



Creating a culture of excellence

Martin Armstrong



Better homes, better lives,
a better Glasgow

The 'Old' GHA



- Scotland's largest RSL, paralysed by controversy and a stalled Second Stage Transfer programme
- Lacking clear purpose and direction as a temporary organisation set up to dismantle itself
- Comprising 63 Local Housing Organisations, either confused about their relationship with their 'parent' body - or desperate to leave
- 63 conflicting cultures, brands and agendas
- Business performance that did not compare favourably
- Headlines then were :-

“performance in collecting rent is poor and worsening”.
“performance in letting empty houses is poor, but there has been some improvement...”

'Journey To Excellence'



- Customer first' focus at heart of GHA
- Performance and accountability drive across whole organisation
- Clear, consistent quality frameworks that ensure staff have tools to deliver
 - 'Common System, Common Sense'
 - Self-assessment
 - BESTs
- Continuous external assessment that creates a confident, can-do culture
- Innovative service delivery



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'Journey To Excellence'



- 3 shared values and 5 Big Aims
- Organisational restructure strengthens and expands frontline delivery
- Governance overhaul puts communities at heart of local decision-making
- Strong investment in our people – the GHA Academy
- Deeper integration and better alignment with city-wide frameworks



The journey continues



- New three-year corporate strategy endorsed by all key partners
- Awarded 2011 Scottish award for Business Excellence (EFQM)
- Secured new-build programme
- Second Stage Transfer programme (20,000 houses) completed
- Invested over £1bn in modernising and a further £240m scheduled
- Lowther Homes established (providing options for mid and full market)
- Providing specialist housing services to other RSLs
- Significant improvements in employee satisfaction
- One of only 38 companies in the world to win The Sword of Honour

2011 - delivering excellence



- Best-ever tenant satisfaction figures, up from 67% to 83%
- Rent arrears fall from £10.4M in 2007 to £5.95M
- Top quartile performance (letting is best in class)
- Lets within four weeks increase from 49% to 81%
- Sickness absence reduced to 3.3% from a peak of over 6.95%
- 1,000 new build houses for social rent by this year
- Over 700 jobs, training places and apprenticeships created in 2010/11
- Deprivation reducing in Glasgow
- Improved performance - with reduced headcount of 200

The next 3 years



- Completion of tenant promises
- A further £240 million of investment
- Move from 'Better homes' to 'better lives'
- Diversification and commercialisation
- Local leadership in neighbourhood management
- Creating 1000 jobs, training places or apprenticeships
- Digital inclusion for customers by 2013
- Protect customers from welfare changes



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Don't just take our word.....



“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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