

# Strategic plan

## 2025/26

In 2020 ISHA embarked on delivery of a hugely ambitious strategic plan. Much has been delivered and much remains to be achieved. As with all good plans, how we achieve our ambition has been iterated along the way. We are clear sighted that we won't have achieved the accolade of brilliant housing association by the end of 12 months. We will however have moved closer to that vision. This is the roadmap.

ISHA's mission is:

**To co-create homes  
and communities  
where everyone  
can flourish**

Initially, the plan was for five years, but in 2024 the Board made the decision to extend the timeframe of the plan to 2025/26.

The challenge of delivering a consistent, quality service, but one that is adaptable to the needs individuals is the key focus in terms of satisfaction across the remainder of the plan. Alongside record investment in existing stock, and the ISHA's lettable standard – with decoration, carpets and curtains as standard in all new lets – we are confident that this is Mission Accomplishable and ISHA continues, as it has for the past 90 years, to play its bit in 'Co-creating Homes and Communities where everyone can flourish'.

## Targeted activity

## Outcome measures (quality and quantity)



### Service & Satisfaction

Rubixx project – for more information see 'Systems and data.' Full integration of all systems with 'one version of the truth.' Service charges embedded in Rubixx by year end

Improve the extent of resident contact, household, and disability data. There is 24% difference in satisfaction (TSM) between households where someone has a disability that limits them a lot, and those that do not. We do not know who they are

Produce procedure notes for five core functions and train staff on them

Full roll-out of the tone of voice project

Next stage of lift and roof replacement programme – well understood process/mobilisation for lift outages and strong contract management

Two Neighbourhood Knock sessions

Mission Accomplishable communications campaign creating energy and excitement

Meaningful workplan agreed with Resident Scrutiny Committee on at least two topics

**TP01 62% (bonus 1)**  
**Satisfaction with the service provided by ISHA**

**TP02 68% (bonus 2)**  
**Satisfaction with overall repairs service**

**Repairs timescales – 100% emergency repairs, 95% non-emergency repairs**

**TP06 59% (10% increase)**  
**Satisfaction that ISHA listens to your views and acts upon them**

**20% of households have registered for the resident portal and have updated contact and personal details**

**A further 30% of households contacted to check and update details**

**Improvement in all perception measures of 2% or above**

**Positive feedback from Resident Scrutiny Committee on their insight/time delivering benefits**



### Safety

Additional door entry systems and extra CCTV are included here after feedback from staff and residents about the psychological safety of having blocks safe from intruders. Fob entry in place at 78% of the blocks we manage. Remainder targeted for 25/26. Budget includes CCTV for 10 more sites.

First year TSMs exposed poor recording of ASB, but better recording of ASB involving hate incidents. All ASB (defined by our policy) to be logged and risk assessments carried out

Resolution on Burbage and a start to remediation at Belvedere

Project to deliver options appraisal on the future of Alexandra Court and a decision made

Next stage of opening-up based on risk prioritisation

**Targeted activity delivered**

**TP05 75%**  
**TP05 Satisfaction that ISHA provides a home that is safe**

**TP12 54%**  
**Satisfaction with ASB handling**

**BS01-BS05 – 100%**  
**Safety checks - Gas, Fire, asbestos, water, lift.**

**Repairs first time fix 90% (continuing as Board KPI)**

## Targeted activity

## Outcome measures

(quality and quantity)



### Supply

Practical completion (PC) September 25 for Sunnyside and Barret's Grove High Road, a 22 home S106 scheme (Haringey) to handover April 2025  
Wilmer Place (Hackney), 30 homes, start on site March 2025 with PC 2027

Collectively this amounts to full programme agreed by Board – blended 25 homes a year

Sale of shared ownership homes

Stronger defects management – process to be agreed and training delivered

**First tranche sales targets – 10% for 13 Sunnyside Road homes (new SO product).  
Sales target 13 weeks  
25% for 16 High Road SO homes.  
Sales target 26 weeks.  
10% for 4 Barret's Grove SO homes.  
Sales target 13 weeks.**

**75% satisfaction for residents who have been with ISHA for a year or less (currently 64%)**



### Security and growth

Lettings pack to be fully updated, signposting help to residents (see also sustainability – online content to help people utilise the technology in homes optimally)

Explore support for new residents in Waltham Forest specifically – currently the LA do not operate an effective support scheme for new residents

Work with Islington Council on receiving better information at nomination

**75% satisfaction for residents who have been with ISHA for a year or less (currently 64%)**



### Sustainability

Successful delivery of the SHDF Wave 2 works at the Newcombe Estate

'Inductions' into new homes, with staff and contractors on site to show new residents how to use the technology in their homes. Pilot at Sunnyside

Signposting to You Tube videos on the use of the new technology as part of the lettings pack

NB in staff engagement on the final year of the plan, this was an area of real passion

**Post works all homes at the Newcombe Estate reach the desired EPC and SAP ratings – range B to high C**



### Somewhere

Leadership Team and Board, including the new CEO and Chair, to proactively engage with leadership and directors in ISHA's key three boroughs

Consider inviting councillors to Neighbourhood Nights

Consider the introduction of uniforms for front-line staff to give ISHA greater visibility across the patch

Two Neighbourhood Knock sessions

**TP11 63%  
Satisfaction that ISHA makes a positive contribution to your neighbourhood**

## Targeted activity

## Outcome measures

(quality and quantity)



### Systems and data

Ensure that all data on existing occupancies is uploaded to the system (not held on separate file)

Resident portal launched in Q1

Phase 2 – service charges (allowing for greater control, transparency and, after work-intensive initial set-up, time saving)

Phase 2 – stock data and compliance moved to the new system from existing databases

Full migration from the on-site server – the G/H/P drives – to the cloud, within the context of an information management project

### Targeted activity delivered

20% of households have registered for the resident portal and have updated contact and personal details

Rubixx project efficiency gains & outcomes delivered (see Rubixx project plan)

TP01 62% (bonus 1)

TP01 Satisfaction with the service provided by ISHA

TP02 68% (bonus 2)

TP02 Satisfaction with overall repairs service

Information management project and migration to cloud complete (bonus 3)

Staff engagement score 65%



### Staff

Stronger testing at interview

Improved handover, when colleagues leave or are promoted

'How to'/procedure guides created in five key business areas (in consultation with staff) and training delivered on each. Managing defects 1/5

Post-launch training and support on Rubixx (as well as before)

Training on quality appraisals

Board KPIs reported quarterly:  
Staff sickness – target less than 4 days per employee per year  
Employee turnover – 12% voluntary turnover  
Employee engagement – 65%

Employee participation in quarterly survey 80% - (bonus 4)



### Sustainability - business

Refinancing exercise to ensure we have sufficient liquidity going forward and facilitate an appropriate level of mitigation against interest rate changes through appropriate level of fixed rate debt

Aim to gradually decrease dependency on sales income and move towards EBITDA (MRI) target in line with Regulators VFM metric expectations.

Provide RSH with evidence on fraud action plan and internal controls needed to return to G1 rating ahead of inspection

Effectively manage the transition to a new Chair and CEO through proper induction, knowledge transfer and relationship management; plan events that allow time to get to know each other

Funding of £15-20m to be put in place by July 2026.

Return to G1 grading

Positive outcome from inspection; targeting new C1-C2 rating

New Chair and CEO effectively prepared for inspection in Q4

Rent arrears at a maximum of 5%