

In five years' time

By 2020 planned cycle of service

scrutiny, pilot and implementation

embedded





Strategic Objective 1

Customers recognise how their

improvements

comments have influenced service

Achieving the 2015-2020 plan

What we want to achieve

Residents are key contributors to the

scrutiny of key service workflows

	To be a great landlord					
	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	
			Service Charges benchmarked figures of cost per service	VFM Improvements published in 2017 VfM self-assessment	First quartile for all key HouseMark VFM indicators	
		Accurate financial information available for residents to review their own account	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	Employee engagement measurably improved from 2014 baseline Reduced absence due to short	Best Company accreditation awarded	

Customer engagement measured and

measured

reported as KPI

Measurable key target

In two years' time

Reduced absence due to short

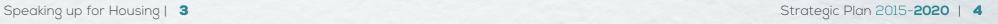
Residents are actively involved in

least two service areas

shaping their services. By 2017 impact

of resident scrutiny published on at

term sickness





Achieving the 2015-2020 plan

What we want to achieve Measurable key target In two years' time In five years' time

Strategic Objective 2

Valuing our customers and meeting their housing needs

	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

Speaking up for Housing | 5

What we want to achieve

Measurable key target

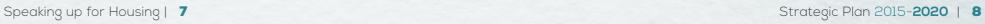
In two years' time

In five years' time

Strategic Objective 3

Good quality and affordable homes

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
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
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
Resident Engagement in maintaining and improving homes	Consultation and publication of annual asset plan	By 2017 Asset Plans for external works on all blocks published	Resident involved in prioritising planned programmes
Realistic and accurate investment forecasting of components of existing stock	Asset spend against budget	Fully costed long-term asset management plan incorporated in the Brixx financial model.	Sufficient spend and works invested to maintain our homes to Gold standard. SHIFT Gold award achieved
Procurement of contracts includes customer scrutiny and involvement	NRA partners obtaining VFM from Framework partners as benchmarked against peer group	2 nd quartile performance in peer group	Top quartile performance in peer group
	Quality element of procurement set by customer feedback and VfM	NRA decision whether to renew framework or go different route Customer involvement in repairs procurement	Proposals implemented and VFM obtained
			Customer involvement including scrutiny panels established in at least three procurements
	New schemes supported by local community Resident engagement in building new homes Affordable version of shared ownership in high value areas developed Explore new ways of cross subsidising affordable rents Standards of how homes are maintained published in one easy to read document Resident Engagement in maintaining and improving homes Realistic and accurate investment forecasting of components of existing stock Procurement of contracts includes	New schemes supported by local community Resident engagement in building new homes Affordable version of shared ownership in high value areas developed Explore new ways of cross subsidising affordable rents Standards of how homes are maintained published in one easy to read document Resident Engagement in maintaining and improving homes Resident Engagement in maintaining and improving homes Realistic and accurate investment forecasting of components of existing stock Environmental sustainability targets met Positive outcome to community consultation as assessed as part of planning application Resident feedback used to shape design brief for future schemes Work with boroughs and others including NRA partners to develop new model ISHA able to compete in marketplace to meet housing need with other associations Investment target in existing homes for 'decent homes plus': Environmental improvements Fuel poverty Resident Engagement in maintaining and improving homes Realistic and accurate investment forecasting of components of existing stock NRA partners obtaining VFM from Framework partners as benchmarked against peer group Ouality element of procurement set by	New schemes supported by local community consultation as assessed as part of planning application Resident engagement in building new homes Resident ergore as a supported by residents and reported through "You said We did" Affordable version of shared ownership in high value areas developed Resident ergore as subsidising affordable rents ISHA able to compete in marketplace to meet housing need with other associations Standards of how homes are maintained published in one easy to read document Resident Engagement in maintaining and improving homes Resident Engagement in maintaining and improvements for asset plan Next spend against budget NRA partners obtaining VFM from Framework partners as benchmarked against peer group Procurement of contracts includes customer feedback and VfM NRA decision whether to renew framework or go different route Customer in repairs Read as a supported by community community feedback proposals in plean transition and supported by residents and reported through "You said We did" Scheme up and running with one LA Scheme up and running with one LA Board has reviewed options and updated proposals implemented on trial basis Board has reviewed options and updated proposals implemented and Environmental action plan on target Environmental improvements Fuel poverty Resident Engagement in maintaining and improvements Fuel poverty Resident Engagement in maintaining and asset plan Realistic and accurate investment forecasting of components of existing stock NRA partners obtaining VFM from Framework partners as benchmarked against peer group Procurement of contracts includes customer feedback and VfM NRA decision whether to renew framework or go different route Customer involvement in repairs





Achieving the 2015-2020 plan

What we want to achieve

Measurable key target

In two years' time

In five years' time



Speaking up for Housing

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
SHA 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	Web based/social media self-service access for all residents	% of complaints about customer care reduced to less than 10%
		Communication target Staff Customer standard Minimum number of Press and media coverage on Speaking up for Housing.	Clear messages for Speaking up for Housing and messages consistently used in our communications	Staff speaking at conferences on Speaking up for Housing
	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)
SHA campaigns to raise awareness and promote housing issues that directly affect the lives of our residents	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		