

City Building (Glasgow) LLP

Strategy 2025-2028 Year 2 Update



Fit for the Future



Building a Sustainable Future



*Maureen Dowden, Chair,
City Building (Glasgow) LLP 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 a Year 2 update of our multi-year strategy for City Building (Glasgow) LLP covering the period 2025-2028, which is built on the ethos of partnership working and collaboration, with our members, Board

and workforce having been engaged in its development.

The strategy 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 organization and this Year 2 update highlights our progress.

We continue to 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 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 both Glasgow's citizens, residents and Wheatley customers in the years ahead. On 1st April 2026, City Building (Glasgow) LLP will join Wheatley's VAT Group and whilst this does not bring any change to the 50/50 JV ownership it does bring opportunity to refresh, renew and reinvest.

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

Last year we undertook 89,098 repairs for Glasgow City Council within their corporate estate and public buildings.

Recently the demand from Wheatley Housing Group for investment work has increased and we understand 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.



Strategic influences

When 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 which has now been simplified with improved usability of systems.

Following this 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 that were reflected in our strategy include:

Strategies and plans <ul style="list-style-type: none">• 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 2025/26 to 2029/30• Scottish Government Housing to 2040• Council Family review – City Building (Glasgow) action plan	National policy and legislation <ul style="list-style-type: none">• Energy Efficient 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 <ul style="list-style-type: none">• Wheatley Homes Glasgow independent tenant satisfaction survey	<ul style="list-style-type: none">• GCC Household Survey

The influences on our strategy will continue to be dynamic over its lifetime. 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.



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 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 set out in our Performance Framework.

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”.

Most 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 implementation of “My Voice” has given customers a mechanism to provide timely feedback on the experience of their appointment. It provides a strong platform from which to further enhance our approach to customer communication.



We will, working with Wheatley Housing Group and Glasgow City Council continue to seek to improve communication with customers, based on what customers have told us is 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 any 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 using real-time feedback mechanisms and will continue to expand the use of “My Voice” to get 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.

What our customers have said:

Customer Feedback	How we Improved/Measurement
Customers are dissatisfied with trades arriving without correct materials.	We created a material pod to support more efficient material ordering and developed new van stock process, therefore increasing first time right service delivery supporting increased satisfaction amongst citizens, residents and customers.
Lack of communication directly with customers on repairs and planned works.	Introduced new software to alter our “withheld number” status when making calls, resulting in more calls being answered by customers building better relationships and increased communication.
Notification of Electrical Testing works bringing increase in trades not being able to access property and increased complaints from customers	Customers are now contacted prior to appointment, increasing access and customer communications whilst reducing complaints and customer inconvenience.
Commitments given during customer complaints process not delivered	Customers are contacted following resolution of stage 1 complaints to ensure commitments met preventing escalation and giving greater support to customer journey

Customer Service Excellence

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.

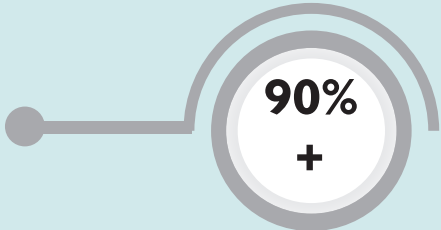
The relationship with Glasgow City Council is a key partnership as one of our members. To deliver an excellent service, it is vital that we have a clear understanding of their view of the current service and their future needs. We have recently undertaken a customer satisfaction survey for both members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

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

Key Performance Indicators		
KPI Target	Current outcome	Status
Overall customer satisfaction is above 90% for tenant repairs	90%+	90% in WHG 90% via My Voice
Overall satisfaction from members of 90%	90%	85% average with action plan in place.
Achieving an average My Voice satisfaction score of 4.5	4.3	Continuing with improvements to increase customer satisfaction.
Appointed repairs on average completed within 7.5 days or less.	7.22 days	Since we have worked through a backlog we have made improvements, including debriefings meaning we are improving this target.
Average length of time taken to complete emergency repairs is 3 hours or less	2.30 hours	Meeting the target set
Average length of time taken to complete non-emergency repairs – Mid Market Rent and Loretto 7.5 days or less	7.74 days	This is showing an improvement from previous performance and we will continue to work to meet the target.
At least 90%+ of repairs are completed right first time	96.5%	We are exceeding this target by ongoing work based on SKATE (Skills, Knowledge, Attitude, Training and Experience).
Customer complaints volumes per 100 repairs to reduce by at least 10% from previous year	Increased by 6% YTD	Programme of Customer Complaints workshop activities to address sign off procedures and actions.
Retain our Customer Service Excellence accreditation	Retain	Customer Service Excellence reaccredited.

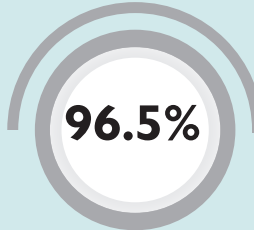
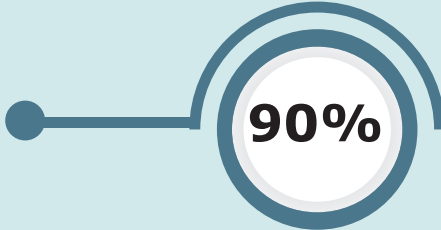
Key Performance Indicators

Overall customer satisfaction is above 90% for tenant repairs



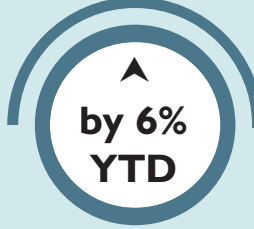
Average length of time taken to complete non-emergency repairs – Mid Market Rent and Loretto 7.5 days or less

Overall satisfaction from members of 90%



At least 90%+ of repairs are completed right first time

Achieving an average My Voice satisfaction score of 4.5



Customer complaints volumes per 100 repairs to reduce by at least 10% from previous year

Appointed repairs on average completed within 7.5 days or less.



Retain our Customer Service Excellence accreditation

Average length of time taken to complete emergency repairs is 3 hours or less



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 has been to reduce the volume of repairs which are cancelled. The previous year it sat at 20% and through improvements has been reduced to 17% this year. 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 have, working collaboratively with Wheatley Housing Group, undertaken an end-to-end review of our approach to cancellations and are in the process of implementing 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.

Changes to our IT systems are key to reducing

cancellation numbers and we are working to introduce Servitor Express early 2026/27 which will have a positive impact on cancellations.

Another 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 continue to shift more repairs from 'programmed' to 'appointed', thereby further reducing 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.



Repairs and Maintenance Van

We will ensure that we can deliver as many repairs in a single visit as possible by ensuring that we always have the necessary

Operational Excellence

materials to complete the job. We have undertaken a review of how we stock our fleets, driven by information gathered from both data on job types and feedback from our



workforce, and we are substantially through a change programme which updates our van stocks ensuring they have the right stock in their vans and significantly reducing the need for any additional materials to complete a job. This also supports reducing unnecessary travel, the associated downtime and carbon emissions, and increase overall productivity. For example, over the past year we have improved completion of jobs on the first-time visits from 88.33% to 98.65%.

We will drive operational efficiency and productivity through comprehensive service redesign and trialing 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 are responding to feedback from factored homeowners that communication should be stronger end to end, and that billing should be more transparent and easier to understand. To address this feedback, we are working closely with WHG to implement a new repairs management system, that will allow for a “plain English free text” description to increase understanding of information within a quote or invoice as well as seeking to utilise other software available to us to update customers of the status of the repairs.

We will extend the POD approach to common repairs to deliver them quicker and more efficiently. As part of a wider redesign we are reviewing, 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.

Recognising the introduction of “Investigation and Commencement of Repair (Scotland) Regulations 2026, which is the equivalent legislation to Awaab’s Law in England, which is designed to deliver the best health, safety and wellbeing for customers on the management of damp and mould in our customers homes, we have undertaken an end-to-end review of how working as one team with WHG 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 new approach, which has been informed



by a review of lessons learned will require our team to undertake on-going training to ensure consistency of assessment and diagnosis to bring the best long-term

outcomes for customers.

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.

Working closely with Wheatley Housing Group to reduce the time taken to bring void properties up to a lettable standard we

Operational Excellence

are restructuring our delivery team to meet demand, with an end-to-end plan for joint working arrangements with local housing teams to maximise outcomes.

Last year we piloted the introduction of dedicated trade staff with specific knowledge of certain stock types within our multi-storey flats.



We have used the knowledge gained from this pilot, including conducting an end-to-end debrief and are using this to develop and implement revised delivery arrangements to quickly react to and resolve complex repair types e.g. resolution of leaks, across the wider housing stock.

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 performance. Our leaders and workforce are 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 has complimented a review of our financial efficiency measures.



The Mitchell Library, Glasgow

We have, taking into account the priorities of our members, develop a refreshed suite of financial efficiency 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.

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

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 is 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 have undertaken an updated strategic review of our IT platforms, services, organisational capability, and workforce needs and have used 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 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.

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

Those currently agreed are:

- Average length of time to complete emergency repairs – 3 days
- Average length of time to complete non-emergency repairs – 10 days
- Improvements to invoicing process.
- Improved management of specialist sub-contractors

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 achieved in this service area.

Operational Excellence

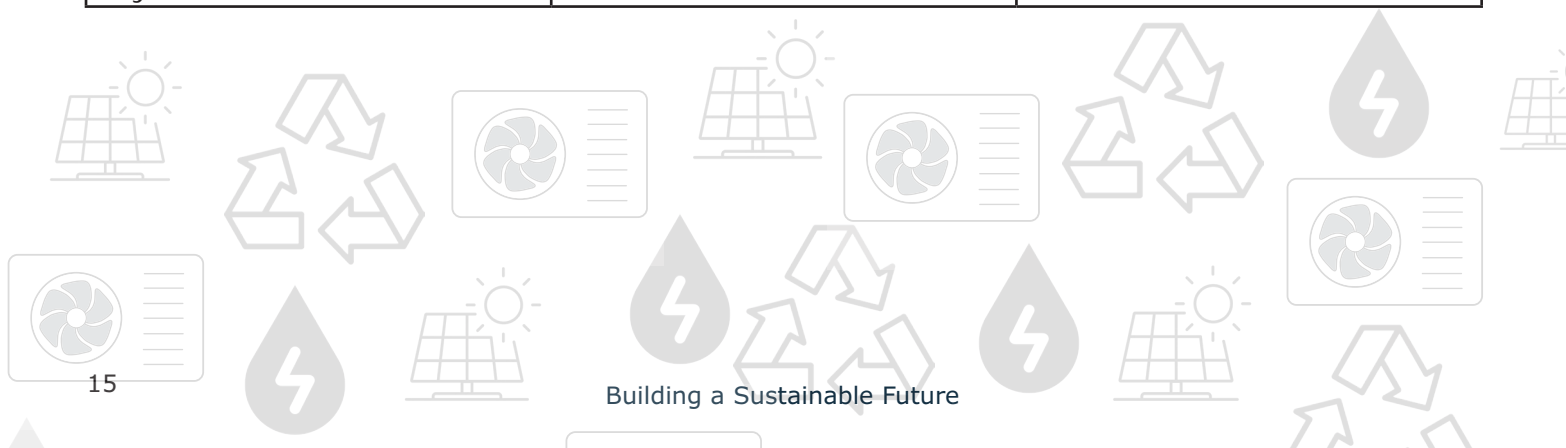
Glasgow City Council is at the forefront of the global movement towards achieving net zero emissions. With bold and ambitious goals, the Council has laid out a comprehensive strategy to reduce carbon emissions and enhance sustainability across the city. The city has pledged to significantly reduce its 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 are working 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 become members of Wheatley's VAT Group on 1st April 2026 and are preparing for the best outcome on possible savings this will bring to support further investment to benefit our residents, citizens and customers as well as sustaining employment opportunities.

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

Key Performance Indicators		
KPI Target	Current outcome	Status
Delivering Business Plan assumptions each year of the 5 year-business plan.	41% YTD of agreed profit target.	Full year period still in play.
Increase the proportion of appointed repairs from programmed repairs to 80%	75%	This is the YTD percentage with ongoing improvements
Aim to complete voids within an average of 12 working days by end of March 2026	14.21 days reduced from 15.49 days	New Void process is being developed to meet the target by year end
Completed TAD voids in an average of 15 days	13.74 days	Currently exceeding target
Reduce no access and cancellations by at least 10%	Annual KPI	
Increase income collection to 20 days	80.86% YTD	Full year period still in play.
Ensure payment of invoices from receipt of a valid and undisputed invoice by 30 days.	74.68% YTD	Full year period still in play.



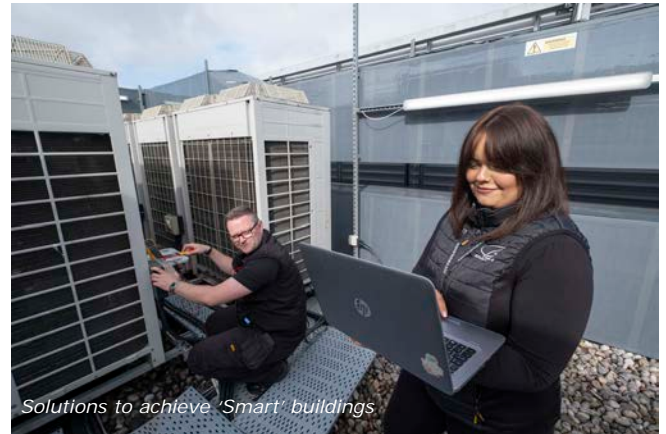
A sustainable Future



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 around water, waste disposal, waste movements in miles, packaging production and mileage for deliveries to our stores. Once we have gathered this information, we will seek professional advice on its validity and seek an audit inspection for external validation.



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-fuel led 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 explore the potential for increased co-location with the Council or Wheatley Group where it makes sense, to reduce the size of our combined estate whilst also improving communication and collaboration between our workforces.

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.
- 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 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 it
- Openness and transparency

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. We are using new tools such as Visual Measure Boards to focus



City Building's Young Person of the Year, Shona Gibbons, Senior HR Officer

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

on key priorities, workforce participation in identifying and resolving any blockages and employee satisfaction pulse surveys.



Our internal communications showcase via videos and blogs excellent service delivery and in 2026 we will hold our first Employee Awards Ceremony as well as recognise our employees 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 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. In the past year we have developed and implemented Personal Development Plans (PDPs) 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 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.

Fit for the Future

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 and Wheatley Group to develop more accurate predictions of future demand and ensure that our workforce's skills, resources and organisational structure



City Building Apprentices

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

Our apprenticeship programme is 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. In 2025 we were able to offer employment to 45 of our timeout apprentices, with others seeking employment elsewhere.



City Building Apprentices with Lecturer

Recognising the significance of our apprenticeship programme in the city we commissioned a report to understand the value of the programme. Highlights include:

- CBG's apprenticeship programme generates more than £7m Gross Value Added (GVA) for Glasgow's economy.
- Spending 50% of their salary in Glasgow generates a total of £1.1m GVA supporting ten jobs in Glasgow through their spending.
- CBG's apprentice programme generates fiscal benefits of between £0.7 and £0.9 million.
- Using specific socio-economic reference points for analysis, 60% of our apprentices (Year 1-4) live within the most deprived quintile areas of the city.
- Wellbeing benefits, for this younger age group, which is calculated against a young person who is unemployed or economically inactive sits at £1.7m.

It further highlighted that having a trade enables the ability to earn more than they might otherwise have been able to do. For young people undertaking an apprenticeship the report emphasised that having a job provides opportunities for growth and learning, brings meaning to the purpose to life and creates opportunities for social connection.

Therefore, 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 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. 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

Fit for the Future

City Council and Wheatley, have concluded a strategic review of RSBi. The outcome of this review has resulted in the development of a sustainable business plan, provided capital investment in new machinery and created opportunities for growth. There is now 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-



RSBi's Employee in the Factory



Energy Efficient Sustainable Homes



Building a Sustainable Future

Fit for the Future



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.

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

Achievements

Awards

- Achieved Investors in Young People (IYP) Platinum level.
- Glasgow Trades House Apprentice of the Year – Liam Brown
- ASCP Safety and Compliance Awards – UK Electrical Contractor of the Year 2025.
- Retained our Customer Service Excellence (CSE) 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
- The Trades House of Glasgow Apprentice Award



People Development

- Established Partnership Forum with JTUC.
- Recruited 55 Apprentices.
- 45 time-out apprentices gaining employment.
- 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 and 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.



Communities

- 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.
- Contributed to numerous local charities through employee-led and employee fundraising.





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