



Year Three Progress Check





Updating you on **our progress**

This report provides an overview of our progress as we reach the end of year three of our Simpler, Stronger, Better strategy. It highlights what we achieved during the last financial year and outlines our plans for 2026/27.

Our focus remains on improving services for our customers. To support this, we set four objectives to help us prioritise our work and stay focused on what matters most. These objectives continue to guide our improvement journey.

Like all housing associations, we are operating in a challenging economic environment. Last year was a particularly difficult year for GSA. We have been subject to increased regulatory oversight, and the Regulator has been clear that we must strengthen our financial controls and improve our financial resilience.

As a result, we have focused on what matters most. This means that in some areas we have not progressed as quickly as we originally intended, while in others we have had to change our plans.

Our commitment to customers remains at the heart of everything we do. As we move into year four, we will focus our efforts on the areas where we can make the biggest difference for customers.

We have continued to simplify and strengthen our organisation, with a clear focus on delivering our core social landlord services, and this work will continue.

We are pleased to see improvements in building safety and in how customers feel about our services, although we know there is still more to do.

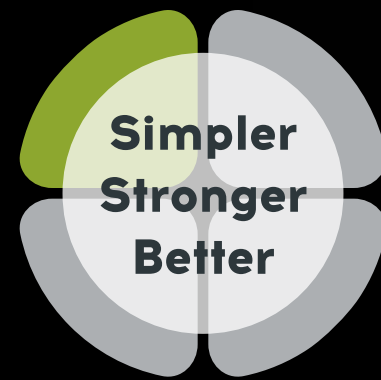
I hope you find this update useful.

Ruth Cooke
Chief Executive Officer

Read more

Refresh yourself on our long-term plans in our main Simpler, Stronger, Better strategy document [here](#).





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 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 take action to further build financial resilience. Our stronger financial position will enable us to invest further in our systems and drive improvements in our services.

STAGE 3

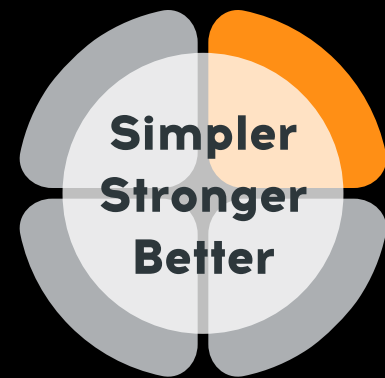
Our service offer will now be established enabling us to be a improved social landlord. We will be a fully-integrated organisation, our processes will be aligned, and we will make significant investments to develop our systems further.

Last year, we:

- Continued to review our service portfolio and implemented measures to strengthen resilience, including the exit from certain non-social housing operations, reducing financial risk and allowing us to focus on our core landlord business.
- Continued to use our disposals programme to identify properties that are no longer economically sustainable and use income from property sales to invest in improvements to our existing homes
- Used data sub groups to drive forward improvements in data quality, increasing automation and reducing reliance on manual data
- Made changes to our operational governance structures to focus on financial and operational performance and oversight of change management programmes.

This year we will:

- Review and simplify our projects to focus on the work that will make the biggest difference to customers, improve service quality and deliver value for money
- Focus on system improvements that improve the customer journey and make us more efficient and effective
- Continue to make improvements to our service charge process to improve clarity and transparency
- Continue to dispose of properties that are no longer economically sustainable, using money to invest in our social housing stock
- Use organisational changes to strengthen accountability, performance management, and service delivery.



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 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 improvements to how we handle service requests and complaints. We'll ensure colleagues remain focused on our commitment that 'our customer is everything'.

We will ensure we are open and transparent in the performance information that we share with customers.

STAGE 2

We will develop and implement a customer strategy that puts customers at the heart of service design and delivery. We will improve how we deliver services to customers, based on individual needs and preferences, enhancing our Customer Portal and improving how we collect and use customer data.

We ensure there are a menu of opportunities for customer engagement and scrutiny at levels to suit customer wishes.

STAGE 3

Our systems will be efficient and effective in ensuring customer queries can be resolved at first point of contact, with enhanced opportunities for self-service and automation. Customers will be involved in service planning and design, as well as delivery.

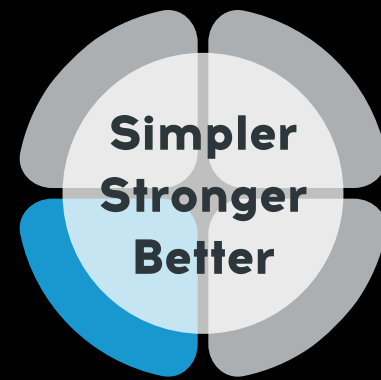
We will have delivered significant improvements to our services and ultimately improved customer satisfaction.

Last year, we:

- Made further improvements to the way we handle complaints, increasing ownership and accountability across the organisation
- Put our Customer and Vulnerability Strategies into action to keep customers at the centre of our decision-making and better tailor services to individual needs
- Increased our presence in local communities and improved how we identify and respond to concerns about property conditions and customer wellbeing
- Created more opportunities for customers to get involved and influence our services through increased engagement and scrutiny
- Continued to use our Tenancy Sustainment Fund to support customers who need it most
- Continued to use our Community Impact Fund to support the communities where we work

This year we will:

- Introduce improved contact centre processes so more enquiries are resolved the first time, customers get help more quickly, and fewer complaints arise
- Continue introducing our new telephone system, designed with customer input, giving customers more choice and flexibility in how they access our services
- Launch our new customer engagement portal and continue putting our Customer Engagement Strategy into practice
- Use customer feedback and insight to better understand different needs and make sure our services deliver fair outcomes for all customers
- Continue improving the information we provide and communicate in ways that are clear, effective and tailored to individual needs.



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 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

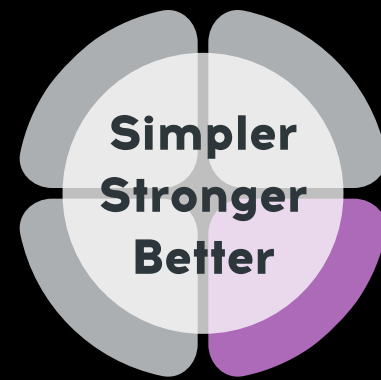
Our investment programme will continue, and we will look to ramp our delivery of new homes up further.

Last year, we:

- Delivered 121 new homes, increasing the supply of much-needed social and affordable housing across our communities.
- Continued to invest in existing homes, delivering £7.5m of kitchen and bathroom improvements, £1.7m in roof replacements, upgrades to 311 windows and 483 doors, and 948 new boilers across our housing stock.
- Significantly reduced overdue fire safety actions, strengthening compliance and helping to keep our customers safe.
- Transitioned from a 10-year EICR (electrical safety programme) to a 5-year programme
- Changed systems and processes to meet the requirements of Phase 1 of Awaab's Law
- Made changes to team structures to support improved delivery of our property services.

This year we will:

- Significantly reduce our back log of repairs
- Implement our new Property Strategy to help provide safe, sustainable homes
- Introduce a new asset management system to give us a better understanding of the condition of our homes and help us plan future investment more effectively
- Introduce new scheduling technology to help us work more efficiently, deliver repairs more quickly and increase the number of repairs fixed right first time
- Make sure we are ready to meet the requirements of Phase 2 of Awaab's Law, supported by clear performance reporting and oversight
- Strengthen how we manage and monitor contractors to improve service quality and customer experience.



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 are at Stage 2 of our journey:

STAGE 1

We will progress our work relating to reward and recognition, standardising terms and conditions as appropriate.

We will build colleague capability through a dedicated leadership development programme.

We will evolve our workspaces significantly, to create spaces for collaboration and innovation, reducing our office footprint to invest more in customer facing services.

STAGE 2

We will ensure clear identification and delivery of role-specific training, reflective of skills needed to deliver services to customers.

We will increase colleague engagement, collaboration and demonstrate our commitment to inclusive work environments.

STAGE 3

We will conclude our workspaces activity.

We will review our organisational design to ensure that it is effective and efficient to meet the needs of our customers.

We will focus on improving systems and processes, increasing automation and system-led solutions.

We will become an employer of choice.

Last year, we:

- Completed the next phase of our workspace programme, consolidating our office space and creating workplaces that better support colleagues, customers and the future direction of our organisation.
- Launched a new colleague rewards platform, bringing all colleague benefits together in one place and expanding the range of benefits available.
- Improved the identification and monitoring of role-specific training, helping to ensure colleagues maintain the knowledge, skills and competencies needed to perform their roles effectively.
- Implemented a new engagement platform, allowing us to more quickly analyse and act on colleague feedback.

This year we will:

- Streamline organisational structures to work more efficiently and effectively, and to deliver better services for customers
- Embed the Competence and Conduct Standard across the organisation, ensuring colleagues have the qualifications, knowledge and behaviours needed to deliver safe, high-quality services
- Give colleagues better tools, systems and information so they can make decisions more quickly and provide a better service
- Give colleagues more authority to resolve customer issues quickly and effectively
- Continue delivering our workspace programme, creating environments that support teamwork and help us deliver better outcomes for customers
- Strengthen colleague skills and development through improved induction, training and performance management.

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.

Performance Hub

On the [Performance Hub](#) on our website, where we post monthly updates.

Customer Annual Report

In our [Customer Annual Report](#), which we will publish in the summer.

GSA News

In the [News](#) section of our website

Get Involved

Read about opportunities to get involved on our [Ways to Get Involved](#) page

