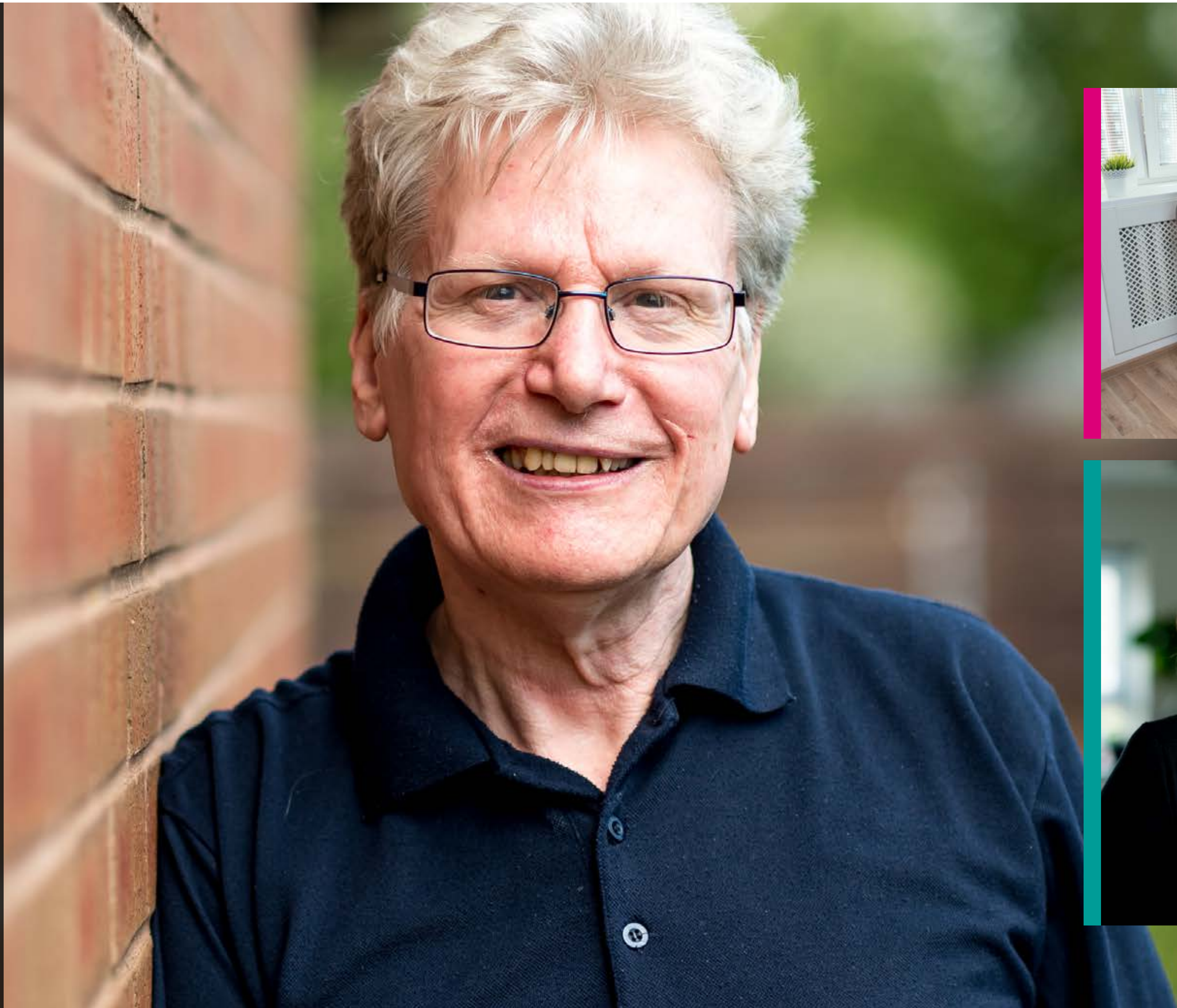




# Annual Report


2025

WE THRIVE >  
AT HOME >





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# A welcome from our Chair

Colin Dennis gives his thoughts on another year of progress

*We will continue to drive improvements in our services, invest more in our homes and drive a culture which reflects our commitment to our customers in everything we do.*



I am pleased to be able to welcome you to our 2024/25 annual report, which represents an important opportunity to share our progress.

It is excellent to see that in 2024/25 we built on the positive steps we have made in the last few years. Customer satisfaction across our service areas increased again and our Tenant Satisfaction Measures also improved. Meanwhile, our performance also improved, particularly in repairs – the service customers consistently tell us is most important to them.

Despite a challenging funding landscape, we continued to invest in our homes and build much-needed new homes in our communities. Our Tenancy Sustainment Fund, Community Impact Fund and other initiatives which see us proactively invest in our communities continued to grow and I hope you enjoy reading about the positive impact of these as much as I did.

We recognise our fundamental challenge remains to truly put our customers at the heart of our work. Our Customer Panel's influence continues to grow and panel members are working alongside our colleagues as we continue our journey of improvement. As we look forward, we will continue to drive improvements in our services, invest more in our homes and drive a culture which reflects our commitment to our customers in everything we do.

In recognition of our commitment to put the customer at the heart of our approach, and to highlight the positive impact of social housing, we are once again sharing stories from our customers in this year's report. I hope you enjoy hearing more from them.





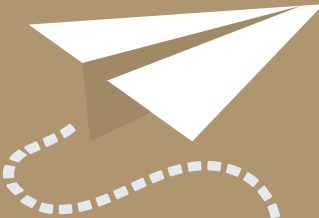


**Colin Dennis**  
Chair



# Improving how we handle customer enquiries

Our goal is to make sure customers receive a positive experience whenever they contact us, and this year we continued to enhance the way we manage enquiries.



	Calls answered	Average call waiting time	Emails handled	Transactions on our online portal	Satisfaction with Customer Contact Centre
					
2024/25:	186,172	4m 1s	79,269	49,785	84%
2023/24:	192,719	4m 55s	78,791	46,338	81%

## Reporting our performance

We believe transparency and openness around our performance is extremely important, so we’ve committed to sharing this every month. We set targets for each part of our landlord service and measure our performance against them.

Customers told us the three most important areas of customer service are our contact centre, repairs service and complaints resolution. As well as the performance figures in this report, you can find out more and keep up to date with how we’re doing on the **Our Performance** page.

Customer satisfaction with our contact centre increased from 81% to 84% and we successfully reduced our average call waiting time by 54 seconds. Meanwhile, our commitment to resolving more enquiries the first time contributed to a reduction of 6,547 in the total number of calls handled.



# Listening to our customers

Customer feedback is vital in helping us understand what we're doing well and where we can improve.

We receive feedback in a range of ways, including satisfaction surveys, complaints and compliments, listening events like our customer roadshows and feedback from our Customer Panel. A new web page showcases the actions we've taken and what we plan to do based on the feedback we've received about the things that matter most to our customers.

We are committed to listening to every piece of feedback we receive and using it to continuously shape and enhance the services we provide.

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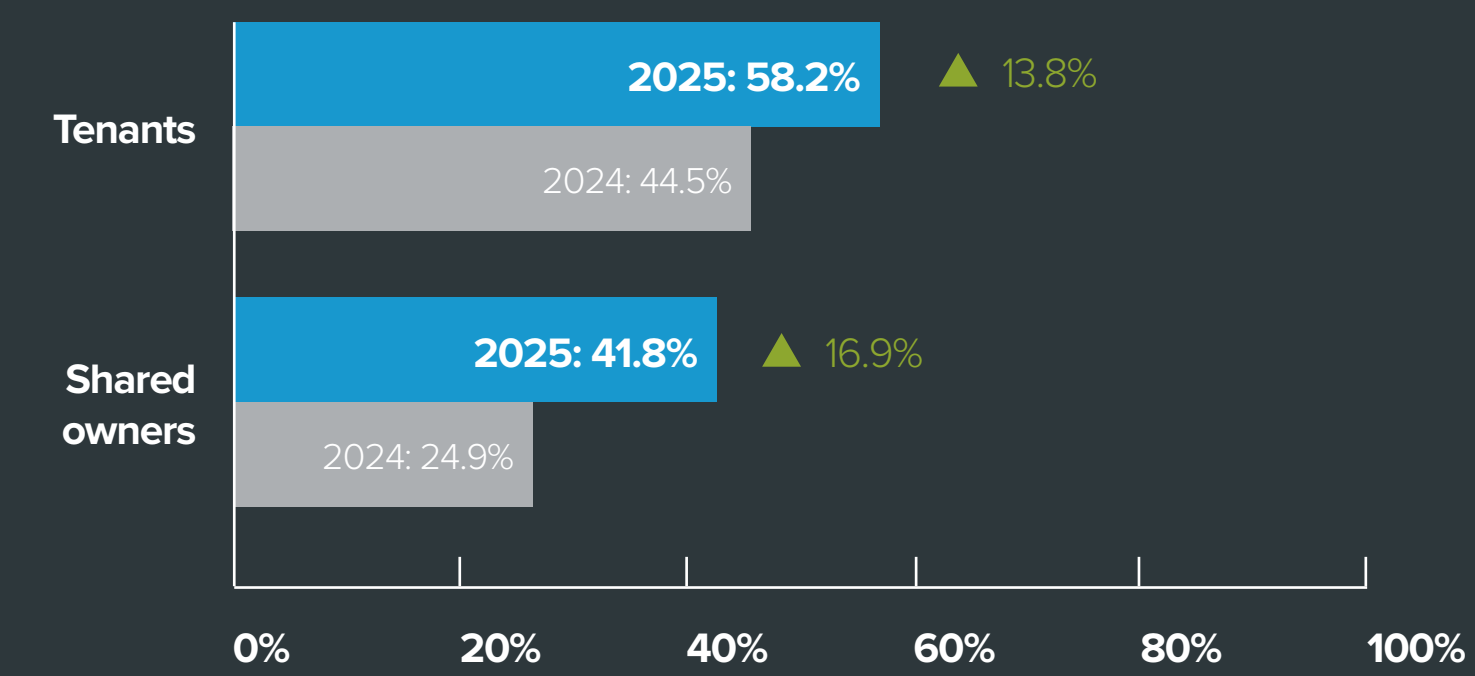
## Tenant Satisfaction Measures

We value all ways to learn what our customers think about our services. In 2024 we introduced the Tenant Satisfaction Measures (TSM) perception survey. All social housing providers are required to complete this survey by the Regulator for Social Housing and publish their results.

In 2025 we completed our second TSM survey, receiving 1,624 responses. This year we changed our approach to the survey to reflect learning from our approach in 2024.

We're pleased to report customer satisfaction increased across all 12 survey measures. Overall satisfaction increased to 58.2% for customers in social rented homes and 41.8% for those in shared ownership homes. While we are encouraged by the improvements, we know there is still much more to do.

Proportion of respondents who are satisfied with our overall service



Read our full results and find more information about how we completed the survey and where we will be focusing our improvements on our Tenant Satisfaction Measures web page.



# You said, we did

We're committed to acting on your feedback. Here are some examples of this from the last year.

*We have made changes to our structures to improve our customer service and now have dedicated complaints stage 1 and stage 2 teams.*



**You weren't happy with the way we handled our complaints. You told us that promised actions from complaint responses were not consistently carried out, leading to uncertainty and frustration.**

We revised our complaints process and removed the former 'resolve' stage which was not working effectively.

We established an early resolution team who aim to acknowledge and respond to less complex complaints within five working days.

We have made changes to our structures to improve our customer service and now have dedicated complaints stage 1 and stage 2 teams.

In response to this customer feedback and to restore trust and ensure promised actions are fulfilled, a pilot in the Continuous Improvement Team has been introduced.

Key initiatives from this team include:

- Real-time monitoring: Tracking complaint resolutions and confirming progress with responsible teams.
- Customer verification: Directly contacting customers after action completion to ensure expectations are met.
- Continued oversight: Where further steps are needed, ongoing case tracking ensures updates are communicated and full resolution is achieved.
- The impact of this initiative will be continuously monitored to assess improvements in customer experience and satisfaction.







**We weren't managing anti-social behaviour (ASB)**

We completed a full review of our ASB processes, which highlighted that there were further improvements we could make to ensure our procedures were being consistently applied. As a result of this, we have strengthened our internal audit arrangements and ensured that feedback is provided to colleagues when necessary.



**You weren't happy with how we managed damp and mould**

We have new software in place which will allow early identification of any recurring damp and mould issues and will also assist in identifying any issues in connected properties/ blocks. We have also started use of video assist software to allow us to assess damp and mould remotely, improving our responsiveness to reports of damp and mould.



**You weren't happy with our repairs service**

We have integrated our Repairs and Maintenance Surveyors into the Repairs team to allow for a more integrated service that optimises how we best use resources and ensures a more effective service for our customers.

Our Property team have introduced more rigorous case tracking of complaint actions and are introducing a new process of post inspecting any works arising from a stage 1 complaint.

We will continue to review the effectiveness of our repairs service and make changes as needed.



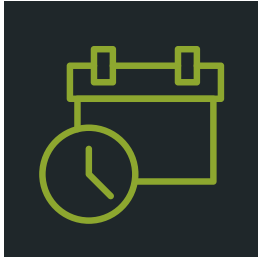
**We weren't doing enough for our vulnerable customers**

We've introduced a new vulnerability procedure and are in the final stages of developing a vulnerability strategy.

We've developed bespoke training for colleagues on meeting the needs of customers with diverse needs, including learning disabilities, mental health, dementia and sensory needs.

We are using customer contact points, such as tenancy audits and complaints, to check that the vulnerability information we hold for our customers is up to date.

Through our integration to one housing management system across all our localities, we are reviewing how we more effectively record vulnerabilities, communication preferences and any reasonable adjustments.



**You weren't happy with planned routine repairs**

Planned, routine repairs typically involve external works such as fencing, slabbing, and roofing. We recognised last year that there were gaps in our structure that limited our ability to fully support these repair activities.

Following a review, we've strengthened our resource allocation this year by adding both groundworks and roofing teams into our operational structure. In addition, we've secured additional contractor support to help address some of the outstanding communal repairs.



**You didn't think our estates service was value for money**

We have taken this on board and restructured our teams to introduce Quality Managers and Team Leaders for each service. They now visit each site, each month to ensure our teams of operatives are delivering the service you pay for at the frequency we said we would deliver.

We have also introduced internal reporting that enables our housing colleagues and customer representatives to hold our teams to account for the service they provide.

We have remodelled the costs of the services, making this a fairer and more transparent costing model across all of our localities, removing inequality of costs. Finally, we have rewritten and relaunched a new grounds maintenance specification, agreed by our customer panel, that will support our mission to provide consistently great services for our customers.



# Verselyn's story

When Verselyn reached crisis point, she and her grandchildren needed a home and support to live well.

[CLICK TO WATCH VIDEO](#)

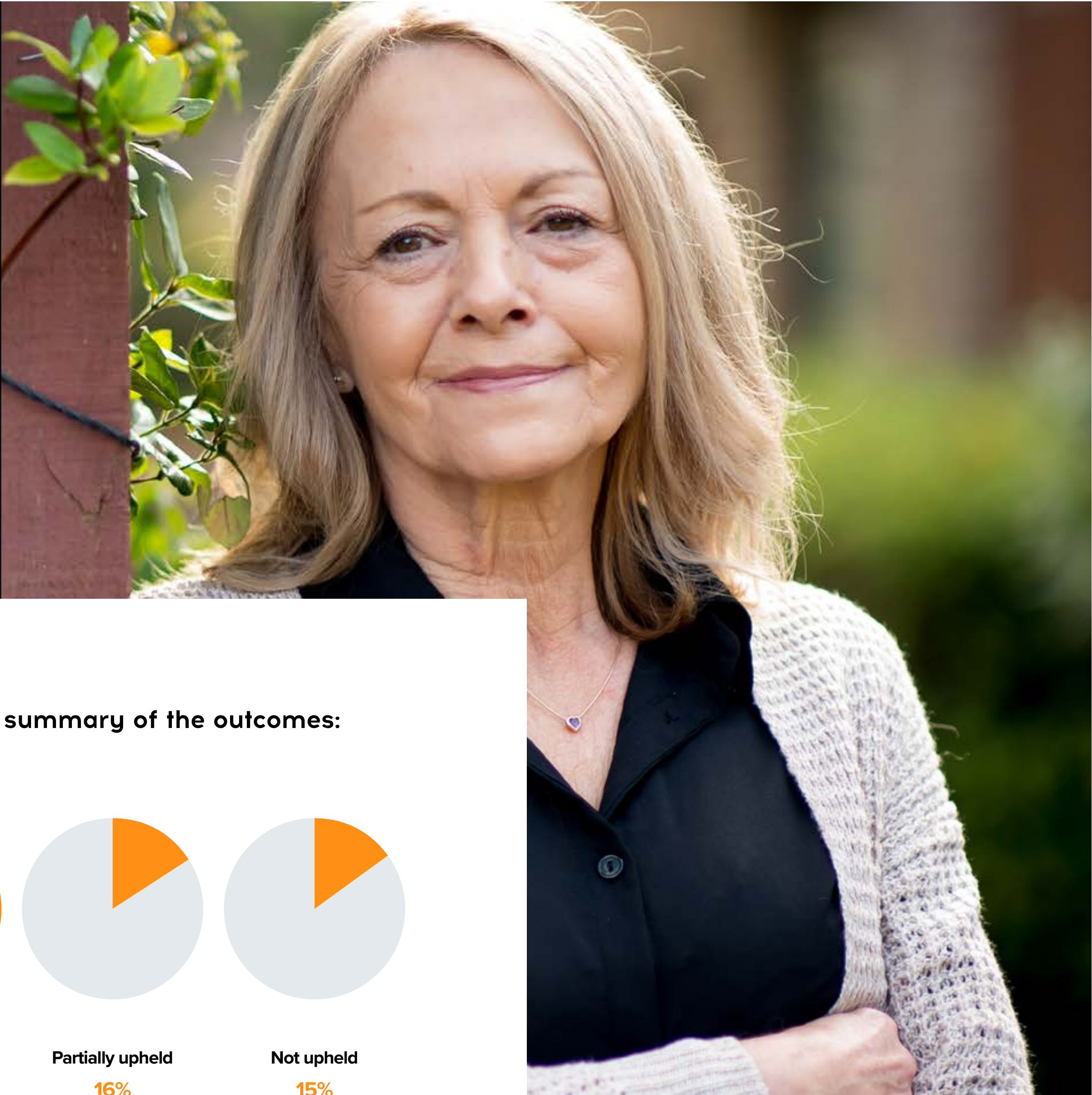
*'We have our own place now  
and it means so much.'*



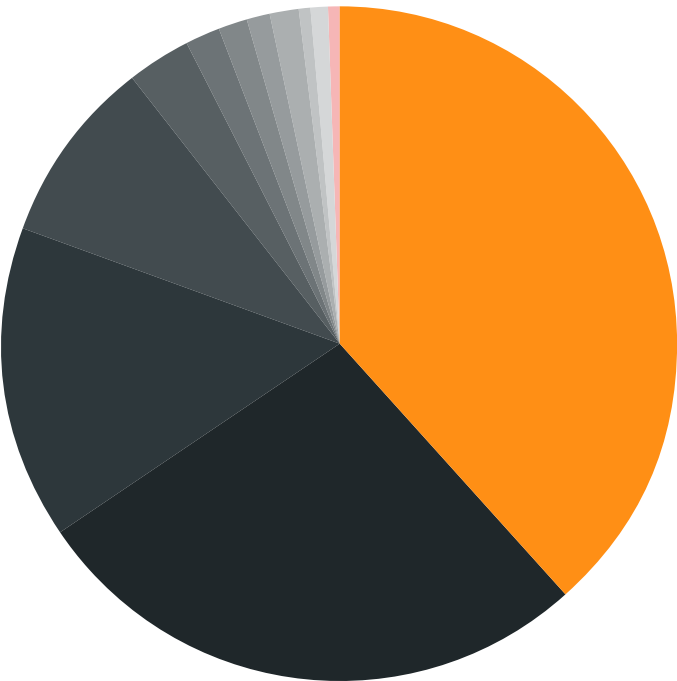
# Learning from complaints

While we always try to get things right, we recognise there are times we don't. In such cases we strive to address the problem as quickly as possible and learn from our mistakes.

In 2024 we made changes to our complaints procedure to reflect customer feedback and ensure we comply with the Housing Ombudsman Complaint Handling Code. We removed our informal stage, ensuring all expressions of dissatisfaction were classified as complaints and managed within our complaints policy. While this has seen an increase in complaints, we know this is the right thing to do, as it will enable us to resolve issues and monitor and address root causes. In 2024/25, we received 5,132 complaints.

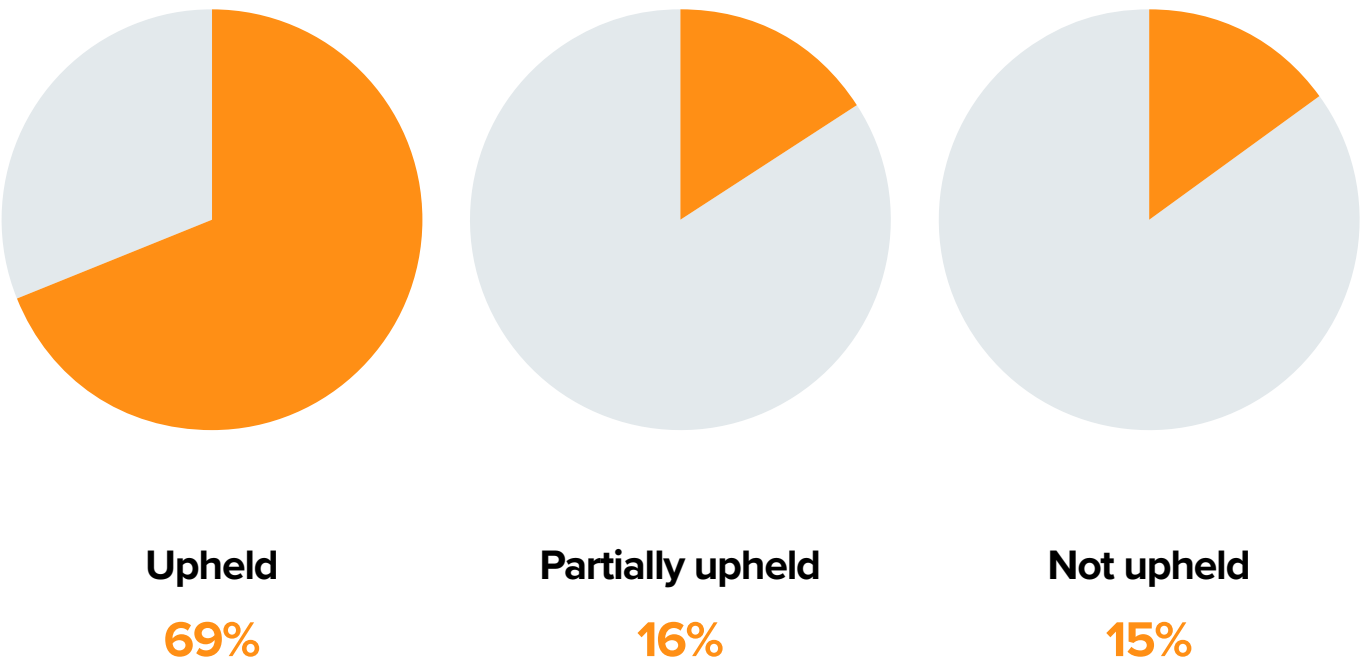


## Here is a breakdown:



Delay/service failure	1,829 / 5,132
Communication/information	1,286 / 5,132
Not applicable/not upheld	719 / 5,132
Incomplete action	417 / 5,132
Workmanship	140 / 5,132
Uncategorised	82 / 5,132
Staff attitude/behaviour	68 / 5,132
Missed appointment	58 / 5,132
Policy/procedure not followed	55 / 5,132
Staff knowledge/training	38 / 5,132
Product quality	33 / 5,132
Suggestion/feedback	20 / 5,132

## Here is a summary of the outcomes:





## Working with the Housing Ombudsman

We try to resolve complaints as quickly as possible, but if customers are unhappy with the outcome, we advise them to refer their complaint to the Housing Ombudsman. In 2024/25 we saw a significant reduction in determinations and findings:

	Determinations	Findings	Maladministration	Severe Maladministration
				
<b>2024/25:</b>	<b>21</b>	<b>42</b>	<b>10</b>	<b>2</b>
<b>2023/24:</b>	<b>41</b>	<b>103</b>	<b>52</b>	<b>10</b>

In October 2024 the Housing Ombudsman published its report following a special investigation into GSA. It made recommendations focusing on key areas and themes.

We cooperated fully with the Housing Ombudsman service and have used the process to accelerate areas of service improvement and make our services better for our customers.

We have worked with the Ombudsman service on their recommendations, and the additional monitoring of GSA ended in February 2025 as they were assured, we had acted on their recommendations.

## Engaging our colleagues

We have rolled out a new immersive group activity which brings to life the importance of great customer service across our organisation.

Modelled on an off-the-shelf escape room group activity, it challenges teams to work through an evidence file based on real customer complaints and work out what went wrong, what could be done to make the customer's experience better and what improvements could be made within teams. The activity launched in early 2025 and has already been rolled out to more than 250 GSA colleagues.



## Acting on complaints: a new pilot

In early 2025, we launched our Complaint Action Pilot - a focused initiative aimed at improving how we follow through on actions that are agreed in our complaint responses.

The Complaint Action Pilot team will be testing new ways of working, gathering insights, and identifying opportunities to enhance our service. We have already received significantly fewer Stage 1 and 2 complaints as a result.



# Involving our customers

**We know we can only  
provide great services  
by actively involving our  
customers.**

Our Customer Panel is a group of involved customers who work in partnership with us to influence and drive improvements in our services.

The panel provides assurance that we are working in an open, transparent, and accountable way. Here are our members:



## **Sarah, Chair**

As the Chair of the Customer Panel Sarah wants to help get the best value for money and really listen to what customers need.



## **Andrew**

Andrew lives in Malmesbury. He is interested in the barriers social landlords face around investment in existing homes.



## **Anthony**

Anthony lives in Birmingham. He is committed to the values of inclusion, equality and diversity and representing the voice of GSA customers.



## **Susan**

Susan lives in Bilston. She is committed to speaking up on behalf of other customers and wanting to make things better for everyone.



## **Donna**

Donna lives in Great Wyrley. She has 20 years nursing care experience and was also a supported housing officer for a social housing provider for six years.



## **Jon**

Jon lives in Oxfordshire. He wants to help GSA improve the customer journey and drive-up customer satisfaction.



## **Julian**

Julian lives in Clyffe Pypard. He wants to make a difference by helping drive up performance and customer satisfaction.



## **Kay**

Kay lives in Gloucester. She wants to be the voice for other customers and to work with the panel and GSA to find solutions together.



## **Lorraine**

Lorraine lives just outside of Chippenham. She wants to work with the panel to make a positive difference.



## **Mohammed**

Mohammed lives in Birmingham. He is fluent in multiple languages, enabling him to connect with and serve diverse populations.



## **Selina**

Selina lives in Coseley. She would like to help drive improvements that will benefit all customers.



## **Stephen**

Stephen lives in Wiltshire. He is committed to promoting inclusivity and understands the value of delivering culturally sensitive services



## **Sonia**

Sonia lives in Wiltshire. She wants to represent customers who do not feel able to speak up.



## **Bethany**

Beth lives in the West Midlands. Having first-hand experience, Beth fully understands how young people leaving care feel.

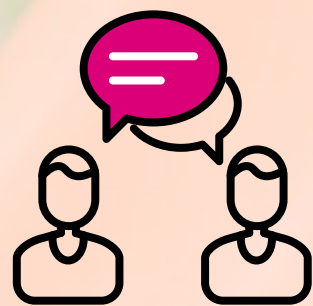


# Making a difference: highlights

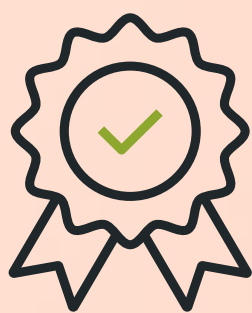
Our Customer Panel has made a big difference in the last year. Here are some of the highlights of their work.



Reviewed 23 grant applications and awarded 21 grants to the value of £20,543 to support local community projects that directly benefit our customers



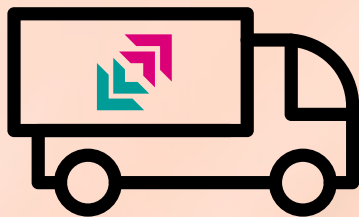
Assessed GSA performance and quality reports and given feedback and recommendations to drive service standards



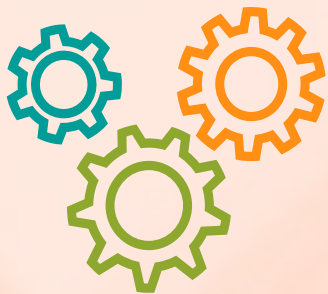
Worked closely with GSA to drive service standard improvements and as part of a major service charge review



Reviewed policies and procedures to help make them more customer focused



Worked with GSA to plan and attend our eight customer roadshows over the summer



Worked in partnership with GSA to create a new Customer Strategy



We ran a recruitment campaign to invite more customers to join our Customer Panel





## Connecting with our communities

During summer 2024 we held a series of engagement events.

Our teams, along with our Customer Panel members, hosted eight events and we visited Daventry, Wiltshire, Gloucester, Dudley, Birmingham, Chippenham, Walsall, and Banbury.

Each stop was an opportunity to connect with customers, listen to their concerns, and work together to enhance our services.

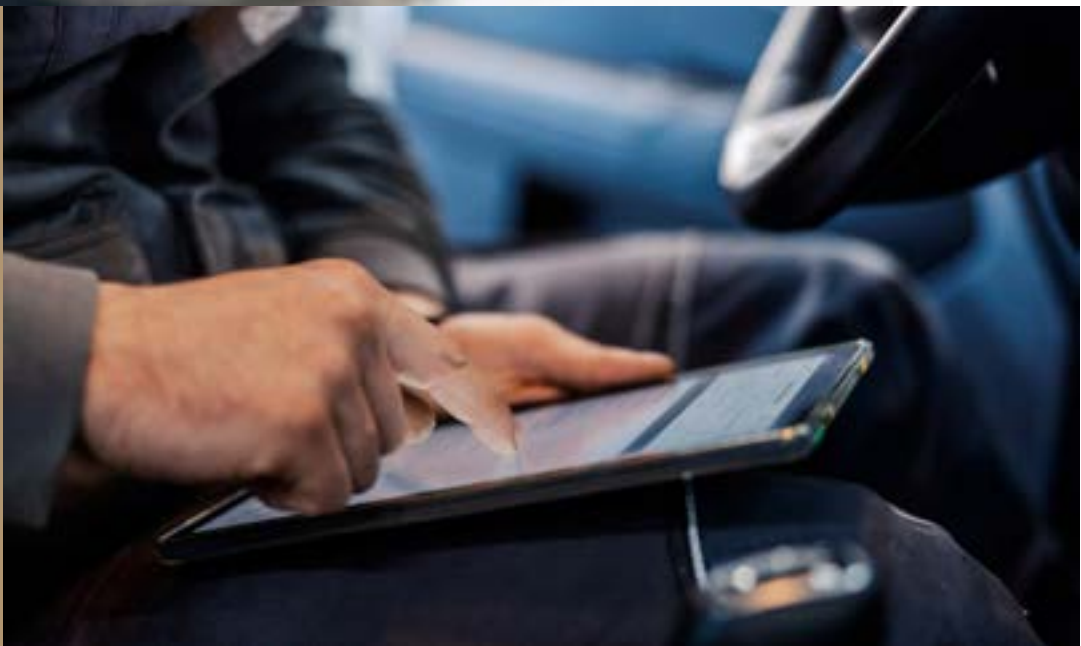
Across the events we received more than 280 pieces of feedback. Common themes emerged revealing customers were concerned about general repairs and maintenance, fly-tipping and litter, anti-social behaviour and drug concerns, parking issues and abandoned vehicles.

These insights are invaluable as they will shape the improvements we make to our services.



# Repairs: an improving picture

Customers consistently tell us repairs is the service they value most. We've continued to make significant progress in managing and reducing our repairs workload, enabling us to enhance the quality of our service.



This year we:

- Completed more repairs more quickly
- Significantly improved the number of repairs we completed in target
- Increased customer satisfaction with repairs.

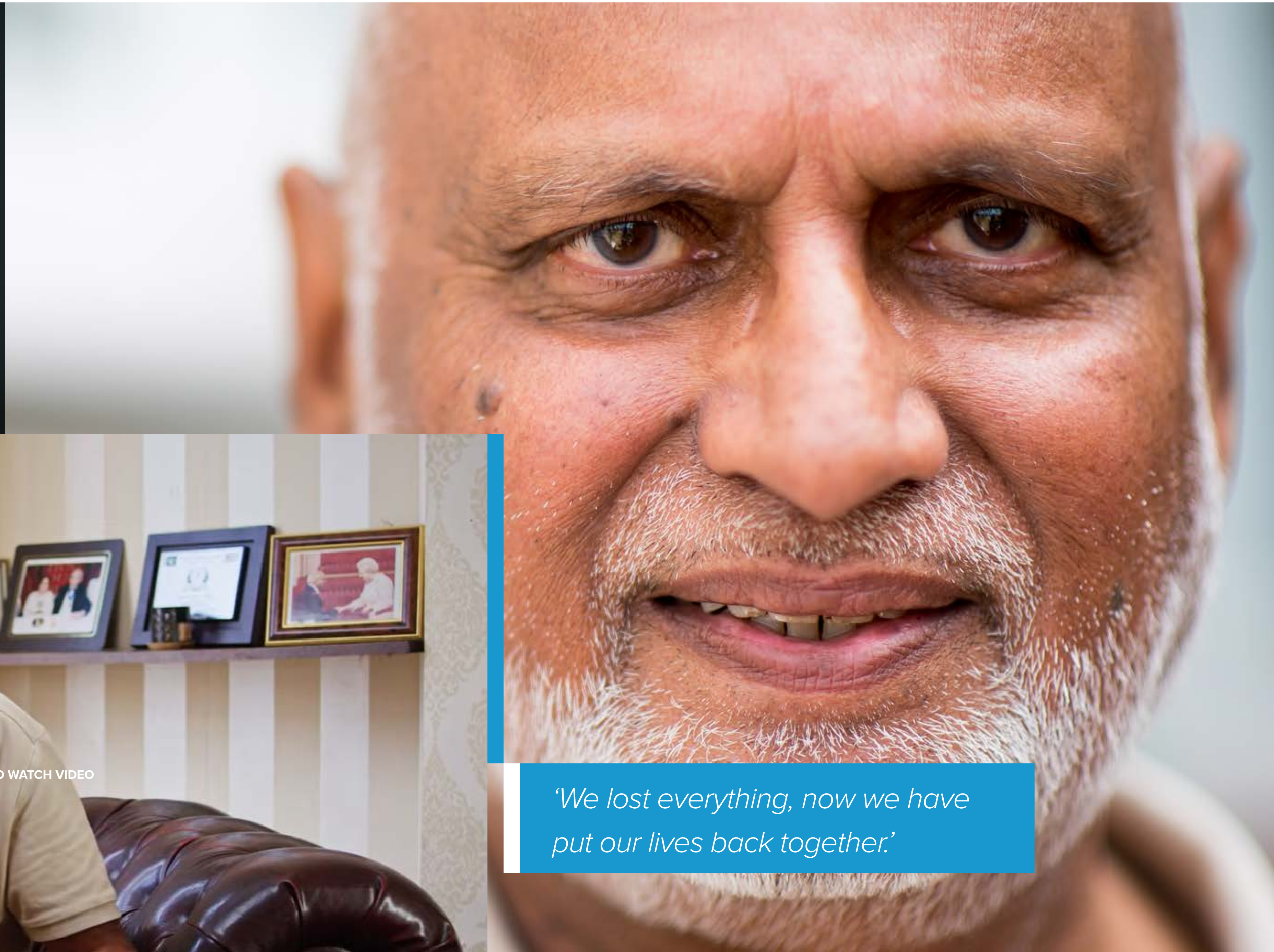
We are committed to maintaining and building on these improvements.

	Total repairs completed	Repairs completed within target	Emergency repairs completed within target	Repairs completed right first time	Customer satisfaction with repairs	Average time to complete a repair
2024/25:	87,859*	84%	98%	87%	90%	15 days
2023/24	78,371	72.6%	100%	90%	88%	20 days



# Mohammed's story

When Mohammed and his family lost their home in difficult circumstances we stepped in to work with him and support him.



*'We lost everything, now we have put our lives back together.'*

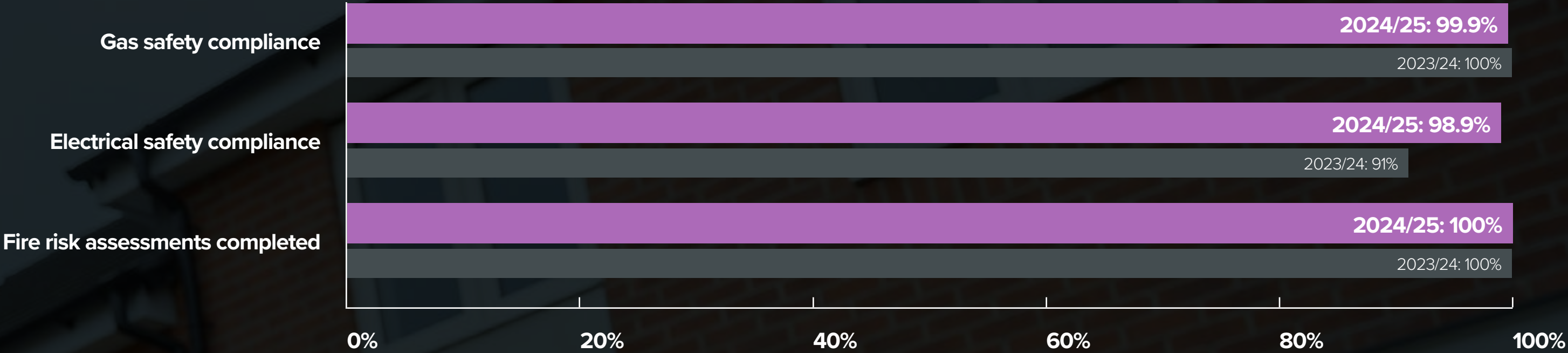


CLICK TO WATCH VIDEO



# Investing in your homes

We are committed to making sure all our homes are of good quality, energy efficient and safe.

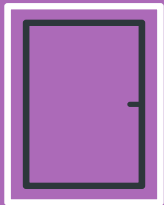


## Ensuring our homes are warm and energy efficient

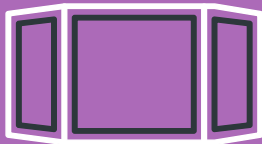
In 2024/25 we delivered energy efficiency upgrades to 157 homes - providing customers with improved insulation, new doors and windows, and heat pumps. This is part of our Matrix Housing Partnership decarbonisation project, which is funded by the Government’s Social Homes Decarbonisation Fund (SHDF).



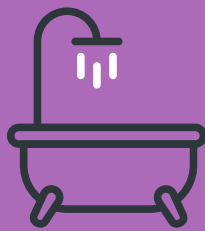
2024/25 in numbers:



**336**  
doors



**82**  
windows



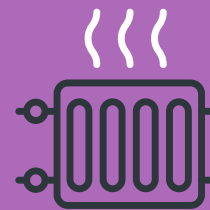
**139**  
bathrooms



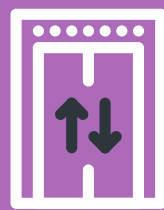
**350**  
kitchens



**20**  
roofs



**350**  
heating  
upgrades



**6**  
lifts  
refurbished



**Ramping up our investment**

We recognise we need to invest more in our customers' homes. In 2025/26 we will increase our investment by more than 50% to enable us to do this:



**50% increase in investment in our existing homes (from £61 million to £93 million)**



**£2.8 million** on external decoration and decorating the internal communal spaces of our homes



**Over £5 million** to make our homes more energy efficient



**£25 million** on improving the safety of our homes



**£21 million** to upgrade our customers' homes, including kitchens, bathrooms, windows, doors, and boilers



An additional **£200k** to invest in our communities on the things that matter most to our customers

*We recognise we need to invest more in our customers' homes. In 2025/26 we will increase our investment by more than 50%*





# Living well in challenging circumstances

In what remains a challenging economic climate, we continue to support our customers to live well in their homes.

In 2024/25, our Financial Skills and Tenancy Sustainment Team helped 1,151 households with proactive support. We also supported customers through our Tenancy Sustainment Fund, which allows us to make targeted interventions for customers, and our Community Impact Fund, which supports individuals and groups in our localities with grants of up to £2,000.

## How every pound of rent is spent:

- 30p** Interest costs
- 22p** Routine maintenance
- 13p** Depreciation of housing properties
- 11p** Planned and major repairs expenditure
- 14p** Management costs
- 7p** Supported housing and care
- 3p** Void loss



In 2024/25, intervention from our Tenancy Skills Team prevented 130 evictions, notices seeking possession or court cases. We received 1,151 referrals and supported customers to live and thrive in their homes:

£4,404

Shared between 97 customers in supermarket vouchers to purchase food when local food banks weren't an option.

£3,900

Debt we settled with utility companies. We also purchased £1,167 in vouchers for customers to pay pre-payment energy metres. We also received £12,348 from HACT.

£432k

Secured in backdated payments for our customers, including benefits, charity grants and HACT payments.

£1.76m

Our average gains to customer per week was £33,839, equating to £1.76million in a year.

£33k

Charity grants to help 94 customers purchase white goods, furniture, household items and carpets for their homes.

£199k

212 of 352 applications to the Tenancy Support Fund panel were successful, securing a total value of £199,061.85.

£25k

Secured from Wolverhampton Council's Household Support Fund for customers affected by the cost of living. This helped 165 households with essentials like warm clothing and bedding.



## Targeted support for our customers

Our Tenancy Sustainment Fund supports customers who are experiencing financial hardship and have been struggling to pay their rent due to the cost-of-living crisis. The fund enables those who have built up rent arrears to either significantly decrease these arrears or clear them completely, lifting the burden of debt. This year, 212 households benefited from our Tenancy Sustainment Fund, and we helped these customers clear £199,061.85 of debt - an average of £938.97 per household.



### Jordan's Story

After fleeing domestic violence, Jordan's benefit payments had stopped which left her in rent arrears of over £3,000. Jordan was initially very afraid, and it took numerous attempts to make contact.

We managed to set up a meeting to complete a new Universal Credit claim, plus an Alternative Payment Arrangement and third-party deductions.

Jordan missed her appointment to submit a Discretionary Housing Payment to the local council and faced an outright possession hearing in court. We were able to submit a Discretionary Housing Payment application a week before the court date. Our team worked hard to get the application processed in time and Jordan was awarded £3,174.59 to clear her arrears in full. Now, the rent is paid directly by Universal Credit and Jordan's account is in credit. We are continuing to support Jordan to ensure she claims all of the benefits she's entitled to.



### Michael's Story

Michael was living with his elderly mother before she sadly passed away and he came to us for help with housing. He receives a state pension, so we helped him to apply for housing benefit and a council tax reduction.

When our Tenancy Skills Team visited Michael at home, they realised he had some health difficulties and helped him to complete an Attendance Allowance application. With our support, Michael is £279.94 better off per week as he has benefited from:

- £72.65 per week in Attendance Allowance
- Full Housing Benefit of £132.29 per week
- £75 per week in Pension Credits
- His rent account is a month in advance in payments

Michael is grateful for our help and enjoying life in his new GSA home.

*'Jordan was awarded £3,174.59 to clear her arrears in full.'*



**We also run a range of support programmes in our communities with our partners.**

#### **Household Support Fund**

In 2024/25 we distributed £2.48 million in grants to more than 12,400 households across Selly Oak and Hall Green. We work with Trusted Partners in local schools, community and faith groups, charities and statutory organisations to maximise outreach, and run face-to-face support sessions to ensure members of our most vulnerable communities can access this fund.

#### **Neighbourhood Network Scheme**

We proudly lead the Hall Green Neighbourhood Network Scheme (NNS), funded by Birmingham City Council until 2027. This community-based initiative supports older adults (50+) and adults aged 18–49 with long-term disabilities including learning or physical disabilities, autism, mental health challenges, and sensory impairments.

We connect them to local activities, groups, and services, aiming to prevent reliance on adult social care or NHS services and to live independently for as long as possible. Through funding, developing community assets, and working closely with social workers and carers, the scheme promotes healthier, happier lives by encouraging meaningful community engagement.

During 2024/25, we awarded grants totalling £55,314.6 to Younger Adult projects. This was £10,314.6 more than our £45,000 allocation thanks to an additional 23% of grant funding. For our Older Adults, we awarded £99,597.54 to projects, £18,847.54 more than our £80,750 allocation, and again, secured an additional 23% of grant funding. 15 Projects in total have been awarded in 2024-25.

#### **Sparkbrook Children's Zone**

We work with Birmingham Children's Hospital doctors and a local network of GPs to pilot an NHS England-funded transformation programme to deliver clinical and community outreach interventions to address acute child health inequalities. From March 2022 to April 2025, we've:

- Reached 1,407 families
- Helped 3,174 children and young people to be seen in health clinics
- Conducted 107 School Readiness Workshops
- Trained 365 health professionals.

*During 2024/25, we awarded grants totalling £55,314.6 to Younger Adult projects. This was £10,314.6 more than our £45,000 allocation thanks to an additional 23% of grant funding.*





# Investing in your communities

It's important to us we play our part in creating great places where our customers want to live. Our work with partner organisations delivers projects which provide a range of support to people living in our communities.



## Community Impact Fund

Our Community Impact Fund supports the work of tenant and resident groups, local charities, voluntary and community groups, and organisations who operate in our areas to improve them for local communities. In 2024/25 we awarded £20,543 to 21 projects through our Community Impact Fund, an increase of £12,464 from the previous year.

Our funding pot increased significantly this year, thanks to social value contributions from our supply chain partners such as Jewson Partnership Solutions, Abbey Electrical, Rexel Ltd and SMS. Here are some of the projects we've supported over the past year:

### Children's crafts at It's a Family Thing CIC

We awarded a grant of £910 to It's A Family Thing CIC, a community organisation running the Creative Dreams project in Bilston. It provides mostly free arts and craft activities outside of school for children aged 5-12 in Wolverhampton.

### Art mural with Calne Clean Up Crew

We donated £1,000 to the Calne Clean Up Crew to create two art murals in a communal space between our homes in Calne, Wiltshire.

### Assisted Reading for Children resources

We awarded £1,000 to Assisted Reading for Children, a Bicester-based charity which supports primary school children across Oxfordshire.





### Grants to support initiatives

Launched in autumn 2024, GSA colleagues can apply for up to £250 to deliver small scale community investment projects in our localities. In 2024/25, we awarded £3,705 to 18 projects through the fund. Here are some of the smaller projects we supported:



to buy bulbs and compost for communal planters that residents will maintain at our Springfield age designated scheme in Wootton Bassett.



to support an empowerment and employability event for our Domestic Abuse Walsall Service. This funded the venue hire, refreshments, creative keepsakes and craft materials.



to purchase hanging baskets and bulbs to encourage residents to enjoy the communal garden area together at Park Inn in Tipton.



to Wiltshire Domestic Violence Services to fund an art exhibition that raised awareness of DV and gave a platform for survivors to show their creative talents.



to fill new planters with fruit and vegetable seeds at Showell Court in Wolverhampton.



### Support from our suppliers

Our supply chain partners are required to make social value commitments, alongside their contract delivery, to benefit our customers and communities.

This can include partners making social value donations, offering volunteering time, running training sessions for residents, offering free meeting spaces to community groups and contributing materials, labour or financial support to community projects.

During 2024/25, we built relationships with numerous supply chain partners to deliver more community investment projects across our localities. Some of these include:

- **Jewson Partnership Solutions** contributed £19,071 to our Community Impact Fund, donated hygiene projects to our Hall Green families team and Domestic Violence service users, arranged for skips at our locality roadshows and are working to offer employability support to job seekers in Walsall.
- **Travis Perkins** awarded £7,500 of Community Legacy funding for new planters at Showell Court, Bradon Forest school and Hightrees, plus materials for the Westcroft phone box.
- **Rexel**, **SMS Environmental** and **Abbey Electrical** have all made social value donations to our Community Impact Fund. Abbey also made a donation to a homeless charity as part of their social value delivery.
- Our EEM Framework community donation of £3,223 will be distributed via the **Tenancy Skills team**, to provide essential white goods and other household items to some of our customers who have previously been homeless.

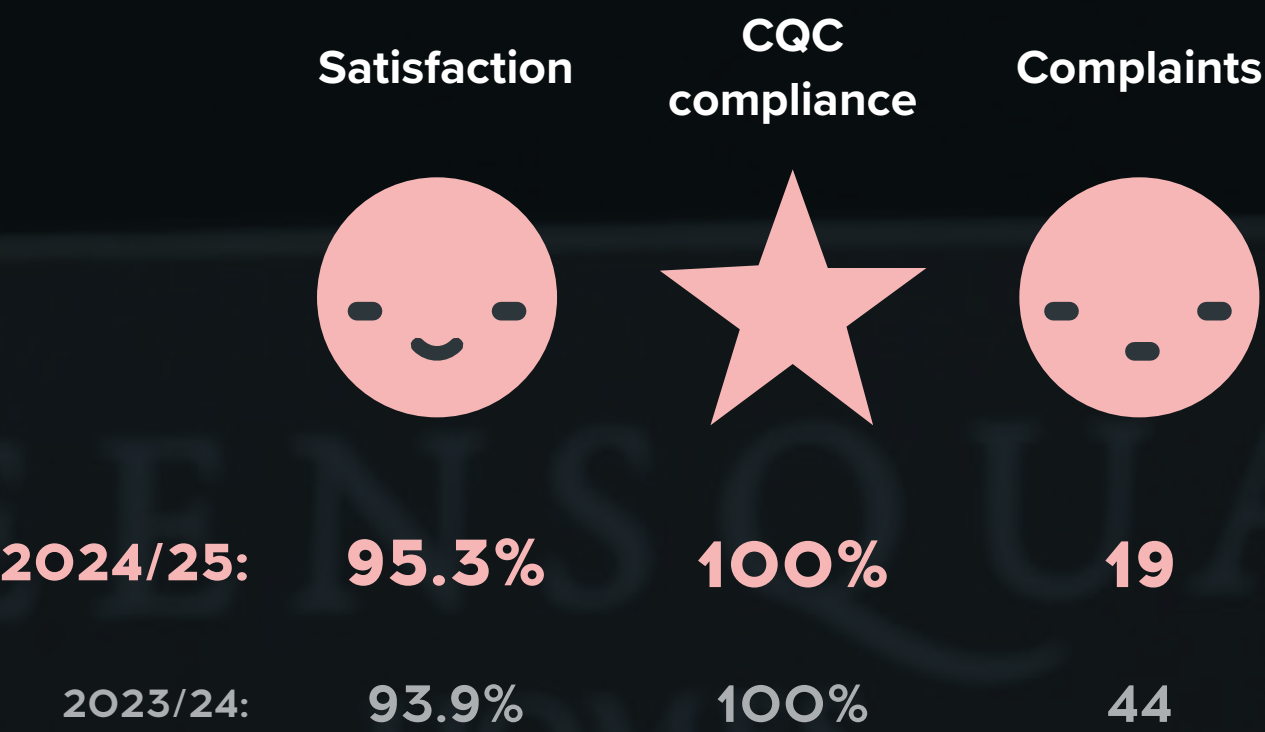


# Caring into the future

We supported thousands of people through our services in 2024/25, with customer satisfaction rising from 93.9% to 95.3%. We are proud to have maintained a Good rating from the CQC and Care Regulator, achieving 100% compliance for the second consecutive year.

Our customer satisfaction score remained strong at 95.3%, an improvement compared to 93.9% in 2023/24. We are especially proud that our highest scores related to people feeling they had been treated as an individual (97%) and with dignity and respect (97.8%), which has been the highest scoring area for the last nine consecutive years.

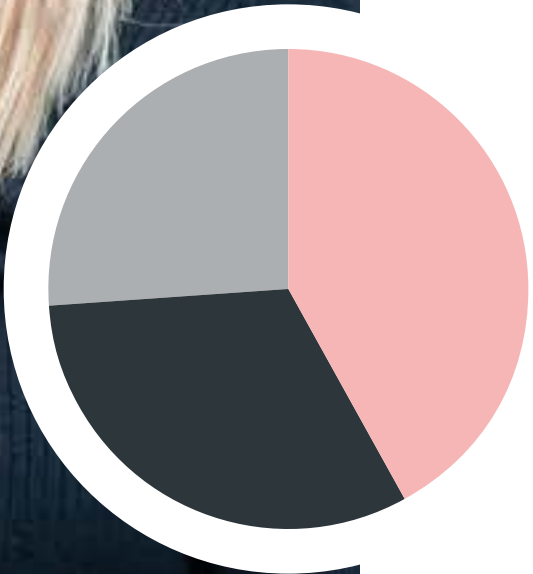
## In numbers:



## Learning from complaints

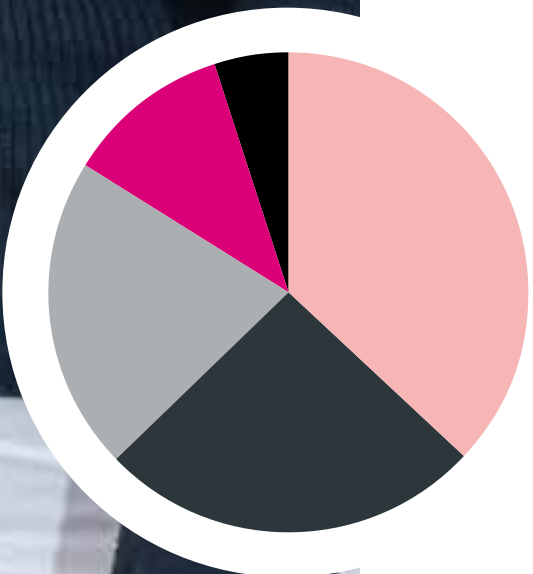
The decrease in care and support complaints reflects the reduction in our care and support services. This change also aligns with a shift in how we classify complaints, with landlord-related care and support issues now included in our landlord figures.

Here is a breakdown of the results of complaints within our care and support services and what they were about:



Partially upheld **42%**  
Upheld **32%**  
Not upheld **26%**

## Reasons for complaints:

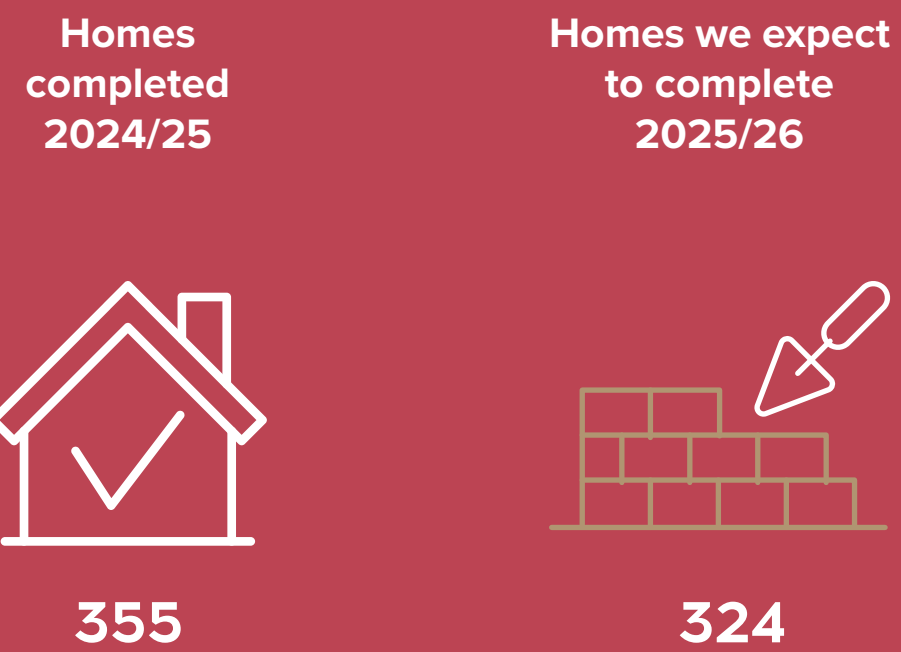


Quality of service **37%**  
Poor attitude/behaviour **26%**  
Poor communication **21%**  
Taking too long to respond **11%**  
Application of a policy **5%**



# Building new homes in your communities

The effects of the housing crisis are felt across our localities and providing new, affordable homes remains a central GSA commitment.



## A voice for change in our regions

We are passionate about our role in providing affordable homes in our localities and we are leading members of partnerships which work together to tackle the housing crisis and campaign for change.



### WMHAP (West Midlands Housing Partnership)

Shortly after the UK General Election, WMHAP held a parliamentary reception for new MP representing the West Midlands. The event enjoyed cross party support and was a great opportunity for WMHAP representatives to talk to MPs about how we can collectively make a real difference for local people in our communities, with those who represent them.



### Homes for the West Midlands

We formed the Homes for the West Midlands Limited Liability Partnership (LLP) alongside four other housing associations. Homes for the West Midlands LLP, launched by West Midlands Mayor Richard Parker, is now working with the West Midlands Combined Authority on ways to accelerate delivery of the region’s affordable housing ambitions by identifying new opportunities and sites for the construction of homes that are genuinely affordable for local people.



### Homes for the South West (H4SW)

We supported a H4SW reception for parliamentarians and other key stakeholders in the social housing sector. The reception was held in the House of Commons and organised by Homes for the South West; a group of 12 housing associations. The MPs, Peers and key stakeholders in attendance at the reception heard how members are working together to unlock more affordable housing across the region. Together the housing providers have provided 21,678 homes in the last five years and with the right support and policies in place H4SW partners could build a combined 32,712 additional homes in the next five years.

*Together the housing providers have provided 21,678 homes in the last five years*

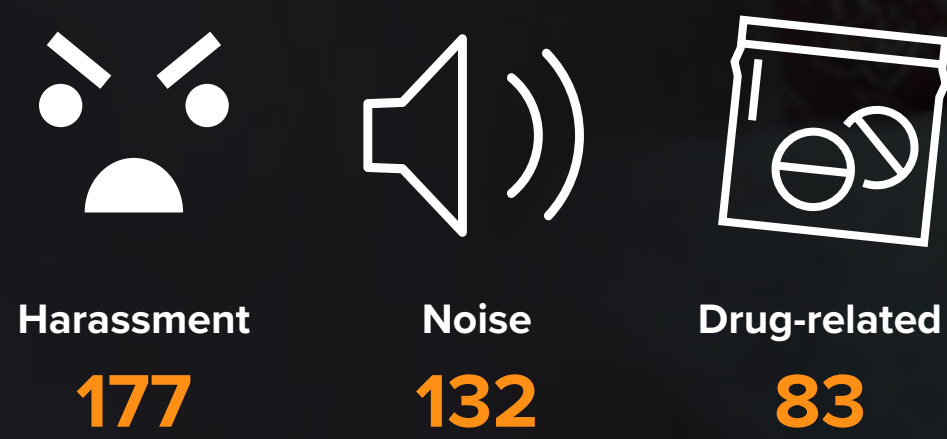


# Keeping your communities safe

Everyone deserves to feel safe and secure where they live, and working with our partners to keep our communities safe is a top priority for us.

We have a zero-tolerance approach to anti-social behaviour (ASB) and in 2024/25 we handled a total of 558 new cases. We use preventative measures, early intervention, partnership working, support and legal action to tackle ASB; our objective is to act quickly delivering a swift, proportionate and flexible response which is victim centred.

The most common cases we dealt with in 2024/25 were:



## Improving our approach

We now use the same system to handle cases across all localities. This has helped us to deal with enquiries and cases more effectively and consistently.

We updated our anti-social behaviour policy and procedure. This was reviewed and revised and has been rolled out across all localities. We have trained front-line housing staff on anti-social behaviour case management, reinforcing our early intervention approach to tackling issues.

Customers can now report instances of ASB more easily. In 2025, we introduced an app, that allows customers to record noise, pictures and moving images directly into our ASB case management system.

*We now use the same system to handle ASB cases across all localities.*



# Investing in our people to ensure we provide great services

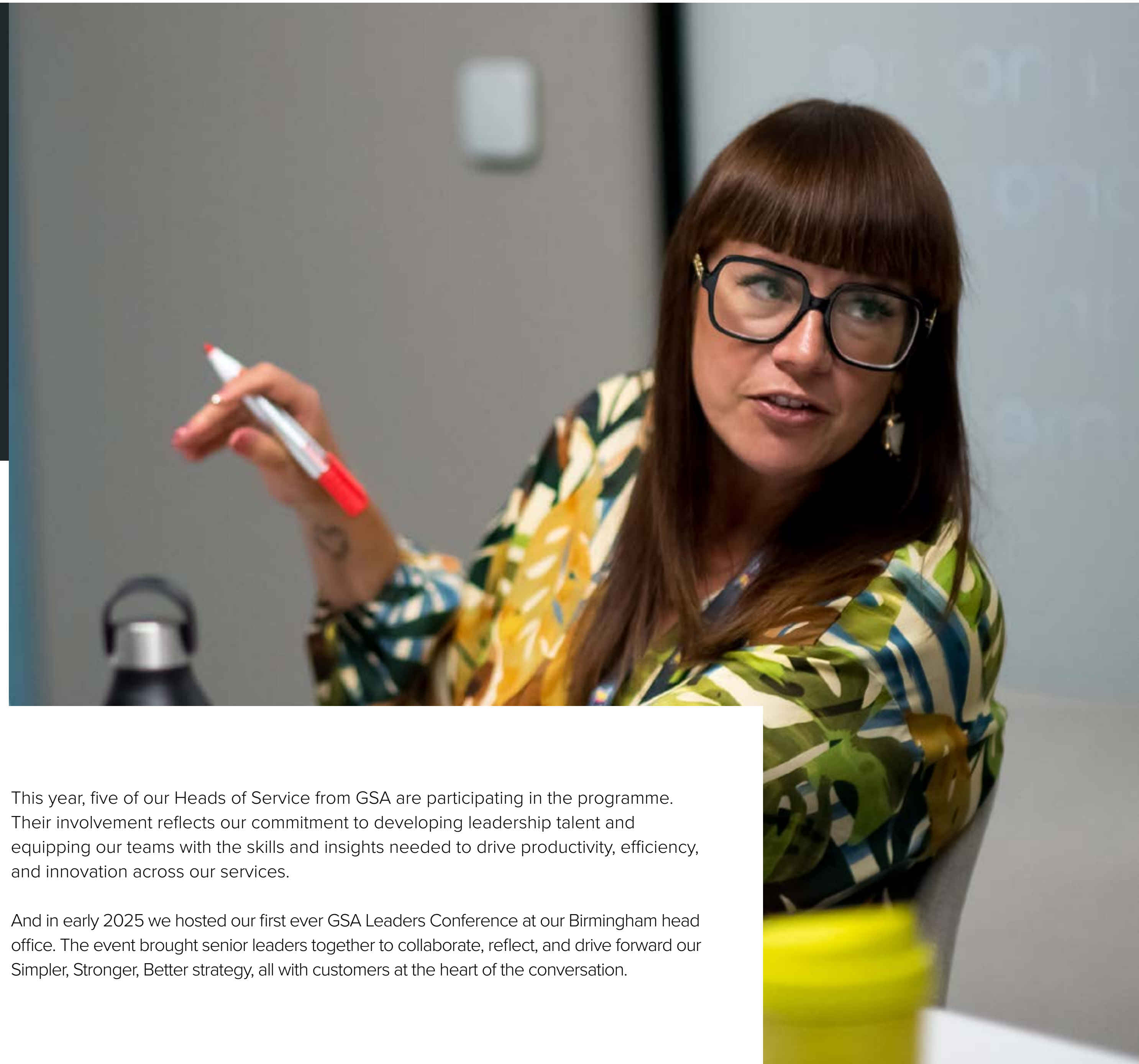
We recognise to deliver great services we need motivated, engaged colleagues In 2024/25 we made further changes to empower our colleagues to do the right thing for customers.



## Leaders who drive us forward

Recognising the crucial role of managers in our business, we developed our GSA Leadership Development Programme which every manager will complete. 224 leaders have now taken part in the programme.

Meanwhile, as the housing sector continues to navigate complex challenges, strong and forward-thinking leadership is more vital than ever. To help meet this need, we are proud to support the Vantage Future Leaders Programme; an initiative designed to enhance commercial insight and strategic thinking among professionals in the sector.



This year, five of our Heads of Service from GSA are participating in the programme. Their involvement reflects our commitment to developing leadership talent and equipping our teams with the skills and insights needed to drive productivity, efficiency, and innovation across our services.

And in early 2025 we hosted our first ever GSA Leaders Conference at our Birmingham head office. The event brought senior leaders together to collaborate, reflect, and drive forward our Simpler, Stronger, Better strategy, all with customers at the heart of the conversation.



## Creating collaborative spaces for our colleagues

Since we became GSA, we have consolidated our workspaces, making savings that we can invest into better workspaces for colleagues and better services for customers.

In October 2024 we opened the doors to our new head office in Birmingham.

Designed with our colleagues' needs at its heart, the new workspace reflects our ambition to create an environment that supports innovation, flexibility, and connection.

Since opening our head office we've welcomed hundreds of colleagues, and it has become a vibrant hub for teamwork, creativity and collaboration to enable us to provide better services for our customers.



## Recognising colleagues who go the extra mile for customers

We believe recognising colleagues for their work is hugely important to ensure we reward great examples of going the extra mile for our customers and living and breathing our culture and behaviours.

In 2024 we once again hosted our second Gold Star Awards (GSAs) for colleagues. This recognition scheme is a chance for colleagues to put forward a person or team they think has gone above and beyond. This helped us to see significant improvements in how colleagues perceive we recognise their work.

We received more than 250 nominations and saw our finalists recognised at an in-person ceremony. It was fantastic hearing about the dedication and hard work of GSA colleagues and the positive impact their work is having on our customers.







# A long-term journey to becoming a great landlord



Our 2023-28 business strategy sets 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.



## Progress check

Our Progress Check report gives an overview of our progress in year one: outlining everything we achieved in 2024/25 against our objectives.

It also explains what we'll be focusing on in year three. As we look to year three, we will continue to move forward with transformational projects we set in motion this year and start some new projects which will drive improvements in our homes and services – with an absolute focus on our customers.





Green  
Square  
Accord

WE THRIVE >  
AT HOME >