



Developing Customer Relationships

City Building is committed to "Building a Sustainable Future" for our customers, clients and partners.

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

- Excellence:** to deliver quality in everything we do.
- Honesty:** to be open, honest and transparent with all stakeholders promoting partnerships and sustainability.
- Trust:** to be trusted by our employees, clients and partners.
- Inclusion:** we are a welcoming, diverse and supportive organisation, that supports all to reach their full potential by building trust.
- Community:** to play an important role in the communities of Glasgow we service. Providing first class services together with jobs and training opportunities for local people.
- Ambition:** to build a culture of excellence, through continuous improvement to deliver outstanding services for all our customers. All whilst being an employer of choice within the city providing high quality and skilled jobs.

How we deliver for our customer's is our principal priority in our strategies, operational and delivery activities.

We use customer feedback and views as an opportunity to improve what we do and support improvements to our service delivery. We believe customers should be kept informed of any improvements we implement.

Examples of customer feedback has resulted in the following service improvements set out in the table below:

Feedback	Action
Feedback highlighted inconvenience to customers when our trades were unable to complete a repair on the first visit.	We have introduced a quality assurance process to identify inefficiencies and additional support for our trades which might include additional training, material supply or incorrect repair diagnostics. We have set a 90% target for Right First-Time fix visits.
With new homes being constructed and investment works our trades sometimes do not have the correct materials in their van stock to ensure we are able to deliver services as efficiently as we would want to.	We have introduced as a first phase new stock items to better suit property requirements. Our next phase is to refresh and renew our van stocks which will reduce visits to stores by trades and therefore allow them more time to deliver excellent customer services.
Feedback from both Glasgow City Council and Wheatley Housing Group regarding our safer water management service was not as efficient as we would want it to be.	We have created a specialist group to deliver more efficient services giving more quality and quantity control.
Feedback highlighted requirement for a more flexible approach to suit the changing working patterns of customers in delivering repairs.	Working with WHG, software has been developed where customers can book, track, and rate all repairs allowing teams to focus on productivity and flexibility for customers.
Customers tell us that communication is their number one priority in terms of repairs delivery.	We have improved productivity with focus placed on the customer journey including ensuring adequate appointment slots available, giving customers sufficient notice and update via the Localz app.

Customers and trades reported language barriers in the delivery of our repairs service.	We have installed Microsoft Translator App on all our mobile devices.
Established dedicated "Healthy Homes" business unit to support delivery to customers.	We have streamlined the repairs categories, relocated to work jointly with WHG colleagues with shared workspace, systems and access to support customer's experiencing issues with damp and mould in their homes.
In support of the delivery of our First Time Right fixes for customers particularly around our newly qualified tradespersons.	Introduced trade leads and mentors who is available to attend, monitor and support repair fixes first time and build experience and confidence of newly qualified tradespersons.
Customers wanting more focused service	Established new team to realign repairs to allow for more focus with more responsibility and accountability alongside WHG colleagues.
Feedback highlighted that customers were not made aware of pre-planned works to communal areas with multi-storey building and communal gardens and pathways, despite this possibly having an impact on their daily lives.	A City Building poster was created allowing for the project details to be entered including dates, times and contact details for customers. These posters are displayed prior to projects commencing giving more notice and awareness to the as well as giving assurance of contact details customer in the event they have a problem during the duration of the project.
Rot Team – whilst our specialised teams have a clear process for working within customer's homes, we received customer feedback that highlighted customer's lack of awareness and understanding of the possible extent of rot works involved being carried out in their homes.	A specific Rot Works Brochure was created communicating detailed information of the work activities involved, the expectation of our customer whilst we are working in their homes alongside details of timescale for the works. The brochure also includes CRLO contact details, photograph and a user-friendly appointment page that allows our customer keep note of all appointment dates and times.

Feedback	Action
Customers highlighted a lack of information on our WHG Repair and Maintenance No Access Cards posted through homes.	New cards were developed to give more information including contact telephone numbers as well as an email address unique to the service area allowing a more customer friendly process to re-arrange appointments.
Next day repairs categories appointments were created to support customer repairs that were not deemed emergencies but were important to the customer in being rectified speedily.	Introduction of the next day repairs category, the ND repairs are for previously classed emergencies that could safely wait 24hrs to be attended for the convenience of our customers.
Our electrical appliance team received feedback on the process of customer appointments as not being convenient to some our customers lifestyles.	Our electrical appliance team, taking on board the feedback and taking the opportunity to create more efficiencies changed the process and moved away from morning, afternoon and anytime appointments to a more customer friendly process of morning, school run and afternoon appointments. In addition, we have commenced providing weekend appointments for customers who work Monday to Friday.
Feedback for our standard repairs and maintenance service recognised that as the lifestyle and expectations of our customers change our delivery appointments system no longer reflected our customer's needs.	As a business improvement measure and to bring more flexibility to the service to meet the ever changing needs of customers we have redesigned the service moving away from the previous Monday-Friday 9-5 working and have initiated a pilot involving all core trades and management for repairs and maintenance operating 7 days per week 4 on 4 off 8am-8pm providing availability for all types of repairs to be carried out making the service more suitable to customers.

Feedback	Action
Feedback received from Glasgow City Council (GCC) raised a change in service delivery relation to our asbestos related repairs within schools and public buildings during core times, when Staff/Pupils were within the building.	Our asbestos team designated an asbestos operative who changed their working patterns to work between 10am and 6pm, allowing the problematic asbestos repairs to be carried out between 3pm and 6pm when the janitor/cleaner were the only occupants of the buildings.
Following consultation with Glasgow Life colleagues, we noted some lift insurance inspections were not carried out due to inability to access onsite SAFed (Safety Assessment Federation) certification documents leading to increased downtime and additional costs due to new inspections requirements.	Our Lift Services team now ensure all SAFed certificates are scanned and sent to Glasgow life in PDF format allowing for upload this to the lift insurance companies' website direct, bringing reduction in client costs and downtime, therefore improving availability for end users as insurance inspectors only require a single visit.
Feedback from successful apprenticeship applicants through Customer Journey Mapping included reviewing and circulating the "How to Apply" document through partner careers advisors, individuals and third sector organisation who can share and distribute the document to a wider audience targeting young people seeking apprenticeships at City Building.	The "How to Apply" document was updated to be clearer in relation to each stage of the recruitment programme. This document has been made available to all.

Feedback	Action
Feedback from successful apprenticeship applicants through Customer Journey Mapping included reviewing and circulating the "How to Apply" document through partner careers advisors to distribute the document.	More work is being undertaken within schools i.e., mock interviews, more taster events, more contact on social media and the training team have now completed an Apprenticeship Application Guideline process.
North Glasgow HA installed Fireangel smoke detector systems to all their properties and requested a service and maintenance programme which City Building have had no experience of installing or maintaining.	Training sessions with Fireangel undertaken upskilling our workforce ensuring maintenance works can be carried out timeously across North Glasgow HA homes.
The Mitchell library project, site management received a noise complaint from a resident on Granville Street which was caused by site generators.	Site management installed plywood hording around generator. This dampened the level of noise, and no further complaints have been made since this measure was put in place.
The Mitchell library project, site management received complaint from resident on Berkley Street that their car was covered in dust from the work activities on the scaffold.	Site management requested additional dust suppression and level of housekeeping to be improved. No further complaints since this measure was put in place.
Being responsible for the maintenance of Lifts at a Glasgow events venue, via a customer journey map involving stakeholders several operational faults within the weight overload alarm was raised highlighting it had previously been disabled.	As part of a service health check prior to commencing any new lift contracts our team will include a full examination of the weight overload alarms.

Feedback	Action
Asbestos Removal Team were involved in the removal of a damaged bathroom wall within a multi-storey housing block. This resulted in old and brittle pipe work behind the wall leaking and created water running into the flats below.	As a result of this situation, our processes were examined and we have now adapted our approach to ensure we isolate the main water supply to a property prior to commencing works, ensuring that customers within the homes still have access to the stored water supply within their individual properties and therefore decrease any inconvenience to customers.
As part of the delivery of our furnished accommodation services we completed a process mapping exercise with our Customer Business Improvement Team. This exercise highlighted inaccurate sharing of information particularly in relation to up-to-date customer contact numbers which increased no access visits.	Improvements to our processes include up-dating customer contact numbers at the initial point of contact and at any point of contact with our customer constantly checking the contact information is correct and therefore reducing no access visits.
During refurbishment works at the "Wingets" project in Glasgow, residents raised concerns that specifications for the improvements in their homes did not include renewing plasterwork.	These concerns were raised on their behalf by our teams with their Landlord which resulted in a positive outcome of changing the specifications by adding the renewal of plasterwork in all properties.
As a result of the implementation of new Legislation our teams were commissioned to install Thermostatic Mixing Valves (TMV's) in various properties. As part of this installation new Bath panels were being fitted. Customers raised issues with the impact of access to under their baths via these new panels.	Our manufacturing division's Design Team worked with customers to re-design the bath panels to ensure easier access for installation, servicing and any repairs which also reduced their original cost and any impact of disruption to our customers.

Feedback	Action
A customer required an out of hours breakdown service covering schools within the City to avoid disruption to the school day for the City's pupils	Our Mechanical and Engineering Section introduced new shift patterns for our Engineers to ensure the service was provided when required and to avoid disruption to the educational delivery to our City's school pupils all within budget.
During major refurbishment works at the "Wingets" Project in Glasgow, customers raised concerns about the detrimental affect these works were having on their gardens.	Taking on board these concerns and wanting to deliver an excellent product at the end of all refurbishment works, we worked with our partners and created and trained local young unemployed people to undertake these tasks as Environmental Operatives who are now in permanent employment with City Building.

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