



Year One Progress Check





Updating you on **our progress**

In our Simpler, Stronger, Better strategy we set out four focused objectives to enable us to become a great social landlord, along with a series of workstreams and projects to realise our plans.

We believe it's important we track and publish our progress against our objectives. We also recognise that while our headline objectives will not change, the work we do under each of them, and the timing of that work is likely to evolve. That's why we have committed to publishing an annual progress report.

This report gives an overview of our progress in year one: outlining everything we have achieved from April 2023 to April 2024 under each objective. It also explains what we'll be focusing on in year two.

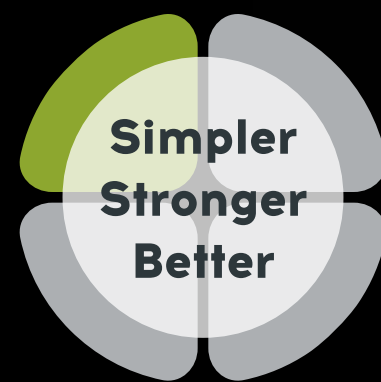
After a busy, challenging and exciting year I am delighted to be able to share this update and showcase the very real progress we have made against our objectives. While we recognise we are still in the early stages of our journey, it is clear we have made significant steps forward and driven real improvements to our services.

As we look to year two, 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.

At the heart of all of this is a commitment to our customers and we look forward to working with our customers to continue to drive positive change.

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.

We made significant progress against this objective in year one. Regaining our G1 status from the Regulator of Social Housing is a demonstration that we are moving in the right direction. We look forward to carrying this momentum through to year two and making further transformational changes to our systems.

We are at Stage 1 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.

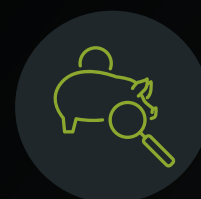
In year one we:



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.



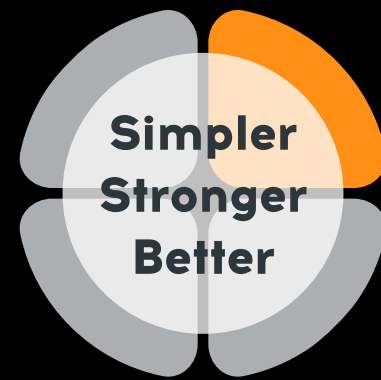
Delivered a plan to secure the financial resilience of our care and support service while maintaining quality – including managing the transition of some services to new providers.



Continued to simplify and consolidate our funding arrangements to make us more financially resilient.

In year two we will:

- Complete stage one of a service charge review to ensure our approach is fair and consistent for all customers and that we communicate about service charges effectively.
- Develop a strategy to drive significant improvements in how we gather, store and use data to inform our work.
- Make further changes to strengthen our long-term financial position - including reducing our debt and borrowing costs and developing a more strategic approach to disposals.



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're pleased to have made real progress in year one and driven significant improvements in the service areas we know matter most to customers, especially in repairs. Our year two projects will unlock further potential and realise long-term improvement across our services.

We are at Stage 1 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.

In year one we:



Delivered initial improvements to our services, focusing on the areas that matter most to customers – including reducing our repairs backlog significantly, improving response times and completing more jobs right first time.



Initiated a project to develop a single housing management system which will allow us to provide services in a more efficient and focused way.



Introduced a new Tenancy Sustainment Fund and Neighbourhood Fund to complement our existing work and provide customers with crucial financial support.



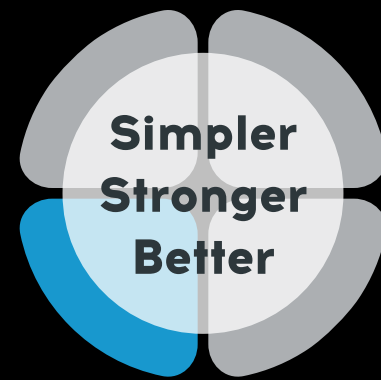
Enhanced the role of our Customer Panel, involved customers more proactively in our work and hosted customer roadshows across our localities.



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 further improve our service to customers.

In year two we will:

- Implement a single housing management system to allow us to more effectively manage the way we deliver services.
- Continue to streamline our processes to ensure we deliver a more efficient and consistent service to our customers.
- Improve the quality of data we hold about our customers to enable us to make intelligent improvements to customer experience.
- Continue to grow the role and influence of our Customer Panel, and broaden the range of opportunities for customers to get involved and influence our work.
- Undertake a review of our locality model to ensure we deliver more effective and consistent local services to customers.



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 finish year one of our strategy in an improved position. We have continued to deliver significant investment in our homes and developed a full programme of works which will enable us to invest in our homes in a much more strategic way. Even with the significant pressures facing the housing sector we have contributed hundreds of much-needed quality homes. We look forward to continuing to realise our ambitions in year two and beyond.

We are at Stage 1 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.

In year one we:



Used our stock condition data to develop a five-year capital investment programme and delivered year one of the plan.



Significantly improved our performance on compliance checks.



Carried out priority fire safety works in our properties and a fire safety communications campaign with customers in shared buildings.



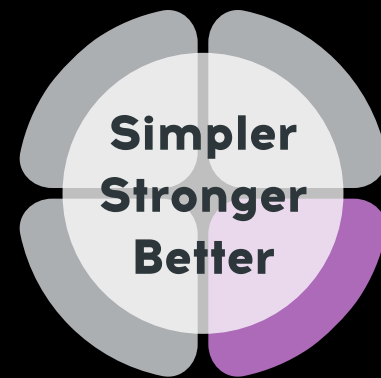
Completed the first stage of our project to make our homes warmer and more energy efficient - bringing them up to a minimum EPC C through funding we secured from the Government.



Built hundreds of new high-quality homes in our communities.

In year two we will:

- Continue the delivery of our capital investment programme.
- Complete the next phase of fire safety works on our properties.
- 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.
- Use our asset data to inform a programme of disposals for homes which are not sustainable for us to continue managing.
- Continue to build new, quality, affordable homes.
- Improve our focus and ownership of our Environmental, Social and Governance (ESG) targets and create clearly stated ambitions.



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.

We know that to deliver on our objectives we need great people and in year one we made significant progress in ensuring we empower our people to provide great services for our customers. Significant improvements in our employee engagement score demonstrate colleagues have felt the impact of our ongoing work to ensure we are an employer of choice. This wide-ranging work will continue into year two.

We are at Stage 1 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.

In year one we:



Completed the next phase of our remuneration project as we move towards ensuring all colleagues receive a competitive package. This includes introducing a bonus scheme and other new incentives and benefits.



Launched a new Leadership Development Programme to support and invest in our leaders and empower us to lead change.



Continued to consolidate our workspaces – closing spaces which are no longer fit for purpose and acquiring a new head office which will open in 2024.



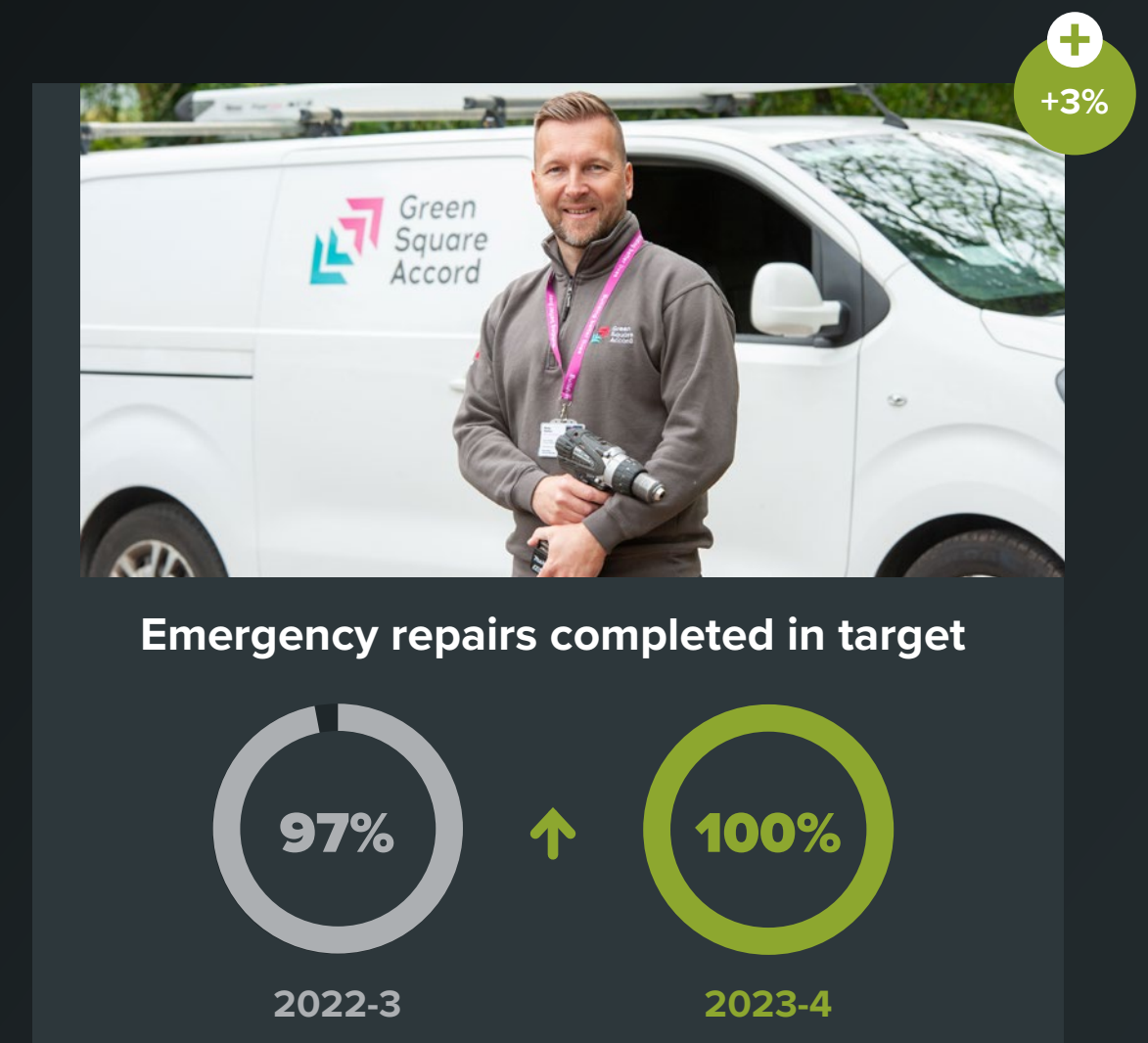
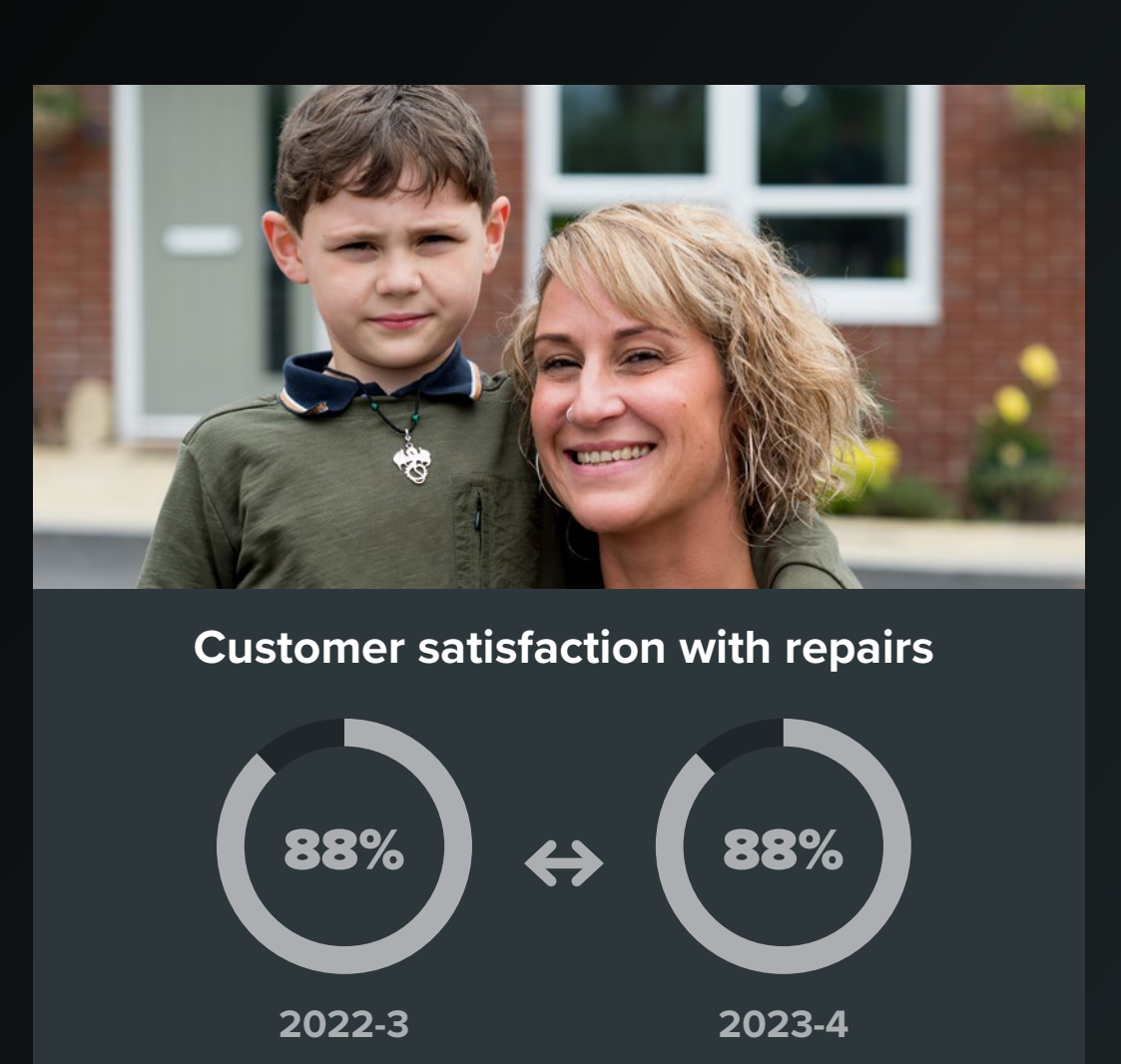
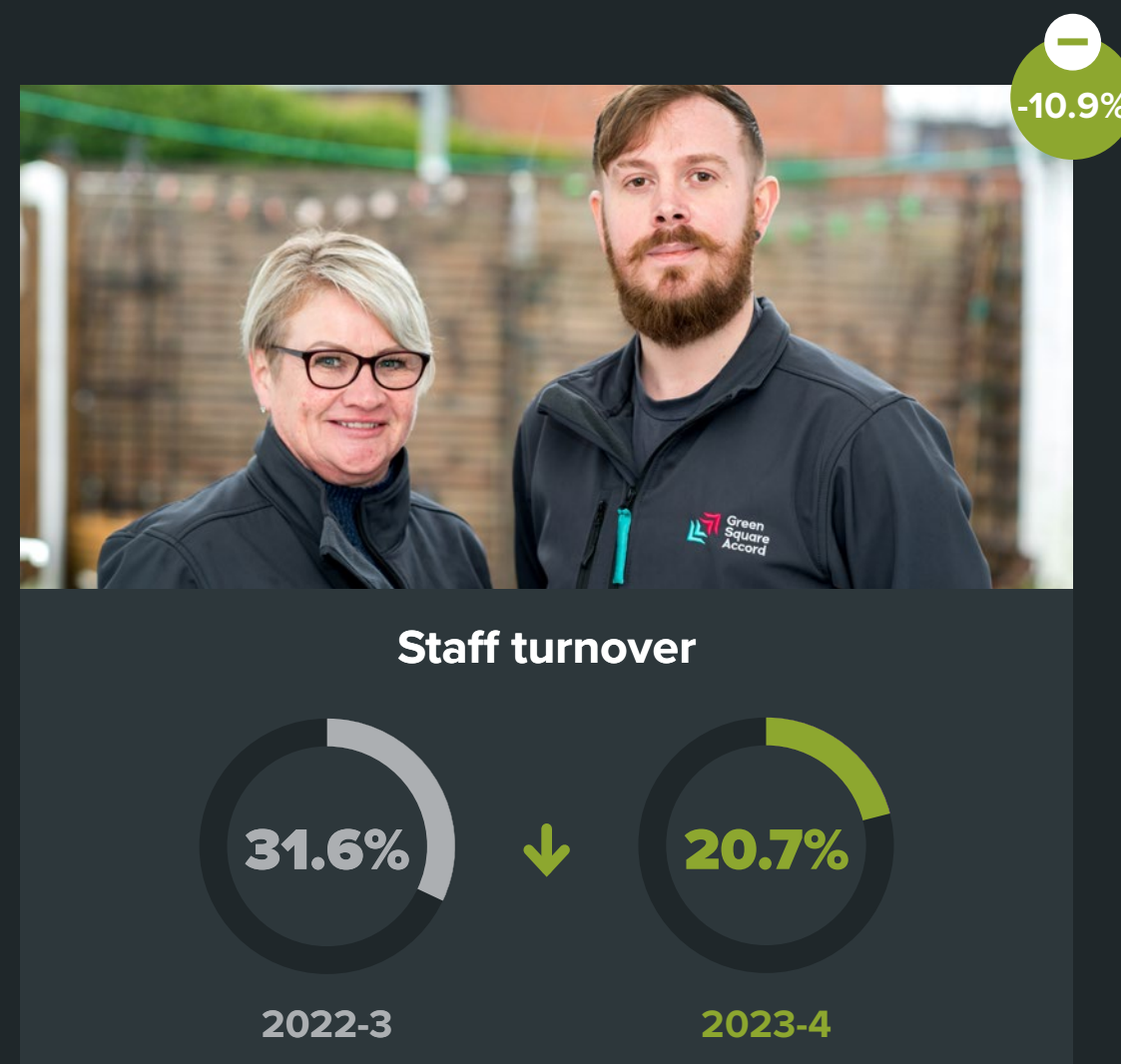
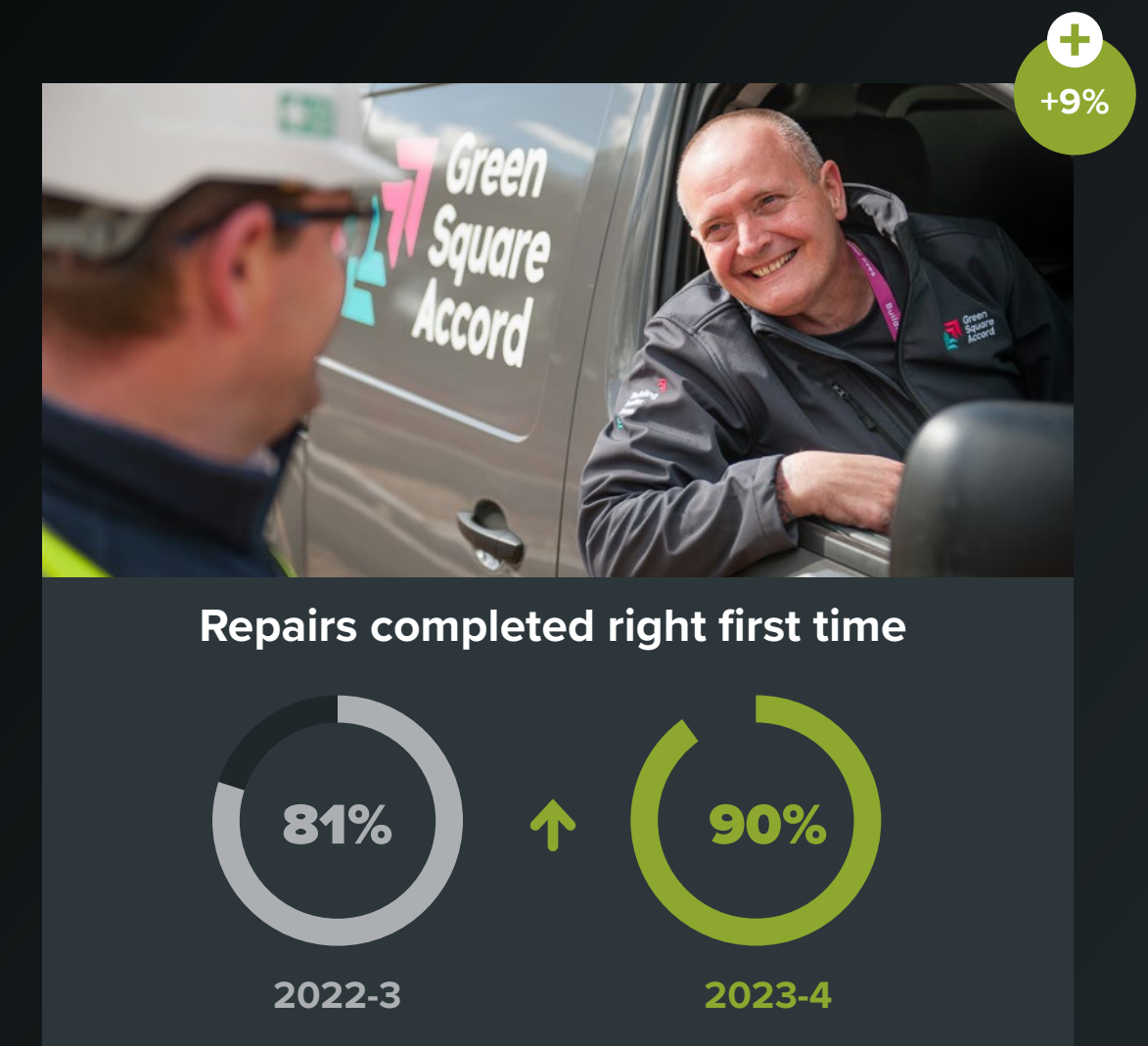
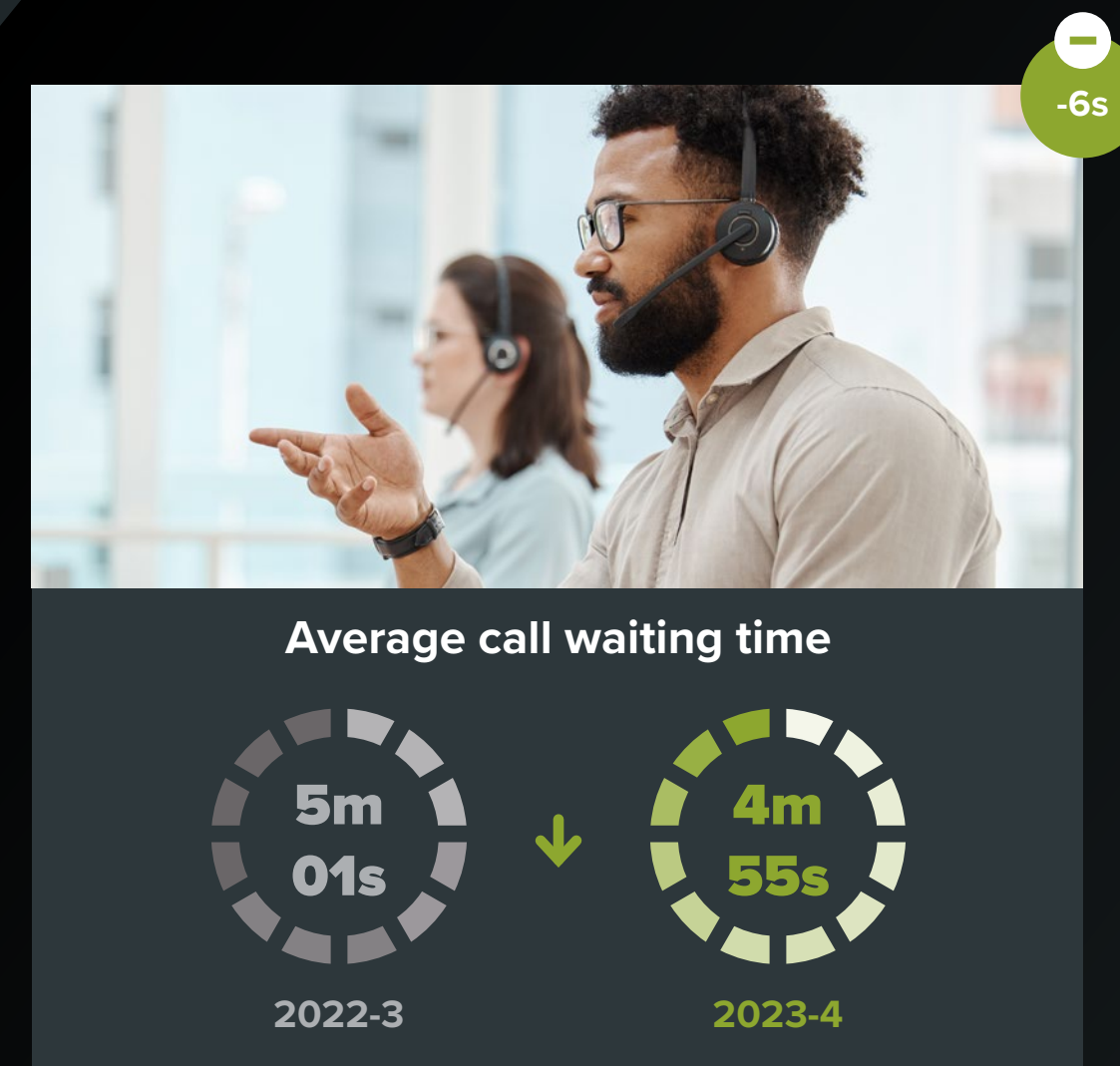
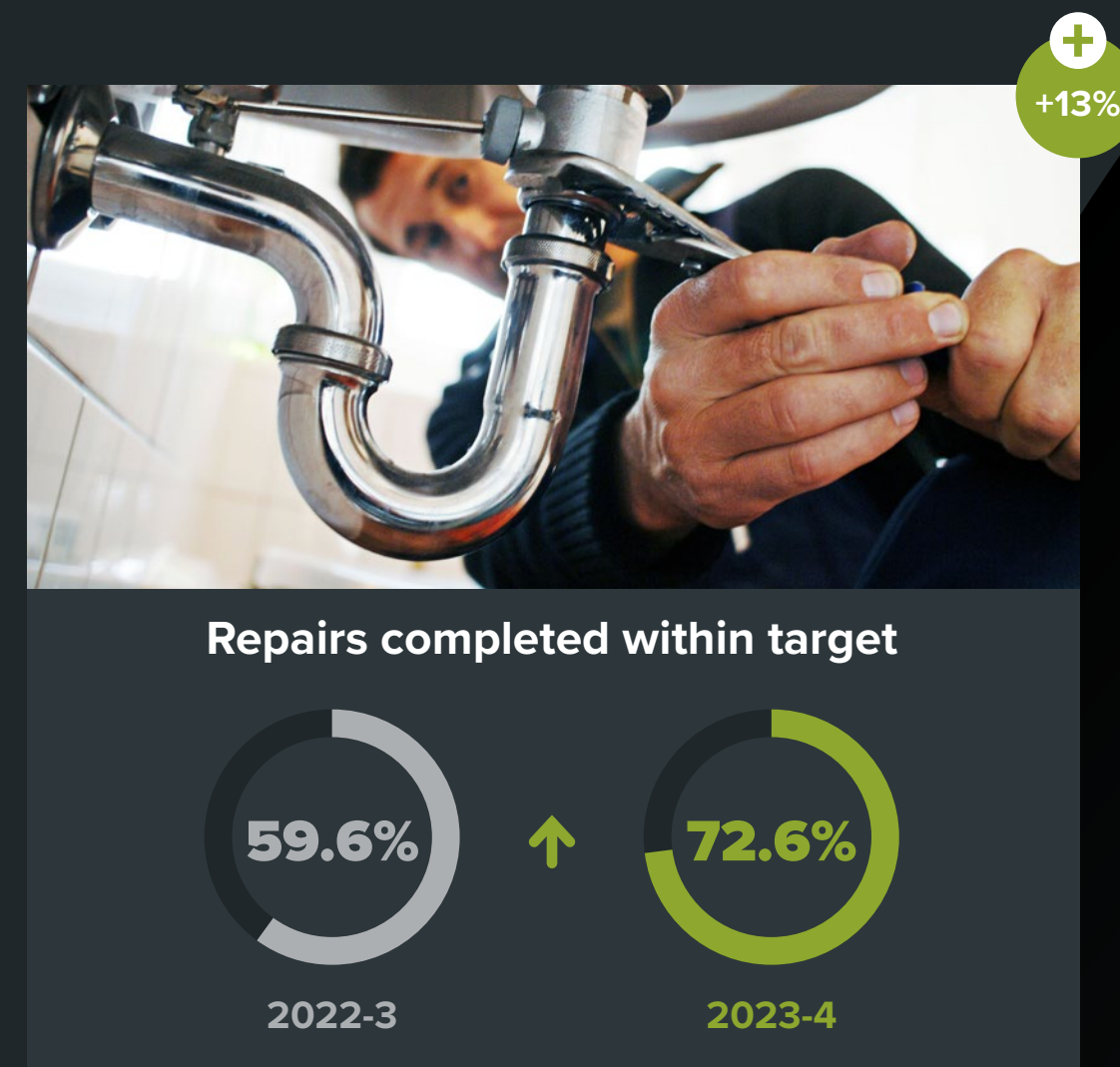
Launched our Gold Star Awards – a new scheme to reward and recognise our colleagues.

In year two we will:

- Continue with the next phase of our remuneration project.
- Roll out our Leadership Development Programme to all managers at GSA.
- Open our new head office and continue to consolidate our workspaces to meet the needs of our colleagues.
- Invest in our training to ensure colleagues gain the knowledge and skills they need to do a great job.

How we're **doing**

Tracking key performance indicators will help us to measure the success of our strategy. Here is what happened to our core KPIs in year one (1 April 2023 to 31 March 2024).



*The way we measure customer satisfaction has now changed. From 2024-25 we will measure customer satisfaction through the Tenant Satisfaction Measures.

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

