

Customer Strategy

2025-2028





Contents

Introduction	2
Our operating environment	3
Our vision	4
Our Customer Strategy enablers	5
The benefits of delivering the Customer Strategy	6
Developing the strategy	7
Our strategic workstreams	8
Supporting our strategy	11
Oversight	12
How we will monitor and measure success	13

Introduction

The Customer Strategy will strengthen our approach to putting customers at the heart of our business, creating the foundation from which our customers can thrive.

The Customer Strategy supports the delivery of our 2023 – 2028 Business Strategy and our three pledges Simpler, Stronger and Better, aligning with the four objectives outlined in the Business Strategy.

This strategy underpins our objective to improve the customer offer, whilst recognising interdependence with broader business investment and improvement projects.





Our operating environment

We operate in a challenging and rapidly evolving landscape, shaped by financial and regulatory pressures, the ongoing cost-of-living crisis and heightened national scrutiny of social housing landlords.

The sector is experiencing a rise in customer complaints, driven by higher expectations, lower satisfaction, greater awareness through media campaigns, and improved complaint reporting systems. In response to these concerns, significant social housing reforms have been introduced to raise standards across the sector.

The social housing sector is becoming increasingly digitally connected, with emerging technologies such as smart home innovations and artificial intelligence set to transform how services are delivered. These advancements present significant opportunities to improve efficiency, customer engagement, and service accessibility, while also bringing new challenges around digital inclusion, data security, and evolving customer expectations.

Regulatory changes

To ensure housing providers deliver high-quality, safe homes and well-maintained communities, the Regulator of Social Housing has introduced four new Consumer Standards and a Code of Practice in April 2024:

- The Safety and Quality Standard.
- The Transparency, Influence, and Accountability Standard.
- The Neighbourhood and Community Standard.
- The Tenancy Standard.

Our vision

Our vision is to be a great social landlord, by providing high quality, affordable homes, delivering outstanding customer services and fostering vibrant, supportive, communities, where all customers feel empowered to engage and interact with us in their preferred way.

Placing customers at the heart of our business is essential for GSA to realise its vision. To achieve this, we must strengthen and evolve our relationship with customers. To drive this forward, we have established the following key workstreams:



Customer Centric Operating Model



Customer Insights and Data



Customer Accessibility and Digital Services



Customer, Colleagues and Partnership Engagement

Our Customer Strategy enablers

Three customer focused enablers will guide our strategy, shaping a stronger, customer focused organisation. They apply across all GSA teams and functions, ensuring customer needs remain central to everything we do.



We listen to our customers

We will place customer voices at the heart of decision making, ensuring insights, feedback, and lived experiences shape our services at every level from customer facing interactions to Boardroom discussions.



We will maximise customer impact

We will use customer insights to drive meaningful improvements, ensuring every investment, initiative, and decision delivers tangible benefits that enhance customer experience and service efficiency.



We will empower our people

We will create a customer centric culture where all colleagues, regardless of role or department, are well led to have the skills, confidence, and opportunity to take ownership and deliver excellent customer experiences.

The benefits of delivering the Customer Strategy

Delivering this strategy will bring clear and measurable benefits for customers, colleagues, and the organisation, ensuring improved service quality, efficiency, and engagement.

- **Customers will find it easier to access our services:** Improved service accessibility and integration will ensure customers receive the right response, first time, through their preferred contact method.
- **Customers will experience a high-quality, consistent service:** Regardless of whether they engage with us through our customer service centre, self-service portal, online, or in person, they will receive a reliable and seamless experience.
- **Customers will receive more targeted and relevant information:** Improved customer insights and segmentation will enable us to deliver the right services, to the right people, at the right time, ensuring we meet individual needs and preferences.
- **Customer insights will drive continuous service improvement:** By listening and learning from feedback, we will refine and tailor our services, processes, and interactions to improve customer satisfaction.
- **Improved service delivery will reduce complaints and repeat enquiries:** A focus on right-first-time service will lead to a reduction in avoidable contact, improving efficiency and reducing regulatory risks.
- **Customer facing teams will have more time to focus on engagement:** Through smarter processes and digital enhancements, teams will spend less time on administrative tasks and more time interacting with and supporting customers.
- **Colleagues will feel empowered to deliver excellent customer service:** A strong customer-first approach will foster a culture of pride, ownership, and accountability, ensuring we consistently deliver high-quality services.





Developing the strategy

This strategy has been shaped by social housing reforms, customer feedback, insights from colleagues and stakeholders, and best practice from across the sector, including learnings from Housing Ombudsman Service (HOS) spotlight reports.

Understanding customer feedback

We use a range of customer insights to inform and shape our services, ensuring we listen, learn, and act. Customer feedback is gathered through:

- Tenant Satisfaction Measures (TSM) perception surveys – capturing customers' general experiences and views, independent of recent interactions.
- Voice of the Customer transactional surveys – triggered after a customer interacts with a service area, providing real-time feedback on their experience.
- Customer Panels – providing a platform for customers to scrutinise services, influence decision-making and co-create solutions, ensuring their voices shape continuous improvement.

What our customers have told us

Customers have made it clear that they expect us to:

- Improve communication by ensuring timely, reliable, and high-quality responses.
- Keep our promises, providing regular updates, particularly when commitments cannot be met.
- Better understand customer needs through improved data collection and insights about customers and their homes.

What our colleagues have told us

To enhance service delivery, colleagues have identified key priorities:

- Accurate customer and property data to support informed decision making.
- Clearer processes and procedures to drive efficiency and consistency.
- Right resources, in the right places, doing the right things to improve service delivery.
- Improved system integration and automation to streamline workflows and reduce manual intervention.
- Enhanced mobile working to enable customer-facing teams to spend more time with customers.

By addressing these challenges, we will strengthen our relationship with customers, ensuring their needs and experiences remain central to our organisation.

Our strategic workstreams

The key workstreams, guided by our core enablers, will drive our strategy to put the customer at the heart of our business. They will shape how we deliver the experience and service that our customers expect and deserve when engaging with GSA.

Customer centric-operating model

Our ambition: Our operating model defines how we work at GSA, the structures, processes, and ways of working that enable us to deliver efficient, customer focused services. We will create a culture where all colleagues take ownership of delivering the right service, first time, while ensuring resources are effectively aligned to improve customer experience and operational efficiency.

How we will achieve this

- Empower colleagues to take ownership of service delivery and resolve customer issues at the first point of contact.
- Strengthen Locality Boards by providing greater decision making authority, ensuring customer needs drive service improvements at a local level.
- Align resources effectively, ensuring the right people, skills, and expertise are deployed where they add the most value.
- Simplify and streamline processes to improve service responsiveness, reduce inefficiencies, and enhance the overall customer experience.
- Establish clear customer service standards, ensuring consistency, accountability, and high quality interactions.
- Improve record keeping and knowledge management, enabling teams to make better-informed decisions and provide seamless support.



Customer insights and data

Our ambition: We will harness the power of data to better understand customer needs, improve decision-making, and enhance service delivery.

How we will achieve this

- Improve data accuracy for both customers and properties.
- Strengthen customer segmentation to tailor services and increase satisfaction.
- Enhance customers and asset insights to inform smarter investment decisions.
- Use customer insights to drive efficiency and service improvements.
- Customer accessibility and digital services.
- Empower colleagues to take ownership of service delivery and resolve customer issues at the first point of contact.
- Strengthen Locality Boards by providing greater decision making authority, ensuring customer needs drive service improvements at a local level.
- Align resources effectively, ensuring the right people, skills, and expertise are deployed where they add the most value.
- Simplify and streamline processes to improve service responsiveness, reduce inefficiencies, and enhance the overall customer experience.
- Establish clear customer service standards, ensuring consistency, accountability, and high-quality interactions.
- Improve record-keeping and knowledge management, enabling teams to make better-informed decisions and provide seamless support.





Customer Accessibility and Digital Services

Our ambition: We will modernise and streamline our digital services, ensuring customers can easily access what they need, when and how they choose.

How we will achieve this

- Further develop and promote digital self-service, enabling customers to access services through a portal.
- Ensure digital inclusion, providing alternative access routes for customers who face barriers to using digital services.
- Consolidate customer data into a single CRM or data platform, equipping colleagues with mobile technology for a 360-degree view of customers and their homes.
- Introduce digital surveys and in-app feedback forms, gathering real-time insights to improve services.
- Enhance AI-driven automated systems to handle routine queries and improve service efficiency.
- Invest in technology to drive efficiency and customer satisfaction.



Customer, colleagues and partnership engagement

Our ambition: We will embed a culture of collaboration, ensuring customers, colleagues, and partners work together to shape and improve services, driving meaningful engagement and delivering better outcomes for our customers.

How we will achieve this

- Strengthen GSA's Locality Model to enhance community based engagement, ensuring customers have a stronger voice in shaping local services and decision making.
- Work collaboratively to co-create solutions, embedding customer insights to drive efficiency, innovation, and service satisfaction.
- Expand meaningful engagement opportunities for customers, colleagues, and partners, ensuring inclusive participation.
- Develop a structured approach to partnership working, strengthening relationships with local authorities, service providers, and the voluntary sector to enhance service delivery.
- Maximise social value and customer impact through supplier chain partnerships and community led initiatives.



Supporting our strategy

The successful delivery of this strategy is reinforced by key supporting delivery plans, strategies and frameworks that provide focus and direction:

- **Asset Management Framework:** Ensures our commitment to delivering safe, well-maintained homes that meet customer needs.
- **Digital Strategy:** Leverages technology and data to enhance customer and colleague experiences, ensuring seamless, efficient, and improved quality of service delivery.
- **Vulnerability Strategy:** Aligns with our commitment to equality, diversity, and inclusion, ensuring services are accessible and responsive to the needs of all customers.
- **People Plan:** Stronger focus on our organisation wide structures and approach to customer centric colleague development, training, and performance, ensuring that Personal Development Reviews (PDRs) and training programs equip colleagues with the skills, knowledge, and support needed to deliver excellent customer focused outcomes.
- **Customer Engagement and Empowerment Plan:** Provides customers with meaningful ways to shape services and decision-making, with the Customer Panel playing a key role in monitoring progress, scrutinizing impact, and recommending improvements.
- **Customer Feedback and Satisfaction:** A core part of how we monitor success, ensuring that the customer voice is heard, learned from, and acted upon.
- **Social Value Framework and Community Investment Delivery Plan:** Supports our commitment to creating lasting social impact, ensuring investment in communities, local initiatives, and partnerships initiatives.

Oversight

We will implement a robust Governance Framework and a Customer Strategy Action Plan to ensure the successful delivery of this strategy and its expected benefits.

By working collaboratively with customers, colleagues, and stakeholders, we will co-create solutions that enhance customer experience and service delivery. To achieve this, we will:

- Embed customer voice and customer impacts in all business change projects.
- Communicate clearly and transparently with customers, colleagues, and stakeholders.
- Engage effectively to drive collaboration and shared solutions.
- Align core improvement projects, investment plans, and strategies to maximise customer impact.
- Set achievable, time-bound targets with measurable outcomes.
- Monitor risks and track progress against the plan.
- Measure and assess the impact on customer experience and service delivery.
- The Customer Strategy Action Plan, reviewed quarterly, will outline measurable and achievable targets linked to our four workstreams.
- Demonstrating value for money is essential for both customers and the business. We will use cost-benefit analysis to assess efficiencies and the expected return on investment.

Governance and reporting

Progress will be reviewed quarterly and reported through our governance structure, ensuring oversight by the Executive Management Team, Operations Committee, Group Board, and most importantly, the Customer Panel.



How we will monitor and measure success

We will monitor and measure the success of this strategy through clear, actionable outcomes linked to our four workstreams. This ensures transparency, continuous improvement, and a consistent approach across GSA.

Customer-Centric Operating Model

We will assess how well our operating model, processes, and ways of working support efficient and high-quality service delivery by:

- Monitoring how operating model improvements ensure the right resources are in the right places.
- Measuring the impact of enhanced processes and working practices on service efficiency and resolution times.
- Evaluating the effectiveness of service standards in delivering consistent and reliable outcomes.
- Tracking improvements in record keeping and knowledge management to support seamless service.

Customer Insights and Data

We will ensure data and insights drive service improvements and decision-making by:

- Monitoring the quality and completeness of customer and property data.
- Measuring how customer segmentation and analysis enhance service design and delivery.
- Assessing how customer feedback and engagement insights lead to meaningful service enhancements.

Customer Accessibility and Digital Services

We will track how digital transformation and service accessibility improvements enhance the customer experience by:

- Measuring how system integration, upgrades, and data accuracy improve access to services.
- Tracking the impact of self-service tools and digital platforms on customer engagement.
- Evaluating how improved digital solutions contribute to operational efficiency.

Customer, Colleagues and Partnership Engagement

We will measure the effectiveness of collaboration with customers, colleagues, and stakeholders in shaping and improving services by:

- Tracking customer participation levels in engagement opportunities.
- Measuring the impact of customer feedback on service changes and improvements.
- Monitoring colleague engagement and cross-team collaboration, ensuring:
 - Clarity in roles and responsibilities to support effective service delivery.
 - Enhancing customer focus within colleague recruitment, induction, development and training.
 - Process and resource improvements that enable teams to deliver services efficiently.
 - Stronger relationships with external partners to enhance service outcomes.

Key measures of success

We will assess progress through specific metrics linked to customer experience, colleague engagement, and service performance.

Customer satisfaction

We will track and improve overall satisfaction levels, ensuring year-on-year progress. Key focus areas:

- Listening to and acting on feedback.
- Providing timely and transparent communication.
- Ensuring services are fair, accessible, and responsive to customer needs.
- Colleague Experience and Performance.

Colleagues play an essential role in delivering high-quality services. We will:

- Measure colleague engagement and satisfaction, ensuring the strategy supports their work.
- Assess how operating model changes and system improvements enhance efficiency.
- Monitor the adoption of new processes and digital tools to improve service delivery.



Maintenance satisfaction and performance

To enhance repairs and maintenance services, we will:

- Measure customer satisfaction with repairs and track trends over time.
- Monitor right-first-time resolution rates to ensure efficiency and quality.

Complaints satisfaction and monitoring

We will use complaint data to identify service gaps and improve resolution processes by:

- Tracking customer satisfaction with complaint handling.
- Measuring complaint volumes per 1,000 homes and using insights to drive service improvements.
- By embedding a strong monitoring and evaluation framework, we will ensure continuous improvement, accountability, and meaningful outcomes for customers, colleagues, and stakeholders.

Customer Strategy Work Plan

The Customer Strategy Delivery Work Plan (2025-2028) outlines the key activities and measures of success that will ensure the effective implementation of GSA's Customer Strategy.

This plan outlines the four strategic workstreams into key activities and steps that drive improvements in service delivery, customer engagement, and operational efficiency.

To ensure accountability and oversight, a robust governance framework will be introduced. This will provide structured monitoring and reporting mechanisms across all levels of the organisation, ensuring alignment with supporting strategic objectives and change projects. Key elements of the governance structure include:

- **Executive oversight:** The Executive Board will provide strategic leadership, ensuring the work plan remains aligned with GSA's broader business strategy.
- **Operational governance:** A Customer Strategy Steering Group will be established, bringing together senior leaders from key directorates to monitor progress, review performance data, and address emerging challenges.
- **Customer scrutiny:** The Customer Panel will play a pivotal role in providing independent oversight, offering feedback, and ensuring customer voices remain central to decision making.
- **Performance reporting:** Progress against key objectives and measures will be tracked through quarterly updates.
- **Locality integration:** The work plan will support the Locality Model, strengthening customer engagement at the community level, enabling local decision making, and evidencing place-based service improvements.

By embedding this structured governance framework, GSA will ensure that the Customer Strategy is effectively delivered, monitored, and continuously refined to meet the evolving needs of customers.

Next steps

The Head of Customer Engagement and Investment will lead and coordinate the Customer Strategy Delivery Work Plan. The next steps will involve a director level planning session, led by Director of Homes and Communities and Programme Director, to:

- Finalise and agree key work plan objectives and activities across all directorates.
- Define clear milestones and delivery timelines.
- Establish a governance framework to track progress and accountability.





Customer Centric Operating Model

Objective: Develop an efficient and customer focused culture and approach to service delivery, ensuring resources are aligned effectively to improve customer experience.

Key actions	Owners	Timeline	Measures of success
<ul style="list-style-type: none"> ▪ Empower colleagues to take ownership of delivering a consistent and responsive service. ▪ Strengthen and evolve Locality Boards to enhance customer-focused decision-making at a local level. ▪ Review and align operating structures to ensure optimal resource distribution. ▪ Streamline service processes across key customer touchpoints (repairs, arrears, ASB, rent payments, estate management) to reduce inefficiencies. ▪ Develop a clear customer service framework with defined service standards and performance expectations. ▪ Improve record keeping, knowledge management, and information-sharing to enhance customer outcomes. ▪ Customer Focused Objective Setting (PDR and Performance Management). ▪ Enhanced customer impact metrics in Business Development proposals. ▪ Embed a customer-first culture through leadership engagement by implementing an annual shadowing program for senior management, ensuring direct exposure to customer interactions and operational challenges. ▪ Enhance colleague understanding of customer needs through a structured corporate induction experience and the development of a customer service charter, reinforcing service expectations and accountability across all teams. 	<p>Director of Customer Experience</p> <p>Director of Homes and Communities</p> <p>Director of Property Services</p> <p>Director of Digital Services</p> <p>Director of People</p>	<p>Start Q1 2025 – Q4 2027</p>	<ul style="list-style-type: none"> ▪ Increased first contact resolution rates. ▪ Reduction in customer complaints related to service inefficiencies. ▪ Improved customer satisfaction with service delivery. ▪ Greater colleague confidence in delivering customer-focused solutions. ▪ Higher satisfaction scores in Tenant Satisfaction Measures perception regarding service quality. ▪ Improved internal collaboration scores from colleague feedback mechanisms. ▪ Increased leadership and customer-facing participation in shadowing and engagement activities. ▪ Service process review and reduction in inefficiencies across key customer touchpoints.



Customer Insights and Data

Objective: Enhance the use of data to understand customer needs, drive decision making, and improve service delivery.

Key actions	Owners	Timeline	Measures of success
<ul style="list-style-type: none"> ▪ Develop a customer data project and customer data strategy to improve data accuracy, segmentation, and predictive analytics. ▪ Increase awareness of customer diversity and needs, supporting our equality, diversity and inclusion ambitions. ▪ Strengthen customer segmentation and predictive analytics over the next two years, enabling smarter decision-making, proactive service improvements, and personalised customer experiences. ▪ Strengthen data collection at a locality level to ensure insights reflect local priorities. ▪ Utilise data-driven insights to segment customers effectively, ensuring services are tailored to their specific requirements while continuously refining our approach based on real time feedback and engagement trends. ▪ Implement a single CRM platform for a comprehensive view of customer interactions and service needs. ▪ Embed customer voice mechanisms into governance structures to ensure insights inform decision-making. ▪ Deploy digital feedback tools, including automated transactional surveys and sentiment analysis. 	<p>Director of Digital Services</p> <p>Director of Transformation</p> <p>Director of Customer Experience</p> <p>Director of Homes and Communities</p>	<p>Start Q1 2025 – Q4 2027</p>	<ul style="list-style-type: none"> ▪ Increased accuracy and completeness of customer data. ▪ Improved use of customer segmentation insights. ▪ Enhanced predictive capabilities to proactively address customer needs. ▪ Higher engagement in customer feedback mechanisms, including surveys, complaints, and direct feedback. ▪ Implementation of predictive analytics tools to proactively address customer needs. ▪ Annual reporting on key customer trends, shaping operational and investment priorities.



Customer Accessibility and Digital Services

Objective: Enhancing digital services to ensure customers can engage with us seamlessly across multiple channels.

Key actions	Owners	Timeline	Measures of success
<ul style="list-style-type: none"> ▪ Expand digital self-service options through the customer portal and mobile app. ▪ Ensure customer-facing teams have access to mobile technology that enables real time customer support. ▪ Introduce AI-driven chatbots and an omni-channel contact system to centralise interactions. ▪ Deploy digital surveys and in-app feedback tools to capture real-time insights. ▪ Enhance telephony systems to improve call handling and reduce wait times. ▪ Enhance digital infrastructure to improve customer interactions by integrating a unified CRM, optimising telephony systems, and expanding self-service options via the GSA portal and digital forms. ▪ Ensure digital services are accessible to all customers, incorporating inclusive design principles. ▪ Provide customers with a choice of ways to contact us, that suits their individual preference. ▪ Improve electronic document handling, asset management systems, and real-time transactional feedback (CSATs) to drive service improvements. 	<p>Director of Digital Services</p> <p>Director of Customer Experience</p>	<p>Start Q1 2025 – Q4 2027</p>	<ul style="list-style-type: none"> ▪ Increased customer adoption of digital self-service options. ▪ Reduction in call wait times and service handling delays. ▪ Higher customer satisfaction with digital interactions. ▪ Improved operational efficiency through automation. ▪ Reduction in paper-based transactions, increasing efficiency and sustainability. ▪ Digital accessibility improvements, with a measurable increase in engagement from customer groups. ▪ Increase customer access via channel of choice. ▪ Completion of system integrations, enhancing customer journey continuity across multiple platforms.



Customer, Colleagues, and Partnership Engagement

Objective: Strengthen collaboration between customers, colleagues, and external stakeholders to improve service outcomes.

Key actions	Owners	Timeline	Measures of success
<ul style="list-style-type: none"> ▪ Enhance GSA’s Locality Model to increase customer engagement and influence in local decision-making. ▪ Develop a customer engagement framework that expands opportunities for customer voice and involvement. ▪ Embed customer voice into locality level governance by working with Locality Boards and partners to co-design and shape service improvements. ▪ Encourage cross department collaboration to ensure an organisation wide commitment to customer engagement. ▪ Strengthen partnerships with Local Authorities, MPs, NHS, third-sector organisations, and other housing associations. ▪ Enhance cross-sector collaboration with Local Authorities, Housing Associations, MPs, health and social care partners, third-sector organisations, and development and supply chain partners. ▪ Leverage partnerships to deliver value driven services, ensuring contractors, suppliers, and stakeholders contribute to customer focused outcomes. ▪ Map and categorise key stakeholders at locality and national levels to enhance collaboration and intelligence-sharing. ▪ Develop a structured stakeholder engagement program to align efforts at local and national levels. ▪ Improve strategic communication by integrating stakeholder engagement into CRM systems, ensuring consistent interactions and data-driven relationship management. ▪ Implement a social value framework to enhance customer impact through supplier chain partnerships and investment initiatives. ▪ Advance the Community Investment Delivery Plan to ensure partnerships deliver tangible social, financial, and well-being benefits to customers. 	<p>Director of People and Culture</p> <p>Director of Customer Experience</p> <p>Director of Corporate Affairs and Communications</p> <p>Director of Homes and Communities</p> <p>Director of Care and Support</p> <p>Director of Procurement</p>	<p>Start Q1 2025 – Q4 2027</p>	<ul style="list-style-type: none"> ▪ Increased customer participation in engagement activities. ▪ Higher levels of co-designed service improvements driven by customer input. ▪ Strengthened strategic partnerships that enhance service delivery. ▪ Greater social value contributions through procurement and community investment. ▪ Expansion of locality-based engagement, ensuring all key communities have representation. ▪ Improved CRM usage for stakeholder engagement, ensuring better tracking and consistency in external relationships. ▪ Enhanced visibility of community investment initiatives, measured through annual impact assessments.