

## Progress against the Plan June 2017

	What we want to achieve	Measurable key target	What we said	What we did 2017	What we will do by 2020
<b>Strategic Objective 1. To be a great landlord</b>					
1A 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.	Increased customer 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.	In 2016 we introduced a rolling transactional telephone survey carried out by an external agency. This survey has rebased our performance and seen our satisfaction with ISHA as a landlord increase from 74% to 79%. It has also seen rises in gas repairs and cleaning and grounds maintenance satisfaction.	By 2020 achieve 80% satisfied or very satisfied customers  By 2020 we will be upper quartile performers in resident satisfaction in key service areas of repairs and maintenance.
	Core processes and systems modernised and in place to match customer requirements	Customer portal pilot in June 2017  Customer portal launch 2018	By 2016 ISHA's communication methods reflect the diverse media chosen by residents, eg. Emails, text, twitter.	In October 2016 we reviewed our operating model and created a new customer service team. The team have been equipped with new telephony and a CRM to track customer contact. We will be piloting the customer portal by June 2017 with a small group of customers to test it efficacy.	Regular annual reviews of customer access preference and investment committed annually to match technological changes.
1B 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 customer satisfaction with VfM	In 2017 we introduce a flat management fee and this will be reviewed in 2018.	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.	VfM Improvements will be published in 2017 VfM self-assessment.	First quartile for all key HouseMark VfM indicators.
	Accurate financial information available for customers to review their own account	Customer portal pilot in June 2017	By 2017 customers access real time financial information relating to their account.	We will be piloting the customer portal by June 2017 with a small group of customers to test its efficacy.	Customers have full transparency of rent and service charge costs
1C Staff are motivated and developed to provide excellent services.	Increased staff satisfaction in ISHA being a great place to work	Staff satisfaction and customer satisfaction target set against benchmark	Audit complete against employer accreditation October 17	We have registered with Great Places to Work and will carry out a cultural audit and survey by end October 2017 to understand the journey to accreditation in 2020	Best Company accreditation awarded.
	Increased staff satisfaction in ISHA being a great place to work	Minimum training investment for all staff	Employee engagement measurably improved from 2014 baseline	Pulse satisfaction surveys carried out quarterly during 2016/17 during which employee engagement increased from 34% to 78%.	Best Company accreditation awarded.
		Career development opportunities measured	Reduced absence due to short term sickness	Short-term sickness improved during 2015/16 and has increased again during 16/17. Training on managing sickness absence run for all managers.	Best Company accreditation awarded
1D Customers recognise how their comments have influenced service improvements	Customers are key contributors to the scrutiny of key service workflows	Customer engagement measured and reported as KPI	Customers are actively involved in shaping their services.	New Customer Involvement strategy consulted and adopted. Customer scrutiny panel recruited, trained and working on first review by end of 2017.	By 2020 planned cycle of service scrutiny, pilot and implementation embedded.

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<b>Strategic Objective 2. Valuing our customers and meeting their housing needs</b>					
2A Customer service culture exists throughout ISHA. Every member of staff demonstrates excellent customer care culture	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 (11% 2015 baseline).	Regular reports to Housing Services on the trends of complaints. Changes made as a result of complaints are reported to customers in the Newsletter	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	% of complaints about customer care reduced (11% 2015 baseline).	All new staff have a customer focused induction. Customer Feedback from surveys shared monthly with all staff. Staff awards introduced focusing on internal and external customer services.	By 2020 upper quartile on satisfaction with ways of communicating and general needs customers' satisfaction maintained at top quartile.
	Customers 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 customers' satisfied or very satisfied with communications.	Communication now measured monthly via independent telephone survey	90% satisfaction with customer service. The technology, digital channels and customer information in place to ensure that preferred methods of communication are applied at every contact.
	Have excellent after care service to all new customers (rented and shared owners)	Seamless transition in level of service between defect period and beyond measured through top quartile customer satisfaction based on surveys carried out during defect period	90% satisfaction with service	Monthly satisfaction surveys for new tenancies, sales and defects are conducted.	95% satisfaction with service
	Up to date welcome information available for all new customers	Trends and issues identified from follow up visits are reported and used to inform on how welcome process is improved		80% of customers receive a home visit within 8 weeks of tenancy start.  "Your Neighbourhood" web page carries info on customers neighbourhoods	95% of customer receive a home visit within 8 weeks of tenancy start.  Extensive local information on ISHA website
2B All Customers 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	All Service Roadshows (6 per year ) have mobility stall	Residents are well informed on their options for moving home
2C Signposting community services to all our residents and providing increased community services in our neighbourhoods through the community development plan	Increased community services in our neighbourhoods	Number of customers benefitting from community development projects, numbers into employment, accessing training	By 2017 Community Development Plan fully implemented and new priorities for community services established	Introduction of estate action plans and Service Roadshow with external partners. Bid for Better used to carry out several community projects.	Customers 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	Leadership behaviours identified as an outcome from leadership development programme. Staff identified the attitudes and behaviours for working at ISHA. This includes "Team ISHA". Staff identified a charity for fundraising and team activities.	Best Company accreditation awarded
2D Customers are supported and advised by ISHA and LV to better manage their household costs	Advice and support provided to help customers better manage their household costs	Take up of financial and energy advice measured	By 2017 all customers are advised annually.	Energy saving advice included in Annual report and Newsletters and promoted at customer events	Customers able to monitor their energy use. ISHA gains SHIFT Gold Award.

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<b>Strategic Objective 3. Good quality and affordable homes</b>					
3A Good quality new homes that address the housing demand in London	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.	Currently 182 either completed or on site. A further 11 are approved and about to start and land with planning for a further 54 units has been purchased. Revised action plan to achieve SHIFT gold standard by 2020 to be presented to Board 12 June 2017	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 and key stakeholders	Ashmount had local opposition group but following extensive consultation process planning was passed unanimously.  Since planning, communication and community liaison has enabled concerns to be addressed during construction	100% of schemes are supported by community feedback and key stakeholders
	Customer engagement in building new homes	Customer 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"	Changes from Customer feedback i) creation of customer care coordinator post; ii) additional funding for initial repairs/defects issues iii) improvements to communal doors, letterboxes and non-slip flooring	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.	"Premium" shared ownership product will allow more SO units to be targeted at low incomes families.	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 agreed new development strategy (30/03/17) including subsidy pot for rented units.	Board has reviewed trial scheme and implemented proposals more widely based on feedback
3B 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	Asset performance evaluation underway, Environmental actions agreed. Newsletter articles delivered around energy saving	All homes that could benefit from retrofit of energy saving devices identified and works completed. SHIFT Gold award achieved
3C Greater investment in our homes each year so that ISHA and Lien Viet homes are maintained to a market leading quality standard	Customer Engagement in maintaining and improving homes	Consultation and publication of annual asset plan	By 2017 Asset Plans for external works on all blocks published	Plans issued but to be reviewed. Review of asset plans partially completed and customers advised. Work ongoing.	Customer 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.	Monthly reviews of spend against budget and PI's reported monthly and quarterly	Sufficient spend and works invested to maintain our homes to <b>Gold</b> standard. SHIFT Gold award achieved
3D 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	2 <sup>nd</sup> quartile performance in peer group	Catalyst benchmarking results showed that that on a cost per metre basis ISHA obtained average value for money compared to 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	NRA has renewed consultants framework. VFM expected to be similar to previous framework. ISHA joined the London Construction Programme framework. Given costs of procuring our new framework it was agreed by the Development Sub Committee (17/01/17) to defer decision on whether to retender framework.	Proposals implemented and VFM obtained Customer involvement including start/finish groups and representation on selection panels established in at least three procurements

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<b>Strategic Objective 4 Speaking up for Housing</b>					
4A 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	G1, V1 grading retained Nov 16 Governance reviewed for compliance statement; 21 improvements made to governance since 2015; Self-assessment shared with other HAs	Board members are supporting other organisations to achieve good governance
4B 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	Web based/social media self-service access for all customers	Customers service targets reviewed and published. Customer Service Team created and introduction of CRM. Monthly transactional survey carried out. Quality standards for call handling and complaints introduced	% of complaints about customer care reduced to less than 10%
		Communication Measured through employee and customer satisfaction  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	Employee engagement scores at March 2017 in upper quartile; following worst scores in 2016; Customer satisfaction measured through transactions and improving; 4 public presentations; responses by Board to consultations and publicised; 8 positive press coverage	Staff speaking at conferences on Speaking up for Housing
4C ISHA campaigns to raise awareness and promote housing issues that directly affect the lives of our customers	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 customers /housing in national press  Research project commissioned and given media coverage	£1m shared ownership national publicity used to demonstrate: <ul style="list-style-type: none"> <li>Change in make up of people who can't afford to buy right out;</li> <li>Achieves subsidy for social housing;</li> </ul>	Articles re our customers /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	Staff have chosen to support "No Second Night Out" and are selecting activities for fundraising.	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	Flagship scheme Scene has won 6 awards since 2015. New reception opening and Ashmount brick laying in 2016/17.	Minimum of three publicity /opening events per year
4D 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		14 positive news stories over first 2 years of plan that promote ambitions of strategic plan	Celebrate with customers and stakeholders service successes and improvements achieved over life of plan
<b>Strategic Objective 5 Business Planning, Risk and Control framework</b>					
5A Ensure business remains financially viable	ISHA's Board demonstrates effective leadership and control of the organisation and its subsidiaries	Annual compliance statement published; G1 and V1 regulatory grading maintained Value for Money self-assessment published and VfM improvements demonstrated year on year; Results of Multiple stress testing scenarios and mitigations published	ISHA's Board regarded as Governance exemplar to others	Annual compliance statement assessed and published; G1 and V1 grade maintained  VfM self-assessment published July each year and last updated and published Dec 16 Results of multiple stress testing published, looking to simplify how report this to customers Members & Exec sit on other Boards and share good practice	Board members are supporting other organisations to achieve good governance
5B Strategic Risk Management framework fit for purpose	ISHA's Board are risk aware and know what mitigations are in place to maintain and grow the business	Key performance measures to test risk priorities	Board's risk management framework audited as fit for purpose and used by members to 'reality' check decisions	Risk Management Framework audit recommendations fully implemented March 2017.  Risk and performance are linked to give further assurance on controls.	ISHA's risk management framework is recognised as an exemplar in strategic decision making.