



# Year Two Progress Check







# Updating you on **our progress**

**This report gives an overview of our progress as we reach the end of year two of our Simpler, Stronger, Better strategy: outlining everything we have achieved from April 2023 to April 2025 and setting out our focus for year three.**

The four objectives we set and the projects which sit underneath them enable us to be clear about our priorities and structure our work, but our absolute focus is on making things better for our customers.

It is great to be able to reflect on the progress we have made against each of our objectives. During the last two years the changes we have made to simplify and strengthen our organisation have enabled us to focus our activity on our core social landlord services. Meanwhile we have continued to make improvements to the services customers have told us matter most to them and progressed major projects which set the groundwork for us to provide a great service more consistently. We've invested in our homes and built new much-needed homes in our communities, and we've continued to empower and invest in our colleagues, recognising that only with them can we make the changes our customers deserve.

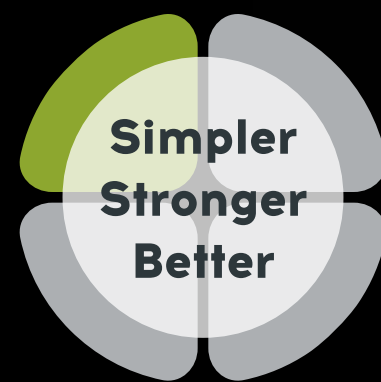
The work we have done in the first two years of Simpler, Stronger, Better has laid the foundations for us to ramp up our investment in our homes and services in year three. While we are where we wanted to be on our journey at this stage, we know we need to keep pushing and go much further to realise our ambition to become a great social landlord. As we look to year three, this is exactly what we will do.

Our commitment to our customers remains at the heart of our work. I hope you find this update useful.

**Ruth Cooke**  
Chief Executive Officer







# We will **simplify and strengthen** our business

## Why we're 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.

*Our work to simplify our funding arrangements and consolidate our debt has made us more resilient and able to thrive despite ongoing economic pressures. Together with the work we have done to improve the resilience of our care and support offer this has enabled us to focus our activity and investment where it will make most difference for our customers.*

## We are at Stage 2 of our journey:

### 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.

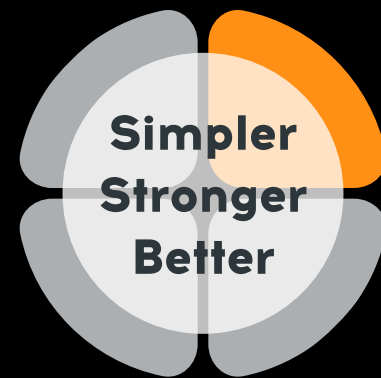
## So far we have:

- Strengthened our long-term financial position by consolidating our debt and reducing our borrowing costs.
- Delivered the first year of a strategic disposals programme – selling properties which are no longer sustainable and generating income to invest in improvements to our homes.
- Completed stage one of our service charge review to ensure our approach is fair and consistent for all customers.
- Delivered a plan to secure the financial resilience of our care and support service while maintaining quality – managing the transition of some of our services to new providers.
- Developed a data strategy which will see us drive significant improvements in how we gather, store and use data to inform our work.
- Regained our G1 status from the Regulator of Social Housing following an in-depth assessment.
- Made initial improvements to core systems and processes to enable us to work more efficiently.

## This year we will:

- Deliver year two of our strategic disposals programme – selling more properties where this is the sensible and sustainable choice to generate income to improve our homes and services for our customers.
- Complete the next phase of our service charge project – making more improvements to ensure our approach is fair and consistent and that we communicate more clearly with customers.
- Continue to make improvements to core systems and processes to enable us to work more efficiently.
- Continue to implement our data strategy to enhance the quality of data we hold so that we can drive service improvements.





# We will **improve** **our customer offer**

## Why we're 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.

*We have made significant improvements to the services which customers value most. Customers are more actively involved in our work and our Tenancy Sustainment, Neighbourhood and Community Impact Funds have made a tangible difference for customers in our communities. Initial improvements to our systems and data have set a foundation for us to work towards providing a great service more consistently.*

## We are at Stage 2 of our journey:

### 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.

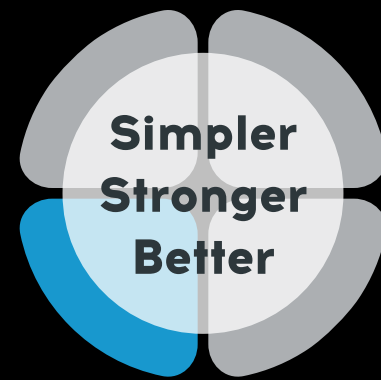
## So far we have:

- Acted on feedback to deliver improvements to the services we know matter most to customers – including reducing our repairs backlog significantly, improving response times, handing complaints more efficiently and completing more jobs right first time.
- Introduced a Tenancy Sustainment Fund to help our customers navigate the challenging financial climate, which has supported more than 500 customers with financial support totalling £400,000.
- Enhanced the role of our Customer Panel, involved customers more proactively in our work and hosted two batches of customer roadshows across our localities.
- Completed the first phase of our project to improve our housing management system and make initial improvements to our customer portal - moving to a single system which has set the foundation to make further improvements.
- Introduced a Community Impact Fund and supported 40 local groups and initiatives that benefit our customers to the tune of £40,000
- Progressed the first part of our customer data project to ensure the data we hold about customers is accurate, up-to-date and enables us to improve our services for our customers and make them more response to their needs.

## This year we will:

- Continue to improve our performance and services in line with the expectations of our customers.
- Make further improvements to our housing management system and customer portal to improve the quality and consistency of our services.
- Strengthen our customer offer through the creation of a customer-centric culture. Ensure we listen to our customers and empower our colleagues to act on their feedback.
- Continue to strengthen how we engage with and listen to our customers and ensure their views are at the heart of what we do.
- Undertake a review of our locality model to ensure we deliver more effective and consistent local services to customers.
- Improve the quality of data we hold about our customers to enable us to make intelligent improvements to our services in response to need.





# We will **invest in our existing and new homes**

## Why we're 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.

*We made further significant investments in our homes, including a programme of work to make our homes warmer and more energy efficient. Finding alternative solutions for homes which are not sustainable in the long-term has generated income which means we can ramp up our investment in year three. We are proud to have built hundreds of new homes in our communities. All this is helping to ensure the quality of homes we own and manage will meet the needs of customers now and into the future.*

## We are at Stage 2 of our journey:

### 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.

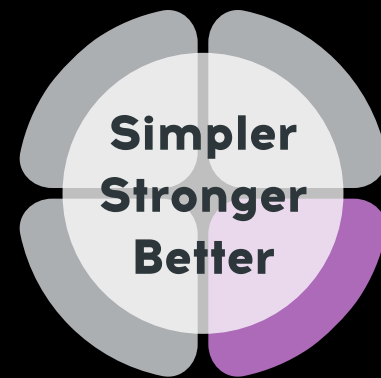
## So far we have:

- Used our stock condition data to develop a five-year capital investment programme and spent £116m in the first two years.
- Passed the halfway mark of a project to make our homes warmer and more energy efficient - bringing them up to a minimum EPC C through funding we secured from the Government.
- Carried out priority fire safety works in our properties and a fire safety campaign with customers in shared buildings.
- Significantly improved our performance on compliance and safety.
- Built 865 new high-quality homes in our communities.

## This year we will:

- Invest £93 million making improvements to our existing homes – a 50% increase on what we spent in 2024/25
- Move to the next phase of our project to make our homes warmer and more energy efficient and bring them up to a minimum EPC C.
- Build 400 new much-needed affordable homes in our communities.





# We will create a culture which empowers our people



## Why we're 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.

*The completion of our new head office represents a huge step forward for our colleagues and is fostering collaboration which sits at the heart of the improvements we are making for customers. In year three we will extend the principles of this into more of our workspaces. We'll continue to empower our colleagues to provide a great service for customers.*

## We are at Stage 2 of our journey:

### 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.

## So far we have:

- Completed our remuneration project to ensure all colleagues receive a competitive package. This includes introducing a bonus scheme and the ability to buy and sell annual leave.
- Trained 224 leaders through our Leadership Development Programme to support and invest in them and empower us to lead change.
- Progressed our project to improve and consolidate our workspaces for our colleagues – including opening a new state-of-the-art head office.
- Launched and improved our Gold Star Awards – an annual scheme to reward and recognise our colleagues.

## This year we will:

- Complete the roll-out of our Leadership Development Programme to all managers at GSA.
- Invest further in our training offer to ensure colleagues gain the knowledge and skills they need to do a great job.
- Continue to consolidate and improve our workspaces so that they meet the needs of our colleagues.

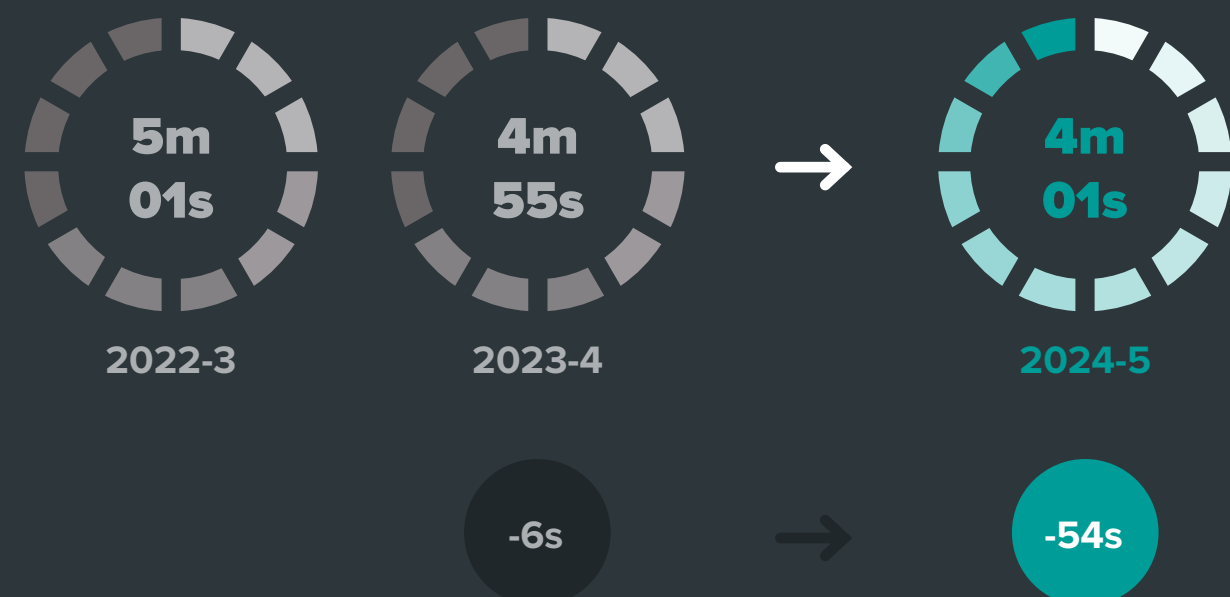


# How we're doing

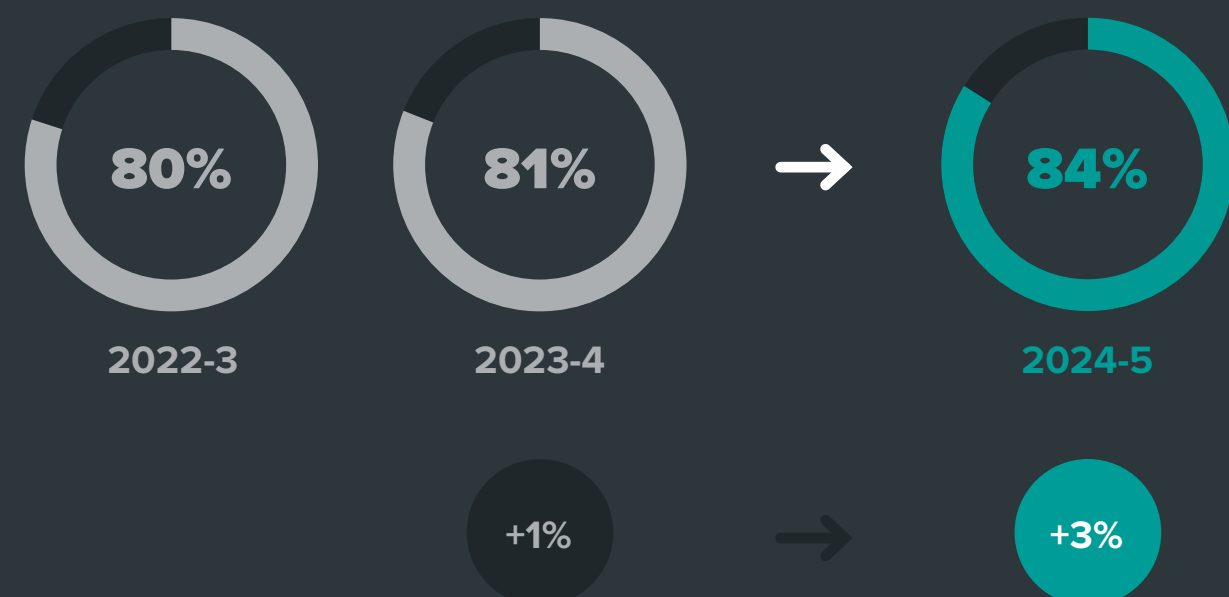
Tracking key performance indicators will help us to measure the success of our strategy. Here is what has happened to our core KPIs (1 April 2023 to 31 March 2025).



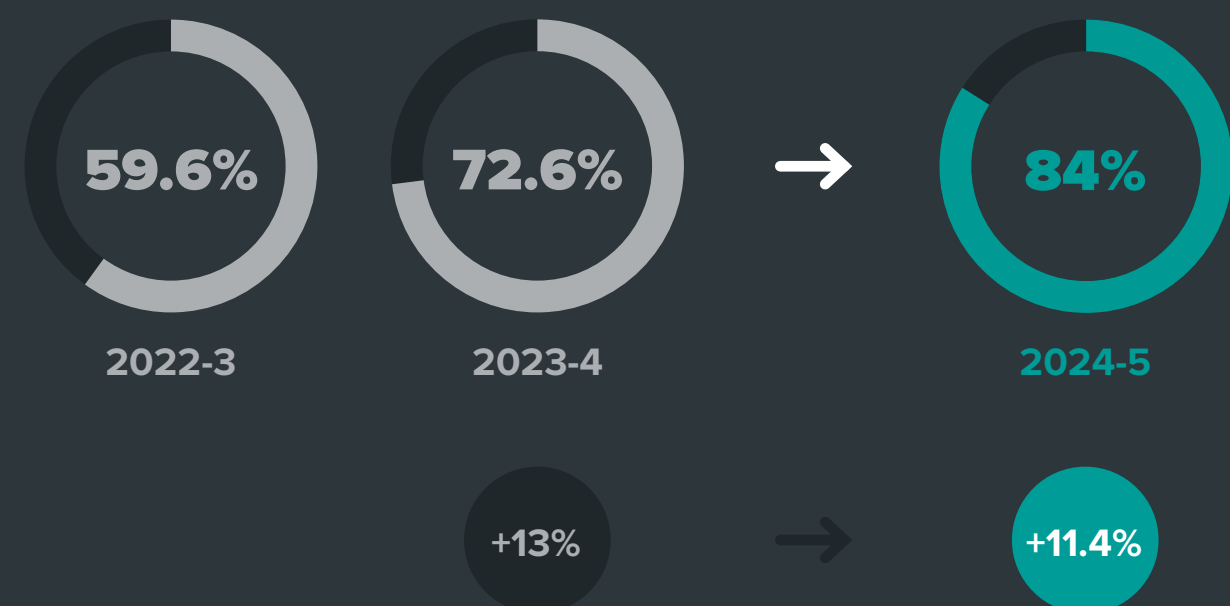
Average call waiting time



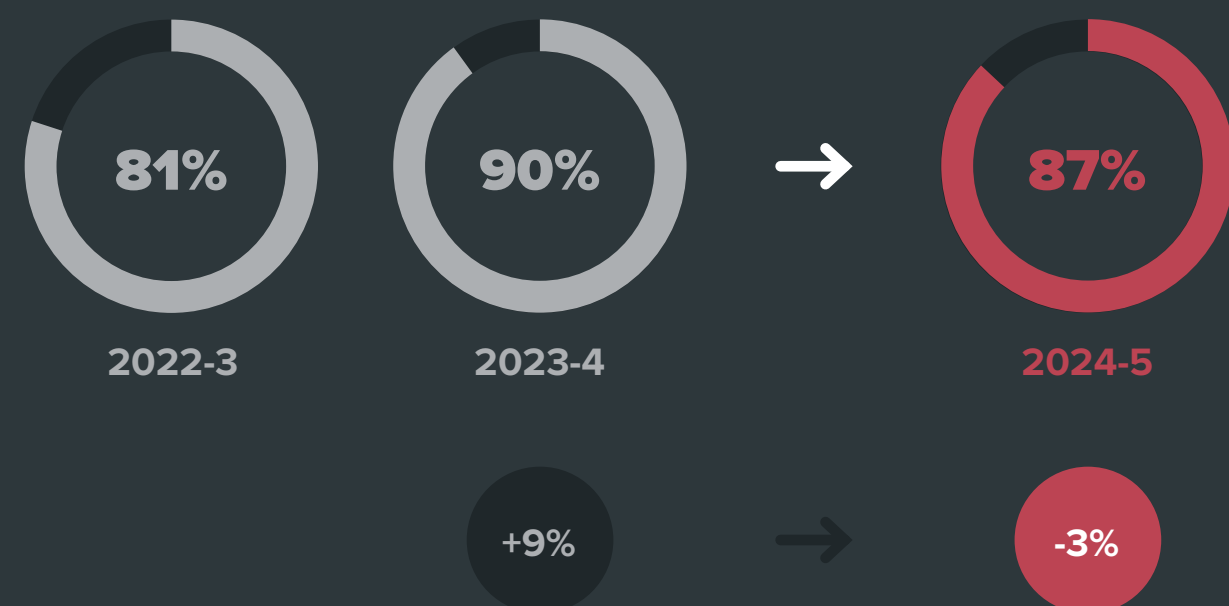
Customer satisfaction



Repairs completed within target



Repairs completed right first time



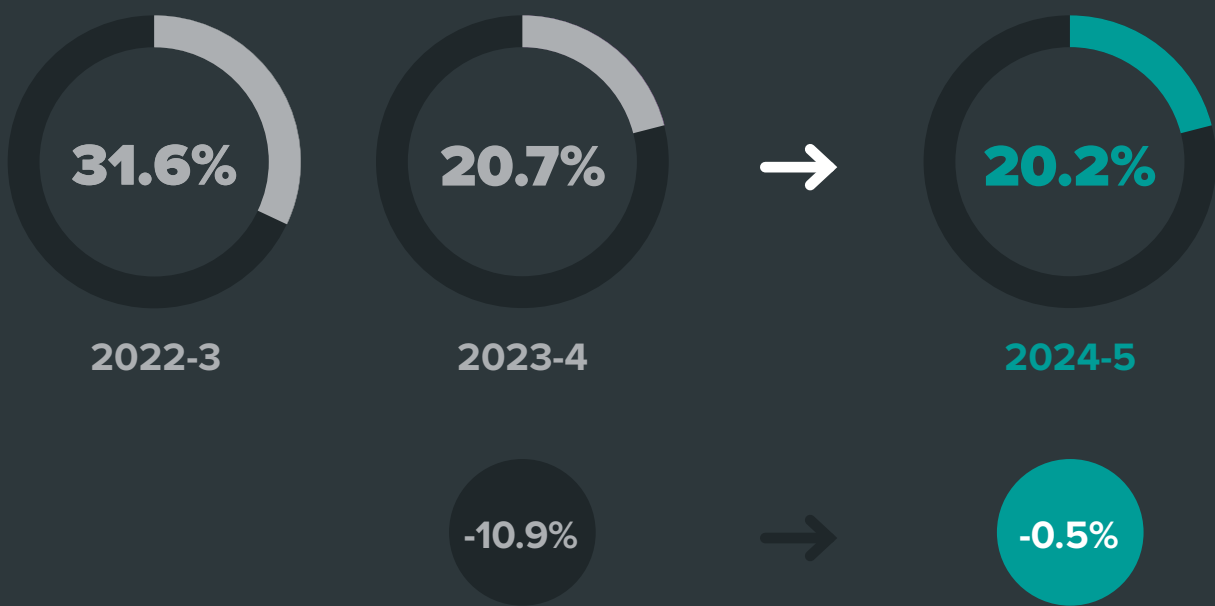


# How we're doing

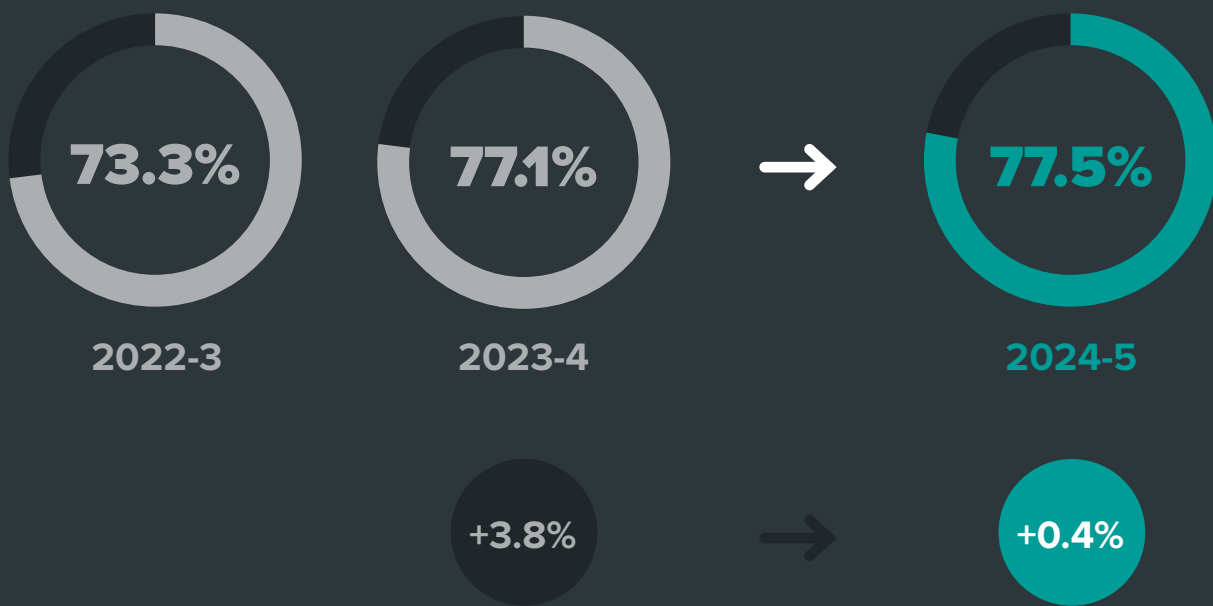
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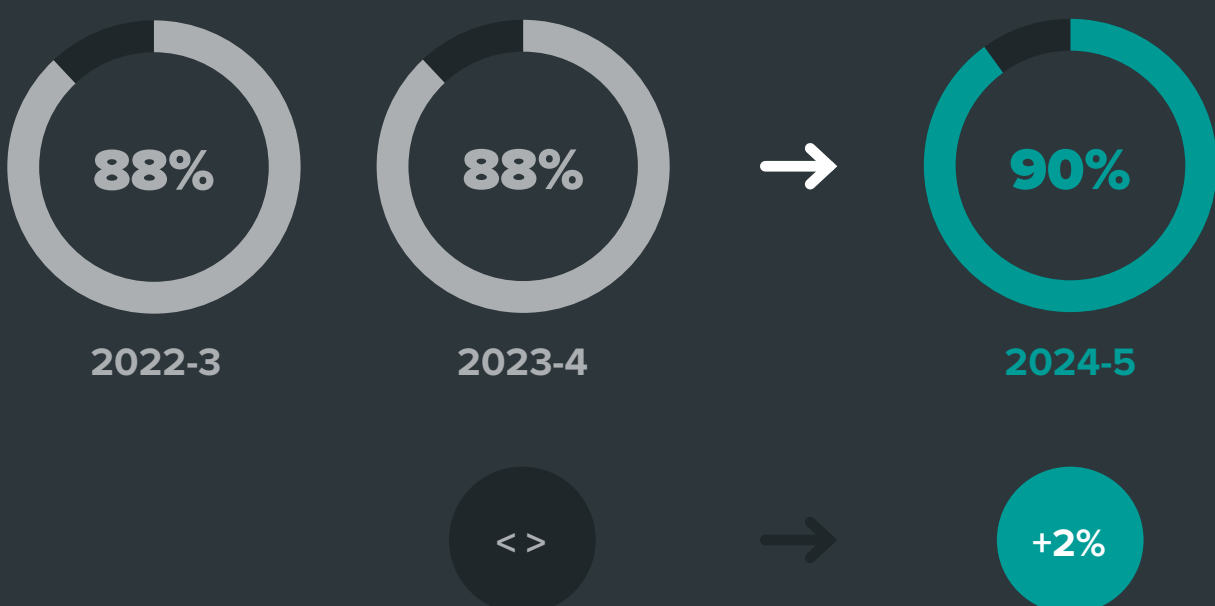
## Staff turnover



## Employee engagement survey results



## Customer satisfaction with repairs

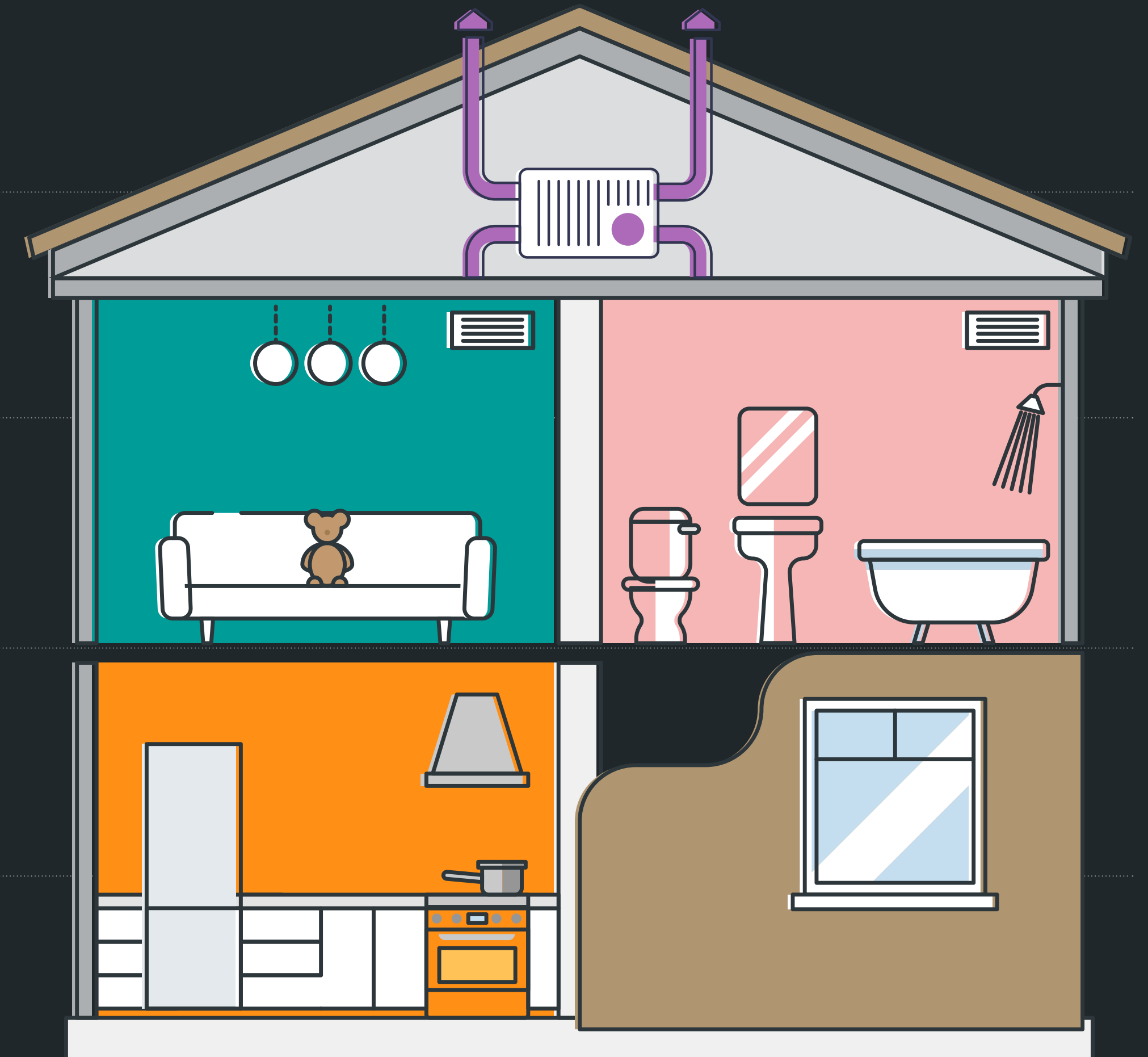
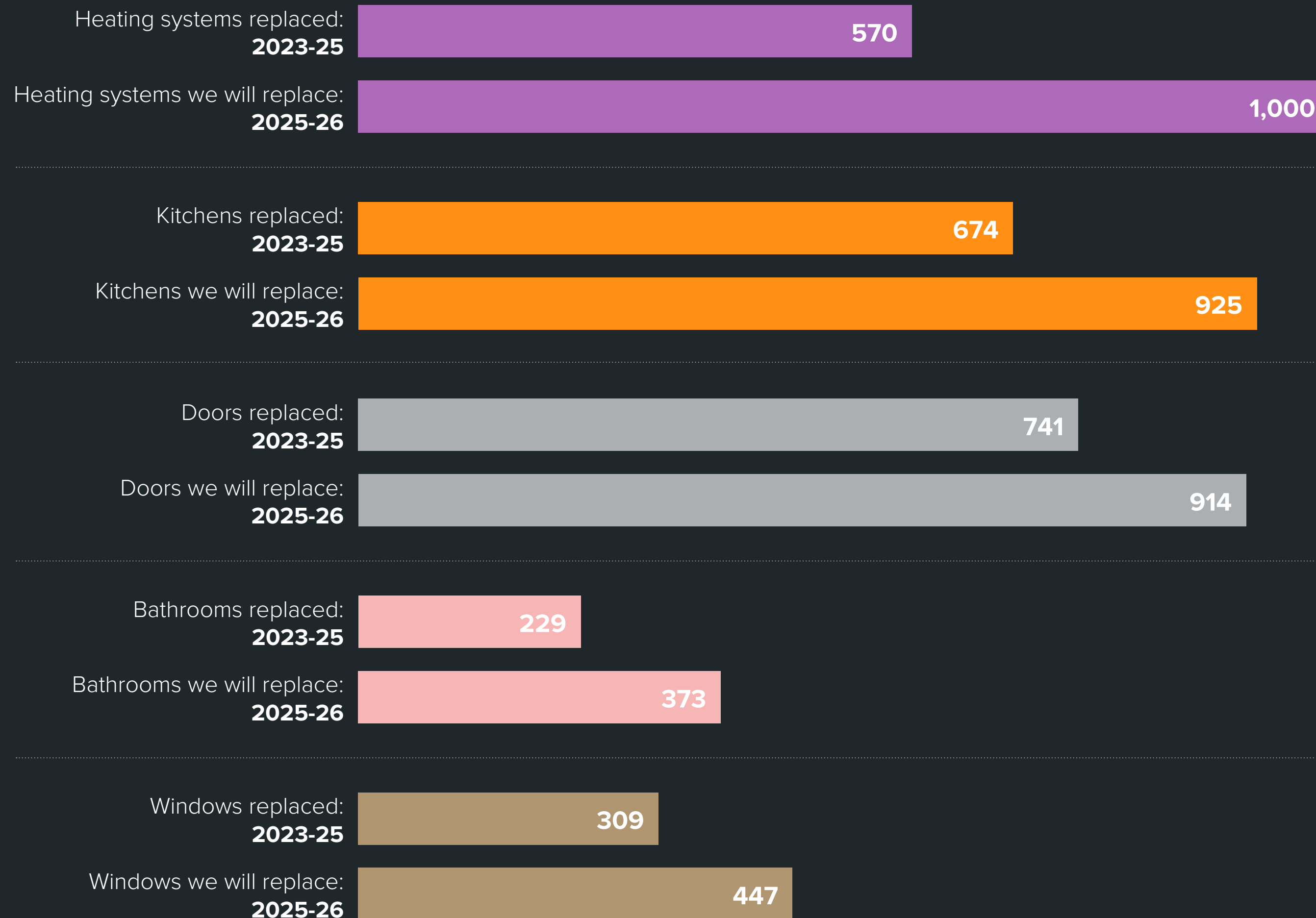


## Emergency repairs completed in target





# In **numbers**: Investing in our homes





# Keeping **track**

Here's how you can keep track of how we're performing outside of this annual progress report and get involved in our work.

On the **Performance Hub** on our website, where we post monthly updates.

In our **Customer Annual Report**, which we will publish in the summer.

In the **News** section of our website

Read about opportunities to get involved on our **Ways to Get Involved** page

