

City Building (Glasgow) LLP

Strategy 2025-2028



Fit for the Future



Building a Sustainable Future



Cllr. Alex Kerr, Chair, Board



*Sharon Wearing, Executive Director,
CityBuilding (Glasgow) LLP*

Introduction from the Chair and Executive Director

Over the last few years, City Building (Glasgow) has continued to evolve and our appetite for both short-term change and longer-term transformation has continued to grow.

Much has changed in recent years, in particular the economic landscape of inflation having driven higher prices and costs, which has given rise to challenges for us as an organisation, our members Glasgow City Council and Wheatley Housing Group, and the people and communities we serve. We want to acknowledge the impact this has also had on our workforce and the resilience they have shown.

This is the first formal, multi-year strategy for City Building (Glasgow) LLP covering from 2025-2028. It is built on the ethos of partnership working and collaboration, with

our members, Board and workforce having been engaged in its development.

It sets out our ambition to do even more for Glasgow, its citizens, residents, and our customers. We will tackle the challenges we face head-on and over the life of our strategy become a more resilient, efficient organisation.

We recognise that external factors out with our direct control, such as the cost-of-living crisis, inflationary pressures on the cost of materials, budgetary pressures at the local and national level and the legal and regulatory environment will continue to test our resilience and agility. We will keep our plan under review to respond to our external environment, without losing focus on the key strategic outcomes we want to achieve.

City Building Apprentices contributing to their local community by renovating FAREPlay Stepford interiors, the home of Easterhouse Football Academy



Background and context

City Building (Glasgow)

The range of services we provide includes:

Glasgow City Council

- Responsive repairs
- Emergency repairs
- Compliance Works
- Planned maintenance
- Temporary Accommodation (TAD) void work
- Scottish Welfare fund furniture supplies
- Election support

Wheatley Housing Group

- Responsive repairs
- Kitchens
- Bathrooms
- Windows
- Gas safety
- Electrical inspections
- Void repairs

In April 2017, a Joint Venture (JV) was established between Glasgow City Council and Wheatley Housing Group both taking a 50% shareholding in City Building (Glasgow) LLP, together becoming joint partners and joint owners.

Prior to this City Building (Glasgow) LLP delivered repairs services, investment work and compliance work on a contractor basis to Wheatley Housing Group customers in Glasgow and the West of Scotland.

The JV's purpose was to secure jobs, apprenticeships and training as well as sustaining employment for disabled workers at Royal Strathclyde Blindcraft Industries (RSBi), bringing future investment to the City and providing an outstanding repairs service to Wheatley customers in the years ahead.

In total, we provide services to over 45,000 Wheatley Group tenants 24 hours a day, 7 days a week. We also provide responsive repairs to over 250,000 Wheatley Housing Group tenants, which has increased by 18% recently and remained at that level. This set a new baseline which we are delivering now and need to plan for in the future for Wheatley Group factored homeowners.

Last year we undertook 85,066 repairs for Glasgow City Council within their corporate estate and public buildings.

Recently the demand from Wheatley Housing Group customers for investment work has increased and we anticipate that activity over the next three years will be greater than the last three, which will also bring opportunities for Royal Strathclyde Blindcraft Industries (RSBi), our supported manufacturing factory.

City Building Fleet



Strategic influences

In developing our strategy, we recognised that we needed to take account of the relevant strategies of our members, the wider national policy and legislative landscape, as it impacts both on us and our members, and the priorities of our customers and communities.

The most significant influence on our strategy was, working with our members, the comprehensive review of our organisation we undertook in 2023 including our governance, technology approach, and control environment in core areas such as procurement and financial management, together with refreshing our approach to people management and our quality management system.

Following the review, we developed an initial plan as a basis for driving both immediate changes in the organisation and providing a platform from which to develop our first multi-year strategy. With a more solid foundation now in place this strategy provides the roadmap for the transformational change necessary to realise our vision and deliver for our members on their common priorities.

The key influences reflected in our strategy include:

Strategies and plans • Wheatley Group 5-year strategy: Your Home, Your Community, Your Future • Glasgow City Council Strategic Plan 2022 to 2027 • Glasgow City Council Local Housing Strategy 2023 to 2028 • Glasgow City Council Strategic Housing Investment Plan • Scottish Government Housing to 2040 • Council Family review – City Building (Glasgow) action plan	National policy and legislation • Energy Efficiency Standard for Social Housing • Domestic Building Environmental Standards (Scotland) proposals • Scottish Housing Regulator – Regulatory Framework and Annual Return on the Charter • Scottish Government Social Housing Charter • The Equalities Act 2010 • The Employment Rights Bill 2025
Customer Insight • Wheatley Homes Glasgow independent tenant satisfaction survey	• GCC Household Survey

The influences on our strategy will continue to be dynamic over the life of this strategy. New strategies, policies and legislation will emerge in response to both local and national priorities and the needs of our members and their citizens, residents and customers. We will continue to work closely with key stakeholders to better anticipate such changes and our ability to respond to them positively.

Our purpose, vision and values

Our Purpose

Making Glasgow a great place to live.



Vision

Our residents, customers and partners will recognise us as delivering outstanding levels of customer focus, quality and value.

We will deliver for the citizens of Glasgow through high-quality, fair-paying jobs, and training opportunities which build the skills to support a more sustainable city. We will play a key role in reducing inequalities and improving the quality of life for the people and communities of Glasgow.



Values

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 serve. 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 of our customers. All whilst being an employer of choice within the city providing high quality and skilled jobs.

Our vision

City Building (Glasgow) play an important role in delivering for Glasgow and contributing to the common priorities of our members, Glasgow City Council and Wheatley Housing Group, including:

- Creating and sustaining high-quality jobs and training opportunities, grounded in the ethos of **“a fair day’s pay for a fair day’s work”**, for the residents of Glasgow.
- **Strong engagement and partnership** with our Joint Trade Union Committee (JTUC) to foster a strong, Think Yes culture where our workforce feel valued.
- **Strengthening Glasgow’s economy** and making our contribution to alleviating poverty and inequality in Glasgow’s communities.
- Tackling the **Housing Emergency** through maximising the number of homes available to house homeless households.
- Delivering **high-quality repairs** for Glasgow’s citizens, residents, and Wheatley Housing Group’s customers
- **Outstanding levels of customer satisfaction** with the quality of service and workmanship.
- Making Glasgow a more **sustainable City** through reducing carbon emissions and supporting the just transition to Net Zero.
- Protecting **Glasgow’s built heritage** and its contribution to civic pride and the local economy; and
- **Increasing our efficiency** to create capacity to reinvest in Glasgow.

We will play a key role in supporting our members to address our common priorities through our unwavering focus on customer satisfaction, customer value and customer trust. In doing so we will be recognised by our customers and partners as playing a significant role in making Glasgow a great place to live.



Strategic Priorities

Our strategy is structured across four strategic themes which reflect the key strategic priorities of our members, partners, workforce, and customers.

Within each strategic theme, we have identified specific strategic outcomes that we want to achieve. The delivery of these strategic outcomes will be achieved through a combination of strategic reviews, change and transformation programmes, strategic projects and, where appropriate, measured through specific performance measures.

Strategic Themes	Strategic Outcomes			
Customer Service Excellence	Increasing customer satisfaction	Delivering first time for customers	A customer insight-driven organisation	
Operational Excellence	A data-enabled approach to operational excellence	Leading the way in financial efficiency	A clear, transparent charging model that delivers outstanding value for money	Resilient, enabling technology platforms
Sustainable Glasgow	A more environmentally friendly organisation with a reducing carbon footprint	Supporting the just transition to a Net Zero Glasgow	Maximising opportunities at our Training College to upskill our workforce in zero carbon systems	Ensure our fleet tender aligns with reductions in carbon.
Fit for The Future	A thriving Think Yes Culture - to do the right thing	A highly engaged workforce that feels valued	A workforce with the right skills for the future	A resilient, sustainable RSBi

“City Building (Glasgow) LLP Recognises the significant impact that our activities have on environmental issues such as climate change”.

Customer Service Excellence

Excellence is one of our core values and we recognise that this must, first and foremost, be measured by the view of our customers and the level of customer satisfaction we achieve. Independent tenant and factored homeowner satisfaction surveys, tenant consultations and customer focus groups have consistently provided quantitative and qualitative evidence that satisfaction with the service we deliver is the single biggest driver of overall customer satisfaction.

Over the life of this strategy, we will continue to find new ways to drive customer satisfaction and achieve satisfaction levels that are amongst the best in the country.

We want to continue to enhance all elements of the customer experience. Customers have consistently told us that this extends beyond individual repairs and is defined by how quickly we complete a repair, how well we communicate with customers, customers feel they are treated with respect, and how well we respond to and learn from customer feedback.

“We want to continue to enhance all elements of the customer experience”.

The majority of repairs are straightforward and should be completed in a single appointment. Ensuring that these repairs are completed quickly, at a time convenient for the customer and first time are key drivers of satisfaction for our customers. These key satisfaction drivers will be the foundation of how our service is structured and delivered in future.

The successful implementation of “Book It, Track It, Rate It”, improved communication for customers receiving appointed repairs and a mechanism to solicit real-time feedback from customers on the experience of their appointment. It provided a strong platform from which to further enhance our approach to customer communication.



We will, working with Wheatley Housing Group and Glasgow City Council undertake a full end-to-end review of our approach to customer communication. This will be based on the key principles customers have told us are most important to them:

- we are always clear about what is planned for an appointment
- we will not make a change to an appointment unless it is agreed with the customer in advance, and it is convenient for the customer
- we will not leave the customer not knowing what will happen next and when
- we will deliver agreed services for Glasgow City Council.



To achieve this, we will put customer communication at the heart of a redesign of our processes for appointments, multi-job repairs and follow-on repairs. As part of this, we will respond to workforce feedback that they need better information available to them when they attend appointments to deliver the best possible service. We will, as a priority within the IT roadmap, review the quality and accessibility of information available to our workforce and make the necessary changes to support them in **delivering an outstanding customer experience.**

Customer Service Excellence

This will be supported by a comprehensive '**Customer Service Excellence**' workforce training programme to ensure they are clear on their role in ensuring excellent communication with customers and clients.

As part of this, we will further enhance the level of communication, engagement and collaboration with the Wheatley Housing Group Customer First Centre, My Repairs and frontline teams. No matter who customers speak to they will have access to the relevant information at their fingertips and customers will feel well informed throughout the full experience, from a repair being raised through to completion.

One of the ways we will measure our success is through the use of real-time feedback mechanisms. We will continue to expand the use of "Book it, Track it, Rate It" to seek customer feedback on their experience immediately after every appointment for all job types.

This will allow us to affirm where customers have had an excellent experience, which our leaders will also use to recognise our workforce where they have delivered an excellent service and reinforce the behaviours and culture that drive high satisfaction. It will also help us to identify any issues in real time and offer a quick resolution to issues which affect how satisfied people feel.

We will also expand the use of digital surveys, independent pulse surveys and customer focus groups to understand customer satisfaction with their overall end-to-end experience.

We will, working closely with Wheatley Housing Group, combine the insight we receive from customer feedback mechanisms with other sources of insight, such as complaints, and performance trends and feedback from customer engagement, to better understand where we can improve or tailor our services.

We recognise that as well as delivering customer service excellence and achieving high satisfaction it is equally as important in the services we deliver directly to our members, such as repairing and maintaining their corporate estate and public buildings.

The relationship with Glasgow City Council is a key partnership as one of our members. In order to deliver an excellent service, it is vital that we have a clear understanding of their view of the current service and their future needs. We will undertake a customer satisfaction survey for both members to understand what is working well, areas for future improvement and future needs. We will develop and agree with each member a suite of satisfaction and performance measures which reflect the survey feedback, and these will form part of our future **performance framework**.

We will demonstrate progress towards delivering customer service excellence through the following key performance indicators.

Our key performance indicators:

- Overall customer satisfaction is above 90% for tenant repairs
- Overall satisfaction from members of 90%
- Achieving an average "Rate it" and My Voice satisfaction score of 4.5
- Appointed repairs are on average completed within 7.5 days or less
- At least 90%+ of repairs are completed right first time
- Customer complaints volumes per 100 repairs to reduce by at least 10%
- Maintain our Customer Service Excellence accreditation

Excellent Performance

90%

Overall customer satisfaction

Appointed repairs on average completed within

7.5 *days*

4.5

“Book it, Track it, Rate it” and My Voice satisfaction score

Repairs completed right first time

90%+

Maintain Customer Service Excellence accreditation

Operational Excellence



City Building employees

Achieving operational excellence is an essential enabler to achieving high customer satisfaction levels.

Our operations need to be designed to reflect what customers have told us are their key priorities such as appointments being completed quickly, right first time and to a high standard.

It is vital that within City Building we understand that we are as efficient as possible to ensure the budgets within both GCC and WHG deliver as much as possible for our customers and Glasgow.

A key area of focus will be to reduce the volume of repairs which are cancelled, which is currently around 20% of all repairs. Our benchmarking indicates that this level of cancellations is high. Whilst not entirely within our control, cancelled repairs take up valuable time of our workforce and adversely impact our ability to deliver repairs quickly and our overall productivity.

We will, working collaboratively with Wheatley Housing Group, undertake an end-to-end review of our approach to cancellations and develop and implement a new approach that seeks to reduce key drivers of cancellations such as no access, duplication and diagnosis as well as ensure an excellent customer experience.

A key priority is increasing the number of

tenant repairs that we complete in a single visit. We will achieve this, in part, through a data-led review of our repairs categorisation to shift more repairs from **'programmed'** to **'appointed'**. This will reduce the number of repairs that need an inspection and are scheduled for completion in a single visit.

The reduction in inspections will increase productivity and free up skilled resources which, alongside a wider review of our workforce planning assumptions, will allow us to place greater emphasis on having the right skills and capacity to deliver the increased proportion of appointed repairs.

We will ensure that we can deliver as many repairs in a single visit as possible by ensuring that we always have the necessary materials to complete the job. We will undertake a review of how we stock our fleets, driven by



Repairs and Maintenance Van

information gathered from both data on job types and feedback from our workforce, to significantly reduce the need for additional

Operational Excellence

materials to complete the job. This will support reducing unnecessary travel, the associated downtime and carbon emissions, and increase overall productivity.



We will drive operational efficiency and productivity enhancements through comprehensive service redesign and trialling new approaches.

The introduction of our Point of Delivery ("POD") model in 2024 provided us with a strong platform to redesign our approach to the delivery of common repairs. We will respond to feedback from factored homeowners that communication should be stronger end to end, and that billing should be more transparent and easier to understand.

We will extend the POD approach to common repairs to deliver them quicker and more efficiently. As part of a wider redesign we will review, working closely with Wheatley Housing Group, the end-to-end process for common repairs to streamline areas such as consents and billing and make costs clearer and more transparent for factored homeowners.

Multiple sources of customer insight have identified that certain types of repairs, such as those where damp and mould are involved and where multiple trades are required, need a strong focus on communication and the right workforce, with the right skills to deliver both a good customer experience and efficient use of operational resources.

We will undertake an end-to-end review of how we operationally deliver these types of repairs, including customer communication, planning, the deployment of operatives with the appropriate technical skills and how we use data to identify potential issues, such as repeat cases of damp and mould, and proactively manage them in a different way. This review will be informed by a review of lessons learned from customer complaints.

Making void properties available as quickly as possible contributes to alleviating the homelessness emergency. It supports our partners in reducing lost rent and money spent on temporary accommodation, allowing more money to be available to invest in Glasgow.

We will work closely with Wheatley Housing Group to reduce the time taken to bring void properties up to a lettable standard.

Customers in Multi Storey Flats have told us that **"they value staff who know their property and that this is more efficient and enables a better customer experience"**.

In 2025, we will pilot introducing dedicated trade staff for certain stock types, beginning with Multi Storey Flats. The dedicated staff will build an intimate knowledge of the buildings which allows them to deliver repairs quicker, more efficiently and right first time.



Our data and reporting are critical elements to providing us with the intelligence to drive operational excellence. We will create a modern, refreshed performance framework

and introduce a new way of engaging our workforce on performance. Our leaders and workforce will be clear on the key performance measures in their service area, why the measure is important and their contribution to achieving these key performance measures.

A new suite of operational efficiency measures will be complimented by a review of our financial efficiency measures. We will, taking into account the priorities of our members, develop a refreshed suite of financial efficiency

Operational Excellence

performance measures including areas such as material costs and overhead and back-office costs. The delivery of financial efficiencies will be a key enabler of reinvestment in our services and workforce. We will place all our operational and financial efficiency measures within a relevant context through a comprehensive benchmarking exercise



drawing on a relevant peer group.

This will be underpinned by a comprehensive review of the data and reporting needed to support our future performance framework and our wider IT infrastructure and platforms. We will undertake an updated strategic review of our IT platforms, services, organisational capability, and workforce needs and use this as the basis for developing a multi-year digital roadmap which enables stronger data reporting and analysis, data security, cyber security, and user experience. The impact on how we deliver services to customers will be a key consideration in all elements of the review.

Within GCC repairs we will undertake a review of each service to understand the areas for improvement together with the areas of opportunity. We will agree with GCC clear performance measures for each service which allow us to understand how we are performing.



Glasgow is world renowned for our heritage buildings across the city. City Building plays a key role in the maintenance and upkeep of these buildings. There is the potential to do more with the limited resources and ensure the skills

are always available to protect our heritage building for future generations. We will provide options for GCC to consider how more can be

City Building will be at the forefront in delivering the skills required to deliver on these ambitions.

achieved in this service area.

Glasgow City Council is at the forefront of the global movement towards achieving net zero emissions. With bold and ambitious goals, the Council has laid out a comprehensive strategy to reduce carbon emissions and enhance sustainability across the city. The city has pledged to significantly reduce its carbon footprint and is implementing various strategies to achieve this goal. City Building will be at the forefront in delivering the skills required to deliver on these ambitions. We will leverage our training college to further develop and broaden our organisational capacity in relation to retrofit through a training programme to upskill our workforce to PAS2035 accreditation.

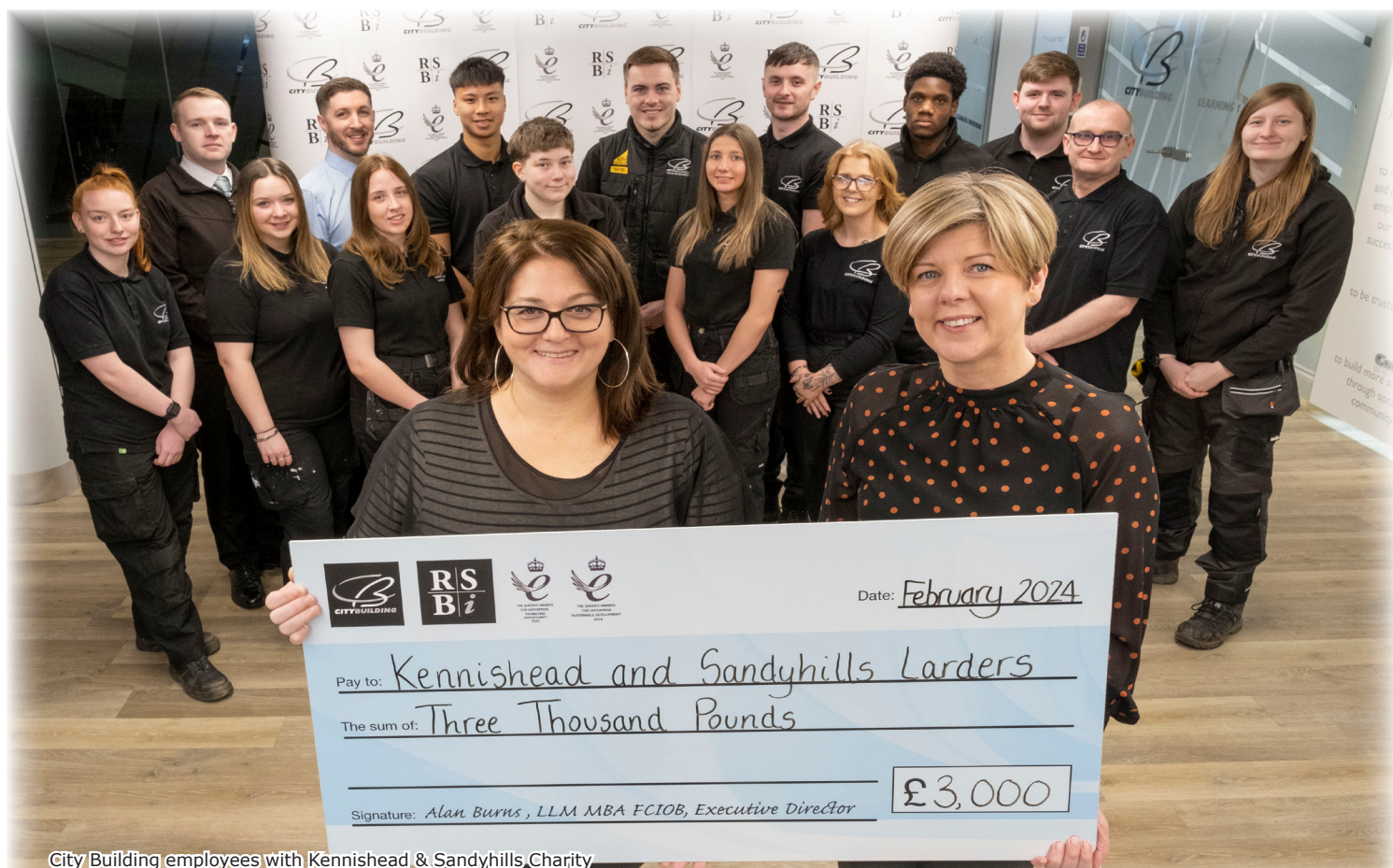
It is vital that City Building provide value for money and a key action in delivering this is being open and transparent with our citizens, residents, and customers on where their money is being spent. We will work with GCC and WHG to provide options for a refreshed charging strategy which delivers on the JV priorities in an open and transparent manner.

We will demonstrate progress towards delivering operational excellence through the following key performance indicators.

Our key performance indicators:

- Deliver the business plan assumptions each year of the 5-year business plan.
- Increase the proportion of appointed repairs to 80%.
- Aim to complete voids within an average of 12 days by end of March 2026.
- Complete TADS voids in an average of 15 days.
- Reduce no access and cancellations by at least 10%.

City Building Employee Charity Engagement



City Building employees with Kennishead & Sandyhills Charity



City Building employees with Golden Friendship & Cahonas Charity

A sustainable Future



We want to play a key role in supporting Glasgow to become a sustainable City and achieve its Net Zero by 2030 ambition.

We will commission an independent review of our carbon footprint to provide us with a baseline and the basis for developing a long-term sustainability strategy. This will complement and focus the range of activities we already have underway.

Powering our fleet is the largest source of CO2 emissions. Our long-term aim is to switch to a carbon-neutral fleet, where suitable electric and hydrogen-fuelled vehicles exist and there is no adverse impact on customers. We will develop a fleet decarbonisation plan based on a detailed analysis of existing fleet use, the city charging infrastructure, cost and workforce engagement.

We will build on the work to date to further decarbonise our corporate estate. Our future corporate estate will have both a footprint that reflects the needs of our workforce and incorporates sustainable business practices such as being powered by renewable energy and providing charging infrastructure that promotes staff using zero-carbon transport.



Sustainability Working Group members Annette O'Neil and Graham Robb

We will explore the potential for increased co-location with Wheatley Group to reduce the size of our combined estate whilst also improving communication and collaboration between our workforce.

We will work with our supply chain to maximise the sustainability of the materials that we use and establish a baseline of the whole-life carbon emissions associated with their products. We will leverage our size and scale to promote innovation and reduce emissions within our supply chain.

We will also explore options for reducing emissions associated with workforce travel, such as encouraging active travel, use of public transport and incentivising the use of low-emission vehicles.

We will demonstrate progress towards **a sustainable future** through the following key performance indicators.

Our key performance indicators:

- Baseline our carbon footprint using an independent expert by in 2025
- Reduce our carbon footprint by 10%
- Reduce our energy consumption by 5%
- Ensure our fleet tender aligns with reductions in carbon
- Maximise opportunities at our Training College to upskill our workforce in zero carbon systems



Fit for the Future

As our priorities evolve, we need to, working alongside our JTUC partners, support our culture and people to also evolve to be fit for the future.

Our culture will be driven by our values and recognisable through:

- **A strong focus on customer satisfaction, from the Board Room to the trade van**
- **A Think Yes attitude to “do the right thing”.**
- **A workforce who feels listened to, valued and trust the organisation**
- **A workforce who feels connected to the organisation and understand the importance of their role within in**
- **Openness and transparency**



A Think Yes attitude to “do the right thing”.

We will refresh our approach to workforce communication and engagement to align it more closely with our values and the culture we want to foster. Key features of our refreshed approach will include better recognising and showcasing excellent work within teams and across the organisation, using new tools such as Visual Measure Boards to focus on key priorities, workforce participation in identifying and resolving any blockages and employee satisfaction pulse surveys.



The role of our leaders will be redefined and our approach to leadership development will be refreshed to reflect this. Our leadership development programme will develop the skills and confidence of leaders to drive a culture of Think Yes to do the right thing, a customer-focused culture and engage and communicate with our workforce in different ways.

Our leaders of the future will be characterised by being skilled in supporting, coaching and mentoring staff, communicating to our workforce our key priorities and their role in delivering them, and identifying and resolving any blockages to excellent customer service or operational efficiency.

To deliver excellent service, both now and in the future, we need a workforce with the right skills. A refreshed approach to strategic workforce planning will support better short, medium and long-term alignment of our workforce and our organisational priorities.

Our strategic workforce planning will be more closely aligned with our forecasting of future demands. We will work closely with Glasgow City Council and Wheatley Group to develop more accurate predictions of future demand and ensure that our workforce's skills, resources and organisational structure reflect

Fit for the Future

these anticipated demands, whilst retaining a flexibility to meet the unpredicted challenges which will come our way.

Our apprenticeship programme will be firmly embedded within our strategic workforce planning, rightsized to reflect future demand and our workforce demographic. We will seek to maximise our ability to retain apprentices and offer them not just a job, but a career for life.



Our participation in the Glasgow Guarantee will seek to increase the number of jobs and training opportunities that are taken up by people living in our communities, helping to reduce inequalities through high-quality, fair-paying jobs.



Equality, Diversity and Inclusion will continue to be a hallmark of our approach to recruitment. We have consistently outperformed the sector in recruiting females, ethnic minorities and people with disabilities into our workforce. Our Health and Wellbeing approach will be refreshed and expanded to reflect the diversity of our wider workforce and our commitment to a culture of staff feeling supported and valued.

Our Royal Strathclyde Blindcraft Industries (RSBi) manufacturing factory embodies our commitment to EDI. It provides



quality employment and employability for people within our communities who have a disability. It has a strong track record of providing high-quality products from windows and kitchens to home and office furniture.

Our members remain fully committed to RSBi and we, in conjunction with Glasgow City Council and Wheatley, will conclude a strategic review of RSBi. It will consider projected future demand, capital investment and growth opportunities, to develop a distinct strategic plan for RSBi which sets a clear vision for its future and a roadmap to enhanced financial resilience and sustainability.

We also recognise the importance of the capacity of our supply chain partners provide in the delivery of the services we provide. Using our enhanced data analysis, coupled with improved forecasting of future demand. We will continually keep under review the use of sub-contractors.

Over the life of this strategy, we will increase and better align our in-house capacity with future demand and reduce the use of sub-contractors. Where we do still draw on supply chain partners it will be based on an open and transparent assessment of the need to do so. We will leverage our size and scale to ensure that supply chain capacity is procured in the most efficient way.

Glasgow is leading the way in its ambitious plans to transition to Net Zero but remains proud of its built heritage.

Our future workforce will have the



skills to deliver carbon-reducing, energy-efficient retrofit projects, repair and service zero-carbon and Passivhaus systems in homes and buildings whilst having the specialist skills, such as stonemasonry, needed to tend to and conserve the civic pride in the City's built heritage.

Fit for the Future

Increasing the supply of homes is essential to alleviating the housing emergency. We will develop and expand the skills and capacity within our workforce to play our role in tackling the emergency. We will restore existing empty homes to high-quality, energy-efficient homes available for homeless households as well as develop our capability to build new, high-quality homes.

We will continue to invest in our people to achieve high levels of workforce retention and proactively identify and nourish talent. We will undertake a strategic review of our approach to pay reward and recognition with a focus on our future approach being straightforward, fair, transparent, and fit for the future.

Our sector-leading, state-of-the-art training college will play a central role in the development of our workforce. We will continue the development of skills-based learning through our college, including working with partners such as the Construction Industry Training Board and Skills Development Scotland to develop innovative new programmes in areas such as trades and adult apprentices.

We will demonstrate progress towards fit for the future through the following key performance indicators.

Our key performance indicators:

- 90% of workforce feel valued
- Increase the proportion of RSBI costs covered by self-generated income
- Aim to reduce the usage of sub-contractors by 10%.
- Increase the number of workforce who are skilled at installing, maintaining and repairing zero-carbon systems by an additional 5%.
- Apprentice programme and college pass rates (90%)
- Achieve Investors in Young People (IYP) Platinum level.
- Aim to build 50 new homes per year from 26/27.



Fit for the Future



GGC Services Team Certificate of Achievement Day



Training Team Certificate of Achievement Day

Achievements

Awards

- Asbestos Removal Contractors Association (ARCA) Diamond Award
- Retained ISO 9001 Quality Management System (QMS) accreditation.
- Retained ISO 45001 Health and Safety management standard accreditation.
- National Federation of Roofing Contractors Gold Award
- The Trades House of Glasgow Apprentice Award



People Development

- Recruited 55 craft apprentices with excellent Equality, Diversity and Inclusion (EDI) outcomes - 5% female, 4% Minority Ethnic, 7% care experienced and 13% living with disabilities and 6 Adult apprentices.
- Established new Young People's Awards.
- Provided 18,410 training days on technical and safety refreshers to workforce.
- Supported 106 employees through Further and higher Education and specific degree led courses.
- Introduced Leadership Programme attended by 200 leaders.



People Services

- Created strategic resource and change programme transforming attitudes, behaviours, and mindset amongst our workforce.
- Created workforce data to highlight trends, to make informed decisions, improve productivity and reduce costs.
- Restructured people services to create an improve business partner approach.
- Reviewed and refreshed all people policies and procedures improving governance and legal updates.
- Enhanced relationship with Joint Trade Union Committee (JTUC) to increase collaboration and be more open and transparent.



Communities

- Raised and distributed charity fundraising total of £56,326.
- Employee led fundraising raised £24,076.
- Provided full week of work experience to 320 of Glasgow's senior pupils.
- Supported 25 senior pupils from Glasgow's Additional Supported Learning (ASL) Schools with employability programme.
- Apprentices undertook 5 major Community Apprenticeship Projects across the city.



Operations

- Transformed and established new Points of Delivery (PODs) with more focus on delivering for WHG customers, increasing satisfaction levels and number of first-time right repairs, including refocus for Customer Resident Liaison Officers (CRLOs) and Planners.
- Delivered 165,293 works for GCC within its corporate estate and prestigious buildings.
- Developed complaints dashboard to identify themes and areas for improvement.
- Created improvement plans for Lowther and Loretto customers.
- Piloted approvals for sub-contracting works from supply chain.

Welcome to





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