

Achieving the 2015-2020 plan

Strategic Objective 1

To be a great landlord

What we want to achieve

Measurable key target

In two years' time

In five years' time

Have a radically modernised customer service that means our residents can access the services in the media they choose and at the time (24 hours) they want to conduct their business with us.

Increased resident satisfaction across our key services

Target set against benchmark for top performing comparable Housing Associations

By 2017 STAR survey to achieve 15% increase in very satisfied customers backed up by new housemark benchmarking and customer journey assessments
By 2017 STAR survey of residents shows a 5% increase in satisfaction across key service areas

By 2020 achieve 70% very satisfied customers
By 2020 we will be upper quartile performers in resident satisfaction in key service areas of Shared owner services; repairs and maintenance

Core processes and systems modernised and in place to match customer requirements

Customer portal established September 2016

By 2016 ISHA's communication methods reflect the diverse media chosen by residents, egg emails, text, twitter

Regular annual reviews of customer preference and investment committed annually to match technological changes

Demonstrate value for money in our services to customers against a quality and cost criteria, and publish our year on year improvements

Demonstrate value for money in staff and service charges

Service Charges benchmarked with ARMA Q[uality] audited private managing agents and other social housing providers

By 2017 introduce an accountable flat management fee
Increased resident satisfaction with VfM

By 2020 In upper quartile for the provision of management services

Accurate financial information available for residents to review their own account

Service Charges benchmarked figures of cost per service

VfM Improvements published in 2017 VfM self-assessment

First quartile for all key HouseMark VfM indicators

Customer portal established September 2016

By 2017 residents access real time financial information relating to their account

Residents know how their charges correspond with other organisations and know what choices they have

Staff are motivated and developed to provide excellent services

Increased staff satisfaction in ISHA being a great place to work

Staff satisfaction and resident satisfaction target set against benchmark

Audit complete against employer accreditation

Best Company accreditation awarded

Minimum training investment for all staff
Career development opportunities measured

Employee engagement measurably improved from 2014 baseline
Reduced absence due to short term sickness

Best Company accreditation awarded

Customers recognise how their comments have influenced service improvements

Residents are key contributors to the scrutiny of key service workflows

Customer engagement measured and reported as KPI

Residents are actively involved in shaping their services. By 2017 impact of resident scrutiny published on at least two service areas

By 2020 planned cycle of service scrutiny, pilot and implementation embedded

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Strategic Objective 2

Valuing our customers and meeting their housing needs

What we want to achieve

Measurable key target

In two years' time

In five years' time

ISHA has radically improved its approach to customer service

Lessons learnt from complaints
Diversity impact assessments of key service areas tested on rolling cycle against service standards

% of complaints about customer care reduced (2015 baseline)
Service standards include tailoring of services to individual needs

The Board continuously knows what has changed from lessons learnt from complaints

Staff are trained and rewarded for customer service

All staff will have been supported and coached in customer service and have a customer focussed appraisal target

Customer service culture exists throughout ISHA. Every member of staff demonstrates excellent customer care culture

Residents access their services and receive updates using their preferred method of communication

Customer engagement measured through revised customer standards which includes social media

By 2017 STAR survey shows 15% increase in shared owners very satisfied with communications

By 2020 shared owners and leaseholders upper quartile on satisfaction with ways of communicating and general needs residents satisfaction maintained at top quartile

Have excellent after care service to all new residents (rented and shared owners)

Seamless transition in level of service between defect period and beyond measured through top quartile resident satisfaction based on surveys carried out during defect period

90% satisfaction with service

95% satisfaction with service

Up to date welcome information available for all new residents

Trends and issues identified from follow up visits are reported and used to inform on how welcome process is improved

All residents know and have access to opportunities to move to the home that meets their needs

Increase mobility and tenure change within ISHA and Lien Viet's stock

Target for move-on and internal (ISHA and LV) transfers

By 2017 Moving Home events open to all residents on local area basis twice a year

Residents are well informed on their options for moving home

Signposting community services to all our residents and providing increased community services in our neighbourhoods through the community development plan

Signpost and support community services in our neighbourhoods

Number of residents benefitting from community development projects, numbers into employment, accessing training

By 2017 Community Development Plan fully implemented and new priorities for community services established

Residents actively involved in influencing the priorities for the Community Development plan

Staff involved in community leadership projects

Return on investment from leadership programme quantified
Minimum training investment for all staff

Staff actively participating in priorities identified within the community development plan

Best Company accreditation awarded

Residents are supported and advised by ISHA and LV to better manage their household costs

Advice and support provided to help residents better manage their household costs

Take up of financial and energy advice measured

By 2017 all residents are advised annually

Residents able to monitor their energy use. ISHA gains SHIFT Gold Award

Achieving the 2015-2020 plan

Strategic Objective 3

Good quality and affordable homes

What we want to achieve

Measurable key target

In two years' time

In five years' time

	Homes built to ISHA's environmental sustainability standard	A minimum of 400 new homes by 2020 Environmental sustainability targets met	By 2017 All 2015/18 programme (210 dwellings) have started on site	Have completed at least 400 new homes SHIFT Gold award achieved
	New schemes supported by local community	Positive outcome to community consultation as assessed as part of planning application	90% of schemes are supported by community feedback	100% of schemes are supported by community feedback
Good quality new homes that address the housing demand in London	Resident engagement in building new homes	Resident feedback used to shape design brief for future schemes	Design brief incorporates minimum of 4 changes suggested by residents and reported through "You said We did"	Design brief incorporates 10 changes suggested by residents and at least one ISHA scheme publicised to show the changes
	Affordable version of shared ownership in high value areas developed	Work with boroughs and others including NRA partners to develop new model	Scheme up and running with one LA.	Scheme up and running with 3 LA's
	Explore new ways of cross subsidising affordable rents	ISHA able to compete in marketplace to meet housing need with other associations	Board has reviewed options and updated proposals implemented on trial basis	Board has reviewed trial scheme and implemented proposals more widely based on feedback
Top environmental sustainability standard achieved by 2020	Standards of how homes are maintained published in one easy to read document	Investment target in existing homes for 'decent homes plus': Environmental improvements Fuel poverty	2017 Asset Strategy implemented and Environmental action plan on target	All homes that could benefit from retrofit of energy saving devices identified and works completed. SHIFT Gold award achieved
Greater investment in our homes each year so that ISHA and Lien Viet homes are maintained to a market leading quality standard	Resident Engagement in maintaining and improving homes Realistic and accurate investment forecasting of components of existing stock	Consultation and publication of annual asset plan Asset spend against budget	By 2017 Asset Plans for external works on all blocks published Fully costed long-term asset management plan incorporated in the Brixx financial model.	Resident involved in prioritising planned programmes Sufficient spend and works invested to maintain our homes to Gold standard. SHIFT Gold award achieved
Demonstrate value for money in procurement against a quality and cost criteria, and publish our benchmarking results every year	Procurement of contracts includes customer scrutiny and involvement	NRA partners obtaining VFM from Framework partners as benchmarked against peer group Quality element of procurement set by customer feedback and VFM	2 nd quartile performance in peer group NRA decision whether to renew framework or go different route Customer involvement in repairs procurement	Top quartile performance in peer group Proposals implemented and VFM obtained Customer involvement including scrutiny panels established in at least three procurements

Achieving the 2015-2020 plan

Strategic Objective 4

Speaking up for Housing

What we want to achieve

Measurable key target

In two years' time

In five years' time

Ensure ISHA Board and subsidiaries demonstrate excellent and open governance

ISHA's Board demonstrates effective leadership and control of the organisation and its subsidiaries

Annual compliance statement published
G1 and V1 regulatory grading maintained

ISHA's Board regarded as Governance exemplar to others

Board members are supporting other organisations to achieve good governance

ISHA Board's key messages are effectively publicised to its key audiences

ISHA effectively communicates at all levels and with stakeholders in an engaging and customer friendly tone, using appropriate technology

Customer standard targets

Communication target
Staff
Customer standard
Minimum number of Press and media coverage on Speaking up for Housing,

Web based/social media self-service access for all residents

Clear messages for Speaking up for Housing and messages consistently used in our communications

% of complaints about customer care reduced to less than 10%

Staff speaking at conferences on Speaking up for Housing

ISHA campaigns to raise awareness and promote housing issues that directly affect the lives of our residents

ISHA demonstrates it has had a positive impact on improving access to social housing within London

Success of campaigns involved in and extent of positive media coverage

Articles re our residents /housing in national press
Research project commissioned and given media coverage

Articles re our residents /housing in national press
ISHA is 'go to' organisation on particular aspect of housing, e.g. Meeting diverse needs (LV)

Staff engagement in community projects to address priorities of need in our areas

% of staff time engaged in community projects

Projects and targets identified and staff already engaged

25% of staff in each Directorate engaged in community projects as employee plus initiatives

Governance visibility in the community

Number of events attended
Number of publicity opportunities per quarter

Minimum of two publicity /opening events per year

Minimum of three publicity /opening events per year

We promote the value of our work to the wider community and our stakeholders

Business case for investment clearly communicated to our stakeholders

Number of stories that promote the positive impact of our work