

2023-28
**business
strategy**

Strengthening our ambition, renewing our approach

Welcome to our 2023-28 business strategy, which sets out what we will achieve in the next five years and how we will make it happen.

Our organisation and the world around us has changed since we launched our *Simply Brilliant Together* strategy back in 2021; just after GreenSquareAccord was created.

We have faced challenges in our organisation and the environment we are operating in - many of which could not have been predicted and are here to stay. We've also been able to learn more about the different parts of our business and understand what our priorities are.

While the environment we are operating in presents a significant challenge, it also represents a major opportunity to sharpen our focus and renew our approach.

We said in 2021 that we wanted to work with our customers to put them at the heart of everything we do and create a stronger, better organisation. While this ambition has not changed, our approach to achieving it must.

In these pages we set out a renewed approach with three core pledges at its heart: to make ourselves simpler, stronger and better. Under these pledges sit four focused objectives and a range of projects which will make sure we deliver on our promise.

We believe passionately in our purpose to be a great social landlord, and our duty to deliver the biggest impact for people in our communities long into the future. The plans outlined here will empower us to achieve this.

Thank you.



Ruth Cooke

Ruth Cooke
Chief Executive



Robin Bailey

Robin Bailey
Chair



What we'll do, how we'll do it

Everything we want to achieve in the next five years sits under our **three pledges**: Simpler, Stronger, Better.

Under these pledges sit **four objectives** which will enable us to meet them:

We will **simplify and strengthen our business**

We will **improve the quality of our existing and new homes**

We will **improve our customer offer**

We will **create a culture which empowers our people**



Under each objective sit **workstreams and projects** which will enable us to deliver them.



Our vision

Where we want to get to by 2028



The need for change

We believe passionately that our purpose is to be a great social landlord, and we want to deliver the best services we can.

Our customers face significant pressures and challenges, and this means it is more important than ever that we clearly define our role so that we can make a difference.

We want to provide quality homes and excellent social landlord services, support our customers and help to build stronger communities.

To achieve this, we recognise the way we work needs to change.

Simpler, stronger, better is our plan to make sure we become a great social landlord.

By 2028 GSA will be:

SIMPLER

Focusing our organisation on providing services where we can deliver the biggest impact and simplifying the way we provide services will result in better outcomes for our customers.



STRONGER

Making our organisation stronger will increase our resilience and enable us to provide high-quality homes and services long into the future.



BETTER

Improving the way we work, our homes and our services will make us a better organisation for our customers, colleagues and communities.

How we'll get there - an overview

STAGE 1

2023-24

We will refocus our activity, simplify our systems and processes and make initial investments so that we become a stronger, more resilient business providing better services for our customers.

STAGE 2

2024-26

We will invest significantly in our homes, our services, our people and our platforms to drive improvements in our performance and the quality of service we provide.

STAGE 3

2026-28

We will fully establish ourselves as a great social landlord and an employer of choice and explore the next stage of our development.



How we will simplify and strengthen our business

Why we are doing this

We want to be an efficient, high-performing social landlord providing excellent services for our customers.

With more pressure on the social housing sector than ever before, we know that to achieve this we need to focus our work where we can make the biggest difference.

It is important we focus on delivering services which contribute to a strong financial position, so that we achieve the best value for our customers.

Simplifying and strengthening our business will give us a strong foundation to be able to deliver real improvements and help colleagues work smarter.

What we will do

- ◆ We will focus on investing in services where we can deliver the biggest impact for our customers
- ◆ We will build our resilience to manage external challenges by exploring which services we will deliver directly, those that would be best delivered in partnership and those where we need to find alternative solutions
- ◆ We will strengthen our systems and processes to empower our colleagues to deliver an efficient, quality service every time
- ◆ We will continue to consolidate and integrate systems and processes to deliver value for money for customers
- ◆ We will simplify and consolidate our funding arrangements and maintain our strong liquidity position
- ◆ We will regain and retain our G1 governance rating.

How we'll get there

- STAGE 1** We will standardise our systems, processes and services and continue to integrate our organisation so that we can deliver for customers more effectively and consistently. We will start the review of our current service portfolio to build our financial resilience and improve our effectiveness.
- STAGE 2** We will continue to review our service portfolio and take action to further build resilience. Our stronger financial position will enable us to invest further in our systems and drive improvements in our services.
- STAGE 3** Our service offer will be well-established enabling us to be a significantly improved social landlord. We will be a fully-integrated organisation, our processes will be aligned, and we will make significant investments to develop our systems further.

Project highlights: 2023-2024

- ◆ Simplify and improve our systems, develop a plan to enhance our data and align our processes
- ◆ Deliver an initial plan to improve the financial resilience of care and support while maintaining service quality
- ◆ Explore alternative delivery models for services that do not form part of our core business
- ◆ Complete a service charge review to make sure our approach is consistent for all customers.



How we will improve our customer offer

Why we are doing this

We understand to be a great social landlord we also need to be a great customer service provider. Our customers should be able to access high-quality services quickly, easily and in a way which suits them and leaves them satisfied.

We want to work with our customers to drive significant improvements in our services, platforms and systems.

Our customers are telling us the areas where they want to see improvements and we must respond.

What we will do

- ◆ We will work with our customers to drive improvements in our services and create a modern suite of platforms which enable them to receive a high-quality service which meets their needs and expectations
- ◆ We will build a strong customer service culture in our organisation
- ◆ We will involve our customers more directly in our work to drive improvements
- ◆ We will make sure we are delivering quality services for our customers by ensuring we are working with partners and suppliers who deliver the best value for money.

How we'll get there

STAGE 1

We will focus on getting the things which matter most to our customers right by making a raft of improvements to enable us to deal with customer enquiries, cases and repairs more quickly and effectively. We will maintain the quality of our wider care and support offer to make sure we meet the needs of our customers and retain our service standards. We will develop a customer service training package and start to roll this out to all colleagues.

STAGE 2

Our systems and processes will be standardised and improved, our training rolled out and Customer Champions recruited across our organisation. Initial improvements will be made to our customer portal. We will have an established process for reporting our performance to customers on a regular basis. Our process for involving and working with customers will be fully established across our whole business.

STAGE 3

We will invest further to create a more sophisticated housing management system and customer portal. We will have delivered significant improvements to our services and ultimately improved customer satisfaction.

Project highlights: 2023-2024

- ◆ Deliver initial improvements where it will make the biggest difference for our customers: clearing our repairs backlog, reducing repairs response times, communicating an agreed planned works programme, responding to concerns and handling complaints
- ◆ Enhance the role and influence of our Customer Panel across our organisation
- ◆ Review and enhance the quality of customer data that we hold so we can target support to those who most need it and improve tenancy sustainment
- ◆ Create a tenancy sustainment fund and extend our range of resources to support customers with the greatest need
- ◆ Develop a customer service training programme and create Customer Champions
- ◆ Refresh our community investment strategy to focus on our communities and localities and strengthen our locality model.



How we will

improve the quality of our existing and new homes

Why we are doing this

Everyone deserves to live in a high-quality, safe, and affordable home.

Some of our homes need major improvements to meet the right standards and be sustainable into the future.

The communities we work in are among the worst affected by the housing crisis and we want to continue to build quality homes so that more people can access a decent, affordable home.

What we will do

- ◆ We will invest £27m to bring our homes in line with new fire and building safety regulations
- ◆ We will proactively invest £93m to make sure all our homes are maintained to a high quality for our customers
- ◆ We will invest £16m to bring all our homes up to a minimum EPC C energy efficiency rating
- ◆ We will continue to build more quality, affordable homes in our communities.

How we'll get there

STAGE 1

We will complete detailed assessments to give us a clear picture of the quality of our existing homes and our investment priorities. We will deliver significant investment in priority areas. We will continue to build new homes but scale this activity back initially to allow us to focus on investing in our existing homes. On top of the current planned development of homes over the first five years, we will actively explore opportunities for additional alternative funding to accelerate the development of new homes.

STAGE 2

We will work with partners to deliver a major investment programme to improve the quality and safety of our homes and make a start on regeneration projects where this is the best option for our homes. We will action a considered plan to find alternative solutions for homes which we cannot economically bring up to the right standard for our customers.

STAGE 3

Our investment programme will continue, and we will look to ramp our delivery of new homes up further.

Project highlights: 2023-2024

- ◆ Use our newly refreshed stock condition data to develop a comprehensive five-year investment programme for our homes
- ◆ Begin delivery of our programme of fire and building safety improvements in response to changes in the law
- ◆ Complete a modelling exercise to establish what we need to do to bring all our homes up to a minimum EPC C rating
- ◆ Complete a detailed analysis of homes that are not performing as they should to enable us to establish our next steps
- ◆ Invest £68m in building new homes.



How we will

create a culture which empowers our people

Why we are doing this

We can only deliver great services for our customers with great people. We have fantastic teams and we want to do more to create a positive culture, invest more in our people and attract the best talent.

Investing in our colleagues, harnessing their skills, equipping them with the right tools and improving their overall experience of working for GSA is a central part of our strategy to become a better organisation and enable our people to do the right thing for customers every time.

Making GSA a great place to work is the right thing to do for our colleagues and our customers.

What we will do

- ◆ We will make GSA a better place to work by making sure all colleagues receive a competitive remuneration package
- ◆ We will create better workspaces for our colleagues which suit their needs and empower them to do a great job
- ◆ We will invest in the development of our colleagues - working with them to build their capability and skills
- ◆ We will embed a culture and behaviours that empower our teams to do the right thing for our customers
- ◆ We will improve how we reward and recognise success
- ◆ We will become an employer of choice and attract the best talent to come and work for us.

How we'll get there

STAGE 1

We will progress our work to get all colleagues onto a competitive remuneration package. We will invest in development opportunities for our colleagues building their capability and skills, with an initial focus on our leaders.

STAGE 2

Our workspaces will evolve significantly to meet the needs of our colleagues and customers. We will continue to enhance our learning and development offer and introduce career pathways. We will focus on simplifying our processes and systems to make it easier for colleagues to do their jobs. Our work to become a more inclusive employer will continue. We will start to look at our future skills requirements and map those to the skills we currently have.

STAGE 3

We will become an employer of choice. All colleagues will benefit from a competitive total remuneration package. Our workspaces will be well established and inviting to our colleagues. We will have a fully-fledged development framework across GSA.

Project highlights: 2023-2024

- ◆ Continue work on developing a competitive remuneration package for all colleagues
- ◆ Continue work on our workspaces strategy and make initial decisions on new locations
- ◆ Launch a new development programme for our leaders to support them in leading successfully
- ◆ Launch a new GSA colleague awards scheme to reward and recognise our colleagues
- ◆ Continue our focus on improving our training offer for all colleagues.

Project overview

Here is an overview of some of the major projects we will complete under our objectives from 2023-28

We will **simplify and strengthen our business**

We will **improve our customer offer**

We will **improve the quality of our existing and new homes**

We will **create a culture which empowers our people**

Projects	2023	2024	2025	2026	2027	2028
Simplify and improve our systems and processes to allow us to work more quickly and efficiently						
Explore which services we will deliver directly, those that would be best delivered in partnership and those where we need to find alternative solutions						
Simplify and consolidate our funding arrangements and maintain our strong liquidity position						
Review our service charges to make sure they are fair for all customers						
Find alternative solutions for homes which sit outside our core geography						
Simplify and strengthen our governance and compliance arrangements						
Work with our customers to drive improvements in services, with an initial focus on repairs						
Design and deliver a customer service training package for all colleagues and recruit Customer Champions						
Make changes to ensure we handle customer enquiries and cases more quickly and effectively						
Make improvements to our customer portal and website to make it easier for customers to self-serve						
Develop the role of the customer panel to support us in the delivery and monitoring of our objectives						
Manage a new tenancy sustainment fund						

Continued >

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We will **simplify and strengthen our business**

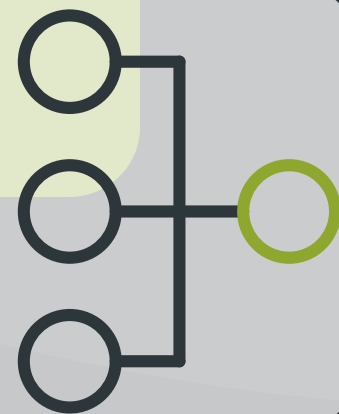
We will **improve our customer offer**

We will **improve the quality of our existing and new homes**

We will **create a culture which empowers our people**

Projects	2023	2024	2025	2026	2027	2028
Complete detailed assessments to establish how our homes are performing and where we need to invest						
Invest £27m on fire risk works in five years to make sure all our homes are fully compliant with new building and fire safety legislation						
Use the data we gather to inform a five-year investment programme to ensure all our homes are of the quality our customers deserve						
Invest £93m on improvements to our homes and £16m to bring all homes up to an EPC C rating by 2030						
Continue to build new homes but initially scale this back to enable us to invest in our existing homes						
Explore innovative new funding arrangements to allow us to continue to build more homes						
Bring all colleagues onto a competitive remuneration package						
Invest in our workspaces to create environments which empower our teams to provide a great service						
Deliver a new capability programme to invest in the development of our colleagues						
Improve internal systems and technology to give colleagues the tools they need do their jobs						
Introduce a new talent and succession framework to help us attract and retain the best people						
Develop and implement equality, diversity and inclusion and wellbeing action plans						

**Simpler
Stronger
Better**



We will **simplify**
and strengthen
our business



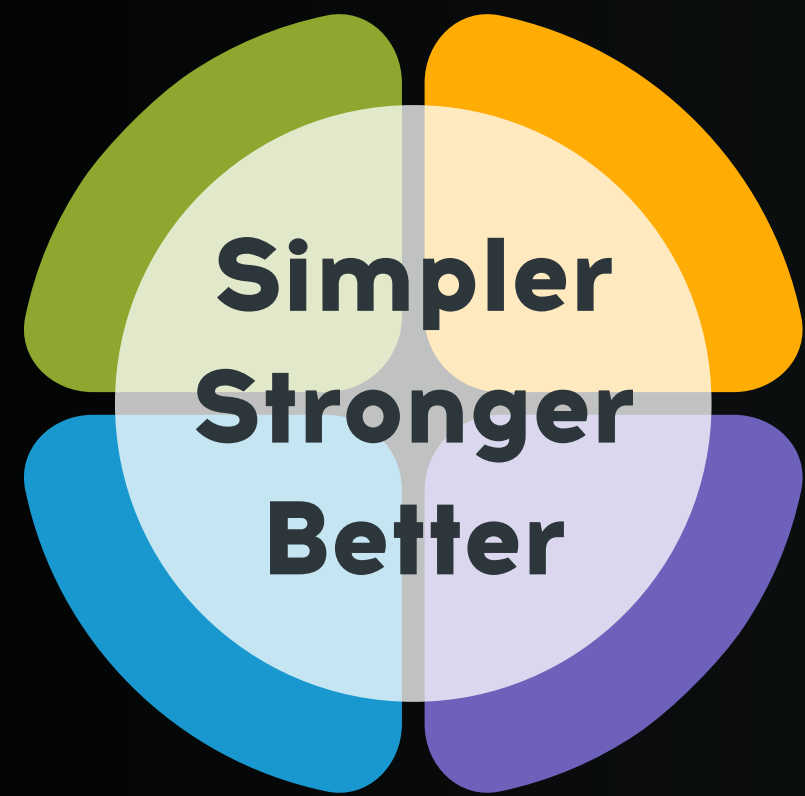
We will **improve**
our customer
offer



We will **improve the**
quality of our existing
and new homes



We will **create a culture**
which empowers
our people



How we'll know it's working

We will measure the success of our strategy using a series of key performance indicators:



Customer satisfaction



Repairs completion



Employee engagement survey results



Turnaround time for our empty homes



EPC rating of our homes



Colleague retention rates



Call and email response times



Putting customers at the heart of our plans

Customers are at the heart of this strategy and the plans we outline here reflect what our customers consistently tell us are their priorities. Our Customer Panel will play a central role in overseeing the delivery of our strategy by scrutinising our performance and progress.



"It's really exciting to see the plans which GSA have for improving the services for our customers. Our Customer Panel will be working with the teams at GSA to ensure that we make these plans a reality and keep the needs of our customers at the heart of everything we do."

Sarah Mason
Customer Panel Chair



Delivering the GSA Way

This strategy sets out what we want to achieve, and we recognise how we work together to deliver this is every bit as important.

The GSA Way sets out our commitments and behaviours; a way of working all colleagues are expected to embrace in everything they do.

As we deliver the plans set out in this strategy, we commit to doing so in a way which represents the GSA Way.





Keeping track of our progress: our commitment

We are committed to reporting back on the progress we are making against the plans we have set out in this strategy. To do this we will:

- ◆ Give regular updates on our performance and progress on our website
- ◆ Produce and publish an annual progress check

