PERFORMANCE LEADERSHIP STRATEGY
Effective 19 May 2026

1.0 CONTEXT

1.1 GWHA operates in a highly regulated environment where compliance with the SHR's[1] regulatory framework underpins governance. Performance leadership is influenced by the Scottish Social Housing Charter (SSHC), which sets out the outcomes and standards social landlords are expected to achieve for tenants and service users, and against which performance is reported annually through the ARC[2]. Strong performance leadership is essential to ensure high quality housing services, protect financial sustainability, and continuously improve the tenant experience while maintaining regulatory compliance. The SHR's role in safeguarding and protecting the interests of tenant's places increasing expectations on landlords, at a time when tenant expectations around quality, responsiveness, and communication are also rising. This creates a clear need for a proactive and structured approach to continuous performance improvement.

1.2 Sector benchmarking has historically underpinned this approach, enabling GWHA to identify improvement opportunities through comparison with peer organisations. The former Quality and Efficiency Forum (QEF) highlighted several areas where GWHA had the potential to move into the top quartile for service delivery, supported by its value for money scorecard and comparative analysis.

Although the QEF has now been disbanded, the 2024/25 dataset provides a valuable baseline and launch point for this strategy. To address the resulting gap, GWHA will explore alternative benchmarking opportunities in 2026/27, including potential membership of Scottish Housing Network (SHN), while maximising insight from existing affiliations such as Glasgow and West of Scotland Forum of Housing Associations (GWSF) and Housemark. Once benchmarking had identified areas requiring improvement, workshops were held with relevant teams and staff to explore what is working well, where improvements are needed, identify barriers, and agree operational actions to improve performance.

It is important to note that benchmarking data for 2025/26 will not be available until August 2026. As a result, while GWHA has 2025/26 year-end figures, the benchmarking data currently available relates to 2024/25.

1.3 Two initiatives were identified through the performance leadership workshops: the exploration of AI and automation, and the improved rollout and full utilisation of the Homemaster housing management system. To avoid duplication, these initiatives are not included within the performance indicator sections. These are organisation-wide, longer-term ambitions that will act as key enablers of performance improvement. While work will commence within the lifetime of this strategy, activity will continue into the next corporate cycle, reflecting the scale and complexity of delivery.

In an increasingly constrained operating environment, AI and automation present an opportunity to reduce administrative burden and optimise staff capacity, supporting performance improvement across all indicators and contributing to wider objectives around operational excellence, tenant satisfaction, and service innovation. In parallel, Homemaster was implemented during the COVID-19 pandemic, when large-scale home working limited the effectiveness of the initial rollout. As a result, the system is not yet used to its full potential. From 2026/27 onwards, a renewed focus on strengthening system utilisation will support more efficient, data-led service delivery. Rather than being presented as discrete initiatives, these areas are positioned as ongoing organisational ambitions with cross-cutting benefits.

1.4 This Performance Leadership Strategy sits within the corporate driver of Optimum Performance and supports the priorities set out in GWHA's Corporate Plan for Investment, Repairs Service and Customer Service. It runs through to April 2028, aligning with the current corporate cycle, and represents a soft launch ahead of a more comprehensive performance leadership framework for 2028–2033, which will align fully with the next corporate plan.

2.0 PERFORMANCE LEADERSHIP VS PERFORMANCE OPTIMISATION

2.1 Benchmarking is used as a key tool to understand GWHA's performance position, helping to identify whether performance is broadly in line with the wider sector or where it is falling below expected levels. This approach

[1] Scottish Housing Regulator
[2] Annual Return on the Charter

is particularly valuable across ARC indicators, where many housing organisations submit regulatory returns to benchmarking bodies such as Housemark and the Scottish Housing Network. The SHR also publishes annual sector averages for RSLs[3] only, and for all landlords (including local authorities) each August. This means that ARC data is available to download and can be used to measure performance. However, in some service areas, benchmarking is a less effective measure due to differences in stock type, size, structure and operating context, which can limit the relevance of direct comparison. In these circumstances, the focus shifts to performance optimisation, considering what can be done to achieve the best possible performance within a context that differs from other organisations. Where this approach applies, the strategy will place greater emphasis on performance optimisation, and this will be clearly identified.

3.0 STRATEGY STATEMENT

3.1 To improve performance across key service areas where outcomes fall below sector averages, while recognising and targeting the optimum performance position for GWHA in the context of stock profile, rent setting, and available resources.

3.2 GWHA's Performance Leadership Strategy is designed to support the development and delivery of high-quality services and enhance tenant satisfaction by prioritising efficiency, compliance, and continuous improvement. It underpins the corporate vision: "Homes are our purpose; service and sustainability our priority."

4.0 KEY AREAS FOR PERFORMANCE LEADERSHIP

4.1 SERVICE SATISFACTION

4.1.1 Aim

To establish a clear and consistent framework for improving service satisfaction across the Scottish Social Housing Charter indicators, embedding a culture of continuous improvement where tenant feedback is systematically used to strengthen service delivery, inform decision-making, and deepen understanding of the tenant experience.

4.1.2 Context

Service satisfaction is a key indicator used by RSLs to understand tenants' experience of services. While GWHA's quarterly surveys include the standard Charter questions prescribed by the SHR, there remains scope to extend the depth and quality of insight gathered through the addition of more targeted follow-up and structured engagement.

Performance for satisfaction with the repairs service continues to be influenced by the legacy position following the breakdown of the relationship with the previous repair's contractor. This period was characterised by inconsistent service delivery, reduced customer satisfaction, and a disproportionately high level of repairs-related complaints, which placed sustained pressure on service delivery and shaped tenant perceptions. Although operational performance has improved materially since that time, satisfaction levels have not always reflected these improvements consistently. This indicates a disconnect between service stabilisation and how tenant experience is captured and understood. Addressing this gap is a key focus for performance leadership, with plans to strengthen survey design and improve the quality and depth of insight so that satisfaction reporting more accurately reflects current service delivery and supports targeted improvement.

For the repairs service, satisfaction data is also currently dependent on tenants accurately recalling whether repairs were completed within the previous 12 months, which can impact data reliability. In this context, strengthening the consistency, focus, and quality of service satisfaction insight is a key enabler of effective performance leadership and improved tenant outcomes.

Historically, limitations in survey design meant that, while levels of dissatisfaction could be identified, the underlying causes were not always well understood. Follow-up insight has often relied on tenants consenting to further contact, which does not consistently occur. Where follow-up engagement has taken place, discussions have frequently focused on repairs and home quality, meaning communication and participation

[3] Registered Social Landlords

indicators have received less attention. This has limited the breadth and balance of insight available to inform service improvement and remains a priority area for development.
It is also recognised that satisfaction indicators have inherent limitations in fully reflecting tenant experience across some service areas. In relation to home quality, compliance with technical standards does not always translate into higher satisfaction levels, as tenant perceptions and lived experience can differ from regulatory benchmarks. While tenant feedback is important, investment decisions must balance customer experience with safety requirements, regulatory compliance, long-term asset management priorities, available financial resources, and, where appropriate, engagement with mixed-tenure private owners, recognised as key stakeholders and potential enablers or barriers to investment. This is reflected in the recently approved 2026 Stonework Strategy and the dual pathway approach to optimise safety and compliance within existing delegated authorities.

In relation to satisfaction with quality of home, feedback can relate to energy efficiency, including the desire for lower energy usage costs or improved insulation. The current Energy Efficiency Strategy recognises that there is an evolving legislative and political landscape, closely linked to geopolitical instability and the cost of energy. Energy Performance Certificate ratings are reflective of the pre-1919 tenement stock profile, with high ceilings and construction never designed to be highly insulated. Anticipated 2026/27 legislative guidance will help inform future investment decisions, with the decarbonisation agenda likely to result in higher utility costs for service users. This measure of assessment neatly captures and illustrates circumstances where GWHA is unlikely to become a performance leader in comparison to peer RSLs with a stock profile more suited to wall insulation or transition to heat pump technologies. Performance optimisation in this respect is likely to feature more prominently beyond 2028.

Neighbourhood satisfaction figures can similarly be influenced by factors outside GWHA’s direct control, particularly in mixed-tenure blocks or where dissatisfaction relates to services delivered by external partners, including the local authority. That said, the re-procurement through 2025/26 of grounds maintenance and close cleaning services was a proactive decision within GWHA’s control to address declining performance and satisfaction with the contractor providing neighbourhood services. Subsequent positively trending feedback may, however, take some time to translate into performance improvement benchmarking.

4.2 VOID PERFORMANCE

4.2.1 Aim

Improve void turnaround performance by evaluating existing processes across the full void lifecycle, from tenancy termination to new tenant settling-in, identifying efficiencies to optimise re-let times, reduce void loss, enhance value for money, and improve the new tenant experience.

4.2.2 Average length of time taken to re-let properties

Context

Average length of time taken to re-let properties is a key area of performance, given its direct links to the ongoing housing crisis in Glasgow, GWHA’s commitment to supporting households affected by homelessness, service standards for applicants, and the financial impact of empty properties.

Historically at GWHA, void performance has been below sector benchmarks[4] and GWHA PIs, with some of the challenges linked to the performance of previous repairs contractors. However, since then, significant action has been taken to improve performance in this area, and recent years have shown a positive trend of improvement. Despite this progress, continued leadership focus and performance management are still required to ensure sustained improvement over the next two years.

One of the main challenges affecting void turnaround times relates to property condition at the point of handover. In many cases, void properties require extensive works, including full kitchen and bathroom replacements, which can significantly extend turnaround times. This highlights an area for improvement for GWHA in relation to property condition, while also reflecting tenant-related factors such as a lack of general maintenance and decoration, as well as property damage. These issues are often linked to wider factors such

[4] Post-stage 2 transfer, pre-stage 2 transfer was under 7 days

as affordability, capability, or vulnerability. It is therefore important that GWHA continues to support tenants through sustainment activity, while also clearly setting out expectations around tenant responsibility.

As a result, investment programmes led by the technical team—particularly those focused on property upgrades and [5]SHQS compliance—remain critical priorities. These programmes have a direct impact on void performance and are essential in reducing downstream operational pressures and improving overall turnaround times.

Another area of challenge relates to utilities, including delays in clearing meter debt, signalling issues, and meter registration problems. These issues are often exacerbated by delays or a lack of action from utility companies, which are outside GWHA's control. This is a sector-wide issue that has been raised by RSLs with the SHR, with many organisations considering it an area that should be excluded from void turnaround days. However, there has been no change to the guidance for 2025/26.

4.2.4 **Void Loss**

Context

Extended void periods result in increased rental loss to GWHA. As rental income underpins the delivery of services, reducing the length of time properties remain void is a key priority. Reducing void loss is therefore intrinsically linked to improvements in average length of time taken to re-let properties indicator and investment planning, rather than being addressed as a standalone issue. Void loss benchmarking is based on reported void loss, with exclusions applied. GWHA's void loss performance is in line with the wider sector and does not require specific performance leadership intervention. However, as void loss is closely linked to the average length of time taken to re-let properties, it is appropriate to reference it within this strategy to provide context and support a joined-up approach to performance improvement.

4.3 RESPONSE REPAIRS

4.3.1 **Right First Time**

Aim

Strengthen Right First-Time repairs performance by reducing follow-up visits and increasing tenant confidence in the repairs service.

4.3.2 **Context**

Repairs completed right first time are a key indicator of how effectively the repairs service is functioning and are closely linked to tenant satisfaction and complaint levels, as evidenced through trend analysis during 2025/26. Achieving high right-first-time performance not only improves tenant experience and protects GWHA's reputation but also delivers financial benefits by reducing the need for repeat visits. While the repairs service has undergone a significant period of change following the appointment of a new contractor in recent years, including a sustained period of close working to stabilise service delivery and rebuild confidence, performance for right-first-time repairs remains below sector averages. As a result, focused performance leadership action is appropriate to support further improvement and embed consistent, high-quality outcomes.

4.4 SHQS COMPLIANCE

4.4.1 **Aim**

Improve SHQS compliance to achieve the highest possible level within the constraints of GWHA's stock profile, while optimising performance across the organisation.

4.4.2 **Context**

SHQS compliance is a rolling evaluation against the minimum expected standards for our homes, as assessed against compliance with *Tolerable Standards*, stock being *Free from Serious Disrepair*, *Energy Efficient*, having *Modern Facilities and Services*, and being *Healthy, Safe and Secure*. Each property is evaluated against 55 elements ranging from the provision of smoke detection, the cubic capacity of kitchen storage, to the integrity

[5] Scottish Housing Quality Standard

of building fabric. In evaluation each property is considered either an SHQS pass, an SHQS fail, in abeyance from the SHQS assessment, or exempt for a limited range of technical or legal reasons (for example planning permission preventing window replacement upgrades to energy efficient windows).

GW's current SHQS % pass (meeting the SHQS criteria) currently sits below sector averages; however, this is a particularly challenging area for GWHA due to the nature of the stock. Key influencing factors include the previously referenced energy efficiency challenges, in conjunction with pre-1919 tenements with a high proportion of mixed-tenure blocks requiring owner buy-in, and the associated financial support for the often-costly investment works required.

A proportion of the housing stock is recorded as SHQS exempt ([6]8.10%), meaning that specific elements of the standard are not achievable and cannot reasonably be met. As a result, full SHQS compliance for these properties is not possible. A further proportion of properties is recorded as abeyances ([7]0.39%), where homes could meet SHQS but improvement works cannot currently proceed. These cases are generally temporary and are most associated with tenant refusal or mixed-tenure ownership issues, meaning the proportion of abeyances fluctuates over time.

In this context, achieving sector-average SHQS performance is not considered a realistic or appropriate benchmark for GWHA. Instead, this Performance Leadership Strategy focuses on maximising SHQS compliance across the stock that is both capable of achieving the standard and not subject to exemption or abeyance. This approach recognises SHQS compliance as an exercise in performance optimisation within structural constraints, rather than corrective improvement.

At 2024/25 year-end, 247 properties were reported as SHQS fails out with exemptions and abeyances. Of these, 55 properties failed due to *serious disrepair* and 203 due to *energy efficiency* requirements. These areas therefore represent the key focus for performance optimisation activity, with associated initiatives paced to reflect operational constraints and the earlier referenced changing legislative framework.[8]

For a proportion of properties that are technically capable of achieving SHQS compliance but currently fail, the barrier is often the cost and scale of works required to bring the property to a pass. In some cases, the financial impact of undertaking extensive works may outweigh the relative risk of the property remaining non-compliant in the short term. Another key barrier arises in mixed-tenure blocks where owner agreement is required. Where owners do not consent to the works, GWHA's ability to progress action is significantly limited. However, the importance of SHQS compliance is fully recognised, and multiple ongoing or pipeline investment programmes are in place to maximise compliance across the stock. These include kitchen and bathroom upgrades, window replacement, boiler renewal, stonework repairs, and the replacement of external wall insulation (EWI).

5.0 STRATEGY ACTION PLAN

5.1 This strategy document summarises current performance and emerging trends across the focus areas identified in Section 4.0. For each area, it outlines GWHA's key strengths, areas for development, and the associated strategic objectives and initiatives.

6.0 MONITORING

6.1 Identified Performance Leadership initiatives for 2026/27 and 2027/28 will be monitored and reported annually (Q1) to the Management Committee, ensuring scrutiny, progress, accountability, and continuous improvement.

6.2 Progress against all performance commitments will be reviewed quarterly, working closely with operational leads to monitor outcomes, identify emerging risks, and ensure timely delivery of action plans.

7.0 DELEGATED AUTHORITY

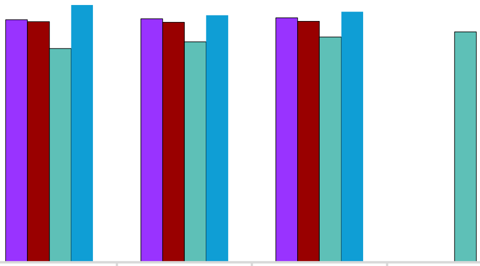
[6] 2024/25 EOY figure, provisional 8.29% except for 2025/26
[7] 2024/25 EOY figure, provisional 0.13% abeyance for 2025/26
[8] Currently stock with a gas boiler typically have a higher energy performance certificate rating (ie 1/3 of the cost to run). With a pending change in regulatory reporting; properties with an electric heating system will likely be rated with a higher Net Zero compliance score, towards longer term compliance, however they will still be 3x more costly to run in the current energy supply market from the grid.

7.1 Delegated authority is granted by the Management Committee to the Chief Executive and Staff to implement this strategy and the associated policies and procedures.

Appendix 2

OVERALL SATISFACTION

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
All RSLs	87.4%	87.7%	88.1%	
All Landlords	86.7%	86.5%	86.8%	
GWHA	77.0%	79.4%	81.2%	83.0%
QEF	92.7%	89.0%	90.3%	

2025/26 Dissatisfaction Feedback: Listening to tenants more (40.0%), Following up on issues (31.4%), Improved communication (25.7%)

Benchmarking for 2025/26 is not yet available

Key Strengths

- Consistent year-on-year improvement in overall satisfaction.

Areas for Development

- Limited depth of insight due to consent rates and limited engagement with follow-up activity.
- No standardised follow-up questions for staff to use during telephone follow-ups.
- Current feedback mechanisms do not consistently translate into visible service improvements for tenants.

WHERE WE WANT TO BE

Strategic Objectives

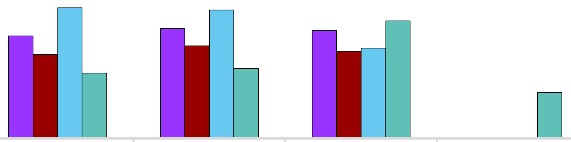
- Deliver a consistently high-quality tenant experience across all services.
- Embed a culture of continuous improvement, where tenant feedback directly informs service delivery and decision-making.
- Increase overall satisfaction to
  - 85% (2026/27)
  - 88% (2027/28)

WHAT WE WILL DO

Initiative	Timescale
1. Appoint a new Service Satisfaction survey provider from 2026/27, review methodology and work with provider to design feedback categories to optimise insight into tenant experiences.	Q1 2026/27
2. Implement a standardised follow-up process for dissatisfied tenants, ensuring all interactions consistently cover key areas including repairs, communication, and tenant engagement.	Q2 2026/27

KEEPING TENANTS INFORMED

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
All RSLs	91.4%	92.1%	91.9%	
All Landlords	89.7%	90.5%	90.0%	
QEF	94.0%	93.8%	90.3%	
GWHA	88.0%	88.4%	92.8%	86.2%

Benchmarking for 2025/26 is not yet available

Key Strengths

- Tenants' preferred contact methods were updated in 2025/26, with an embedded culture of using these preferences in day-to-day engagement
- Service Engagement plans published annually

Areas for Development

- Limited insight into tenant communication dissatisfaction and expectations due to previous survey design
- Over-reliance on feedback from other service areas (e.g. repairs, home quality) limits communication-specific learning
- Digital engagement between formal communication cycles (e.g. newsletters) remains limited

WHERE WE WANT TO BE

Strategic Objectives

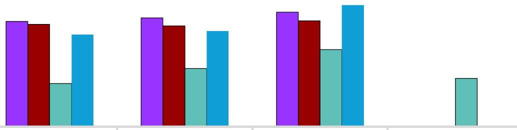
- Deliver clear, timely, and accessible communication that meets tenant needs across all channels.
- Increase satisfaction with keeping tenants informed to:
  - 90% (2026/27)
  - 92% (2027/28)

WHAT WE WILL DO

Initiative	Timescale
3. Initiative 1	Q1 2026/27
4. Undertake a full review of the Communications and Social Media Strategy, including channel effectiveness, audience reach, and content relevance	Q2 2026/27
5. Expand and structure digital communication between formal cycles, including more consistent and targeted use of social media	Q2 2026/27

QUALITY OF HOME

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
All RSLs	84.6%	85.1%	85.9%	
All Landlords	84.2%	84.0%	84.7%	
GWHA	76.0%	78.1%	80.7%	76.7%
QEF	82.8%	83.3%	86.9%	

2025/26 Dissatisfaction Feedback: General refurbishment required (38.3%) Damp and condensation (33.3%) Poor insulation (13.3%) Heating systems (6.7%)

Key Strengths

- Regular stock condition surveys informing planned investment and refurbishment programmes.
- Established damp and mould management approach, including inspections and tenant guidance.
- Continued delivery of key improvement works, including kitchen and bathroom upgrades and boiler renewals.

Areas for Development

- Variability in lifecycle management, with some kitchens and bathrooms not upgraded within expected timescales.
- Communication with households in relation to strategic investment priorities and timelines, i.e.: mitigate perceived / lived impact of project phasing, linking common parts and building infrastructure investment with tenant perception of home quality.
- Misclassification of “overcrowding” and “not suitable for needs” (8.3%) within the satisfaction survey design, requiring review.
- Project Delivery within planned programmes, including contractor capacity challenges, create a risk of delays and underspend which has knock on impact on tenant satisfaction.

WHERE WE WANT TO BE

Strategic Objectives

- Ensure investment programmes are delivered consistently, on time, and aligned to planned lifecycles.
- Consolidate satisfaction survey feedback analysis with stock condition data to inform and area / stock-based communication initiatives / resident participation groups.
- Increase quality of the home satisfaction to:
  - 80% (2026/27)
  - 86% (2027/28)

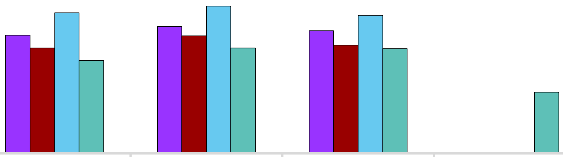
Continued

WHAT WE WILL DO

Initiative	Timescale
6. Enhance satisfaction survey design by including a question on whether tenants have received a kitchen or bathroom upgrade within the last five years, enabling analysis of the relationship between recent investment and tenant satisfaction.	Q4 2026/27
7. Ensure 100% stock condition data is captured within Integrator to support targeted and effective investment planning.	Q4 2026/27
8. Through routine Major Works and Investment reporting to MC undertake a programme performance review, including spend analysis, delivery risk assessment, and the development of mitigation communication / contingency investment options where underspend or delays.	Q4 2026/27
9. Increase delivery agility by reviewing contractor capacity and procuring additional support where required to maintain momentum across planned programmes.	Q4 2026/27

OPPORTUNITIES TO PARTICIPATE

WHERE WE ARE NOW



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All Landlords	85.9%	87.7%	86.3%	
QEF	91.2%	92.2%	90.8%	
GWHA	84.0%	85.9%	85.8%	79.2%

Benchmarking for 2025/26 is not yet available

Key Strengths

A broad range of participation opportunities is already in place, including community engagement events, consumer panels, rent consultations, the annual tenant conference, annual service engagement plans, structured follow-up activity to close the feedback loop, and social media engagement.

Areas for Development

- The gap between the availability of participation opportunities and satisfaction levels suggests issues with awareness, accessibility, or perceived relevance. Current survey design also limits insight, particularly in understanding the drivers behind the decline in satisfaction in 2025/26.
- A gap between levels of dissatisfaction and actual engagement, with low uptake across engagement routes.
- Lack of clear understanding of which groups of tenants are underrepresented or less engaged.

WHERE WE WANT TO BE

Strategic Objectives

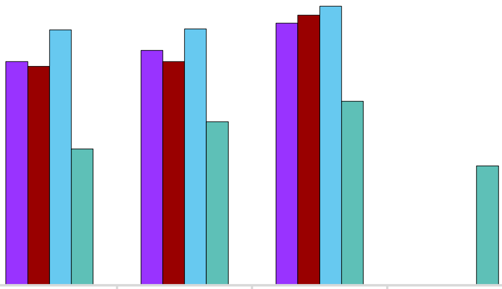
- Deliver inclusive, accessible, and meaningful participation opportunities that reflect tenant priorities.
- Achieve increased awareness and uptake of participation opportunities across a broader and more representative tenant base.
- Increase opportunities to participate to:
  - 80% (2026/27)
  - 85% (2027/28)

WHAT WE WILL DO

Initiative	Timescale
10. Initiative 1	Q1 2026/27
11. Review and strengthen the promotion of participation opportunities through the Communications and Social Media Strategy review, ensuring clearer, more targeted messaging	Q2 2026/27

NEIGHBOURHOOD MANAGEMENT

WHERE WE ARE NOW



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All Landlords	84.3%	84.7%	88.8%	
QEF	87.5%	87.6%	89.6%	
GWHA	77.0%	79.4%	81.2%	75.5%

2025/26 Dissatisfaction Feedback: Grounds maintenance (30.6%) Environmental issues (28.6%) Clean close services (16.3%) Waste management (14.3%)

Benchmarking for 2025/26 is not yet available

Key Strengths

- New grounds maintenance contract commenced (01/04/2026), with early signs of improved performance (2025/26 Q3/Q4) following previous contractor issues impacting effective Neighbourhood Management.
- Estate Services Strategy (Nov 2025) provides a clear five-year framework aligned to strategic priorities.
- Community Sustainment initiatives progressing through the Estates Strategy.
- Bulky Waste collection and fly-tipped hotspot clearance.

Areas for Development

- Historic ground maintenance / close cleaning contractor underperformance has reduced satisfaction and increased complaints.
- Communication of local improvements and community benefits.
- Services undertaken by night-time 3rd party guard service.

WHERE WE WANT TO BE

Strategic Objectives

- Deliver consistently high-quality neighbourhood services that meet tenant expectations across all estates and strengthen tenant confidence.
- Achieve sustained improvement in grounds maintenance over the term of the new contract.
- Ensure tenants have clear visibility of local investment, improvements, and community benefits.
- Increase neighbourhood satisfaction
    - 80% (2026/27)
    - 85% (2027/28)

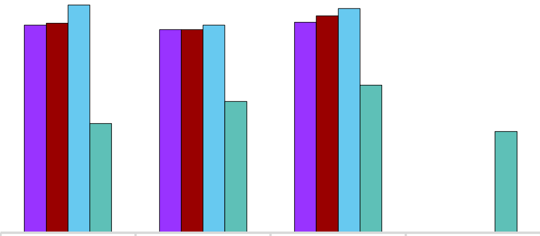
Continued

WHAT WE WILL DO

Initiative	Timescale
12. Implement a structured approach to complaints analysis to identify trends, inform early intervention, and target estate walkabouts	Q1 2026/27
13. Deliver the Estate Services Consumer Panel to establish baseline position and “you said we did” feedback loop and inform policy development	Q1 2026/27
14. Complete key policy reviews, including: • Waste Management Policy • Good Close and Garden Policy	Q3 2026/27
15. Improve satisfaction through clearly evidencing local improvements, investment, and community benefit outcomes through effective communication plans	Ongoing
16. Explore and progress GWEn Business Plan opportunities to support neighbourhood enhancements and community initiatives	Q3 2026/27
17. Pilot approaches to better understand and differentiate performance in mixed-tenure and contractor-managed environments (survey solutions)	Q4 2026/27
18. Explore neighbourhood-level community benefit initiatives (e.g. bike storage) and develop approaches to effectively communicate and showcase their impact.	Q3 2026/27

REPAIRS SERVICE

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
All RSLs	87.8%	87.3%	88.1%	
All Landlords	88.0%	87.3%	88.8%	
QEF	90.0%	87.8%	89.6%	
GWHA	77.0%	79.4%	81.2%	76.1%

2025/26 Dissatisfaction Feedback: Work not completed right first time (56%) Delays in completion (12%) Missed appointments (12%)

Benchmarking for 2025/26 is not yet available

Areas for Development

- Survey methodology limitations affect the reliability of this indicator, with a reduced survey pool and some dissatisfaction relating to repairs outside the intended 12-month period. This may over-represent legacy dissatisfaction and not accurately reflect recent improvements in the repairs service.
- Limited understanding of the end-to-end tenant experience of the repairs journey.
- Complaints reporting lacks trend analysis to inform service improvement.

Key Strengths

- Strong collaboration between Repairs Team, Frontline Services, and Bell Group supporting service delivery.
- Robust contractor management and GWHA oversight (pre-post inspections by GWHA staff).
- Material reduction in repairs-related risk, with complaints falling sharply as a proportion of total complaints and a much lower uphold rate compared to historical levels.
- Emergency repair response times improved to better than the national average and remain stable and well controlled.
- The repairs service has moved out of a reactive “firefighting” position and is now sufficiently stable to be proactively managed, challenged and further improved.
- Bell call-handling arrangements, alongside a five-year contract, provide service stability and a strong platform for exploring service improvements.

WHERE WE WANT TO BE

Strategic Objectives

- Deliver a consistently high-quality repairs service that meets tenant expectations and sector benchmarks.
- Establish a robust, insight-led understanding of tenant experience to drive continuous improvement.
- Ensure data integrity and performance reporting accurately reflect service delivery.
- Increase repairs satisfaction:
    - 82.5% (2026/27) 85% (2027/28)

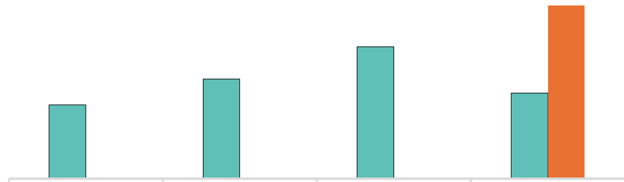
Continued

WHAT WE WILL DO

Initiative	Timescale
19. Establish a Repairs Consumer Panel, to strengthen tenant insight and co-design service improvements	Q4 2026/27
20. Review satisfaction survey methodology to ensure accurate pool of survey participants. • Introducing post-repair transactional surveys • Using insights to prioritise expressions of dissatisfaction for post-repairs inspections by GWHA staff	Q4 2026/27
21. Enhance complaints analysis through structured trend reporting to identify systemic issues and improve responsiveness	Q2 2026/27
22. System integration with GWHA and Bell group	Q2 2026/27

SHQS COMPLAINCE

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
GWHA	76.0%	78.1%	80.7%	76.9%
GWHA				84.1%

No benchmarking has been included, as an optimisation-led approach has been adopted. Compliance, excluding exceptions and abeyances, is 84.05% for 2025/26.

Key Strengths

- Ongoing, sustained investment in GWHA's housing stock supports progress towards improved SHQS compliance.
- Dedicated senior technical resource in place to lead and coordinate the stonework strategy, addressing one of the most complex and high-risk compliance challenges within the stock.

Areas for Development

- 203 properties are failing the energy efficiency element due to EPC ratings falling below the required standard.
- Age and condition of older stock (particularly pre-1919) limits ability to improve energy efficiency.

WHERE WE WANT TO BE

- Continue to invest in GWHA's housing stock while reducing the risk of underspend, programme slippage, and contractor-related delays through agile procurement and contractor appointment.
- Develop and implement a targeted strategy to bring properties currently failing on energy efficiency up to the required standard.
- Ensure property specific compliance through effective programming, communication, and access.
- Achieve 90% SHQS compliance, excluding properties with recognised exemptions and abeyances.

WHAT WE WILL DO

Initiative	Timescale
23. Review of updated regulatory guidance on Energy Efficiency once published, along with consumer panel engagement pre-development of an updated Energy Efficiency Strategy and associated investment plan.	2027/28
24. Delivery of 2026 Stonework Strategy initiatives (26/27 Corporate Plan initiatives).	Q4 2026/27
25. Optimise Listed building and Conservation area consent applications for fabric and window replacement.	Q4 2026/27

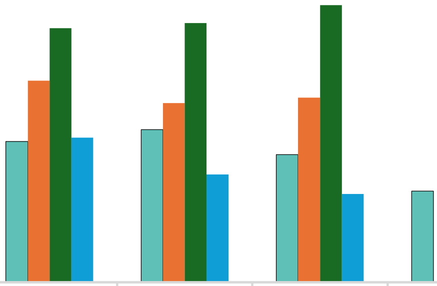
Continued

Initiative	Timescale
26. Consolidated Asset Management database for compliance programme smoothing for continued compliance.	Ongoing
27. Optimise owner engagement to reduce instances of SHQS abeyance, including missing share case review.	Ongoing

Several initiatives outlined within the SHQS compliance section will also have a positive impact on tenant satisfaction with home quality.

AVERAGE TIME TO RELET & VOID LOSS

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
GWHA	30.80	33.40	27.90	19.90
All RSLs	44.10	39.20	40.40	
All Landlords	55.60	56.70	60.60	
QEF	31.60	23.60	19.30	

Middle QEF category
GWHA void loss is in line with sector averages but is closely linked to relet times

Key Strengths

- More efficient allocations process supporting smoother transitions through void stages.
- Increased Section 5 referrals improving workflow management.
- Strengthened oversight through weekly void meetings, including Repairs Manager involvement.
- Improved contractor coordination, including a dedicated contract lead.
- Enhanced monitoring of work orders supporting stronger operational control.

Areas for Development

- Delays in the void process caused by access issues, including late key returns and communication gaps with next of kin.
- Contractor performance variability, including delays in certification and completion of works.
- External constraints (e.g. utilities, access to meters, provider delays) impacting turnaround times.
- Inconsistent application of recharges, reducing accountability for avoidable delays.
- Property condition variability, including ageing stock and complex works, increasing scope of void works.

WHERE WE WANT TO BE

- Deliver a consistently efficient and predictable voids process that minimises re-let times.
- Strengthen contractor performance and accountability to ensure timely delivery of works.
- Ensure financial transparency and consistency in void-related expenditure.
- Improve readiness of properties for re-let, enhancing overall customer experience.
- Targets

19 days (2026/27)

18 days (2027/28)

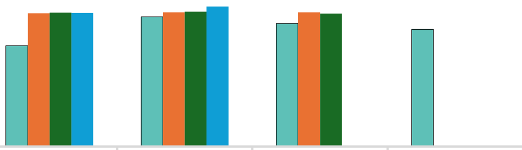
Continued

WHAT WE WILL DO

Initiative	Timescale
28. Void Management Strategy	Q2 2026/27
29. Introduce structured mid-void performance reviews with contractors to improve visibility, accountability, and early issue resolution	Q2 2026/27
30. Review and standardise recharge and debt recovery processes to improve consistency and reinforce accountability for delays	Q2 2026/27

REPAIRS RIGHT FIRST TIME

WHERE WE ARE NOW



	2022/23	2023/24	2024/25	2025/26
GWHA	66.2%	85.0%	80.7%	76.9%
All RSLs	87.5%	88.1%	88.0%	
All Landlords	87.8%	88.4%	87.1%	
QEF	87.6%	91.8%		

Middle QEF category

Key Strengths

- Strong pre- and post-inspection processes supporting contractor quality assurance.
- Dedicated “complex repairs” category enabling more realistic timescales and protecting right first-time accuracy.

Areas for Development

- Repairs completed right first time is a key priority for GWHA, as evidenced through complaints analysis and satisfaction survey data; while performance is in line with sector averages, its importance to tenants and performance falling below peer benchmarks indicate this area would benefit from further development.
- Limited system integration between internal systems and contractor workflows, reducing real-time visibility of repairs.
- Delays in contractor completion reporting impacting GWHA awareness around follow up works.
- Underutilisation of housing management system (e.g. incomplete rollout of Homemaster).
- Gaps in contractor capacity and subcontractor performance (e.g. roofing), affecting delivery timescales.

WHERE WE WANT TO BE

- Deliver a high-performing, efficient repairs service with strong right-first-time outcomes.
- Establish real-time visibility and control of repairs activity across all stages of delivery to strengthen contractor accountability.
- Improve efficiency by reducing administrative burden and maximising capacity.
- Targets
  - 90% (2026/27)
  - 94% (2027/28)

Continued

WHAT WE WILL DO

Initiative	Timescale
31. System integration with Bell group	Q1 2026/27
32. Complete the full rollout and optimisation of Homemaster to strengthen data accuracy and system integration.	Q4 202/27
33. Adapt the approach to post-inspections by using post repair survey solutions that enable GWHA to respond to expressions of dissatisfaction through proportionate post-inspection follow-up	Q1 2026/27
34. Strengthening understanding of budget allocation and ensuring correct cost attribution, particularly in mixed-tenure cases	Q2 2026/27