

## Recruitment Pack

### Performance Manager

Dear Applicant,

Hello. I'm delighted you're interested in joining us as Performance Manager. This is a brand-new role, reporting to the Director of Culture, Communications and Involvement, to help drive a culture of accountability and continuous improvement across ISHA. In this role, you'll act as the gatekeeper for our data integrity and lead the development and implementation of performance frameworks, using data-driven insights to enhance service delivery, compliance, and operational efficiency.

You will work closely with colleagues across the organisation to provide performance insights for key elements of our service delivery and compliance, providing assurance on our data and helping to identify improvement areas. The role is ideal for someone who lives and breathes data and performance, and who can bring it to life and make it meaningful for colleagues.

To succeed, you will need strong data and analysis skills, good interpersonal and communication skills, the ability to stay organised and manage competing priorities, and a robust, solution-focused approach to improving data assurance. You'll ensure that customer focus is at the centre of everything you do, while achieving value for money and helping us meet key performance targets. Above all, your work should reflect and be guided by **ISHA's values**.

We believe in supporting our staff to grow and develop. This role offers plenty of opportunities for learning, development, and progression — and for you to shape it into something you'll truly enjoy.

Please take time to read the full recruitment pack to understand more about ISHA and what this role involves. If it sounds like the right fit for you, we would love to hear from you.

**To improve your chances of being shortlisted, please address these questions in your covering letter:**

- (a) After reading the job description and person spec, why you feel you are a great fit, and how your experience matches the skills and requirements of the role?
- (b) What is one challenge that you've had in delivering and supporting a robust performance culture, and how did you overcome it?
- (c) In your experience, what key metrics should be robustly managed to provide Board and leadership assurance on a housing association's performance.
- (d) Let us know anything else you want us to know about you.

Islington and Shoreditch Housing Association (ISHA) is a community and neighbourhood-based housing organisation, managing and developing quality affordable housing for people in North and East London, and building homes in Hackney, Islington, and Waltham Forest.

**We are ambitious:** Our vision is to co-create homes and communities where everyone can flourish.

We believe that for people to flourish, they need not only to have safety, security, and a sense of belonging, but they also need to be able to contribute to and shape their environment. We believe that for everyone, including our residents, and staff.

**Our values:** Our values are at the heart of who we are and everything we do; how we approach our work with residents and each other. They inspire our thinking and help guide our actions.

**Pride** in team ISHA

**Passionate commitment** to customers

**Trusted** to make the difference

**Respect** for everyone

Our 2020-26 Corporate Strategy has eight strategic pillars:

1. **Safety first** – ensuring our homes are safe
2. **Service and satisfaction** – being a consistent & quality landlord, building service delivery that drives satisfaction in partnership with residents
3. **Security and growth** – setting residents off on a secure footing & helping create the conditions for people to flourish in their homes
4. **Somewhere** – anchoring ourselves in North London, especially Islington, Hackney, and Waltham Forest
5. **Supply** – building quality homes for social, London Affordable Rent and Shared Ownership
6. **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
7. **Staff** – engaging with inspired, high performing staff
8. **Systems** – maintaining robust IT and business systems that support the business and our ambitions

We offer a wide range of housing choices: social rented, shared ownership, intermediate rent, market rent, supported housing and options for the elderly. We also provide homes and support for the Vietnamese, South-East Asian and wider communities. We are committed to ensuring equality, diversity, and inclusion of all communities in our approach to services and the way we work.

ISHA is smaller and more local than many other housing associations operating in London. The roots of ISHA go back to 1933 when we were involved with tackling slum clearance, poverty, overcrowding, ill-health, and high rents. Today we employ close to 90 staff and have over 2,500 homes.

We are proud to be a London Living Wage employer, and no employee will earn below that level. It is calculated independently to reflect the high cost of living in the capital, giving a worker in London and their family enough to afford the essentials and to save.

We are a diverse organisation with opportunities across a wide range of roles and professions, and we welcome talent from different backgrounds.

We have provided safe spaces for staff to speak out and have a plan to make us proudly anti-racist, concentrating first on growing allyship. This work has led to co-creating a diversity and inclusion strategy, and we have an internal staff-led EDI Council, who hold regular surgeries for staff to share their concerns in a safe space.

We work in close co-operation with our local authorities, the social housing regulator Homes England, the Greater London Authority (GLA) and other local housing associations, including Black and Minority Ethnic, special needs Housing Associations and co-operatives. Investment in development is provided through our own borrowing, the GLA and through local authorities. ISHA leads the North River Alliance (NRA), which is a consortium of North and East London community-based housing associations.

**We have a G1 Governance rating and V2 Financial Viability rating.**

### Equity, Diversity, and Inclusion statement

We expect all ISHA's staff, residents, and stakeholders to be treated equitably and with respect in their dealings with us.

We will be inclusive and reflect the rich and diverse communities we exist to serve.

We will work to earn the trust and confidence of staff, residents, and stakeholders that they can expect - from us and our contractors - respect, fairness, and equitable treatment.

ISHA has co-created an equality, diversity, and inclusion strategy for 2023-25 (running concurrent to the current strategic plan) and works within the framework of this as well as all current legislation and codes of practice.

### Employee benefits

#### **Contractual**

**29 days annual leave (plus bank holidays)** rising to 31 days after five years' service (pro-rata for part-timers). There are three compulsory office closure days between Christmas and New Year, which need to be taken from an employee's annual leave entitlement.

## **Non-contractual**

**Pension:** Defined Contribution as a salary sacrifice. Starting at employer (ER) contribution of 6% and 2% employee (EE), or match funded up to a maximum of 10% from ER and EE.

**Emergency leave:** Up to five days per annum for unexpected emergencies. Day one is paid on five occasions to allow employees time to make alternative arrangements.

**Financial services:** We joined with the London Credit Union that provides employees with fair, ethical, and affordable financial services. You can also access the home contents insurance negotiated for our residents.

**Working flexibly:** Up to three days working from home per week, if your role allows and with prior managerial approval. With monthly designated 'all in' days.

**Employee Assistance Programme (EAP),** offering emotional and practical support, advice for legal or financial matters, a manager support line and access to online self-help resources that can help you stay focused and protect your mental health and wellbeing.

**Support for continuous professional development:** We offer opportunities to take qualifications, contributing partial funding and study leave. We also offer study loans repayable over 10 months.

**Management Academy for managers:** Ongoing professional development for all managers that supports ISHA to set minimum standards and helps us meet best practice as line managers. We are members of relevant housing and training bodies with access to training through them. We also support **relevant professional subscriptions** (with approval).

**Social opportunities:** as a small organisation we meet regularly as a whole team, celebrate successes and share experiences.

**Staff awards:** Quarterly awards where colleagues nominate one another to express gratitude for great work. There are gift voucher prizes for individuals and a team award.

**Health and wellbeing:** a health cash plan to reclaim a percentage of the costs for a variety of health services, virtual GP appointments, second opinion diagnosis, online physio, shopping and gym membership discounts. We also offer eye care vouchers, cycle to work scheme, Interest Free Season Ticket Loan (these are all available post probation).

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### [Access to our office - 102 Blackstock Road, London, N4 2DR \(map below\)](#)

**Parking:** There is very limited parking in the Finsbury Park area, but ISHA can provide a parking permit to staff with a disability who can only commute via car.

Bicycle racks are available outside the back and front of the office.

**Tube/underground:** The nearest tube station is Finsbury Park on the Victoria and Piccadilly lines (10 minutes' walk to our office).

**Trains/overground:** The nearest train station is Finsbury Park with trains from Moorgate and Kings Cross. London Overground operates a train from Stratford to Finsbury Park.

**Buses:** Many buses run between Finsbury Park station and our office: 4, 19, 106, 236. Other buses stop on Seven Sisters Road (7 minutes' walk) 29, 253, 259, 279.

### [Physical layout and features](#)

Colleagues sit with their teams on the ground, first and second floors. The Performance Manager will sit with directorate colleagues on the second floor. There is a lift that serves each floor.

Our office is wheelchair accessible, and there is a disabled toilet on every floor, and one at Reception. The height of some desks can be adjusted and would be suitable for wheelchair users or very tall people.

There are soft strip lights throughout with good natural light. Some managers' offices are further away from windows and rely more on artificial lighting, however, those offices have an air-cooling system to facilitate temperature control.

As the office is mainly open plan, noise level varies and can, at times, be high. Most employees sit in an open plan office area with colleagues, with computers and printers operating intermittently during the day.

There are audio loop systems in the main meeting room, the tenant interview rooms and at Reception.

