

Self-assessment – April 2026

Systems

Housing Ombudsman Service recommendation	Current assessment
<p>Implement advanced information management Landlords should ensure they know their residents as well as their homes and use this information to manage service delivery. This includes considering the information needed to support the core objectives of a high-quality, modern repairs and maintenance service. This may include allowing residents to track and reschedule appointments.</p>	<ul style="list-style-type: none"> ▪ We have moved to a single housing management system across the business. ▪ We have recently reviewed our core data fields relating to customer vulnerability and are in the process of planning the training and implementation of these. ▪ We have approved a business case to invest in our asset management system to improve how we manage our asset data, including storage of stock condition data. ▪ We have a Data Quality policy in place that sets out key principles. There is ongoing development of system-specific guidance on expected recording standards. ▪ This has been supported by the rollout of training on data quality and training for data stewards.

Data and Analytics

Housing Ombudsman Service recommendation	Current assessment
<p>Collect and analyse service-impacting data</p> <p>Gather qualitative and quantitative feedback to better analyse their repairs service and share with governance and MRC periodically.</p>	<ul style="list-style-type: none"> ▪ We collect a range of performance data relevant to the repairs service, and this is reported through our governance structure. This includes: <ul style="list-style-type: none"> - Performance against set targets - Compliance data - Customer satisfaction data ▪ Our quarterly complaints reporting is broken down by theme to ensure that any root-cause issues or hot spots for improvement are visible and trigger the necessary scrutiny and oversight. ▪ Data (quantitative and qualitative) is also shared with our Customer Panel and more widely on our website and through our social media channels.
<p>Leverage insights for service improvements</p> <p>Use insights gained from data analysis to drive meaningful changes that enhance the repairs and maintenance service for residents. This should help identify any underlying factors stopping a high-quality repairs service. This may include issues such as failure to gain access, repeated resident contact for reassurance, or exceeding reasonable repair timescales and appointment frequencies.</p>	<ul style="list-style-type: none"> ▪ A learning dashboard is in place to oversee learning from all complaints, including those relating to repairs and assets. ▪ Our complaints dashboard also allows us to monitor themes and identify root-cause issues. We use these to inform monthly meetings that are focused on how we can drive down complaints relating to repairs by addressing recurrent points of failure. ▪ We have an Evergreen reflective learning system in place to complete case reviews and cascade learning across the business. ▪ We issue quarterly learning logs comprising learning from both GSA and the wider sector, as published by Housing Ombudsman Service

	<ul style="list-style-type: none"> ▪ The Mobysoft system we use in the management of damp and mould can provide analytics. Alongside the use of AICO coders this will support a more data driven approach. ▪ We are also using our Your Home App as a further vehicle for GSA colleagues to report any concerns about property condition.
<p>Conduct learning exercises post-contract termination When a repairs or maintenance contract ends, conduct an in-depth learning exercise. Use the insights gained to improve future contract management practices or inform any re-procurement. This includes how the complaints team will support recovery of any repairs backlogs.</p>	<ul style="list-style-type: none"> ▪ Post-contract termination arrangements will form part of the development of a revised framework for Contract Management. ▪ Across GSA we are strengthening our approach to performance management through clearer allocation of contract manager allocation and accountabilities, ad through the provision of a consistent framework of processes and documentation.

Policies and procedures

Housing Ombudsman Service recommendation	Current assessment
<p>Collaborative policy review Involve residents in reviewing repairs and maintenance policies to ensure alignment with the recommendations in this report.</p>	<ul style="list-style-type: none"> ▪ All policy reviews relevant to the customer experience are consulted with through our Customer Panel, or representatives from relevant customer sub-groups or scrutiny panels. ▪ The property leadership team recognises that safe and well-maintained properties are at the heart of customer experience and regularly attend customer panels and roadshows to ensure the tenant voice is heard. ▪ Feedback from satisfaction surveys (transactional and perception) are also used to feed into reviews of policies and procedures. ▪ Customer feedback is also used to inform our letter content and communication approach.

<p>Develop and review a code of conduct Create and promote a Code of Conduct for all staff and contractors visiting residents' homes. Regularly review this code with resident involvement and consider any relevant national or sector guidance, especially by any future national resident body.</p>	<ul style="list-style-type: none"> ▪ We have a code of conduct in place that is aligned to National Federation of Housing good practice guidance. ▪ In line with the requirements of the RSH Conduct and Competence standards, we are currently working with customers to review this code of conduct and to explore ways that we can further validate that all colleagues are working within the expected standards of conduct and person-centred values-led service to customers.
<p>Involved procurement design Engage residents in designing the procurement criteria and process for selecting repairs and maintenance contractors.</p>	<ul style="list-style-type: none"> ▪ This forms part of the review of the current contract management framework with inclusion of how customers are involved in procurement and contract management arrangements.
<p>Establish a damage compensation procedure Implement a clear procedure to determine responsibility for replacing or compensating for damaged items.</p>	<ul style="list-style-type: none"> ▪ Our Remedies and Compensation policy and procedure have recently been updated and fully align with HOS guidance.
<p>Clarify repairs procedures Ensure repairs policies include:</p> <ul style="list-style-type: none"> • documented justification, adhering to legal obligations, including around hazards, for deferring responsive repairs in anticipation of planned works • a detailed schedule for complex works, including anticipated timelines, shared with residents before commencement 	<ul style="list-style-type: none"> ▪ All our policies follow a clear template to ensure that they cover the relevant legal framework and compliance criteria. ▪ Policies are subject to scheduled and responsive reviews, to take into account changes in legislation or changes to reflect customer feedback. A policy manager within the Governance team ensures that appropriate quality checks are undertaken and the required approval routes are followed. ▪ Expectations around customer communication, contact and assessing customer individual needs and vulnerabilities are further documented in related procedures and toolbox talks for operatives. ▪ Improvements in our communication and information with customers is an area of focus, and we recognise there are improvements we

	can make in keeping customers informed of schedules of works and anticipated timescales.
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Quality Assurance

Housing Ombudsman Service recommendation	Current assessment
<p>Implement robust quality assurance processes Develop comprehensive quality assurance processes to evaluate completed works, ensuring they meet established standards.</p>	<ul style="list-style-type: none"> ▪ We have local arrangements in place for post-works inspections to be checked and signed off by supervisors. This includes void works, complex works and works related to complaints or other higher risk repairs. ▪ Performance information on timescales for completion is included in our performance reporting and is reported through our governance structures. ▪ Qualitative feedback from customers is also fed into our reporting so we can assess any trends as to how we can improve the quality of both repairs and the service (communication; timeliness; operative approach etc). ▪ Within our planning team we have established a clear performance management framework to monitor the effectiveness of scheduling activity. This feeds directly into colleague supervision and performance monitoring arrangements. ▪ There is also a strong current focus on using insight from repairs-related complaints to feed into service-improvement activity.

Communication and relationships

Housing Ombudsman Service recommendation	Current assessment
<p>Communication strategies Review communication to ensure it is timely, transparent, tailored, and the tone is respectful of residents.</p>	<ul style="list-style-type: none"> ▪ Customer-centric provision is further reinforced through our Customer Strategy and related vulnerability strategy. ▪ We have training on meeting the needs of customers with vulnerabilities and this includes key messages from the Housing Ombudsman Service Spotlight Report on Attitudes, Rights and Responsibilities - Relationship of Equals. ▪ We have complaint quality aide memoires, which are in place to ensure due consideration is given to the customer's experience, ensuring an appropriate tone of empathy and respect, and providing appropriate remedies. ▪ We have used the HOS guidance on meaningful apologies to develop a training package that has been delivered to our complaint handling teams. ▪ Quarterly qualitative audits on complaint responses are completed by our quality and compliance team to assess that appropriate standards of respect and empathy are demonstrated. ▪ We have completed a review of our appointment letters following feedback from the customer panel and to ensure that letters are fully compliant with our legal obligations. ▪ In line with our customer and vulnerability strategies we will put in approaches to meet individual needs as required or as requested through our reasonable adjustment policy.

	<ul style="list-style-type: none"> ▪ Our Communications team are currently completing a wider review of customer communications across GSA.
<p>Publicise maintenance and improvement plans Regularly publish and update planned maintenance and major improvement programmes as they evolve</p>	<ul style="list-style-type: none"> ▪ We provide performance information and improvement activity on our website. ▪ As part of our Annual Complaints and Service Improvement report, and reporting on TSM outcomes, we are open and transparent about areas in which we need to do better. ▪ We have a working group in place to ensure we are prepared to meet the requirements of the Social Tenant Access to Information Requirement(STAIR). ▪ Our Communications Team have drafted a publication scheme in readiness for this going live in October 2026, with plans to respond to specific in scope information requests from April 2027. ▪ As part of this work, the information available on our website will be reviewed on an ongoing basis to ensure we meet customers' information needs and the expectations of the RSH transparency, influence and accountability standard.
<p>Address communication gaps Consider mandatory communication training for operatives or contractors and test effectiveness via feedback.</p>	<ul style="list-style-type: none"> ▪ Our work/revised policies and procedures on data quality, vulnerability and reasonable adjustments have been used to further enhance colleague knowledge and awareness with new systems of work. ▪ We have developed a bespoke training course on meeting the needs of customers with vulnerabilities and this includes key messages from the Housing Ombudsman Service Spotlight Report on Attitudes, Rights and Responsibilities - Relationship of Equals. ▪ Recording is one of the 3R's reiterated through our training-recognise, record and respond.

	<ul style="list-style-type: none"> ▪ In addition to this, as part of our wider Customer strategy, our delivery of front-line customer training may evolve further. ▪ Customer feedback is used to identify the effectiveness of how well colleagues are working in line with expected standards of communication. Our work on the Competence and Conduct standards will also strengthen how we validate and evidence compliance with professional standards.
<p>Facilitate feedback sharing Establish mechanisms for sharing feedback about performance outside the Key Performance Indicator (KPI) process. Include discussions on successes, emerging issues, and potential improvements.</p>	<ul style="list-style-type: none"> ▪ For colleagues we use a cascaded learning system through the learning dashboard and quarterly learning logs. These are supplemented by colleague webinars and news articles. ▪ For customers, we use our website (including the pages on the Annual Complaints and Service Improvement Report/ TSMs) and our Customer Annual report to identify trends and areas for improvement. These are also shared through our social media channels. ▪ We also engage regularly with the Customer Panel.
<p>Develop trust recovery plans When a repairs or maintenance contract is terminated, implement a recovery plan to rebuild trust among affected residents.</p>	<ul style="list-style-type: none"> ▪ We will look to use this approach should this circumstance arise.

Training

Housing Ombudsman Service recommendation	Current assessment
<p>Invest in operative training Commit to a cyclical training programme for operatives, ensuring they remain informed about evolving technologies. Encourage contractors to adopt similar training practices.</p>	<ul style="list-style-type: none">▪ We have a clear programme of operative training that is based on a combination of e-learning and toolbox talks.▪ Courses, including required refresher frequency, are allocated to each colleague and monitored for compliance.▪ We have employed a trainer in Digital Services to further support the effective use and implementation of digital solutions.