



*Creating a culture of excellence  
through processes and services*

Mags Lightbody



Better homes, better lives,  
*a better Glasgow*

# Creating a Culture of Excellence



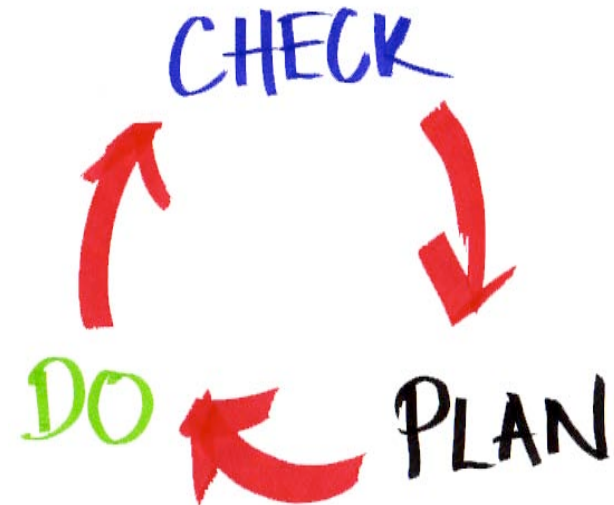
- Our journey
- Processes we used
  - Common Systems:Common Sense
  - Formation of BEST groups
  - Self Assessment
  - Customer First
  - Think Yes experiments
- External Validation



# Creating a culture of excellence – post 2007 inspection



- Introduced lean system thinking to GHA (branded Common System, Common Sense)
  - ✓ Redesigned all services around the customer
  - ✓ Aim is “one & done” service provision where possible
  - ✓ Continual improvement to drive waste out of the business
- 9 month overall program
  - Spend 3 weeks in each office/service point
- Managers and staff owned the change
  - This was about bad systems – not bad people



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# Creation of BESTs (Business Excellence Service Teams)

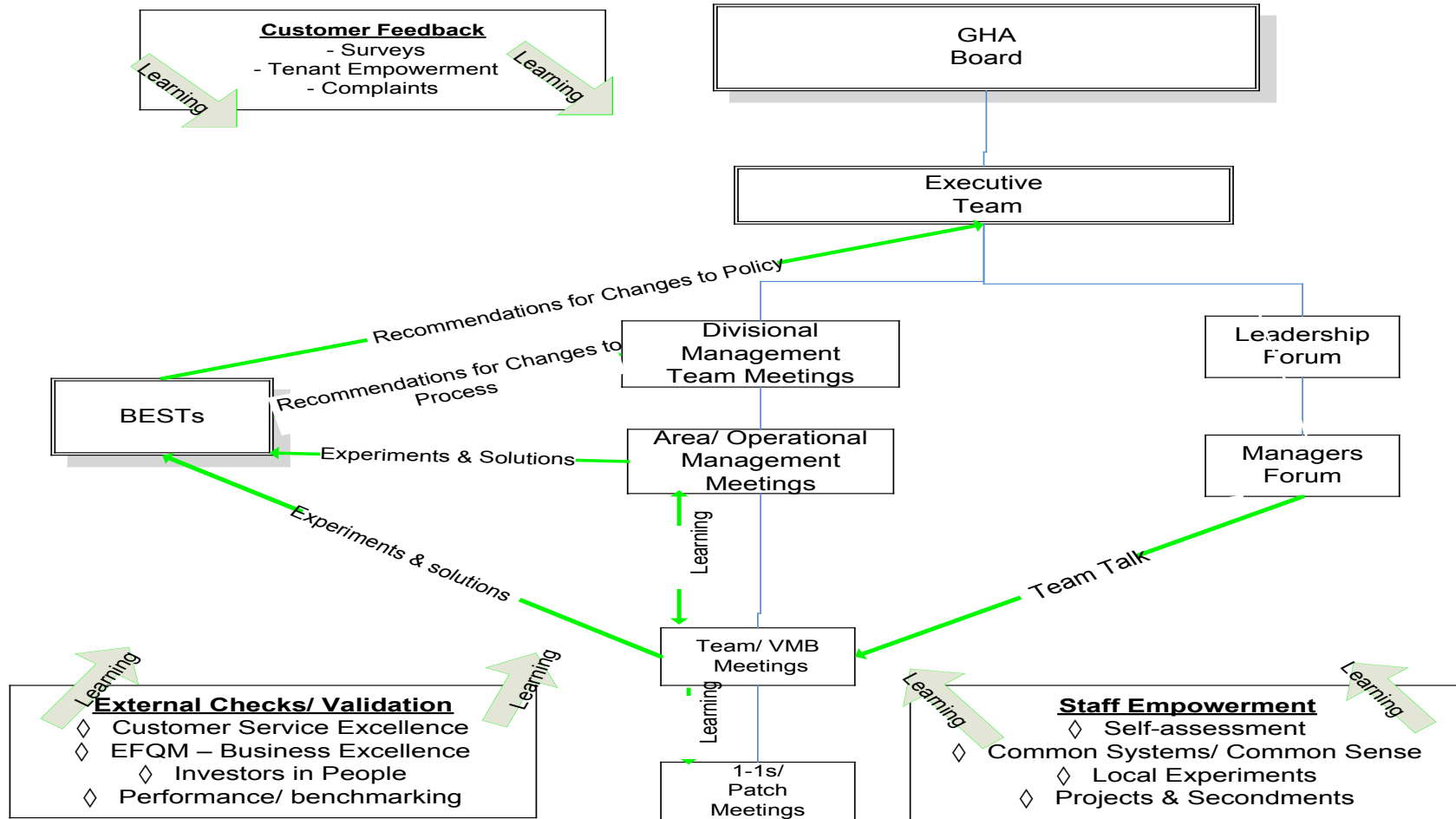


*Overall purpose:* To have **ownership** of a key business process (letting etc)

This includes:

- Review forum for CS:CS demand outcomes/ local “experiments”, best practice sharing
- Own & review current policy, practice, and performance and benchmarking
- Advise on how actual practice compares to the documented process, including removing blocks
- Commission policy/ research/ tenant views into potential changes
- Overview compliance against relevant regulatory standards
- Responsible for the commissioning of indicators and performance reports
- Provide a learning loop to review complaint outcomes and other customer feedback

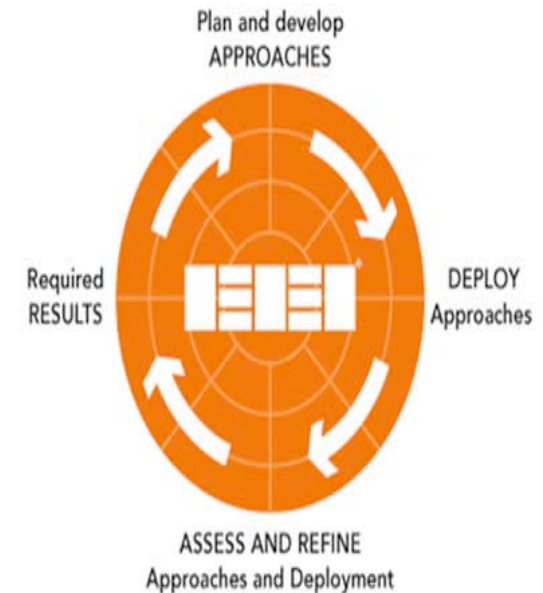
# Current GHA



# Self Assessment



- Introduced Autumn 2008 running parallel with CS:CS roll out
  - 6 month programme touching every service point
- Managers and Staff involved
  - A framework to allow staff to influence change
- We used framework similar to that of the Public Service Improvement Framework (PSIF)
  - Local Improvement Plans
  - Corporate Improvement Plans
  - DNA highlighting areas for improvement at a glance



# Customer First Programme

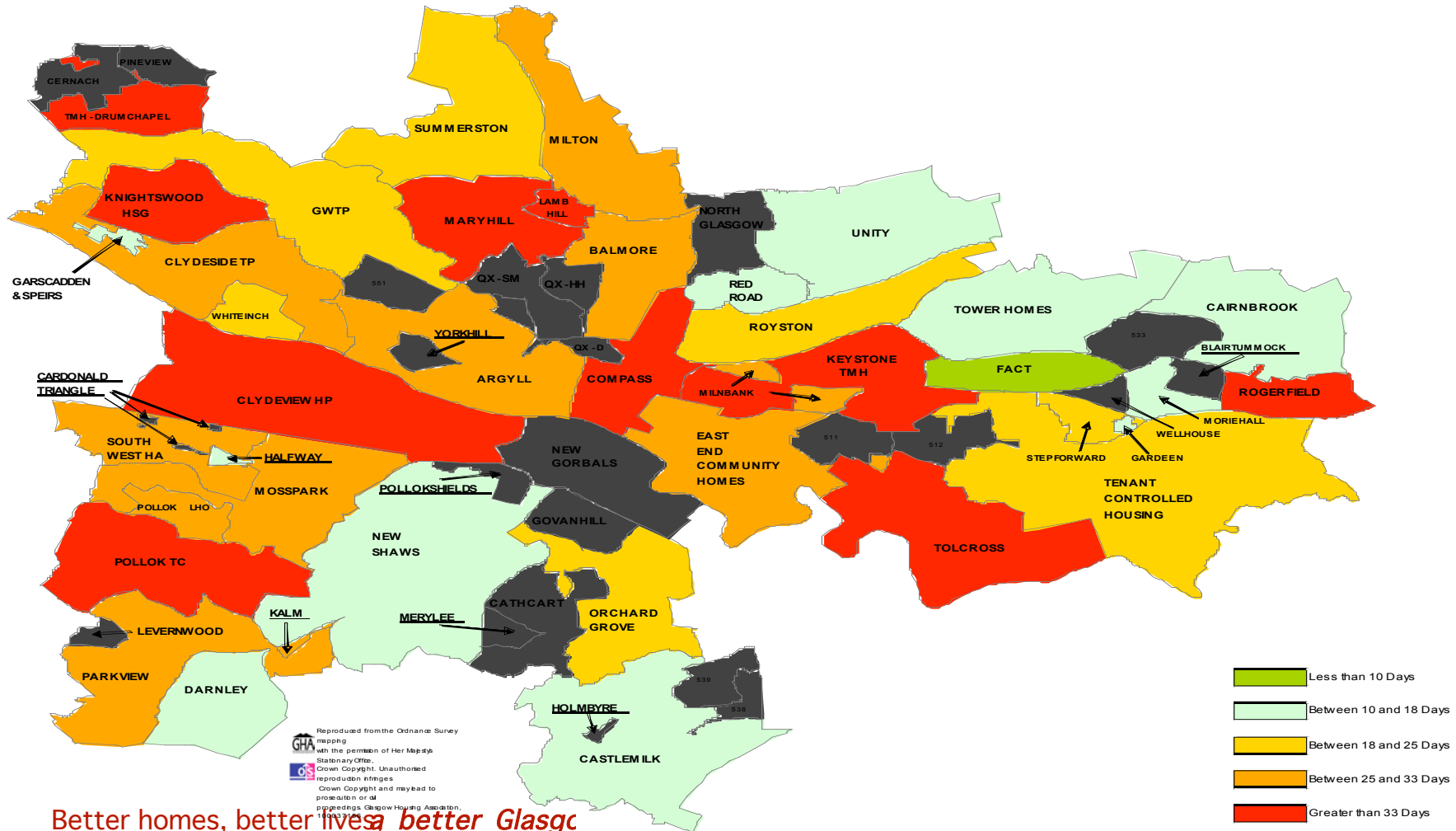


- Objective – putting the customer at the heart of everything we do
- Focuses on behaviours and attitudes
- Customer journey
- 100% of staff gone through training – along with key contractors
  - Now part of induction
  - Impact on overall satisfaction

# Creating a consistency in performance



## Average Days to Let (APSR) 2008/09 YTD POSITION

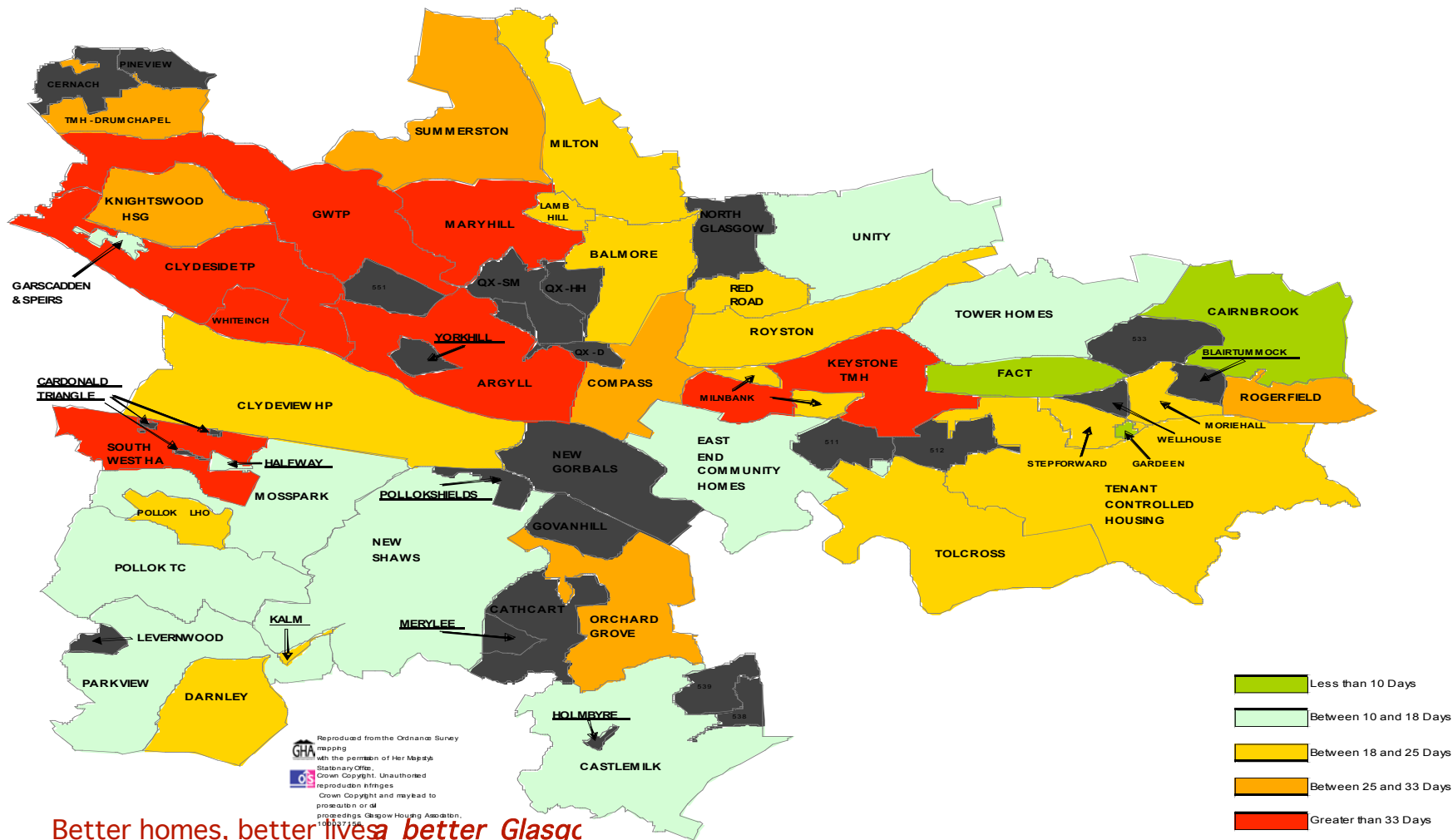


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# And visually track results over time...



## Average Days to Let (APSR) 2009/10 YTD POSITION

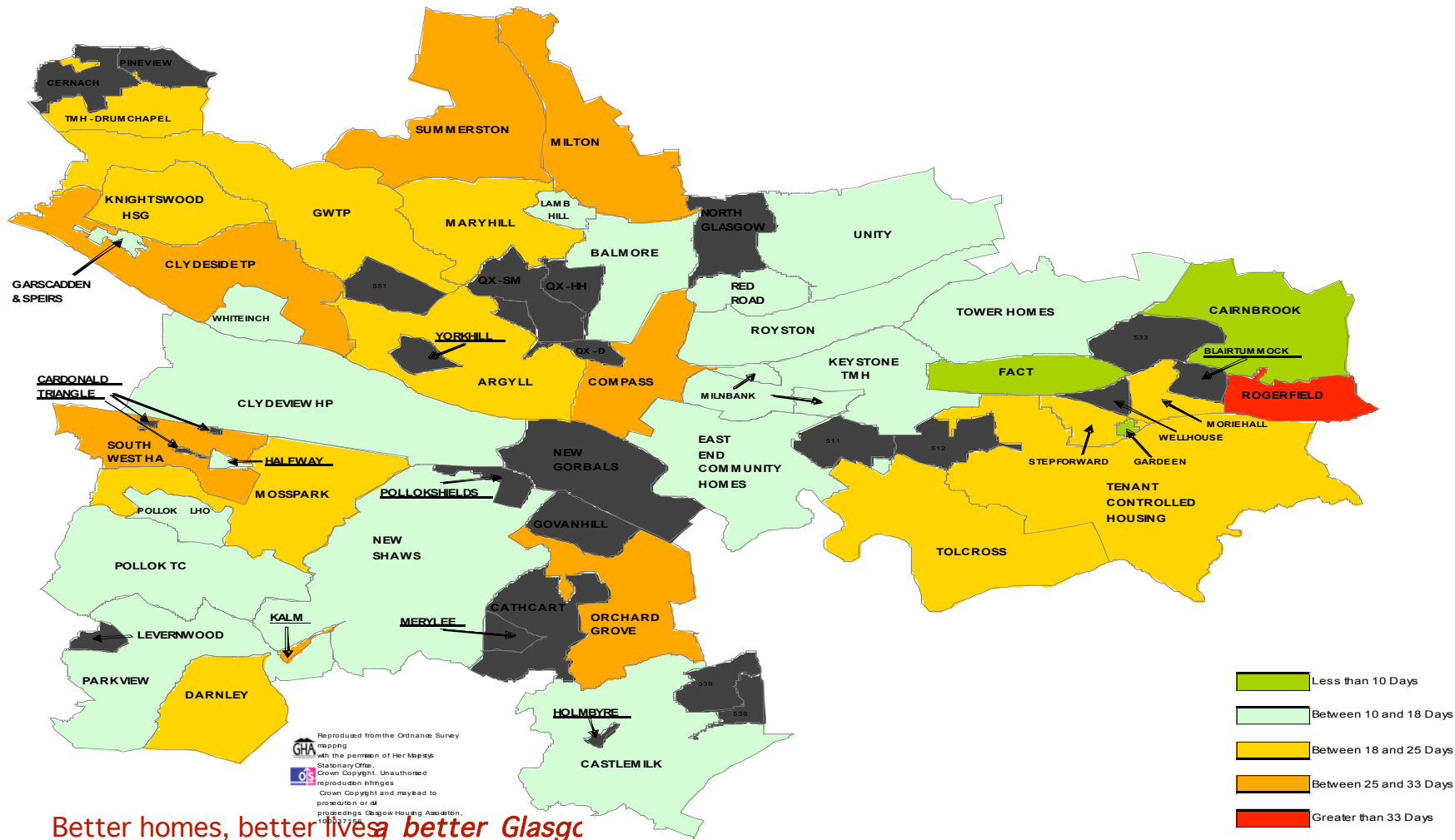


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...helping to demonstrate a move ...



### Average Days to Let (APSR) 2010/11 YTD POSITION



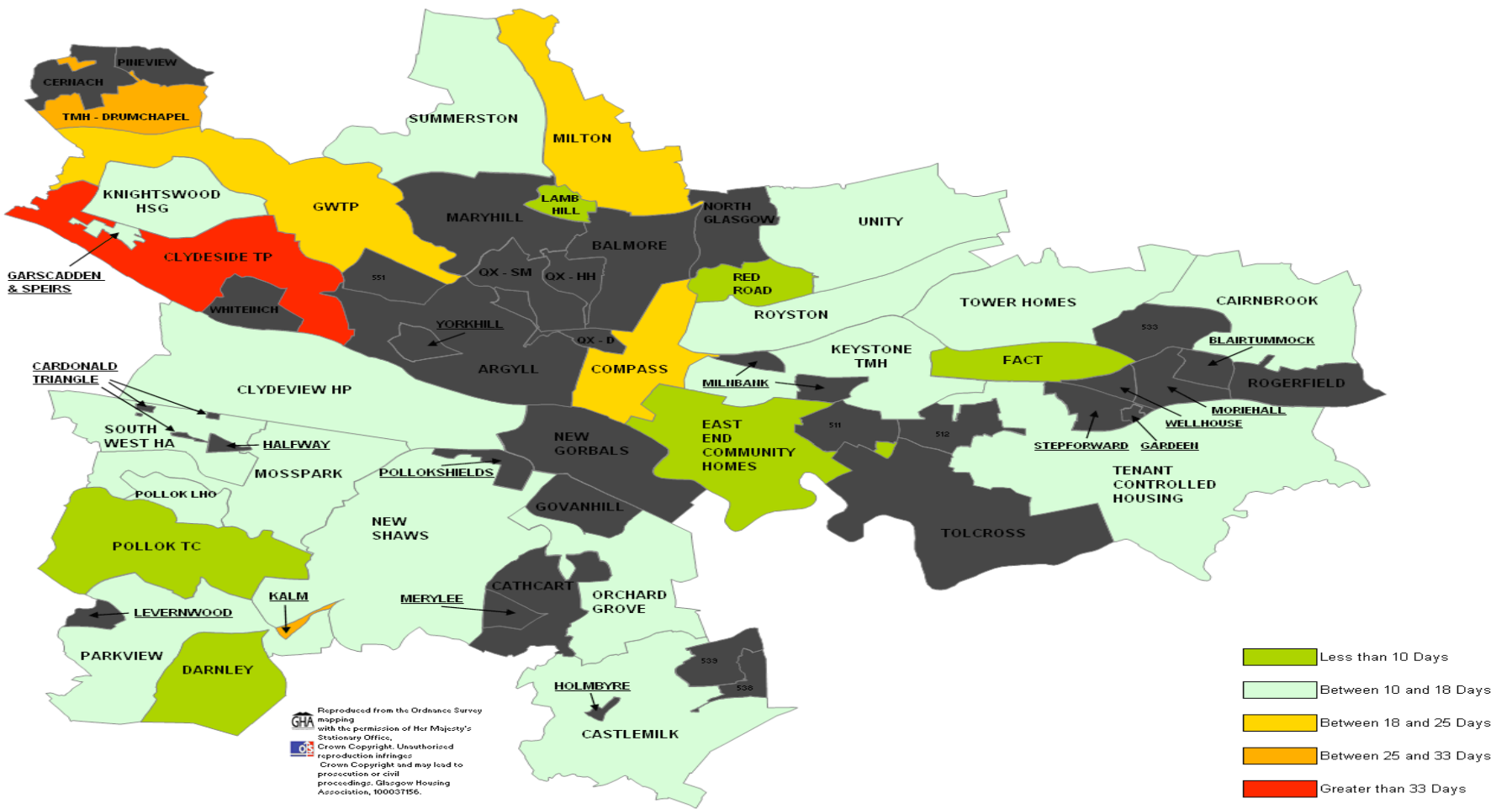
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...to consistent performance across the city



### Average Days to Let (APSR) Period 5 2011/12 YTD POSITION



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Think  
eyes



**Customer first**

**Common System  
Common Sense**

**The system says 'no'.  
I think YES**



**Challenge the norm**

**No rulebook**

**Being brave**

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# The outcomes of 'Think Yes'



- Modernising our operating environment
- Maximising technological capabilities (now and the future)
- Different customers = different services and responses
- Devolving decision making, to first point of contact and to customers
- Embedding the Think Yes “gene” into recruitment, development and retention policies
- New type of leader emerging

# External validation



2009 – Successful

2010 – Successful

2011 – Successful

The Government Standard



INVESTOR IN PEOPLE

2010 – fully accredited



2009 - successful



2010 – 3 star

300 / 350 points



2011 – 5 star

500 / 550 points

Enablers	Percentile (%) ranges									
	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-
<b>Leadership</b>										
1a					✓	X				
1b					✓		X			
1c					✓		X			
1d						✓	X			
1e					✓	X				
1 overall					✓		X			
<b>Strategy</b>										
2a					✓	X				
2b					✓	X				
2c					✓	X				
2d				✓	X					
2 overall					✓	X				
<b>People</b>										
3a					✓	X				
3b				✓			X			
3c					✓	X				
3d					✓		X			
3e				✓		X				
3 overall							X			
<b>Partnerships &amp; Resources</b>										
4a				✓		X				
4b						✓	X			
4c				✓		X				
4d				✓	X					
4e				✓		X				
4 overall					✓	X				
<b>Processes, Products &amp; Service</b>										
5a				✓			X			
5b					✓		X			
5c					✓	X				
5d					✓		X			
5e					✓		X			
5 overall					✓		X			

Results	Percentile (%) ranges									
	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
<b>Customer Results</b>										
6a			✓				X			
6b		✓					X			
6 overall			✓				X			
<b>People Results</b>										
7a		✓			X					
7b			✓		X					
7 overall			✓		X					
<b>Society Results</b>										
8a	✓		X							
8b			✓	X						
8 overall	✓		X							
<b>Key Results</b>										
				✓		X				
9b			✓		X					
9 overall				✓		X				

Total Points Awarded									
0-100	101-200	201-300	301-400	401-500	501-600	601-700	701-800	801-900	901-1000
			X		X				



***“I was astounded by the journey you have made since I last visited. You have clearly worked hard to turn the organisation around and have achieved much as a result” – IIP Report***

***“The service demonstrated that it had made considerable progress in the past 12 months” – CSE assessor***

***“GHA is the jewel in the crown” – Alex Neil, Scottish Housing Minister***

***“Inspirational leadership is clearly evident in the organisation at a number of levels” – Quality Scotland Assessor***

***“GHA is like a stick of rock, it doesn’t matter where you cut it the message is the same, One GHA” – Quality Scotland Assessor***

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The journey continues....



Thank you and questions

