

Strategic plan 2020-2025





Our vision: To co-create homes and communities where everyone can flourish

By 2025 we will be viewed as a brilliant housing association by our residents, stakeholders, and our staff

“If people could choose, they’d choose us”

Safety first

ensuring our homes are safe

Service and Satisfaction

being a consistent & quality landlord, building service delivery that drives satisfaction in partnership with residents

Security and growth

setting residents off on a secure footing & helping create the conditions for people to flourish in their homes

Somewhere

anchoring ourselves in North London, especially Islington, Hackney and Waltham Forest

Supply

building quality homes for social rent, London Affordable Rent and Shared Ownership

Sustainability

- building green and actively seeking to reduce the environmental harm caused by our stock, our building and business practices
- stewarding ISHA’s assets and finances and taking the long view

Staff

engaging with inspired, high performing staff

Systems

maintaining robust IT and business systems that support the business and its ambitions



The starting point for a strategic plan is never a blank canvas. ISHA has existed since 1933, serving communities in North London, the need it sought to tackle as evident today. Lien Viet created by and for people from Vietnam seeking sanctuary and a new life in Britain was established in 1988. Formally coming together last year, our vision is “to co-create homes and communities where people can flourish.”



We build on our organisational values:

- Pride** in team ISHA
- Respect** for everyone
- Trusted** to make the difference
- Passionate commitment to **customers**

Over the years, much has been achieved and there is much to be proud of. But there is much to do. We want to and need to do more. Our Board is ambitious for the organisation, so too its staff, residents and partners.

Our two biggest priorities are safety, and service and satisfaction.

Grenfell was a wake-up call for the nation, not only because it led us to understand systemic building safety and regulatory failures, but because it highlighted the degree to which the voices of residents had been ignored.

That’s why co-creation is central to our vision. For people to flourish, they need not only to have safety, security and a sense of belonging. They need to be able to contribute to and shape their environment – to self-actualise. That’s true of residents, staff and all of us. ISHA has a proud history of resident engagement and we are building on and innovating in that area.

We acknowledge we have a long journey ahead in terms of building services that drive satisfaction and will partner with residents and others with expertise in that area.



The environment

We start this plan after a decade of austerity and four years of rent cuts. The Johnson Government has been returned with a landslide and a promise to 'level-up'.

An ambitious builder for 20 years, ISHA has a very high number of tall buildings for its size. Nor is the building safety agenda merely one of height. We are only at the start of our understanding of what needs to be done and how to do it to ensure the safety of all residents in our buildings & their homes. We are also just at the start of a perfect storm over mortgage finance in relation to multi occupancy blocks, with lenders currently demanding different certification to regulators.

The housing crisis takes many forms in different communities across the country. In our part of North London, it is primarily a crisis of scarcity, affordability and quality and the crisis deepens each year. All our new residents who are nominated to one of our homes by the local authority have experienced hardship or trauma in their lives. They would not be at the top of the waiting list otherwise. Our shared owners, now 20 per cent of resident base, have different needs and expectations and the demography of those has changed over the past 15 years. As the profile of our residents changes, so too must our service.

And given our housing crisis is one of scarcity, affordability and quality we are committed to building still, and committed to building genuinely affordable homes with life-time tenancies, though this will be harder than it has ever been.

It has been a winter of warmth, of floods, of fires raging across the globe. The climate emergency is real. UK housing

is a huge contributor to CO₂ emissions. If it is a cause, it can also be part cure. There is a huge amount of work to improve the warmth of our homes and then bring down the emissions from then, delivering benefits not only for residents' pockets, but the planet.

Our capacity:

We have a renewed governance structure with explicit links to our scrutiny panel. It is clear in its ambitions, but clear-sighted of the risks.

The finances of ISHA are tighter than they have been in recent years, with significant commitments needed for building safety, major works, supply and satisfaction in the first year of the plan.

Staff engagement is not only a pillar of the plan, but the only way we'll deliver any of it.

We are all 'team ISHA'



Security and growth

Setting residents off on a secure footing & helping create the conditions for people to flourish in their homes



Somewhere

Anchoring ourselves in North London, especially Islington, Hackney and Waltham Forest



Supply

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Staff

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Systems

Maintaining robust IT and business systems that support the business and its ambitions



Our External focus

[Image of cladding outside Barclay Primary]

Rex

The Skateboarder



Felix

The Baker



Jessica

The Librarian



Where we begin

Safety First

- ACM cladding on Burbage (above 18), but removed from Lyme Grove
- We will have complied with MHCLG data collection exercise for tall buildings by March 31st
- Waking watch in Burbage, Lyme Grove and West Central
- LGSRs 100% and rolling internal audits on compliance
- Government has said it accepts Grenfell recommendations and will launch a new regulator

Service and Satisfaction

- 60% satisfaction rate STAR survey 2019
 - 31% S.O
 - 68% G.N.
- Resident Action Forums launched – x2 already
- High performing gas contractor
- Variable feedback on ISHA Home Team and subcontractors
- Working with SMP residents on plan for works
- Will be consulting residents on Regal's proposal for the Cube
- But, many SOs struggling to get mortgages – growing discontent

Security & growth

- Homes are let without carpets, curtains and white goods. Some help via local charities for those who arrive destitute
- Management transfer available for domestic violence, decants, harassment and medical need
- People nominated to our 238 'affordable' properties from the top of the housing waiting list
- Small outreach and support team

Somewhere

- We have a good relationship with our three main local authorities at political, officer and operational level – no affordability checks for social homes, LTTs & building have positioned us well
- CEO chairs the Islington Housing Group and sits on the Partnership Board, also Co-Chairs Waltham Forest Partnership Board as the sector representative
- Presented at two scrutiny meetings this year
- Have had land from Islington in current strategic plan and financial support from Hackney & WF

Supply

- Despite the rent cut, 178 of the homes ISHA committed to at the start of the last strategic plan have been delivered (373 including pipeline)
- Land-led opportunities are proving difficult – all our homes in Hackney have been via Section 106
- First Homes proposals by Government could divert up to 80% of S106 funding and mean LA can't insist on rented homes
- The NRA has delivered 3,500 homes in 15 years. Some members currently not developing, others developing with other parties.

Sustainability

- Achieved SHIFT Gold accreditation, but no real momentum on sustainability in last 12 months (& SHIFT changed)
- Currently undertaking stock condition survey of all our stock
- Piloting approaches to retrofitting with small grants from EON and HEI
- 1,600 homes with gas

Safety First

- ACM cladding removed from Burbage
- Investigations on buildings below 18 meters to establish whether ACM present & plan to remediate
- Prioritisation of buildings based on data collection exercise. Begin producing safety cases and safety case reports- target 8
- Compliance check against consolidated building advice note & action planning
- Establish a building safety team
- Programme of FRA actions
- NB: We are acting ahead of the formation of the Building Safety Regulator, but it may impact some indicative timetable & measures

Service and Satisfaction

- Training for all staff by the Institute of Customer Services – service improvement plans rolled out
- 4 Resident Action Forums – actions from each day implemented and monitored by the resident scrutiny panel
- Resident scrutiny panel meets Board and reports good progress against agreed actions
- Work begins at SMP & The Cube
- EWS1 forms for 6 of our buildings
- Establish a shared ownership and leasehold team
- Assessment of ISHA Home Team Pls by ISHA team
- Re-set meeting with ISHA Home Team and strategy for improvement
- Complaints pilot
- STAR survey target 65%- NB given mortgage issues for SO this is a stretch target

Security & growth

- Review and roll out of our void and letting standards with residents – new tenancy packages (carpets, curtains, furnishings and white goods- criteria?), investing more time with new residents, new tenancy packs, early vulnerability assessments
- Review transfer criteria to possibly include ‘welfare’ cases
- Seek to negotiate a change to nominations and allocations with local authorities for ‘affordable’ rents

Somewhere

- Develop an engagement strategy targeting other ‘anchor institutions’ such as schools & charities, including use of our IT training suite
- Build on relationships with LAs, including strongly making the case for the disposal by them of land to help us build (& variation by Islington of the MIP clause)
- Develop a framework to allow us to contract with local businesses (as with gas)
- Highlight strong local links in communications – to the sector, stakeholders and staff
- Look at the feasibility of acquiring stock in our core boroughs from HAs seeking to dispose of stock
- Secure meetings with four of our six core MPs
- Open AGM with local partners invited

Supply

- Secure a site in Hackney to enable us to use the ‘Crown House’ money
- Engagement with NRA partners to assess appetite & ability to deliver in line with paper agreed in 2019
- New development strategy agreed by the Board in June – preference for land-led developments & focus on quality of construction and environmental impacts, approach to ‘poor doors’ etc
- A review of development assumptions
- Produce a development control manual
- Handover of 70 homes – all buildings with requisite assurances over building safety
- SO homes handed over with an EWS1 form
- Deals signed for 80 homes

Sustainability

- Ensure all new homes are compliant with Future Homes proposals
- Adopt a fabric-first approach to our new homes
- Conclude comprehensive stock condition survey & develop an asset strategy
- Audit of our carbon footprint
- Agree protocol for ‘opportunistic’ decarbonisation

Safety First	Service and Satisfaction	Security & growth	Somewhere	Supply	Sustainability
<ul style="list-style-type: none"> - Final year of domestic electrical testing programme - rolling programme begins - Building safety compliance assessment of all multi-use buildings (not only those above 18 meters) and action plan - Continue building safety and safety case reports – target one a month - Compliance processes strengthened – insight gained from Internal Audit & process mapping - Programme of FRA actions 	<ul style="list-style-type: none"> - Comprehensive customer satisfaction strategy signed off by Board (includes customer insight, communication, next iteration of co-creation etc & approaches to areas we know drive dissatisfaction e.g. lifts, car parking, repairs, communications). Targets agreed for future years - 4 Resident Action Forums – actions from each day implemented and monitored by the resident scrutiny panel - Learning from complaints pilot and measurable reduction in same type of complaint as learning spread across the organisation. No cases upheld by the Ombudsman - Work concludes on SMP and Cube – residents satisfied by both quality and engagement of ISHA throughout works - EWS1 forms for 12 of our buildings - STAR survey target of 72% 	<ul style="list-style-type: none"> - Programme to support/monitor vulnerable residents involving partners and agencies – develop policy/protocol on early intervention between income and outreach and support teams - Targeted training for UC claimants – focused on IT skills and employability - Tenancy start-up programme launched for new residents – 60% take up rate 	<ul style="list-style-type: none"> - Secure the disposal of one site from one of our core boroughs for the building of rented homes – local authorities know that partnering with us helps to achieve their objectives and trust us - Roll-out of engagement strategy - Five positive stories in media - Look at ‘stock-swaps’ or disposals in non-core boroughs - Contract with local businesses where appropriate – target two? - Secure meetings with four of our six core MPs 	<ul style="list-style-type: none"> - Handover of 72 homes – all buildings with requisite assurances over building safety - SO homes handed over with an EWS1 form - Deals signed for 80 homes - One new NRA or delivery partner - Measure tba on reduction in defects (from established benchmark) 	<ul style="list-style-type: none"> - Develop a strategy to reduce carbon footprint of our building (see refit) and business practices – including greening, gardening and environmental practices. - Future year targets informed by this strategy - Work with local authorities to ensure residents can fully recycle - Build standard – EPC A - Look at double or triple glazing during cyclical works

2022/23

Service and Satisfaction

STAR survey target of 78%

Security & growth

Achieve new lettings arrangements with one core LA for 'affordable' homes

Somewhere

Secure the disposal of one site from one of our core boroughs for the building of rented homes – local authorities know that partnering with us helps to achieve their objectives and trust us

Refinement of and continued delivery of engagement strategy agreed in 2020/21

Five positive stories in media alongside local partners

Supply

Handover of 80 homes – all buildings with requisite assurances over building safety

SO homes handed over with an EWS1 form

Deals signed for 80 homes

One new NRA or delivery partner

Measure tba on reduction in defects and latent defects (as a result of focus on quality)

Sustainability

First year of strategy to reduce carbon footprint of building and business practices.

Sustainability an area for resident engagement – home MOTs

Future-proof homes by building without gas & parking

2023/24

Service and Satisfaction

STAR survey target of 85%

Somewhere

Secure the disposal of one site from one of our core boroughs for the building of rented homes

Supply

Handover of 80 homes – all buildings with requisite assurances over building safety

SO homes handed over with an EWS1 form

Deals signed for 80 homes

Sustainability

Strategy for achieving EPC C by 2030 across all our stock & for decarbonising our existing buildings at a rate of 4% annually from 2025 agreed by Board

Safety First

- Safe homes that meet the highest standards for building safety & management
- Measure: Whether we would have someone we love live in our homes
- Fail-proof systems for H&S compliance – e.g. gas safety, legionella, asbestos etc
- Full, demonstrable legal and regulatory compliance

Service and Satisfaction

- Residents would choose one of our homes if they had the choice and advocate for us
- Measure: STAR satisfaction 90%
- Net Promotor Score of 35
- Google rating of 3 star
- All shared ownership sold within eight weeks of handover
- We win an award in UK Customer Satisfaction Awards

Security & growth

- Homes and services that support residents, promote stability & help people to flourish
- Measure: Coupled measure – arrears below 3% and a strategic intent to avoid eviction
- Reduction in ASB
- Satisfaction with 'my home' 95%

Somewhere

- We are a partner of choice for local authorities and other partners in Islington, Hackney and Waltham Forest & environs & lauded as such
- Measure: We have secured at least three sites from partner local authorities
- Local authorities & agencies say, when polled, that we are a partner of choice and speak positively of us
- Have measured and improved upon our social return on investment
- Secure the disposal of one site from one of our core boroughs for the building of rented homes

Supply

- We have a pipeline of 400 homes – 80% for us, 20% for NRA partners & secured subsidy & low-cost land to enable this
- Measure: We meet the target building only social homes, LAF and shared ownership
- Handover of 80 homes – all buildings with requisite assurances over building safety
- SO homes handed over with an EWS1 form
- Deals signed for 80 homes

Sustainability

- We meet and are set to meet Government sustainability targets for new and existing homes. The carbon footprint of our office and business practices is down.
- Measure: Our new build homes have CO2 emissions 80% lower than those we are building now
- We have a plan to ensure we have no homes below EPC C by 2030 and that all are zero carbon by 2050
- We have reduced the carbon footprint of our business in line with strategy agreed in 2020/2021

Our Internal focus



Where we begin

Sustainability (business)

- RSH rating: G1 V2
- New governance structure launched Feb 2020, including links from the Scrutiny Panel to Board

Staff

- 66% of staff say ISHA is a Great Place to work
- Our trust index score is 64%
- Sickness 6.9 days
- Turnover 25%
- New vision, mission and plan – values the same

Systems

- Housing database that is not universally or consistently used
- CRM rolled out in Customer Services
- No interface between ISHA home team and Kypera
- 30 systems across the business
- Rent setting and service charges process mapping complete

2020/21

Sustainability (business)

- Establish financial golden rules with the Board which support our ambitions and protect our business
- Asset management strategy approved by Board
- New VFM strategy and KPIs agreed with the Board linked to the new strategic plan
- Risk register aligned to the new strategic plan
- New board appraisal system
- External review of Board effectiveness
- New Board members appointed and successfully on-boarded

Staff

- ISHA's Management Academy is launched – focus on high support and high challenge, coaching, PDPs
- Pay and Benefits consultation (see 2021/22)
- Work on recognition
- Workshops of vision, mission and values

Systems

- Intranet launched
- Clear, recorded processes and procedures across the whole business. Five additional business critical processes mapped and designed – suggested areas include development from appraisal to hand-over and more holistic view e.g. life-time cost; purchase orders, invoices and coding; repairs; ASB
- Training on Kypera and agreed protocols
- Monthly accounts close
- Introduce a testing & project management approach to new systems
- Mobile working capability & Teams rolled out if pilots successful
- Database of systems and superusers
- Roll out of CRM to two other teams

2021/22

Sustainability (business)

Review of the first full year of governance arrangements. Changes to be made by September AGM

Staff

April 2021 launch of new benefits and rewards following involvement of staff in 2020/21 (review to include pay & flexible working and wider employee benefits such as volunteering, flexible benefits, home working etc)

Wellbeing strategy

Office re-design

Workshops of vision, mission and values

72% of staff say ISHA is a Great Place to Work

Trust index score 72%

Turnover 17%

Systems

IT strategy including a review of Kypera and systems agreed by Board

Roll out of CRM to whole organisation
Data quality working group – ‘one version of the truth’

2022/23

Staff

80% of staff say ISHA is a Great Place to Work (trust score at same level)

2023/24

Sustainability (business)

External review of Board effectiveness

Staff

85% of staff say ISHA is a Great Place to Work (trust score at same level)

2024/25

Sustainability (business)

- We manage our business and assets well
- The business is high performing and sustainable for the long term. The assets are valued by the people who call them home
- We are rated by the RSH as G1/V2 (because we have excellent governance, with a clear, embedded, balanced understanding of purpose, risk & VFM)

Staff

- Engaged, inspired, high performing staff
- Measure: 90% staff satisfaction & trust index score
- Sickness days at private sector average of 4.2
- Accredited by Great Places to Work
- Turnover less than 12%
- Winner of Institute of Customer Service Staff Engagement Award

Systems

- We have robust, understood systems in place which enable first-class service delivery and IT which supports the ambitions of the business
- Measure: Fit for purpose IT systems and well-documented, intuitive, customer-focused procedures (internal and external customers)