



Islington & Shoreditch
Housing Association

Corporate Strategy

2026–30

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Bob Heapy

Board Chair

I am delighted that one of my first tasks as the new ISHA Chair has been working with Pippa and the team to develop ISHA's new corporate strategy for 2026-30. The strategy is the culmination of significant work by the Board, ISHA colleagues and residents, and includes a new Vision and Mission for the organisation, representative of the important housing role we play in our communities.

The previous strategy was ambitious and delivered many of its commitments despite challenges including Covid-19, a cost-of-living crisis, and a cyber security attack. We have developed the new corporate strategy in the context of further challenges: an ongoing housing crisis and continued cost-of-living pressures faced by our residents, new regulation and significant cladding remediation costs. But we also have strengths: most notably our passionate employees.

With the right people and resources in place, new values and behaviours to underpin our actions and the desire and commitment to improve our services at all levels, I believe our new corporate strategy will support us to deliver positive results for our residents. And we'll be working closely with our residents to ensure it does.



Pippa Fleetwood-Read

Chief Executive

It has been an absolute privilege getting to know ISHA residents and colleagues and bringing together our vision for the next four years.

This is a special organisation, with an inspirational 92-year history and an aspirational future that both delivers for existing residents in their homes and communities and tackles the housing crisis head on by building the new homes we desperately need in our heartlands of north and east London. We are a fiercely community-based organisation and, as you will see, Place is a key pillar of the strategy.

Our residents have been very clear about where our services are working and where they need to change.

Our colleagues have also been clear on the tools and systems they need to deliver for residents. And evolving the wider colleague offer to attract, develop and retain the best talent. This is a strategy about People first, residents and our colleagues, working together.

To succeed we need a cultural shift, and I am proud to have worked with colleagues to have developed values and behaviours that we agree we need to model to deliver our ambition. We will attempt to move them 'from the wall', to making them meaningful in our everyday interactions.

This won't all happen at once. We know there is a lot to do, and we have been realistic but ambitious in our targets. Key to all of it will be how we work with residents throughout so that we are listening and responding to residents' experiences as we go. By 2030, when this strategy ends, you should see what we have achieved by working together.



Who we are

**We provide
around 2,300
social and
affordable homes
to our residents**

Set firmly in the geography of north and east London, ISHA has been serving these communities since 1933.

Lien Viet, created by and for people from Vietnam seeking sanctuary and a new life in Britain, was established in 1988.

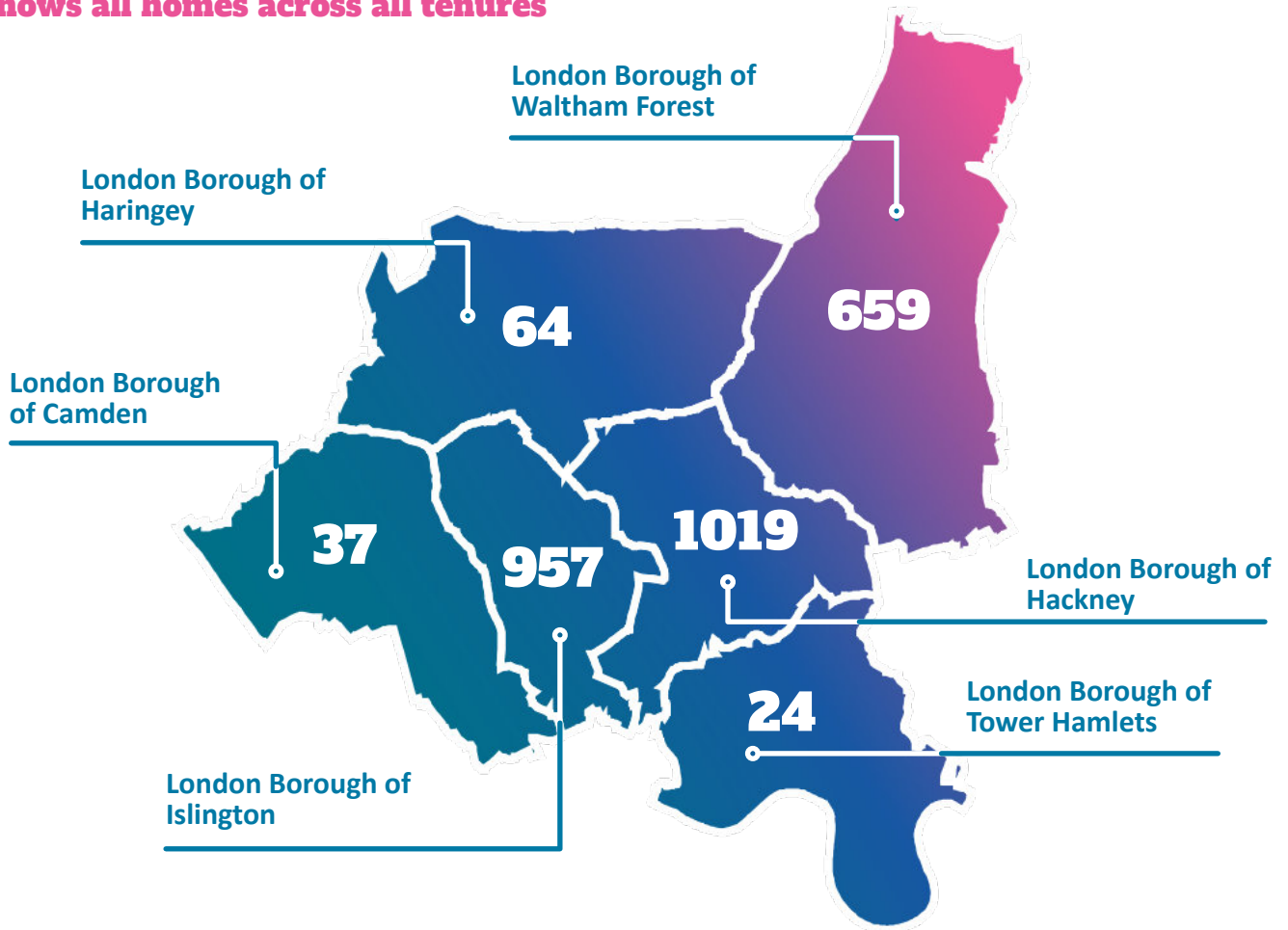
Formally coming together in 2019, the need for the collective organisation is as acute now as when each was founded.

As the map on the next page shows, our heartlands are in Hackney, Islington and Waltham Forest and this is where our new growth will largely focus.



**Islington & Shoreditch
Housing Association**

Number of properties per borough
Shows all homes across all tenures



- PROFESSIONAL**
 I do the right thing
 I do what I say
 I am dependable and accountable
 I continue to learn and improve
- COMPASSIONATE**
 I listen to understand
 I give my time and support freely
 I reflect on how my own behaviours impact others
- PEOPLE FOCUSED**
 I have respect for all and build trust
 I share, participate, collaborate and support
 I make a positive impact on the lives of everyone
- MOTIVATED TO DELIVER**
 I set high standards
 I work in a positive, proactive, planned and timely way
 I explore change for improvement and challenge to make it happen



Strategy Overview

We distilled the 8 themes from the last Corporate Strategy into two over-arching themes:

People and Place.

While we exist to deliver high quality homes and services to our residents, we recognise we will only create a step change through investing in colleagues and a cohesive culture so they are motivated to deliver. Our colleagues, and the work we will do together with residents, has therefore been brought to the fore.

Each theme under People and Place has two to three outcomes with targeted activity to make these outcomes happen, clear measures of success and key performance indicators.

Underpinning these themes we have our Firm Foundations section, with targeted activity and measures of success that run across all areas of the strategy.

Purpose

To provide quality, safe and affordable homes across north and east London.

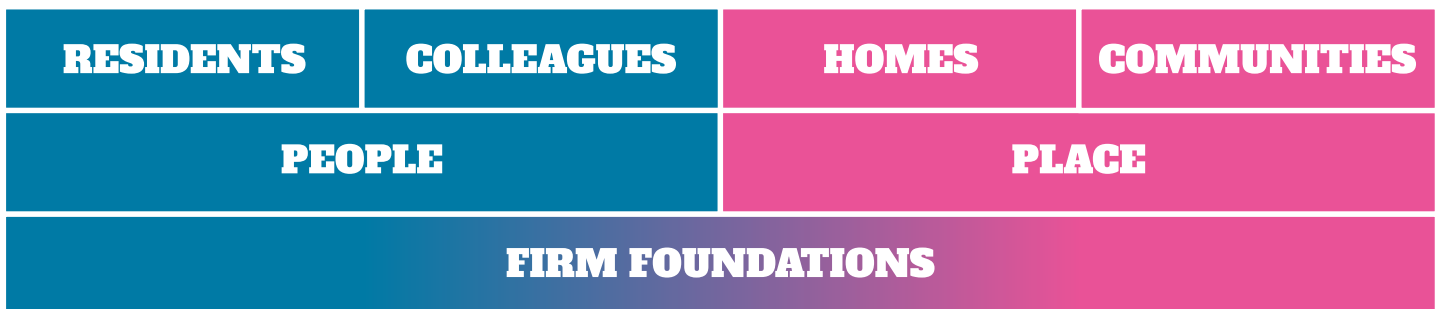
Mission

To provide high quality homes and services and contribute to thriving communities.

Values



Themes





People: residents

Understanding our residents, listening to their feedback and tailoring services accordingly is at the heart of this strategy and the way we will work going forward.

The activity outlined in this plan is aimed at supporting residents to sustain their tenancies and thrive in their communities.

It also aims to improve our core services so they are deeply trusted, allowing all residents to enjoy their homes.

Each of our values has empathetic delivery for residents at its heart.



Outcome

To fully understand our residents so we can properly tailor services, support them to sustain their tenancies and thrive in their communities

Targeted activity

Develop a resident insight strategy and implementation plan to ensure we are strategically building on any data gaps and feeding these into service design and delivery

Work with an independent third party to support the development of the Resident Scrutiny Panel to further enable them to hold us to account on service delivery and development

Evolve and roll out new phases of the Neighbourhood Knock and Neighbourhood Nights programmes to ensure large scale interaction between our residents and employees

Work with shared owners/leaseholders to bring together our homeowner offer in one place for the first time so our services can be better understood and interrogated

Measuring success

TSMs (Tenant Satisfaction Measures)

Resident ED&I (Equality, Diversity and Inclusion) data

Resident Scrutiny Panel outputs

To improve our core services for all residents so they can enjoy their homes

Create a service improvement function to work with residents and stakeholders to expedite delivery of identified improvements

Working with residents, holistically review the next phases of our in-person and digital service offer, including support options

Complete an end-to-end review of service charges in conjunction with residents and develop a targeted improvement programme

Define, roll out and embed the resident voice programme to ensure it is captured at all levels of the organisation and in all major initiatives

Develop and deliver a new resident involvement strategy, co-created with residents and defining clear targets for success

Further develop the Associate Board member programme to ensure there is a pipeline of lived experience at Board level

Further develop the tone of voice programme to ensure all resident communications are written in plain English and can be easily understood

Review our approach to safeguarding to ensure we continuously improve

Maintain high levels of complaint timeliness, with a new focus on minimising complaint escalations from Stage 1 and Stage 2 to provide proper resolution for residents at the earliest opportunity

Service charge metrics

Complaint volumes and themes

Complaint escalation rates

Proportion of residents signed up to use our digital services

People: colleagues

We know that investing in colleagues and culture will not only make ISHA a great place to work, it will enable our team to deliver for residents.

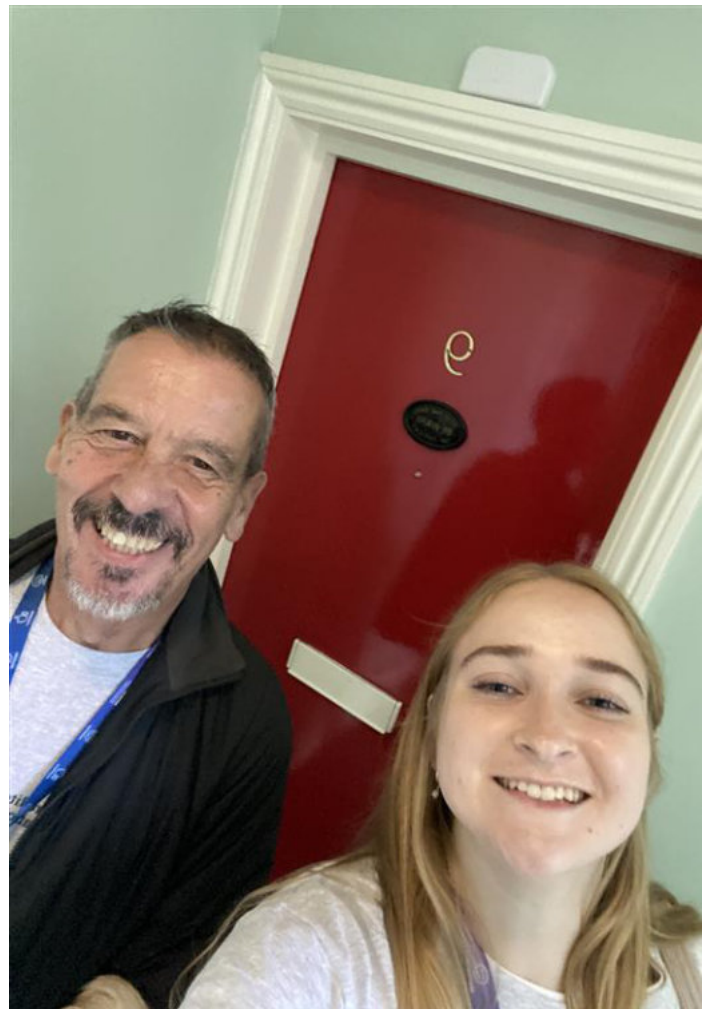
We will train, develop and reward our staff appropriately and give them the systems and tools to deliver.

We will also develop a performance culture with high expectations on delivery.

Our values should be read in relation to each other as well as residents. They are symbol of

how we should hold each other to account on the professional standards that we exhibit and how we interact, support and treat each other every day.

When rolled out, our values will be accompanied by a behavioural framework that provides transparency on expectations for each other and in supporting residents.



Outcome

To invest in colleagues and culture to attract, retain and develop a cohesive team

Targeted activity

Develop and deliver a recruitment improvement plan to ensure we are attracting and appointing the right people for the right roles

Review and improve the induction process, including corporate and role specific elements to best prepare colleagues to succeed in their new roles

Launch an employee forum to give employees a voice in decisions that affect them and explore a diversity and inclusion leadership and management group to steer delivery of ED&I commitments

Develop a clear L&D offer to support and empower colleagues to perform in their roles and raise the bar on service delivery.

Implement an office refurbishment to provide a modern and uplifting office environment that supports productivity and cross-ISHA collaboration

Undertake a culture review and implement recommended changes to strengthen and enhance employee culture and experience

Conduct a full review of the pay and reward offer and implement recommended changes to ensure we are attracting and retaining quality people with the right values and skills to deliver our business priorities

Measuring success

Employee engagement

Performance targets met and objectives delivered

Turnover

Failed probation

Sickness absence

Exit interviews

Training and development uptake

To enhance our approach to performance management

Embed a golden thread in target setting and performance to ensure personal objectives align with the strategic plan priorities, including clear KPIs and monitoring mechanisms

Deliver manager training and support to standardise and improve people management at all levels

Develop and implement an appraisals grading framework to provide transparency and structure for evaluating employee performance

Employee feedback/employee engagement

Efficiency and productivity

Appraisals scores

Place: homes

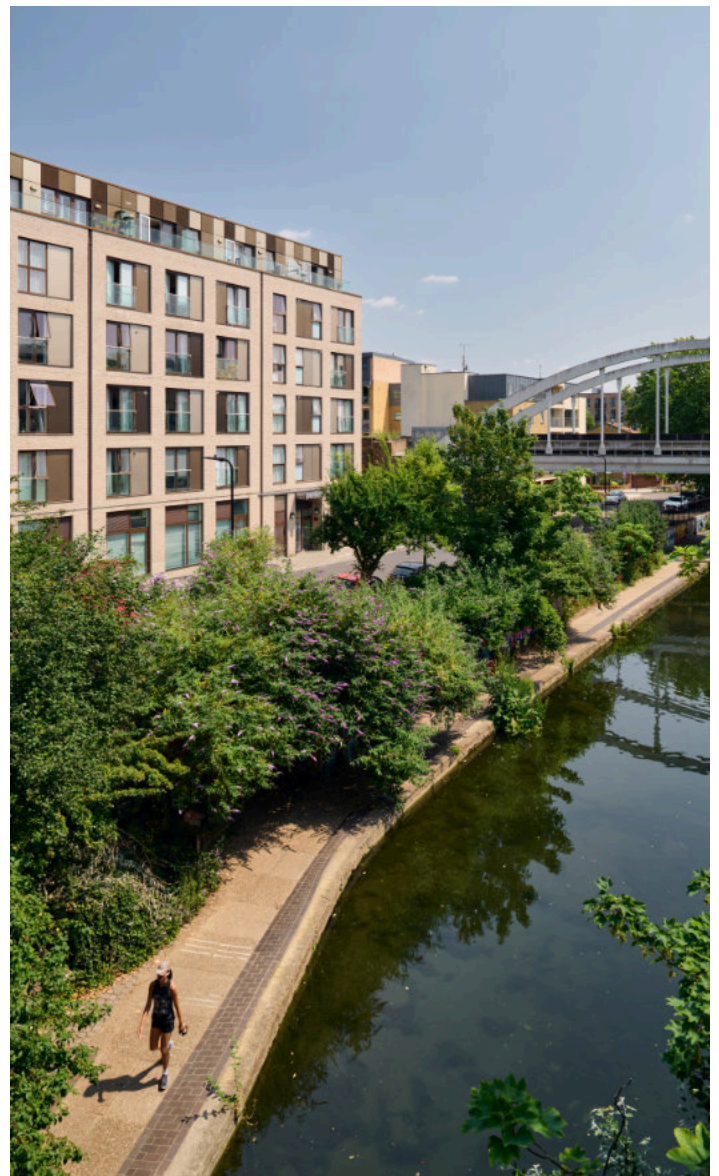
Building on our last strategy, we take a safety first approach.

We will continue to meet statutory and regulatory benchmarks on compliance and move as quickly as we can to assess and remediate buildings where required.

We will continue to improve our repairs service, working closely with residents and the RSP.

We will continue to improve the energy efficiency of our homes and have a renewed focus on understanding and improving our heat networks and renewable technologies.

We recognise there is a housing crisis and are firmly committed to building new homes in our heartlands of Hackney, Islington and Waltham Forest. Where possible, through our leadership of the North River Alliance (NRA) and other partnerships, we will also support others to do so.



Outcome

To provide safe and well-maintained homes with a trusted responsive repairs service

Targeted activity

Complete an end-to-end review of the repairs service in conjunction with residents and develop a targeted improvement programme

Refresh our approach to repairs procurement and consider alternative models for delivery with residents where appropriate

Develop our approach to transactional repairs satisfaction surveys and use the feedback to improve delivery and tailor services

Ensure we remain up to date with inspections, stock condition surveys and Decent Homes (including future iterations) across our portfolio. Use this data to develop effective long-term strategies

Ensure we continue to closely monitor our performance on Awaab's law (including future phases) and disrepair, minimising any impact on residents quickly and learning lessons to prevent future cases

Deliver our new Asset Management Strategy, including making real our commitment to involving residents in all aspects of delivery

Continue to meet statutory and regulatory benchmarks on compliance and enhance our visibility, performance insight and contract management across all compliance/building safety metrics with new tools

Complete FRAEWs on all necessary schemes and take timely appropriate action

Focus on keeping residents safe by identifying vulnerable residents on relevant schemes and work with them to develop PEEPs

Begin remediation, maximising cost recovery from third parties, on all 11m+ and 18m+ buildings

Review our approach to asset management disposals, ensuring they are holistic and deliver our broader aims on investing in our heartlands, energy efficiency and fuel poverty

Measuring success

TSMs

Repair times/First time fix rates

Stock condition surveys

Decent Homes data
Awaab's data

FRAEWs (Fire Risk Appraisal of External Walls)

KPIs as measured through the Asset Management Strategy

To progress the energy efficiency of our homes to be more affordable for residents

Ensure our homes meet or exceed EPC C, with a clear plan for those that exceed cost thresholds

Review all our heat networks in light of the new regulatory standards and ensure we are meeting appropriate guidelines

Review the management of our green technologies (eg solar, PV), and put in place any necessary actions and learning on our new developments

Evaluate the cost/benefit of going beyond EPC C on a trial portfolio of properties and agree an approach with the Board

EPC data

Heat network registrations/
data

To build quality, affordable new homes in our heartlands

Identify and deliver new affordable homes (social and shared ownership) in our heartland boroughs (Islington, Hackney and Waltham Forest)

Drive towards the ambition of zero defects in our new homes with strong levels of new home satisfaction

Ensure all homes are sold within their sales target with no homes on sale for more than 12 months

Completions

Defects per home

Sales rates

Place: communities

Due to our geographic concentration, we know we can go a long way to supporting thriving communities.

Through this strategy our plan is to move from being opportunistic to strategic in our approach, building a community investment strategy from the ground up with residents and stakeholders.

We will also continue improving our approach to ASB management and maintaining and enhancing our communal and shared spaces.



Outcome

To maintain and enhance communal and shared spaces

Targeted activity

Maintain and enhance visibility throughout our portfolio and especially on key estates, action planning where necessary

Effectively contract manage cleaning and gardening contractors using data and resident feedback

Measuring success

Estate inspection scores.
Contractor performance.
Complaints regarding cleaning and gardening.

To tackle ASB and hate crime sympathetically and effectively

Use data and insight to understand problem spaces and work with residents and partners to find solutions

Review our approach to ASB to ensure we continuously improve

Work with residents to ensure the boundaries of our role are understood, consistently applied and not the source of frustration

ASB TSM scores

Complaints on ASB

Work to understand our communities to develop and deliver our strategic aims around place and community investment

As part of a Community Investment Strategy, work with an independent third party, residents and stakeholders to map our neighbourhoods from the bottom up, establishing key stakeholders and community assets that can be used to leverage positive outcomes

To define and develop our strategic aims for community investment and establish metrics to measure success

Review our organisational structure to ensure it's fit to deliver the Community Investment Strategy

Develop an annualised community investment delivery plan with metrics and ring-fenced funding

Clear metrics as part of a Community Investment Strategy

Structure reviewed and considered fit for purpose

Delivery plan completed with annualised targets

To build trusted local, regional and national partnerships to deliver more

Proactively engage with relevant stakeholders to promote our value and impact, and to understand and further mutual priorities

Work with like-minded stakeholders to leverage in-kind support for community investment goals

Engagement events with key boroughs

Strengthened engagement with relevant bodies, eg L12, NHF, GLA

Support for community investment from stakeholders



Firm Foundations

Our Firm Foundations section is concentrated on maintaining strong financial resilience and governance, improving our systems, data and performance monitoring

This section has clear measures of success which are monitored and reported in various places. As most are not numerically based, we have not included a KPI section.



Outcome

To maintain strong financial resilience and governance

Targeted activity

Proactive financial monitoring and stress testing to ensure golden rule and covenant compliance. New funding in place to deliver Business Plan objectives

New risk framework finalised and embedded across the organisation

Continue Board succession planning to maintain a high performing Board

Legal review undertaken across all key work areas to ensure high level compliance with changed and evolving legal landscape

Business Continuity Plan (BCP) refreshed and embedded with testing regime and lessons learned in place.

Focus on improving service delivery and resilience in early years of the plan. Retain option to consider merger and schedule discussion in future years, subject to significant changes in the operating environment

Refresh our approach to rent arrears collection, including improved tools to enhance automation. Ensure commercial rent yields remain high.

Measuring success

Regulatory gradings

Meet annual budgets and business plan

Golden rules and covenant compliance

New funding in place for Business Plan activity

BCP testing regime in place and lessons learned rolled out

Arrears levels (target set annually and reported to Board quarterly)

Commercial rents

To improve our systems and consistency of usage

A clear plan for existing and future phases of Rubixx (Customer Relationship Management system) development devised and rolled out.

Work with residents to ensure specification of resident portal is aligned with expectations and popularised appropriately.

Systematically train new and existing staff on Rubixx usage to ensure consistency of application

Review wider systems and bring forward architecture plan

Consistent use of Rubixx

Residents signed up to use

Plan developed on wider systems architecture

To improve our collection and management of data, insight and performance monitoring

Fill data gaps in line with resident insight strategy

Review approach to electronic and physical data retention and agree action plan

Further develop our suite of live performance dashboards to increase data insight and inform better decision-making

Data collection and retention in line with strategy

New performance management framework rolled out

Strategic Key Performance Indicators (KPIs)

The plan provides our targets for 2026 — 27 and the end of the plan in March 2030. Each year we will agree annual targets for each measure and the activity to achieve these, as part of a structured delivery plan.

Theme	Measure	Baseline Q3 25/26	March 2027	March 2030
People: residents	TP01 Overall satisfaction with your landlord - tenants	56%	59%	65%
	Overall satisfaction with your landlord – home owners	33%	35%	50%
	TP06 Satisfaction that ISHA listens to your views and acts on them	49%	52%	65%
	TP07 Satisfaction that ISHA keeps you informed	68%	70%	75%
	TP08 Agree that my landlord treats me fairly and with respect	67%	70%	75%
	TP09 Satisfaction with ISHA's approach to complaint handling	23%	28%	40%
	Complaints escalation rate from Stage 1 to Stage 2	29%	27%	20%
People: colleagues	Voluntary staff turnover	18% (projected 24% for Q4)	<18%	<15%
	Annual sickness absence rates	3%	<8%	<8%
	Staff engagement score	55%	58%	65%
	% of compulsory online training	64%	100%	100%
	Diversity and inclusion – leadership and management group: Global majority Women Disability LGBTQ+	25% * 56% ** 0% *** 13% ****	No set target, but monitor and consider action plan	No set target, but monitor and consider action plan
	% of appraisals completed at meeting expectations or above	NA	set baseline	50%

ONS figures for London: *46% **51% ***13% ****5.2%

Theme**Place:
homes**

Measure	Baseline Q3 25/26	March 2027	March 2030
TP02 satisfaction with the overall repairs service	67%	70%	73%
TP03 Satisfaction with the time taken to complete repairs	63%	66%	73%
TP04 Satisfaction that ISHA provides a home that is well-maintained	64%	67%	73%
TP05 Satisfaction that your home is safe	67%	70%	73%
TP10 Satisfaction that ISHA keeps these communal areas clean and well-maintained	64%	67%	73%
Repairs first time fix	75.9%	80%	85%
Emergency repairs times	93.2%	100%	100%
Non-emergency repairs	70.1%	75%	85%
Compliance (FRAs, gas servicing, lifts, water, asbestos and electricity)	Measured individually	100%	100%
FRAEWs complete	71%	100%	100%
Remediation assessed as not required, underway or complete on 11+ schemes	23%	46%	100%
Homes to EPC C (or assessed and above cost threshold)	87%	92%	100%
Heat networks enhanced to meet regulatory standards	Not measured	100%	100%
Deliver at least 25 new homes per year (cumulatively over course of the plan)	41	0	100
Satisfaction on new homes	Not measured	65%	80%
Building safety cases prepared for call in	0%	30%	100%
% of planned programme delivered on time	Not measured at scheme/component level	90%	90%

**Place:
communities**

Measure	Baseline Q3 25/26	March 2027	March 2030
TP11 Satisfaction that ISHA makes a positive contribution to your neighbourhood?	61%	63%	70%
TP12 Satisfaction with ISHA's approach to handling anti-social behaviour?	55%	58%	65%
% of ringfenced funding spent	None	To be defined as part of strategy and set through delivery plan	To be defined as part of strategy and set through delivery plan



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Islington & Shoreditch
Housing Association

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