

Attitudes, respect and rights

Self-assessment – last updated April 2026



Culture, vision and values

Housing Ombudsman Service recommendation	What we've done to date
<p>Review your mission statement to ensure it is reflective of your current, and future, service. Consider at Board level if you are assured your current approach to vulnerabilities is working.</p>	<ul style="list-style-type: none">▪ The GSA Board endorses the Customer Strategy and related vulnerability strategy and fully endorses commitment to having increased oversight and awareness of our customers, both current and future.▪ Our Board agreed closer working relationships with our Customer Panel, reflecting a commitment for the Board to get closer to the Voice of the Customer and have better insight on our customers' experiences.▪ Customer insight and data is an area we are focused on improving with delivery led through the IGG.
<p>Undertake a review at Board level as to whether you are currently offering a 'human-centric' service provision. If not, identify the barriers to this and what needs to change in order to introduce and then embed this culture and ethos.</p>	<ul style="list-style-type: none">▪ There is recognition that there is further work we need to do to embed a consistent customer-centric provision and this is identified through out strategies and work plans.▪ A dedicated Project Manager is now in place to ensure key strategy milestones are met, with reporting on progress reported through governance structures and to Board.

<p>Consider adopting a values-based recruitment model to improve resident/landlord relationships.</p>	<ul style="list-style-type: none"> ▪ This is part of a workstream within the vulnerability strategy with progress being managed and monitored. It also aligns with the wider People Plan and links into our wider behavioural commitments, as documented in the GSA Way. Recruiting individuals with the correct values and approach, aligned with the GSA Way, is built into our recruitment model with values-based questions.
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What does the resident need?

Housing Ombudsman Service recommendation	What we've done to date
<p>Review your vulnerability policy in conjunction with current practice. Is the policy being implemented? If not, identify where the disconnect lies.</p>	<ul style="list-style-type: none"> ▪ Vulnerability Procedure and Strategy launched, with accompanying training package co-developed with the Customer Panel. This focuses on the importance of the 3R's- recognise, record, respond. ▪ A primary area of focus is ensuring standardised systems are available and that there is a consistent training offer, as well as monitoring arrangements to validate that records are being maintained. Project synergy is being used as a vehicle of reviewing/standardising vulnerability reporting and ensuring colleagues are trained on our systems appropriately. ▪ The Customer Data group has completed a review of data fields on the MRI system and work is now underway to match existing fields and train colleagues on the use of the amended data fields. ▪ The vulnerability strategy has been used to break down actions that need to be delivered to ensure our approach to vulnerability is effective and we adopt an 'every contact counts' approach to maintaining up to date data on needs and vulnerabilities.

	<ul style="list-style-type: none"> ▪ A review was undertaken by the Quality Team in October 2025 that indicated areas of good practice and areas for further consolidation.
<p>Implement a vulnerability strategy, including how it is defined, who assesses, and what the review process is. This must be in line with The Equality Act, the Human Rights Act and the Care Act. This should be co-produced with residents and consider any future good practice guidance published by the Housing Ombudsman, following engagement and consultation.</p>	<ul style="list-style-type: none"> ▪ We have a vulnerability strategy. ▪ The strategy is based on 6 pillars: <ol style="list-style-type: none"> 1. Understanding and identifying vulnerability 2. Data and Analytics 3. Person-centred tailored support 4. Inclusive service design and workforce strategy 5. Partnership Working 6. Monitoring and Continuous Improvement
<p>Implement a specific reasonable adjustments policy.</p>	<ul style="list-style-type: none"> ▪ A policy is in place. ▪ A procedure is required and agreed methodology for standardised recording. This is an action within the vulnerability strategy.
<p>Test the vulnerability and reasonable adjustments strategy and policy against the '3Rs' on vulnerable residents - recognise, respond and record.</p>	<ul style="list-style-type: none"> ▪ A review was undertaken by the Quality Team in October 2025 that indicated areas of good practice and areas for further consolidation.
<p>Introduce minimum staff training requirements such as Dementia Friends, and training on customer care, mental health, learning disabilities, and sight and hearing loss.</p>	<ul style="list-style-type: none"> ▪ Using wider course materials available to us, including access to materials relating to the Care Certificate, we have designed a bespoke course covering the following: <ul style="list-style-type: none"> ○ Dementia awareness ○ Mental health awareness ○ Learning Disability ○ Sensory loss- including sight loss and hearing loss ▪ Our approach to Customer Care training forms part of the Customer Strategy.

	<ul style="list-style-type: none"> ▪ Further review of workforce skills is included in Pillar 4 of the vulnerability strategy.
Consider a dedicated taskforce for vulnerability.	<ul style="list-style-type: none"> ▪ A steering group is in place to oversee the implementation of the customer strategy and vulnerability strategy. ▪ Further review of organisational design is included in Pillar 4 of the vulnerability strategy – inclusive service design and workforce strategy.

Look to the future

Housing Ombudsman Service recommendation	What we've done to date
Carry out your own "Resident of the Future" forecast for the next ten years. Draw upon the available information around demographics, both locally and nationally, and identify where you foresee the gaps being.	<ul style="list-style-type: none"> ▪ This is picked up as part of the Vulnerability Strategy and the wider Customer Strategy; ensuring we know both our current customers and use intelligence to predict future customer need. Current focus is improving the quality of data held on our existing customers.
Consider the ageing communities specifically in rural and coastal areas, with reference to Professor Whitty's report.	<ul style="list-style-type: none"> ▪ There are no coastal communities within our stock base, however there is some more rural stock that may require focus.
Devise an action plan for what you need to start putting in place from now onwards to ensure you are ready to meet the needs of your future residents. This should include the anticipatory requirement regarding reasonable adjustments.	<ul style="list-style-type: none"> ▪ The analysis of current and predicted customer need will feed into strategy development, stock investment decisions and the wider target operating model.

Complaint handling

Housing Ombudsman Service recommendation	What we've done to date
Raise awareness of the complaints procedure and ensure it is accessible for residents who may face barriers to raising a complaint, as required by the Complaint Handling Code.	<ul style="list-style-type: none"> ▪ This is included within the Reasonable adjustments policy and the vulnerability e-learning. ▪ We will consider further opportunities to raise awareness with customers. ▪ An easy read complaints procedure is available.
Ensure the complaints policy permits complaints about staff conduct, attitudes and approach.	<ul style="list-style-type: none"> ▪ The policy permits this and this is followed in practice.
Establish and enforce a clear process for how complaints about bullying/discrimination will be investigated.	<ul style="list-style-type: none"> ▪ A stand-alone procedure is available on this.
Contact restriction policies must set out clear timescales, review and appeals process. Where there is a single point of contact, this should be applied consistently.	<ul style="list-style-type: none"> ▪ This is in place as part of the Unreasonable Behaviour policy and procedure.
Calls to be recorded, either a physical recording or a contemporaneous telephone record.	<ul style="list-style-type: none"> ▪ Call recording is in place in the contact centre, but it is not available outside for all colleague contacts.

Case handlers

Housing Ombudsman Service recommendation	What we've done to date
<p>Landlords need to ensure they provide clear explanations; repeat information where needed, including in different formats; offer face-to-face contact as much as possible and a named point of contact; investigate concerns and share the outcome; recognise when things have gone wrong, apologise and explain how these will be addressed; and know when to make appropriate referrals to agencies and whom to signpost to. Underpinning all of these should be a baseline of empathy and respect.</p>	<ul style="list-style-type: none"> ▪ Templates are in place and aide memoires provide guidance. Key messages have been further embedded through Customer Care Team training. ▪ Letter quality, including demonstration of empathy and respect, is monitored through independent spot checks completed independently by the Quality and Compliance Team. ▪ Further review of customer-facing standard letters is underway.
<p>Ensure disability or language needs are routinely considered as part of the complaints process and that extra accessibility support, or accessible materials are offered where appropriate.</p>	<ul style="list-style-type: none"> ▪ Template letter has section on vulnerabilities and the policy on Reasonable Adjustments includes RA in complaint handling. This is also reiterated in the Vulnerable Persons Procedure and related training.
<p>Identify where more specific training, guidance or support is needed to fulfil your role. For example, do you feel under confident in having what may be seen as a difficult conversation or delivering bad news?</p>	<ul style="list-style-type: none"> ▪ Having difficult conversations has been rolled out in some teams. As part of Customer Strategy, discussion is underway to standardise our training offer and ensure consistency of approach.
<p>Maintain accurate records of residents' vulnerabilities and individual circumstances.</p>	<ul style="list-style-type: none"> ▪ This is reiterated through training with 'every contact counts' approach.
<p>Use mandatory checks, such as annual boiler checks, as a 'touchpoint' opportunity to undertake welfare checks with residents.</p>	<ul style="list-style-type: none"> ▪ The vulnerability procedure and training reiterates the need to use touchpoints as an opportunity to undertake welfare checks, including the routes to take if any concerns are identified. This also forms part

	<p>of the vulnerability strategy. This is further reiterated through the launch of the My Home app.</p>
<p>Although it is important for landlords to know the vulnerabilities and individual circumstances of its residents and any associated legal duties, the above approach should apply to all residents as, fundamentally, it is about a high standard of customer care and a human-centric approach to service delivery.</p>	<ul style="list-style-type: none"> ▪ We embed this key message through all our communications and will continue to reiterate expectations around customer care and a human centric provision.