



## 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>.

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.

The Customer and Business Improvement Team provide a monthly complaints dashboard and quarterly complaints dashboard data to the Executive Management Team which identifies with any trends and improvements implemented as a result.

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.

The Scottish Housing Regulator reports on their website a range of financial and performance information about landlords and the housing sector. 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.

|                                                                                                                                                                   | CBG   | CBC   | Scottish Average |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|------------------|
| Percentage of homes meeting the Scottish Housing Quality Standard 2023/2024                                                                                       | 99.8% | 93.1% | 84.4%            |
| Average number of hours taken to complete emergency repairs 2023/2024                                                                                             | 3.0   | 2.8   | 4                |
| Average number of days taken to complete non-emergency repairs 2023/2024                                                                                          | 8.3   | 4.4   | 9                |
| 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 2023/2024 | 89.0% | 87.6% | 87.3%            |

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**

City Building as a whole, including the related entity City Building (Contracts) LLP continues to celebrate our achievements this financial year. Their Queen's Award for Enterprise 2021: Promoting Opportunity and Investors in Young People (IYP) Platinum award recognises our focus on investing in growing a skilled staff base.

City Building is the first ever construction firm, and only the fourth business in Scotland, to achieve the Investor in Young People (IYP) Platinum accreditation which we retained in 2024. A full assessment was carried out in 2025 awarding us this prestigious accreditation.

This Platinum award is the highest level that can be attained within the acclaimed IYP training and development framework and encourages employers to prioritise areas including financial wellbeing, mental health, fair work practices and meta skills. This assessment was led by our excellent Training team but involved colleagues from across the organisation showcasing how we support out young employees.

Our Asbestos team achieved the Asbestos Removal Contractors Association (ARCA) Diamond award this year for the way in which they undertake our works. Given the serious and significant nature of these activities around asbestos we are proud to achieve this recognition for the organisation.

External independent validation of performance is central to a culture of continuous improvement. This independent scrutiny by many bodies can at times be infinite, nevertheless it provides us with demonstrable feedback on the effectiveness and success of their workforce.

Some of these Quality Awards include OHSAS 18001, ISO 45001, ISO 14001 as well as ISO 9001: 2015.

This high performance and award-winning culture has delivered significant reward this year as below:

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

- Citation for conservation certificate for Provand's Lordship.

## **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/>.

### **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%.

## **Our Values**

Challenges in line with the wider construction industry has highlighted the importance of our organisational values and how these values are translated by our leaders and workforce in continuing to deliver, as a priority, for our customers and other stakeholders.

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

Our Vision is 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.

Our unique social ethos continues to underpin everything we do and drives 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, retaining a very clear strategic aim of building on this even more over time.

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, 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.

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 build more sustainable communities through social, economic and community engagement.

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.

## **Strategic Priorities**

Our new corporate 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 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. Our performance measures via our Performance Management Framework, are reported to our Board on a quarterly basis.

| Strategic Themes                   |                                                                               | Strategic outcomes                                                                          |                                                                                                  |                                                           |
|------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| <b>Customer Service Excellence</b> | Increasing customer satisfaction                                              | Delivering first time for customers                                                         | A customer insight-driven organisation                                                           |                                                           |
| <b>Operational Excellence</b>      | 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                  |
| <b>Fit for the Future</b>          | A thriving Think Yes Culture – to do the right thing                          | A highly engaged workforce that feels valued via introduction of Personal Development Plans | A workforce with the right skills for the future via performance measures                        | A resilient, sustainable RSBI                             |
| <b>Sustainable Glasgow</b>         | 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. |

## **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. We continue to take every opportunity of establishing this business as a recognised National leader 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 and other Clients 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 strategies will prioritise three pillars: economic, social, and environmental.

- Our Corporate Social Responsibility policy and strategies will ensure all activities drive productivity and competitiveness through fairness, equality and sustainable employment in line with our Scottish Business Pledge accreditation.

- We will work to ensure business activities positively impact on society through reducing our environmental undertakings and building community wealth.
- We will continue to use 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 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 - 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 the workforce are motivated, as well as use training and development to ensure they have the skills to take advantage of emerging new markets in the green economy as well as upskilling our employees on long term sustainability and repairing of traditional buildings.

- 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 continuing to develop social enterprises to ease access to their framework, evidence by their Buy Social accreditation, 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, with our procurement teams working on a dynamic basis to ensure emerging technology competence is an ongoing part of 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 organisational Values of Excellence, Honesty, Ambition, Trust, and Community underpins all our work to build more sustainable communities through social, economic and community engagement.

### **Equality, Diversity 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:

- 14.5% of our apprentices are female compared with 2.7% starts in the construction sector in Scotland.
- 20% of our apprentices have a disability compared with 10.5% of apprentices in Scotland.
- 11% of our apprentices are from a minority ethnic background compared to 1.6% of apprentices in Scotland.

We recruit 55 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 25 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 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 Diamond Training Award
- Arca Diamond 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 Platinum 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
- 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