

City Building (Contracts) LLP

# Strategy 2025-2028 Year 2 Update

**Fit for the Future**



**Building a Sustainable Future**

*The Mitchell Library*



*Cllr. Eva Bolander, Chair, Board*



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

# Introduction from the Chair and Executive Director

Over the last few years, City Building (Contracts) LLP 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, Glasgow City Council, 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 a Year 2 update of our first formal, multi-year strategy for City Building (Contracts) LLP covering from 2025-2028. It is built on the ethos of partnership working and collaboration, with Glasgow City Council, our 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. This Year 2 update highlights our progress.

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 a 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.

# Background and context

## City Building (Contracts)

City Building (Contracts) Limited Liability Partnership was incorporated on 2 October 2006 to provide construction and repairs services.

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

We provide services in the following areas:

- Supports the GCC's Capital Programme by delivering projects from a few £1,000's to major projects of over £20m.
- Various services to Housing Associations through our Housing Association Management Services.

### Glasgow City Council

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

### Housing Associations

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

Since the pandemic ended there has been a reduction in workload demand levels for GCC's capital investment programmes. This sets a new baseline which we are delivering now and need to plan for in the future.





*City Building (Contracts) LLP recently refurbished "The Thistle", UK's first Safer Drugs Consumption Facility.*

# Strategic influences

In developing our strategy, we have worked closely with GCC as well as took account of their strategic plan, the wider national policy and legislative landscape as it impacts both of us, GCC and other Housing Associations, and the priorities of our customers and communities.

The most significant influence on our strategy was, the comprehensive review of our organisation GCC undertook in 2023 including our governance, technology approach, control environment in core areas such as procurement and financial management, together with refreshing our approach to people management and our quality management system which has now been simplified with improved usability of systems.

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 GCC and other Housing Associations on their common priorities.

## The key influences reflected in our strategy include:

|  |   |
|--|---|
| <b>Strategies and plans</b> <ul style="list-style-type: none"><li>• Glasgow City Council Strategic Plan 2022 to 2027</li><li>• Glasgow City Council Local Housing Strategy 2023 to 2028</li><li>• Glasgow City Council Strategic Housing Investment Plan</li><li>• Council Family review – City Building (Contracts) action plan</li></ul> | <b>National policy and legislation</b> <ul style="list-style-type: none"><li>• Energy Efficiency Standard for Social Housing</li><li>• Domestic Building Environmental Standards (Scotland) proposals</li><li>• The Equalities Act 2010</li><li>• The Employment Rights Bill 2025</li></ul> |
| <b>Customer Insight</b> <ul style="list-style-type: none"><li>• GCC Household Survey</li><li>• CB survey with GCC Council Family.</li></ul>  |   |

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 GCC, other Housing Associations and their 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 (Contracts) LLP play an important role in delivering for Glasgow and contributing to the common priorities of our members, Glasgow City Council, and other Housing Associations, 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.
- Strengthening the Glasgow economy and making our contribution to alleviating poverty and inequality in Glasgow communities.
- Delivering high-quality repairs for our Housing Association customers and the residents of Glasgow.
- 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 GCC and other Housing Associations to address their priorities through our unwavering focus on customer satisfaction, customer value and customer trust. In doing so we will be recognised by our customer and partners as playing a significant role in making Glasgow a great place to live.



*City Building apprentices contribute to the community by helping pupils from Drumchapel High deliver their school project at a carehome within the local community*

# Strategic Priorities

Our strategy is structured across four strategic themes which reflect the key strategic priorities of GCC, other 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 set out in our Performance Framework.

| Strategic Themes                   | Strategic Outcomes  |   |   |  |
|------------------------------------|---|---|---|--|
| <b>Customer Service Excellence</b> | Increasing customer satisfaction  | Support colleagues from GCC in pre-construction | A customer insight-driven organisation  | Open and Transparent   |
| <b>Operational Excellence</b>      | Review of the customer management of our HA customers.                        | Leading the way in financial efficiency         | A clear, transparent charging model that delivers outstanding value for money | Resilient, enabling technology platforms                                     |
| <b>Sustainable Glasgow</b>         | A more environmentally friendly organisation with a reducing carbon footprint | Training for staff for PAS2035 accreditation.   | Upskill our workforce to prepare for emerging renewable work.                 | Be an active contributor to the GCC sustainability targets.                  |
| <b>Fit for The Future</b>          | A flexible approach to projects which meets the customer requirement.         | A highly engaged workforce that feels valued    | A workforce with the right skills for the future                              | Work with GCC to establish a more effective process for predicting workload. |

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

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# Customer Service Excellence

Excellence is one of our core values and we recognise that we must, first and foremost be measured by the view of our customers and clients.

We have recently undertaken our first customer survey with GCC to understand what is working well, areas for future improvement and future needs. We have developed and agreed a baseline suite of satisfaction and performance measures which reflect the survey feedback, these form part of our performance framework.

Relationships with GCC colleagues have been developed with improved communication and planning including support in the pre-construction stages.

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

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Repairs & Maintenance employee

We continue to create a transparent charging model ensuring we continue to enhance all elements of customer experience. This includes how quickly we complete works, how well we communicate information and improve our planning arrangements to ensure everyone feels they are being treated with respect.

This will all be supported by a comprehensive “Customer Service Excellence” training programme to ensure our workforce are clear on their roles in ensuring excellent customer service.



As part of this we will further enhance the level of communication, engagement, and collaboration with GCC and Housing Associations colleagues.

Our relationship with GCC is a key partnership in delivering our services. Following the completion of our first survey, we will agree 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:**

- Maintain our **Customer Service Excellence** accreditation.
- Set a customer target baseline from our first **customer survey** with GCC.
- Establish a new charging process that is **open and transparent** bringing outstanding value for money.
- **Support our HA** clients to increase customer satisfaction levels.
- At least **90%+** of repairs are completed right first time.

# Operational Excellence



*City Building employees*

Achieving operational excellence is an essential enabler to achieving high customer satisfaction levels. We are seeking to establish a new strategic approach based on management contracting.

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

Our data and reporting are critical elements to providing us with the intelligence to drive operational excellence. We have created a modern, refreshed performance framework, and introduced new ways of engaging our workforce on our performance. Our leaders and workforce are clear on the key performance measures including areas such as material costs and overhead and back-office costs.

The delivery of financial efficiencies are a key enabler of reinvestment for GCC's services that will benefit all Glasgow's citizens. 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. We have undertaken an updated strategic

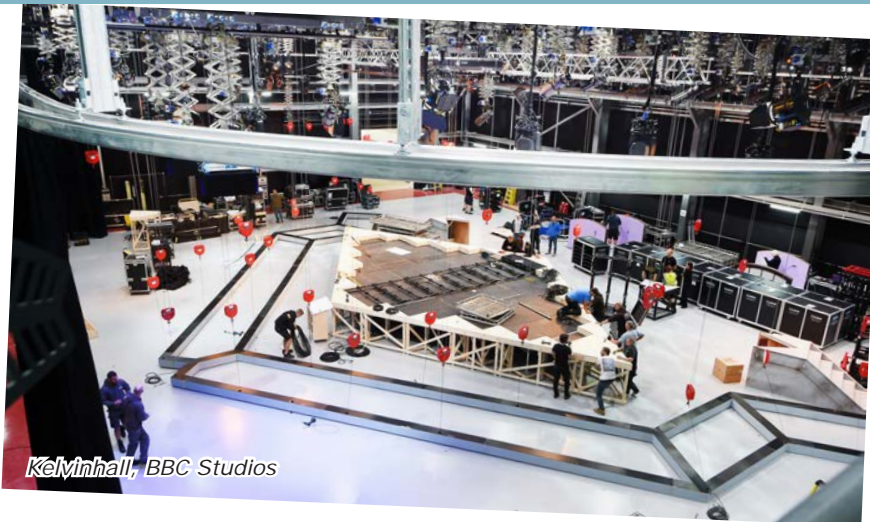
review of our IT platforms, services, organisational capability, and workforce needs and use this as the basis for developing a multi-year digital roadmap which enables stronger data reporting and analysis, data security, cyber security, and user experience. The impact on how we deliver services was a key consideration in all elements of the review. Our 2025 IT Strategy sets out an agile 24-month plan with annual refresh cycles for adaptability and responsiveness in the future.



Glasgow is world renowned for our heritage buildings across the city. CBC Building plays a key role in the future sustainability 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

# Operational Excellence

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



will provide options for GCC to consider how more can be 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. CBC 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 CBC 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 continue to work with GCC and other Housing Associations to provide options for a refreshed charging strategy which delivers 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 3-year business plan.
- Create a clear transparent charging model that delivers outstanding value for money.
- Develop our new strategic approach to workforce planning based on management contracting.
- Create a refreshed approach to performance management.
- Improved customer communication and planning.
- Increase income collection to 20 days.
- Ensure payment of invoices from receipt of a valid and undisputed invoice by 30 days.

# 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 have commissioned an independent review of our carbon footprint to provide us with a baseline and the basis for developing a long-term sustainability strategy.

This is being undertaken via three scopes. We have completed the examination of scope 1 and 2 and have been advised of the information required for scope 3. The process is time consuming as it crosses a range of emissions including around water, waste disposal, waste movements in miles, packing production and mileage for deliveries to stores and sites. Once we have gathered this information, we will seek professional advice on its validity and seek an audit inspection for external validation.



Sustainability Working Group members Annette O'Neil and Graham Robb

Powering our fleet is the largest source of CO<sub>2</sub> 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.

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% by 2030
- 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 site**
- **An 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**

We will refresh our approach to staff 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



## A Think Yes attitude to "do the right thing".



recognising and showcasing excellent work within teams and across the organisation. We are using new tools such as Visual Measure Boards to focus on key priorities, workforce participation in identifying and resolving any blockages. Our internal communications showcase via videos and blogs excellent service delivery and in 2026 we will organise our first Employee Awards Ceremony as well as recognise our employee long-service anniversaries.

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 doing 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. In the past year we have developed and implemented Personal Development Plans (PDSs) for all individual employees, providing a structured framework to drive career advancement and personal growth, designed to increase motivation, enhance self-awareness of strengths and weaknesses and building greater resilience against setbacks.



To deliver excellent service, both now and in the future, we need a workforce with the

# Fit for the Future

right skills. A refreshed approach to strategic workforce planning has been developed to support better short, medium and long-term alignment of our workforce and our organisational priorities.



Our strategic workforce planning is now more closely aligned with our forecasting of future demands. We will continue to work closely with Glasgow City Council to develop more accurate predictions of future demand and ensure that our workforce's skills, resources and organisational structure reflect these anticipated demands, whilst retaining a flexibility to meet unpredicted challenges which will come our way.

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 has been refreshed and expanded to reflect the diversity of our wider workforce and our commitment to a culture of staff feeling supported and valued.

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. This will include a review

to ensure we have the right supply chain to deliver for GCC and the city's building estate.

Where we require to 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.

We will continue to invest in our people to achieve high levels of workforce retention and proactively identify and nourish talent. We are making plans to 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 number of workforce who are skilled at installing, maintaining and repairing zero-carbon systems by an additional 5%.

# Fit for the Future



Young Persons Awards

# City Building Employee Charity Engagement



City Building employees with Chest Heart & Stroke Charity



City Building Apprentices with Glasgow Women's Aid Charity

# Achievements

## Awards

- Achieved Investors in Young People (IYP) Platinum Level
- Retained our Customer Service Excellence Accreditation.
- 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



## People Development

- Held second 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.
- Created industry leading wellness room to support mental health within the workforce.



Welcome to





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