



# Progress against Strategic Plan September 2018

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# 1 To be a Great Landlord

## Value for Money Outcome Based targets against Strategic Plan September 2018

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	June 18	September 18	December 18	March 19
<b>1A</b> Have a radically modernised customer service that means our customers can access the services in the media they choose and at the time (24 hours) they want to conduct their business with us.								
	Customer Satisfaction	Sector Scorecard ALL 2016 18			New way of capturing customer satisfaction currently being rolled out across 10 key service areas. This is a deviation away from previous c-sat capture. An annual 'catch-all' survey to be sent out by Feb 2019. We will then be able to do the necessary benchmarking.			
	Customer Satisfaction	Sector Scorecard London 2016 17			New way of capturing customer satisfaction currently being rolled out across 10 key service areas. This is a deviation away from previous c-sat capture. An annual 'catch-all' survey to be sent out by February 2019. We will then be able to do the necessary benchmarking.	Transactional surveys are now being completed by service area. The annual survey to be sent out by February 2019.		
	Drive a reduction in waste calls into ISHA from 30% to 15% by 2019;	Call handling data	30.0%		Customer Demand began to be captured in June 2018. Will have a more significant amount of data after 8 weeks. This will then inform a more accurate baseline on level of current waste calls/avoidable contact.	We now have a clearer picture of demand into the customer service team. This is leading work to move processes into the team, such as low level arrears handling. Customer Demand will continue to be captured on an on going basis; until such time the data is now showing any different.		
	deliver right level of resourcing in CST	Erlang calculations, performance KPIs	current FTE = 6	tim	Ahead of any introduction of workflow and CRM system, this is the correct level to achieve good call handling stats, cover out back office support tasks and cover reception	Introduction of a CRM system within the next 12 month will have a further impact on the operating model, and should deliver further efficiencies and improved service		
	Reduce overall telephone contact by customers by 10% in 12 months after customer portal launch	Call volumes	to calculate at time of launch	tim	Customer Portal launch is not imminent	Deferred until 2019 at the earliest		
	Review effectiveness and learning from customer portal to deliver further options for providing self-service and automation;	Highest customer demand processes prioritised for automation, building on repair logging and rent accounting	established based on demand analysis	tim	In absence of customer portal, priorities for workflow within Kypera project have been identified	Deferred until 2019 at the earliest		
<b>1B</b> Demonstrate value for money in our services to customers against a quality and cost criteria, and publish our year on year improvements								
	establish a baseline figure and look to make year on year improvements in satisfaction, based on improved communication and consultation with leaseholders and shared owners	through the procurement of a new survey provider in 2018	80%	tim	Overall Customer Satisfaction for 2017/2018 was 73% (based on the former way of capturing satisfaction). A realistic target for 2018/2019 would be 80%. For 2019/2020 we can set this target to 85% overall satisfaction.	Overall Customer Satisfaction for 2017/2018 was 73% (based on the former way of capturing satisfaction). A realistic target for 2018/2019 would be 80%. For 2019/2020 we can set this target to 85% overall satisfaction.		
	position against benchmark published in Annual Report to customers	benchmark data	to be established	tim	Benchmark data can be compared and published	survey Feb 19 / check annual report figure for 17/18		
	Improved service to customers will support rent arrears targets and reduce arrears overall	improved rent arrears	4.6% (GN)	tim	4.74% (GN)	4.69% (GN)		
<b>1C</b> Staff are motivated and developed to provide excellent services				Judith				
	Question "Taking everything into account, I would say this is a great place to work" scoring over 80%.	Trust survey	60% Oct. 2017	Judith	Satisfaction with ISHA 74% in April 18 pulse survey	Not remeasured in the July pulse survey		
	Increase Trust Index to over 80%	Trust survey	64% Oct. 2017	Judith	We will be carrying out another Trust survey in September 2019. Pulse surveys in between will highlight action areas. People plan in place for 2018/19	Pulse survey carried out in July 2018		
	less than 6.5 days average sickness per employee in 2020	Using Cezanne sickness data	Out turn 16/17 11.01 days	Judith	Out turn 17/18 7.26 days. 7.76 days end June 2018	8.02 days end August 2018		

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	June 18	September 18	December 18	March 19
1D Customers recognise how their comments have influenced service improvements								
	Analysis of the scrutiny panel to match the return on investment	Impact assessment of activities, and setting targets focussed on VFM for the scrutiny panel vs annual investment	establish with new panel	Tim	first report provided on complaints. Next subject tbc	The panel has supported the development of the new complaints policy and identified areas that will improve the service and provide customers with more efficient responses and redress		

# 2 Value our customers and meet their housing needs

Value for Money Outcome Based targets against Strategic Plan September 2018

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4						
<b>2A</b> Customer service culture exists throughout ISHA. Every member of staff demonstrates excellent customer care culture														
	Reduction in customer complaints relating to customer communication and staff	set annual target	establish a new baseline	tim	0 - transferring the complaints log to Smartsheet and CST taking over administration, has meant more in-depth categorisation of complaints has been able to happen. With the new Quality Services Coordinator in place we can look at how to bring this back into the process.	Quality Services Coordinator commenced with ISHA September 2018								
	80% of customers receiving communication by their preferred method	customer satisfaction	establish a new baseline	tim	Don't currently capture this. Will need to develop this to establish a new baseline. This is something that can be explored as part of the Kypera Project	#connected, part of CRM phase, late 2018								
	9 out of 10 customers satisfied re defects work		7 out of ten satisfied	Colin	n/a	n/a								
	increase satisfaction on new homes by 10%		78%	Colin	n/a	n/a								
<b>2B</b> All Customers know and have access to opportunities to move to the home that meets their needs														
	Occupancy Rate	Sector Score Card 2016 17 All	<table border="1"> <caption>Occupancy rate (%) - Sector Score Card 2016 17 All</caption> <tr><th>Category</th><th>Value</th></tr> <tr><td>Landlord</td><td>99.89</td></tr> <tr><td>Group</td><td>99.50</td></tr> </table>	Category	Value	Landlord	99.89	Group	99.50					
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Group	99.70													
	increase take up of mutual exchanges by 10%.	no. of households successfully moving through MEX;	20 to be achieved 2018/19	tim	15 completed 2017/18	2 MX year to date 2018/19.								
	Look to find a housing solution for 80% of customers who are currently engaged with us with priority need to move within 12 months.	identify no. of customers currently in priority need of housing, and monitor	32 moves to be completed in 2018/19	tim	41 customers on transfer list									

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4
2C Signposting community services to all our residents and providing increased community services in our neighbourhoods through the community development plan	Investment in Communities	Sector Score Card 2016 17 All						
	Investment in Communities	Sector Score Card 2016 17 London						
	Increase customers involved in community development activities by 10%	Through revised community development strategy, and customer involvement monitor	establish baseline figure	tim				
	80% in the Great Place to Work Survey in 2020 as a demonstration of increased employee engagement and team working.	Survey section on Corporate Social Responsibility	63% engagement, 62% teamworking October 17 survey	Judith	71% Engagement in March 2018 Pulse survey	55% Engagement in July 2018 Pulse survey		
2D Customers are supported and advised by ISHA and LV to better manage their household costs								
	Rent Collected	Sector Score Card 2016 17 All			TBC			
	Rent Collected	Sector Score Card 2016 17 London			TBC			
	overall contribution to rent arrears targets	improved rent arrears	4.6% (GN)	tim	current YTD figure is 4.35%	current YTD figure is 4.8%		
	Reduced number of possession orders		establish baseline figure	tim	2 possession orders			

# 3 Good quality and affordable homes

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4
1 3A Good quality new homes that address the housing demand in London	Development Number All	Sector Scorecard 2016 18				0		
2	Development Number London	Sector Scorecard 2016 17				0		
3	Development Percentage All	Sector Scorecard 2016 17			NA			
4	Development Percentage London	Sector Scorecard 2016 17				0		
5	Capital investment in new build per annum	Management accounts	circa £15m	Gary				
6	deliver 400 new affordable homes by 2020/22	number of homes completed	76	Colin		76		
7	50 % of above target to be rented accommodation	% of homes completed to date	60.0%	Colin		60%		
8	25% ( 100 homes) to be affordable shared ownership	number of homes where incomes below £60k required	25 out of 30	Colin		25 out of 30		
9	SMP Options Appriaisal includes customer preference matrix	analysis of customer feedback, appointment of customers on panel	103 homes at SMP	tim				
10								

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4								
11	3B Top environmental sustainability standard achieved by 2020															
12	Achieve the SHIFT GOLD Standard by 2021	External accreditation (SHIFT), measure against standard	SHIFT silver	Colin	Shift have now confirmed gold award											
13	3C Greater investment in our homes each year so that ISHA and Lien Viet homes are maintained to a market leading quality standard															
14	return on capital employed all	Sector Scorecard 2016 18	<p>ROCE (%)</p> <table border="1"> <tr> <th>Entity</th> <th>ROCE (%)</th> </tr> <tr> <td>Landlord</td> <td>3.23</td> </tr> <tr> <td>Group</td> <td>4.00</td> </tr> </table>	Entity	ROCE (%)	Landlord	3.23	Group	4.00							
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Entity	ROCE (%)															
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Group	3.15															
Target	4.00															
16	All homes have Asset Plans informing investment decisions and providing information to customers	Asset Plans in place by 2020, and improved stock data for planned works programme	service charges with no more than 10% variance each year	tim												
17	Maintain assets within budget	No more than 10% variance on responsive and planned works budget	current responsive and planned works budget £2,326,804	tim	DH to provide Q1 figure	Figures not yet available Finance working on year end										
18	3D Demonstrate value for money in procurement against a quality and cost criteria, and publish our benchmarking results every year															
19	below average costs per m2 compared to peer group	information from Catalyst benchmarking club	updated figures required from catalyst	Colin	tbc											

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# 4 Speaking up for Housing

## Value for Money Outcome Based targets against Strategic Plan September 2018

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4
<b>4A</b> Ensure ISHA Board and subsidiaries demonstrate excellent and open governance								
	Effective governance evidenced through Regulatory judgement. V1 G1	Regulatory judgement	Jan 18 V1, G2	clare	V1, G2	V1, G2		
<b>4B</b> ISHA Board's key messages are effectively publicised to its key audiences								
	reduction in customer dissatisfaction by service measured and reported.	through complaints monitoring and quality matrix	92% (quality)	tim	Quality Matrix - 77% - The main reason for not reaching target is poor performance responding to complaints on time. This is a measure of the quality matrix and has consistently affected the score.  Number of complaints (informal & formal) received - 68	Waiting for September '18 stats. But not including that figure currently is 80%		
	Number of positive stories monitored in governance performance	Stories on website, social or wider media or customer newsletter	6 year up to November17	Judith		Retweets of our key Borough activities. Tweets on key themes around health, sustainability, volunteer programmes, celebrating respect and diversity		
<b>4C</b> ISHA campaigns to raise awareness and promote housing issues that directly affect the lives of our customers								
	number of new supply of truly affordable rented homes against target, investment per home increased by using RTB and City Rd funding	% of completed rented homes where rents set at either social/target rent levels or London Affordable Rent levels		11% Colin				
	% employee engagement in contribution to community activities and amount raised for chosen cause annually.	Number of staff engaged in fund raising activities and money raised	74% Corporate Social Responsibility Oct 17 survey	Judith	£7,438 raised for No Second Night out. Included a team building staff lunch event.	Staff have chosen Food Banks as the Charity of the year		
	Three publicity events per year involving members which celebrate customer achievements	Stories on website, social or wider media or customer newsletter		0 Judith	No publicity events	No publicity events		
	Number of positive stories monitored in governance performance	Stories on website, social or wider media or customer newsletter		Judith		3 Customer related stories in summer newsletter		

# 5 Business Planning\_ Risk and Control framework



Value for Money Outcome Based targets against Strategic Plan September 2018

Strategic Objective Ref	VFM Outcome Based Measure	How will you measure this?	Baseline figure	Who?	Q1	Q2	Q3	Q4
5A Ensure business remains financially viable	Maintain V1 & G1 judgement, publish VFM targets and gains	Regulatory judgement, performance against VFM targets.	V1 G2 (31/1/18)	Gary	V1 G2	V1 G2		
	publish VFM targets and gains in Annual Report with improvement targets	Targets are approved by Board and published financial statements.	Targets approved & published	Gary		on target for Annual Report		
	publish VFM metrics in Financial Statements with improvement targets	Metrics are approved by Board and published in the financial statements.	Metrics approved and published.	Gary		Approved in Financial Statements		
5B Strategic Risk Management framework fit for purpose				Gary				
	Publish performance against targets from Sector Wide Scorecard in financial statements	Performance published in the financial statements.	Performance metrics published.	Gary		Approved in Financial Statements		
	evidence performance in Annual report	Performance published in Annual Report and shows benchmark position	benchmarking London and National	clare		on target for Annual Report		

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