



ISLINGTON & SHOREDITCH HOUSING ASSOCIATION

isha

ANNUAL REPORT 2010

*working with residents for residents*

# Welcome

This is our first Annual Report to residents that follows new guidance on providing you, the residents, with the information about ISHA that matters to you.



Over the last year we have been fortunate to have had our results validated

by a number of external organisations, which is added assurance that ISHA is continuing to go from strength to strength, even with the challenges of recession:

- The Tenant Services Authority (TSA) is ISHA's regulator, who assess ISHA's performance through our compliance with the Regulatory Code, financial forecasts and performance indicators. The most recent regulatory assessment (July 2009) awarded ISHA green lights covering viability, governance and management.

- In January 2010, ISHA was subject to a short notice inspection, which found strengths outweigh weaknesses in all the areas inspected, but highlighted weaknesses outweigh strengths for diversity and value for money. The inspection judged that ISHA had promising prospects for improvement. Thank you to all our residents who contributed to the development of the action plan to address all weaknesses identified during the inspection. The Board continues to monitor progress on these actions, and all actions are planned to be completed by December 2010.

- Investment in development is provided by the Homes and Communities Agency (HCA). ISHA leads the North River Alliance (NRA), which is a consortium of north and east London community based housing associations. The Homes and Communities Agency has ranked the NRA as a top quartile performing partner and in April 2009 awarded the Alliance the ninth biggest programme of new homes in England. Details of our programme are on the newly launched NRA website [www.northriveralliance.org.uk](http://www.northriveralliance.org.uk)

Finally, I can confirm that ISHA broadly complies with the NHF Excellence in Governance code. ISHA is committed to attaining the highest standards of corporate governance and will keep its Board structure and procedures under review.

**James Cannon**  
Chair, ISHA

Mandarin Wharf, 'try before you buy scheme'



# Your Residents' Forum

We are a group of ISHA residents, that generally meet up every 2 months. We give ISHA our views, concerns and ideas and work in partnership with them to ensure we as ISHA residents get the best service possible.

If you would like to know what we do, then you are more than welcome to come and see for yourself and join in our discussions and ideas.

It has been a busy and successful year. These are our highlights:

- Increased budget for Residents' Forum AGM to give more and varied events
- More residents have joined the Forum
- Introduced Good Neighbour Awards at the Resident Involvement Conference
- Decided what incentives all residents are entitled to when they get involved with ISHA
- Held its first Saturday Forum meeting in March, which attracted new members
- Held its first Forum picnic in Waltham Forest in August 2009
- Continues to run and award grants for the Bid for Better programme
- Greater influence with ISHA:
  - Forum decided what performance figures it wants to see and how they should look
  - Repairs Working Group has changed to ensure that the residents' views are getting straight to the head of the repairs Team and changes can be quickly made
  - Defects Procedure (sorting out problems that occur with newly built properties) had amendments made due to the Forum's input



*Residents' Forum meeting*

I like it when...

“There are community events like this, which give you the opportunity to try new things”

Benefits of joining the Residents' Forum are:

- 1. You can have your say in how you want ISHA services to run**
- 2. Get to know other ISHA residents**
- 3. Attend fun events as part of the Residents' Forum, paid for by ISHA**

ISHA can assist with your travel costs and may pay for your childcare costs also.

If you would like to know more about the Forum or would like to attend please contact Tullia Morris, Resident Involvement Manager: 020 7704 7349 [tulliam@isha.co.uk](mailto:tulliam@isha.co.uk)

**Aaike van Rensen**

Chair of Residents' Forum



*Resident conference Foday and Edward Johnson*

# About your 2010 Annual Report

This Annual Report has been produced from the feedback and involvement of our residents, and its content has been shaped by what our residents have told us they are interested in.



We have also kept some information we have reported to you in previous years, because

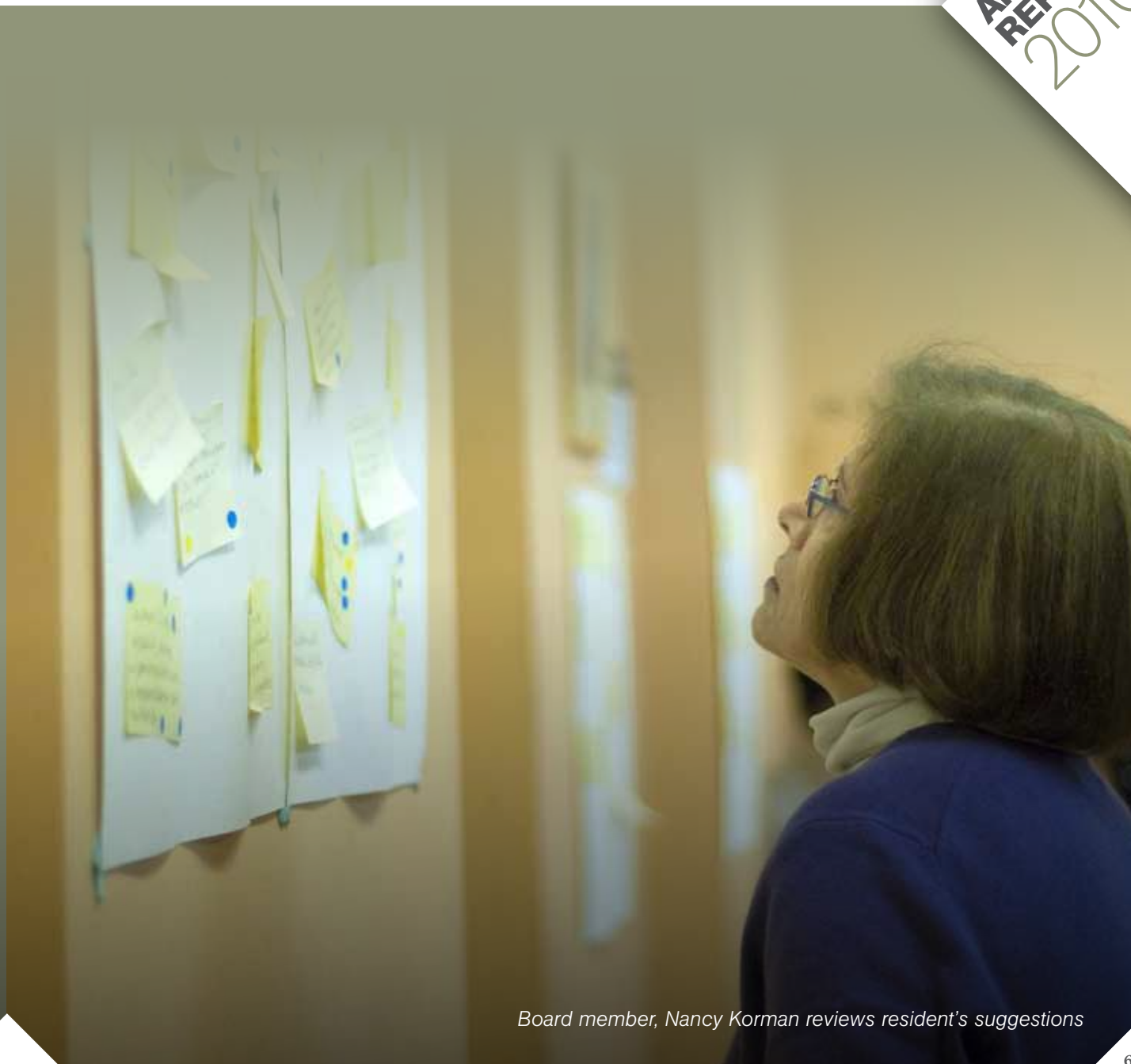
some residents have told us that they have found that information useful, and would like to compare how ISHA is doing now, compared to previous years.

This report tells you what work we have done throughout the year from April 2009 to the end of March 2010. It contains information about resident involvement, local standards set by residents and other performance, supported

housing, ISHA's strategic plan for the next five years, learning from your feedback and an extract from our accounts.

At the back of this report is a feedback form. We would very much like your feedback on this annual report, so that we can ensure that we are continuing to report the areas that matter to you.

**Clare Thomson**  
Chief Executive



*Board member, Nancy Korman reviews resident's suggestions*



# ISHA's Strategic Priorities

We worked with our residents and stakeholders to refresh our strategic plan, and identify our key areas of focus over the next five years. The aim of ISHA is to stand out of the crowd as a special housing association, with the reputation of:

- Consistently providing excellent services
- An organisation that listens and acts upon feedback from our customers
- Continually improving the efficiency and value of our services
- Going the extra mile to make sure things get done

Our priorities for meeting these aims for the 2010-2015 period are:

## Objective 1:

### **To provide excellent services to all our customers we will:**

- Have clear Service Standards for all areas of ISHA's business and performance measured against Service Standards
- Achieve Top quartile performance in all areas by 2015
- Be externally recognised for continuously improving our services



**Objective 2:**  
**To be recognised as a resident-focused organisation we will:**

- Provide a range of opportunities for our residents to engage with ISHA
- Increase the capacity of our communities to improve their neighbourhoods
- Demonstrate that our residents have shaped our service improvements

**Objective 3:**  
**To maintain, improve and develop good quality and affordable homes in our key community areas of Hackney, Islington and Waltham Forest we will:**

- Have a repairs service that provides a right-first-time service, that is flexible to the needs of the individual
- Develop a Decent Homes plus standard through the asset management strategy that meets the priorities identified by our residents for further improving their homes
- Continue to create more homes through the development programme that meet the priority needs of the communities of Hackney, Islington and Waltham Forest

**Objective 4:**  
**To be an organisation that demonstrates excellent customer focused leadership we will:**

- Equip our staff to meet the challenges of continuous improvement
- Ensure that ISHA's Board demonstrates excellent and open governance
- Remain financially viable and protect service delivery to residents

# Performance local to you

The Residents' Forum looked at the standards ISHA reports regularly to its residents, and set the standards that matter to residents as follows:

- Satisfaction with grounds maintenance and cleaning
- Instances of illegal dumping
- Instances of anti social behaviour, and the types of ASB
- Instances of lift breakdowns

The Residents' Forum also identified what they want changed in how their performance standards are reported as follows:

- Report performance by local areas
- Show performance of other ISHA areas so that performance can be compared by area
- Report performance in easy to understand graphics
- Display performance reports on notice boards and the Website

Residents have also identified three other areas they would like to develop local standards as follows:

- Communal repairs
- Thermal efficiency rating for all ISHA homes
- Security rating of all ISHA homes

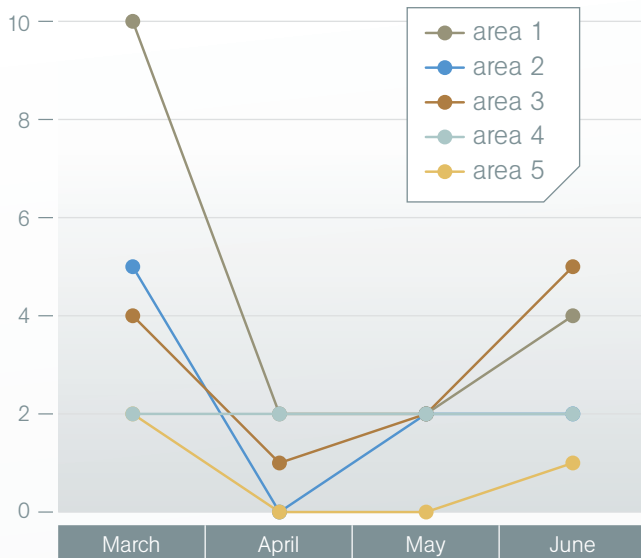
Further consultation is being held with residents to develop the key elements against which to measure these standards.



# Your local standards performance report

March 2010 to June 2010

Local Area by Postal code	No of Homes	No of blocks	No of homes
<b>Local Area 1</b> – N1, N19, N5, WC2	24 Street props	28 blocks comprising of 446 flats	470
<b>Local Area 2</b> – N4, N7, EC1	16 Street Props	5 blocks comprising of 93 flats	109
<b>Local Area 3</b> – E2, E8, E9, E5	21 Street Props	13 blocks comprising of 295 flats	316
<b>Local Area 4</b> – N1, N16	15 Street Props	17 blocks comprising of 279 flats	294
<b>Local Area 5</b> – E4, E17	46 Street Props	3 blocks comprising of 77 flats	123



## Instances of illegal dumping

### Performance results

Numbers of illegal dumping have decreased since March 2010.

### What we are doing to address performance in this area

We have put extra effort into addressing instances of illegal dumping, and contacting the relevant residents. Where illegal dumping is identified, the residents will be charged for the removal and persistent dumping may put their tenancy at risk. The overall decrease in dumping seems to indicate that our active monitoring is having an effect. We will maintain our scrutiny on this area.

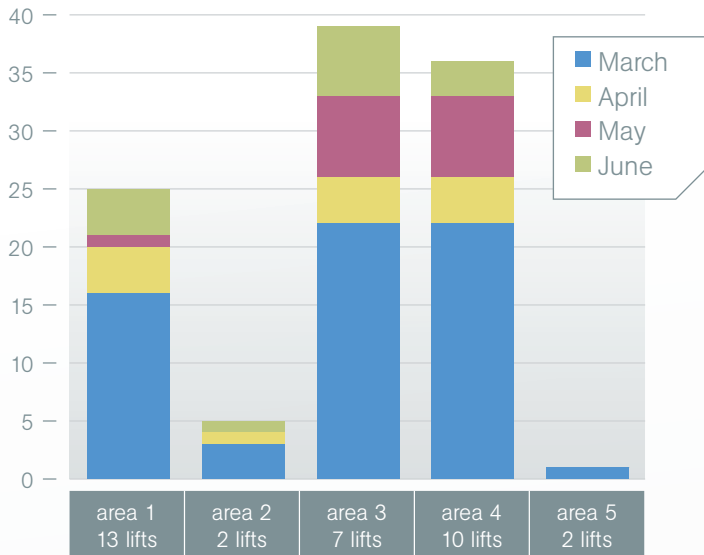
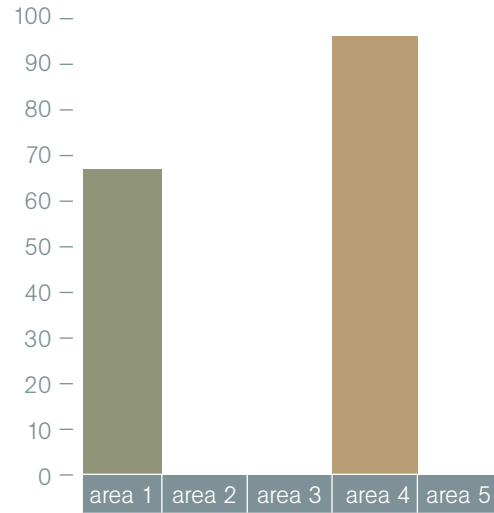
## Customer Satisfaction with Cleaning and Grounds Maintenance

### Performance results

We have been recording this information by your local areas since March 2010, and have so far received a very low response rate.

### What we are doing to address performance in this area

We are reviewing the method of collecting satisfaction. By increasing opportunities for your feedback, we hope to improve the number of responses.



## Number of lift breakdowns

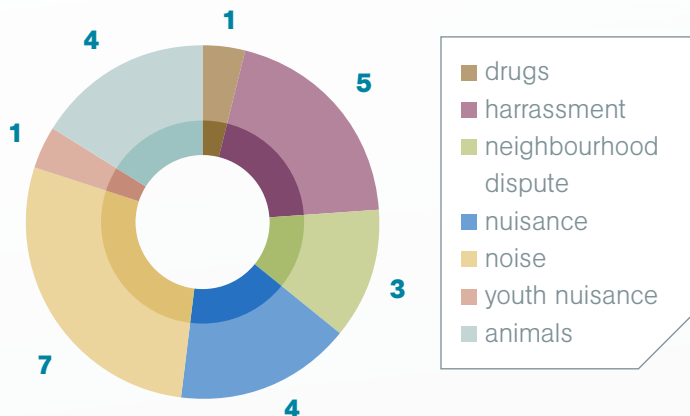
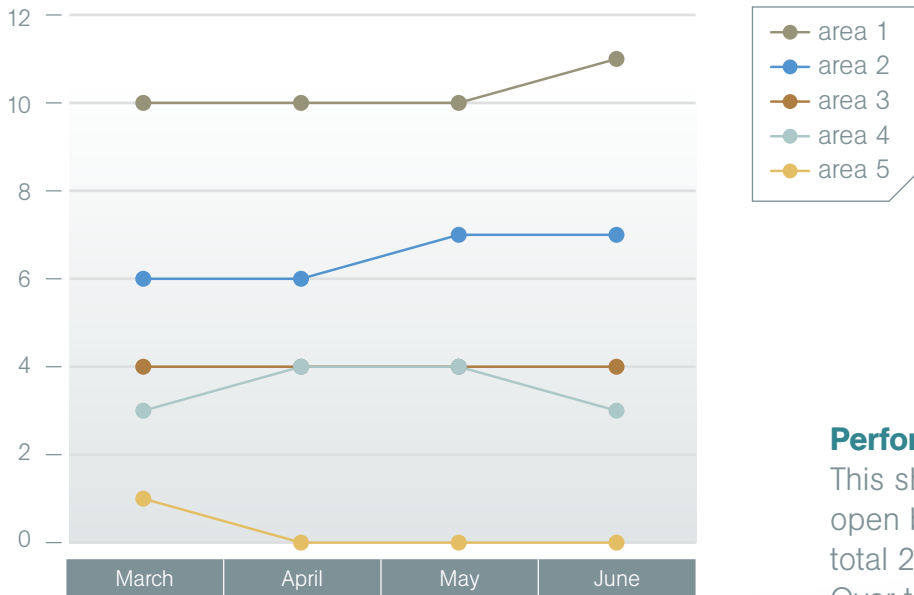
### Performance results

This shows the number of lift call outs by area.

### What we are doing to address performance in this area

The area performance reports highlight which blocks have high callouts, and what ISHA is doing to address an ongoing lift failure.

## Instances of Anti Social Behaviour not closed



### Performance results

This shows the number of cases open by area each month, which total 21 open cases across ISHA. Over this period we have closed 18 cases. The pie chart below shows the number of ASB cases open across all ISHA areas by type of anti-social behaviour.

### What we are doing to address performance in this area

Every case is reviewed at least monthly. All open cases have an action plan which includes contact with other agencies, such as police, local safer neighbourhood teams, social services etc.



*Zeynep Karatas, Foday Johnson, Michael Wardle and Amanda Jackson, ISHA residents*

Your local standards are reviewed by the **Residents' Forum** and looked at in detail by a sub group of the Forum, the **Repairs Working Group**. Both groups are lead by residents. All residents are welcome to attend the meetings. The dates of these meetings are published in the Newsletter and can also be found in the Diary of Events on ISHA's website. You become a Residents' Forum member when you attend at least two meetings in a year.

## Work in progress

The first local standards were produced in June 2010, showing local performance in the areas where data was available. More work is being carried out to report the communal repairs performance.

Residents told us that they liked our new developments, particularly that they achieved high thermal efficiency and security. The Residents' Forum has asked that all ISHA's homes are assessed on these standards. Properties with poor performance are prioritised for improvement work. Further consultation is being held with residents to establish the priorities for thermal and security ratings.

## Setting the Standard

As residents review their local performance, we expect to get to a position of agreeing what is acceptable and unacceptable performance. Through this process residents will identify the targets for performance.

# Promising Prospects for Improvement

The Audit Commission announced on 20 May 2010 that they assessed Islington and Shoreditch Housing Association as having promising prospects for improvement for the service areas included in the scope of their inspection.

Thank you to all residents who contributed to developing the action plan on how to address the weaknesses identified by the inspection. This judgement took into account the resident consultation and action plan.

What are the prospects for improvement in:	Assessment	
<b>Track record of delivering improvement</b>	Strengths outweigh weaknesses	✓
<b>How performance is managed in inspected areas</b>	Strengths and weaknesses in balance	✓
<b>Capacity to improve</b>	Strengths outweigh weaknesses	✓

How good is the service?	Assessment	
<b>Access and customer care</b>	Strengths outweigh weaknesses	✓
<b>Diversity</b>	Weaknesses outweigh strengths	✗
<b>Value for money</b>	Weaknesses outweigh strengths	✗
<b>Responsive repairs</b>	Strengths outweigh weaknesses	✓
<b>Gas servicing</b>	Strengths outweigh weaknesses	✓
<b>Resident involvement</b>	Strengths outweigh weaknesses	✓

# Supported Housing

For the third year in a row Supported Housing tenants gave very positive feedback about their homes and the service they receive. The results of the annual survey carried out in autumn 2009 show that satisfaction in most areas has improved since 2007. It is a priority for ISHA to ensure that homes are maintained in a good condition.

## Supported Housing Survey Results 2009

### Management & Support

	2007	2008	2009
% of tenants saying that they are treated professionally and politely by their Housing Support Officer	95%	100%	100% 
% of tenants saying that the support they received is excellent or good	94%	92%	94% 

### Your Home

	2007	2008	2009
% of tenants who like the area where they live	85%	96%	92% 
% of tenants who rate the overall condition of their home as good or very good	90%	87%	86% 
% of tenants rating the security of their homes as good or very good	89%	92%	100% 

## Consultation, Communication & Involvement

	2007	2008	2009
% of tenants saying that they feel that ISHA takes notice of residents' views when decisions are being made	70%	82%	96% ▲

## Generally

	2007	2008	2009
% of tenants saying that they feel that ISHA always treats them professionally, courteously and with respect	71%	92%	93% ▲



To encourage a good response to the survey, ISHA offered the chance to win a £20 Marks and Spencer voucher to those who filled in their survey form and wished to be entered into a prize draw. The lucky winner was Mrs Catherine Gibbons from ISHA's Supported Living Scheme in Penn Street Hackney who is pictured receiving her prize from Chief Executive Clare Thomson watched by her keyworker Margaret Boachie-Yiadom.

# You said and we changed what we do....

“The Supported Housing survey told us that our tenants would like to improve the gardens at their schemes.”

Support was provided to assist residents in submitting 'Bid for Better' schemes to improve the look of the gardens. The bids for Penn Street and Liz McKeon House were successful and the grants approved have been used to improve the appearance and the facilities

available in those gardens. A similar bid has been submitted for Spring Villa.

We have also worked with our gardeners to improve the quality of the maintenance at all sites.



*Residents and staff at Liz McKeon House try out some of the new garden furniture bought with 'Bid for Better' cash. This is part of the programme of improvements made to the gardens at all supported housing schemes, the general maintenance of which was identified in the survey as an area where we could do better.*

“The review of all complaints received over the last year identified a common theme of a failure or lack of communication. As a result, we have improved what we do by:”

- Any particular requirements of a resident are included in the details provided to the contractor carrying out a repair
- When a repair cannot be completed at the first visit, the resident is given a repair call back card, that details what needs to be done to complete the repair
- Where residents have moved into new developments, residents are kept updated on what items are recorded as defects, and the timescales for sorting out these items
- Knowing about defects or repairs in communal areas is important to residents. When a communal repair is reported, the resident is given an appointment date and texted confirmation if required. The job is also publicised on the communal notice board
- Last year we had improved keeping residents informed during an incident, but feedback from residents means we now make sure we tell residents when an incident is over and how it has been resolved

“ISHA's new website reflects the comments received from residents in how to improve their online services.”

If you visit **[www.isha.co.uk](http://www.isha.co.uk)** you will find that we have included lots of new ways to get in touch with ISHA on the website. You can book repairs, pay your rent, send in an email, request information, join the resident forum or even just get in touch to say hello! The new website is written in Plain English and can be changed to other languages. There are also options for people with hearing or visual difficulties.

A lot of residents wanted to be able to find information on the website rather than having to call the office. We have taken this on board and made it

easier for you find answers, pay rent, report a repair, find contact details, download forms and keep up to date with upcoming events all online. But the work doesn't finish here. Our aim is to keep the website new, fresh and updated all the time. To carry on doing this, we would love to hear your views on the new website. If you click on the website comments quick link located on the bottom of all pages, you can let us know what you think, how we could carry on improving the site and whether we have missed anything important to you.

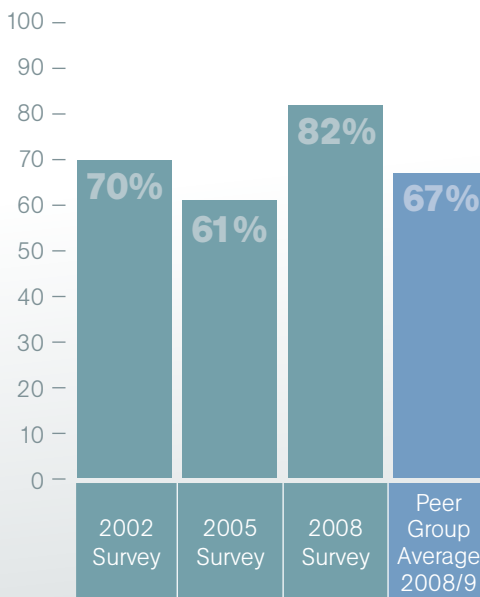
# Service Levels in 2009/10

We compare or “benchmark” our performance with other organisations, to judge how well we are doing. From April 2011 we will be comparing our performance with the best in the country and London – because these are the benchmarks our residents have asked for.

*Wherever possible, we have provided our performance data going back to 2002.*

## Satisfaction with the service

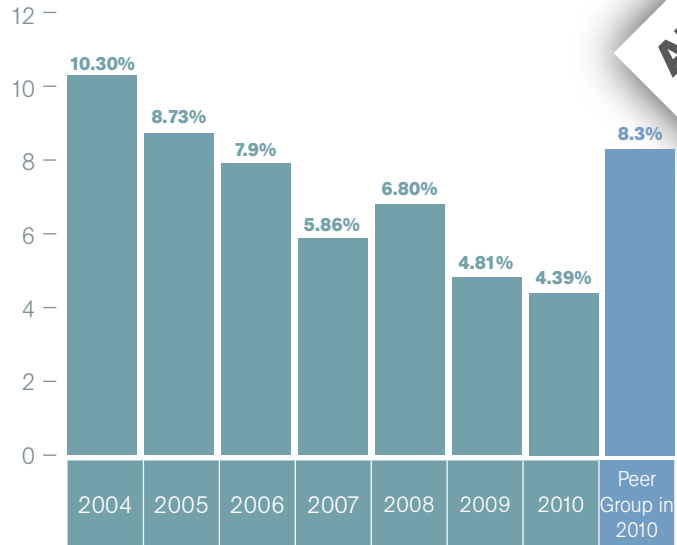
Our last satisfaction survey was carried out in 2008 and produced the best results ISHA has ever achieved in comparison with our performance in the 2005 and 2002 surveys. The results for **overall satisfaction with the service provided by the landlord** produced one of the largest increases in satisfaction between surveys – **21%**:



**We are planning to carry out our next survey on 2011/12.**

## Rent arrears

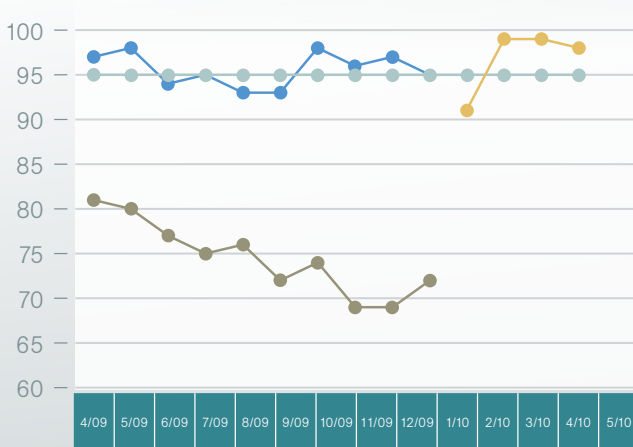
Our end of year (Week 52) Arrears Performance has improved year on year for the last two years. Last year it was 4.34% compared to 4.81% in 2009. We use a larger peer group of 17 other associations to compare our arrears performance and we are pleased to say that ISHA came top of the group with its performance last year.



## Calls to the Office performance trend – September 2009 to May 2010

In February 2010 we created the Service Delivery Team to provide a comprehensive first point of call service to residents. You will see that the creation of this team has improved our telephone performance.

### % calls answered within 15 seconds



### % calls abandoned



# Where we need to improve

## Average time taken to let our properties

In 2009/10 it took us on average 53 days to relet our empty homes (against a target of 29 days) excluding those where major works were required. This was longer than 2008/9 when it took us on average 37 days. Our peer group (Christian Action, Family Mosaic, Newlon and Origin) took on average 38 days to relet their

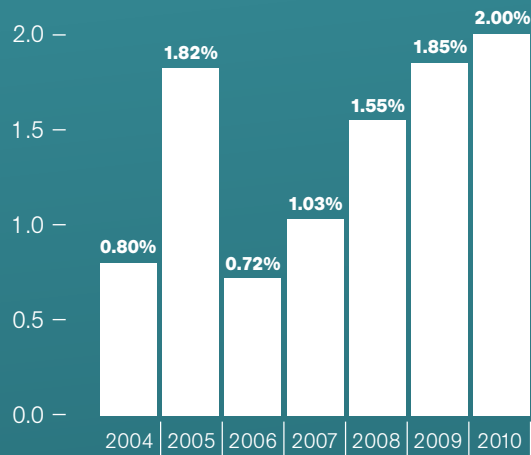
empty homes. This was the same performance as they achieved last year.

A full review of the allocations and lettings process is being carried out to improve our performance in this area. The review will be complete by December 2010.

## Rent loss on void properties

This measures the amount of rental income lost on ALL void properties including our major works voids. It also includes the rent lost on properties that we are keeping empty as we are demolishing them to make way for new homes. Last year the rent loss increased again due to an acceleration of our stock improvement programme.

We expect to improve our performance through better alignment of our programmes with our financial planning.



## Repairing Our Homes

In last year's report we said that we had introduced a better indicator of our overall repairs performance and that we would use this indicator in this year's report.

As a result there is no comparative information for last year's performance in terms of the average number of days it took us to carry out a repair. Our performance in 2009/10 was 17.41 days.

To meet our expected standard we have improved the communication with our contractors especially Connaught. Whatever the reason for the delay, whether a technical problem or maybe the resident has gone into hospital during the work, ISHA and Connaught work together on a daily basis to make sure that jobs don't slip through the net. We have also introduced 'follow on cards' so if your repair isn't completed on the first visit you will have information on what will happen next and who to contact.



# The Group's Finances

## Summary Consolidated Balance Sheet

At 31 March 2010

	Group		Association	
	£'000	£'000	£'000	£'000
<b>FIXED ASSETS</b>				
Housing Properties	63,952		56,693	
Other	<u>3,642</u>		<u>3,295</u>	
		67,594		59,988
<b>CURRENT ASSETS</b>				
Housing Properties for Sale	3,166		3,166	
Debtors	6,550		6,524	
Cash	<u>18,721</u>		<u>18,145</u>	
	28,437		27,835	
Less CURRENT LIABILITIES	(5,979)		(5,826)	
NET CURRENT ASSETS		22,458		22,009
NET ASSETS		<b>90,052</b>		<b>81,997</b>
Represented by:				
Long Term Loans		67,365		66,350
Acquisition Reserve		6,670		
Reserves		16,017		15,647
Share Capital		-		-
		<b>90,052</b>		<b>81,997</b>

## Summary Consolidated Income and Expenditure Account

For the year ended 31 March 2010

	Group £'000	Association £'000
Operating Surplus	3,795	3,527
Surplus on Property and Land Sales	680	680
Investment Income	151	172
Loan Interest Charged	(3,260)	(3,209)
<b>Total Surplus for the year</b>	<b>1,366</b>	<b>1,170</b>



# Have your say

This Annual Report has given you information about how ISHA is performing against its service standards. The report has also outlined the standards that residents have said they want to monitor on a more local basis. The local standards are updated quarterly and posted on estate notice boards. They are also available on the ISHA website in the 'In Your Area' section.

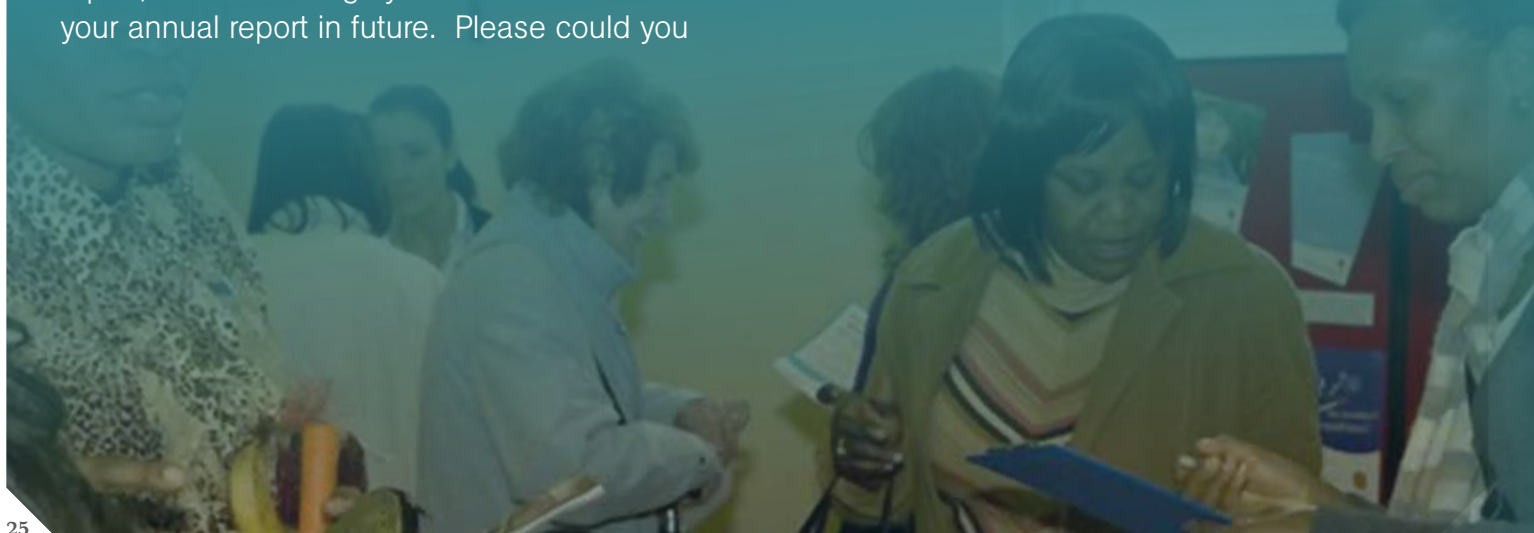
The format of this report has changed from previous years, so that we are reporting what matters to our residents. We would very much like your feedback on what you liked about this report, and what things you would like to see in your annual report in future. Please could you

complete an online survey at [www.isha.co.uk](http://www.isha.co.uk), or you can email your feedback to us at [haveyoursay@isha.co.uk](mailto:haveyoursay@isha.co.uk) or telephone your views on this report to 020 7704 7300

**What did you like about the 2010 Annual Report to Residents?**

**What do you think was missing from the 2010 Annual Report?**

**Please tell us if you would prefer any of the information we have given in this report to be presented in a different way**



**This is about ISHA's Performance.** If you would like this document translated or in a different format, contact us or tick the language required then fill in your details and return it with the document.

Kjo bën fjalë për performancën e ISHA-s

Nëse doni këtë dokument të përkthyer, n'a kontaktoni ose shënoni (✓) në kuti, pastaj plotësoni detajet tuaja dhe n'a dërgoni formën së bashku me dokumentin.

Albanian

Ceci concerne les résultats obtenus par ISHA

Si vous souhaitez obtenir la traduction de ce document, veuillez nous contacter ; alternativement, cochez la case, indiquez vos coordonnées et retournez-les avec le document.

French

Niniejsza ulotka dotyczy wydajności Towarzystwa Budownictwa Społecznego Islington i Shoreditch (ISHA). Jeśli chcieliby Państwo otrzymać tłumaczenie niniejszego dokumentu na inny język, proszę się z nami skontaktować lub zaznaczyć właściwe okienko a następnie wpisać swoje dane i zwrócić formularz wraz z dokumentem.

Polish

ISHA'nın performansıyla ilgili bilgi vermektedir

Bu belgenin tercüme edilmesini isterseniz, bizimle irtibat kurun ya da kutuyu işaretleyerek, bilgilerinizi yazın ve belgeyle beraber geri gönderin.

Turkish

تعلق هذه بأداء ISHA

إذا كنت ترغب في الحصول على هذا المستند مترجماً، اتصل بنا أو قم بالتأشير على الصندوق ثم املأ بياناتك وأعدّها مع المستند.

Arabic

આ ISHAની કામગીરી વિશે છે

જો તમને આ દસ્તાવેજનું ભાષાંતર કરાવેલું જોઈતું હોય તો અમારો સંપર્ક કરો અથવા ખાનામાં ટિક કરો અને તે પછી તમારી વિગતો ભરીને તે દસ્તાવેજ સાથે પાછી મોકલી આપો.

Gujarati

Kani wuxuu ku saabsan yahay hawl-fulinta ISHA

Hadii aad jeceshay dukumentigan in lagu turjumo, nala soo xiriir ama dhag sii sanduuqa yar marka ka dib ku soo qor magacaaga iyo cinwaankaagga ee la' soo celi dukumentigan.

Somali

Đây là về thành quả hoạt động của ISHA

Nếu bạn muốn tài liệu này được dịch ra, thì hãy liên lạc với chúng tôi hoặc đánh dấu vào ô này, rồi điền chi tiết của bạn và gửi trả lại cùng với tài liệu đó.

Vietnamese

এটি আইএসএইচএ (ISHA)-এর কর্মকুশলতা সম্পর্কে

যদি আপনি এই ডকুমেন্ট অনুবাদ আকারে পেতে চান, তাহলে আমাদের সাথে যোগাযোগ করুন বা বক্সে টিক দিন তারপর আপনার বিস্তারিত পূরণ করুন এবং ডকুমেন্টসহ তা ফেরত দিন।

Bengali

यह ISHA के प्रदर्शन के बारे में है

यदि यह दस्तावेज़ आपका अनुवाद करानी हो तो कृपया हमसे संपर्क करें, या खाने में टिक लगा कर अपनी संपर्क सूचना लिखें और यह परची उस दस्तावेज़ के साथ वापिस हमें भेजें।

Hindi

Así es el desempeño de ISHA

Si desea este documento traducido, contáctenos o marque la casilla y luego incluya sus datos y remita la información con el documento.

Spanish

یہ ISHA کی کارکردگی کے بارے میں ہے

اگر آپ کو یہ دستاویز ترجمہ کرانی ہوتو برائے مہربانی ہم سے رابطہ کریں یا خانے میں ٹک لگا رابطے کی معلومات بھریں اور یہ پرچی اُس دستاویز کے ساتھ ہمیں بھیجیں۔

Urdu

Your Name:.....

Your Address:.....

Send to: ISHA, 102 Blackstock Road, London, N4 2DR Telephone: 020 7704 7300 email: haveyoursay@isha.co.uk

ISHA would like to thank all our residents who have contributed to the content and shape of this report.

Please contact ISHA if you would like a copy of our annual accounts or more information about the services we provide.

## ISHA's Board members

**Chair: James Cannon**, retired IT Contracts Director  
*Member since 2004*

**Pamela Awosika**, (Development), ISHA Resident  
*Member since January 2002*

**Pamela Bachu**, (Chair of Finance), Solicitor  
*Member since September 2007*

**Mary Ebbasi**, (Housing), HR Specialist  
*Member since 2004*

**June Dawes**, (Chair of Development),  
retired Senior Civil Servant  
*Member since September 2004*

**Raj Gadawala**, (Finance), Accountant  
*Member since 2004*

**Ai Huynh**, (Chair of Lien Viet Board), Accountant  
*Member since September 2009*

**John Jeremy**, (Development),  
Senior Local Government Officer  
*Member since 2006*

**Nancy Korman**, (Chair of Housing),  
retired University Administrator  
*Member since September 2000, 2 year extension  
approved 2009*

**Jennie Rooney**, (Housing), ISHA Resident  
*Member since January 2006*

**Andrew Wade**, (Development), Partner-Real Estate  
*Member since September 2009*