commercial success to deliver socially inclusive practices, responsible business and fair working practices all contributing to positive economic growth.

City Building (Glasgow) LLP is committed to "Building a Sustainable Future" for our clients, partners and employees. Through constant engagement with our customers we ensure we have a detailed interpretation of their aspirations and needs.

Our mission is to contribute excellence in construction, repairs, maintenance, manufacturing and training to customers, our employees, suppliers and the local communities in which we work. To always give back to the communities is central to our core values.

Our unique social ethos will continue to underpin everything we do and will drive the creation of training and employment opportunities for a diverse range of people, including minority and other under-represented groups across Glasgow and beyond. We continue to be the country's leading employer of female and BME construction apprentices and this is something we are very proud of.

We will continue to contribute to build a better society by using socially inclusive practices, and delivering effective, accountable products and services which offer value for money and enhance the quality of life, safety and wellbeing of our stakeholders.

Our values, which are embraced by all employees, are:

Excellence: to deliver quality in everything we do.

Honesty: to promote, at all times, honesty in our communication with all stakeholders, promoting partnerships and sustainability.

Building a Sustainable Future

- Ambition: to do more for our clients and partners and provide more opportunities for our employees and stakeholders as part of our change and growth strategies, succession planning and sustainability.
- Trust: to be trusted by our employees, clients and partners.
- Community: to build more sustainable communities through social, economic and community engagement.

Social Impact

As well as being signatories to the Sustainable Glasgow's Charter, our aspirations in green technologies going forward have seen us manufacture triple glazed windows and doors at our RSBi Window Factory, install Air and Ground Source Heat Pumps, PV solar panels and EWI / IWI wall insulation and rendering.

We recognise the significant impact our activities have on the environment and have several measures in place to reduce our carbon emissions. However, our ambition and focus over the coming period is to reduce these further across our business, all of which will be monitored.

Our intentions in these areas are contained within the following "Building a Sustainable Future – Statement of Intent:

Building a Sustainable Future – Statement of Intent

City Building has sustainability at the heart of our business, ensuring we boost productivity, diversify into new markets and whilst doing so benefit the local communities in which we live and work. Now is the time to grasp the opportunity of establishing this business as a recognised National leader in the 'just transition' towards a greener, cleaner, and more prosperous future for all.

Climate Change is one of the greatest challenges faced by us all. The Scottish Government has set 2045 when Scotland's economy is to become net zero. Working together with Glasgow City Council and Wheatley Housing Group, we aim to play our part in reducing our impact by managing our business in a sustainable way that reduces Greenhouse gas emissions and improves resource efficiency.

At the heart of our plans we will promote fairness, equality, opportunity and innovation to bring greater economic success alongside sustainable inclusive growth by the following actions:

Business Aims:

All our strategies will prioritise three pillars: economic, social and environmental.

- Our Corporate Social Responsibility policy and strategies will ensure all our activities drive our productivity and competitiveness through fairness, equality and sustainable employment in line with our Scottish Business Pledge accreditation.
- We will work to ensure our business activities positively impact on society through reducing our environmental undertakings and building community wealth.
- We will continue to use our economic success to implement socially inclusive practices in our recruitment processes particularly targeting those furthest away from the labour market.
- We will work with all stakeholders in increasing the adoption of renewable technologies creating a better environment, creating jobs and better communities. Our approach will build on the skills and talent within our workforce who have already delivered on so many Renewables installations throughout the City.

Sustainable Products - Technologies and Design

- We will embrace new and emerging renewable technologies in collaboration with our stakeholders and supply chain to ensure the most appropriate renewable technologies for each intended location are available.
- Our portfolio of modern, energy efficient house types ambitiously designed to current Scottish Technical Standards and also to "Glasgow" Gold standards incorporating renewable technologies and building innovation are continually being developed, with a market affordable and socially just edge coming as standard.
- We will further advance our 'City Plan' based approach to MMC (Modern Methods of Construction) where a holistic end-to-end measurement of carbon generation is embedded alongside meaningful and rewarding employment for all within our society.

Sustainable employment - Our People

- We will continue to use fair working practices investing in the skills and diversity of our workforce including continual employee engagement and trade union consultations, ensuring our workforce are motivated, as well use training and development to ensure they have the skills to take advantage of emerging new markets in the green economy.
- Our recruitment strategies will continue to target those furthest away from the job market including young people and people with disabilities, ensuring that all can benefit from the transformative platform that net zero carbon reduction strategies bring.

Sustainable procurement - Procurement and Supply Chain Management

- We will ensure our growth and economic success is shared amongst our supply chain including the high number of SMEs on our framework as well as continue to develop social enterprises to ease access to our framework and supply chain as well as partnership working to increase diversity in construction.
- We will continue to provide prompt payment to our supply chain in line with our responsible business practices, our procurement teams will work on a dynamic basis to ensure emerging technology competence is an ongoing part of our delivery teams.

Sustainable Communities

- We will continue to embrace the circular economy through our recycling activities on behalf of our clients in our day-to-day operational activities working alongside community housing associations, social enterprises and the third sector.
- Our Corporate Values of Excellence, Honesty, Ambition, Trust and Community underpins all our work to build more sustainable communities through social, economic and community engagement.

Our mission is to contribute excellence in construction, repairs, maintenance, manufacturing and training to customers, our employees and the local communities in which we live and work.

Equality and Inclusion

Our exemplar Equality, Diversity and Inclusion practices continue our leadership in this area within the construction sector. As a result of our positive action in this area:

- 9% of our apprentices are female compared with 2% starts in the construction sector in Scotland.
- 38% of our apprentices live in the most deprived areas of Scotland.
- 11% of our apprentices have a disability compared with 9% of apprentices in Scotland.
- 4% of our apprentices are from an ethnic minority background compared to 2% of apprentices in Scotland.

We employ one in eight construction workers in Glasgow and therefore compete to recruit the best. We recruit 60 craft apprentices annually and to build diversity we work through our "Construction for All" initiative, where we take a unique approach because we believe opportunities for training and an apprenticeship are life changing. We worked with our supply chain to create a tool kit to build greater diversity and inclusion in the construction sector. This is an area we will continue to focus on as we enjoy the outcomes of being a fully inclusive and progressive employer.

We also offer training and employment opportunities for 35 young people with disabilities who attend Additional Supported Learning Schools annually. Through work experience in our supported manufacturing factory Royal Strathclyde Blindcraft Industries (RSBi), they achieve training to SVQ levels 1 and 2 in furniture manufacturing.

Operational and Business Accreditations

City Building (Glasgow) LLP and City Building (Contracts) LLP hold a wide range of accreditations to ensure we meet our regulatory and ethical standards across all of our customer service delivery. We currently hold the following accreditations -

- ARCA - Asbestos Removal Contractors Association
- ARCA Gold Training Award
- Arca Gold Site Award
- Arca SAAS Certificate
- Asbestos Licence
- Asbestos Waste Mgt Licence WML/W/20090
- CHAS SSIP
- CHAS

- Considerate Constructor
- Constructionline Silver
- Constructionline Gold
- CSCS
- Customer Service Excellence - Contracts
- Customer Service Excellence - Glasgow
- FIRA Gold Product Certification Kitchens
- FISP
- Gas Safe Certificate 19015
- ICO Data Protection Register CB Glasgow LLP
- Investors in Young People Gold Award
- IOSH - Managing Safety
- IOSH Supervising Safety
- ISO 14001 2015 (Contracts) LLP EMS 687381, Environmental Mgt System
- ISO 14001 2015 (Glasgow) LLP EMS 542859, Environmental Mgt System
- ISO 45001, OHSAS Occupational H&S system Certificate OHS 517240 - City Building (Glasgow) LLP
- ISO 45001 2007, OHSAS Occupational H&S system Certificate OHS 687382 - City Building (Contracts) LLP
- ISO 9001 2015 (Contracts) FS 687380, Quality Mgt System
- ISO 9001 2015 (Glasgow) FS 23564, Quality Mgt System
- Living Wage Contracts
- Living Wage Glasgow
- Freight Transport Association
- NHBC 93514
- NHS Scotland Health Working Lives Silver
- NICEIC 033162
- NICEIC Green Deal
- NICEIC MCS Microgeneration Certification Scheme NIC3058
- NICEIC MCS Solar Thermal Certificate NIC9494
- NPORS
- Operator's Licence OM1067924
- PASMA Membership
- Pollution Prevention and Control Permit B - PPC/B/1008680 for City Building
- Pollution Prevention and Control Permit B Variation - PPC/B/1008680 for City Building

Building a Sustainable Future

- Production Quality Assurance for Lifts
- KM608397 Certificate - Enhanced Security PVCU Doors Fabricator
- KM608380 Certificate - Enhanced Security PVCU Windows Fabricator
- KM608379 Certificate PVC-U Window Fabricator
- SBD Certificate (Secured by Design Licence)
- RECC - Renewables Energy Consumer Code
- Renewal Energy Approved Centre
- ROSPA City Building
- ROSPA QTC Certificate
- RSBi FIRA Membership
- Scottish Water Discharge Authorisation - 13091A/1/LOA
- Security Industry Authority (SIA)
- SEPA Waste Carriers Licence SCO/046717 - City Building (Glasgow) LLP
- SEPA Waste Carriers Licence WCR/R/1173798- City Building Contracts LLP
- SEPA Waste Mgt Licence (Waste Handling Area) - WML/L/1032862
- SMSTS
- SPA Accreditation
- TRADA (Timber Research & Development Association)
- Waste Mgt Licence Paragraph 11 Exemption WML/XS/1147684
- Waste Mgt Licence Paragraph 17 Exemption WML/XS/1029608
- Waste Mgt Licence Paragraph 40 Exemption WMX/W/0038327
- Waste Mgt Licence Paragraph 48 Exemption WML/XS/1029609
- Waste Mgt Licence Paragraph 5 Exemption WML/XS/1147685
- Willis Tower Watson Insurance Certificate