



INQUILAB

# Our Corporate Plan

2021-2024



One Team,  
Transforming Lives

[www.inquilabha.org](http://www.inquilabha.org)

# One team, transforming lives

## Our History

In 1986 there were increasing concerns that the broad-brush approach being taken by Local Authorities and mainstream organisations in tackling housing need and escalating homelessness was excluding BME groups with the most need and yet least access. Nowhere was this more apparent than in Southall, with its concentration of Asian households and its history of activism. The memory of the anti-National Front campaigns of the late 1970's and the death of Blair Peach still rang strong.

A group of community activists – black workers in local housing associations, local authorities, and the health service – came together to tackle the issue. Based initially in Southall Monitoring Group's offices, and then using accommodation provided by Ealing Family Housing Association, they fought for the registration of a new, West London, association that would focus on the needs of the BME community. The name Inquilab, Urdu for 'revolution', was agreed and symbolised the way the new organisation would challenge orthodoxy and pursue positive change. Housing Corporation registration was achieved in 1987.

Significantly, Inquilab's focus has always been on the minority ethnic community in its widest definition, serving all sectors of the BME community. From the outset, Inquilab's commitment to the community is symbolised by the presence of local people on its board.

We are proud of our people. We empower our colleagues by equipping them with the right skills and tools to deliver outstanding services and positive outcomes for the people we serve.





Today, Inquilab continues to operate in some of the most deprived communities in London, marked by high levels of homelessness housing stress, socio-economic and health inequalities. The local authorities in which Inquilab works are facing ongoing cuts in local services while housing need grows, and the affordability of local housing worsens.

Inquilab owns and manages over 1300 properties, and has a development pipeline of new homes. These provide for general needs, temporary housing, and shared ownership within eight West London boroughs, Elmbridge and Slough. True to our underlying vision, we continue to provide support services which include financial and budgeting advice, and health and wellbeing initiatives. Our programmes include apprenticeships, internships and work placements. We have pioneered major initiatives including an Asian Women's' refuge to tackle domestic violence, and founded Leadership 2025 – a sector-wide initiative with a purpose of dismantling structural inequality at leadership level within the housing sector. We pride ourselves in understanding the cultural needs of the people and groups we house and support.

Our last Corporate Strategy 2016- 2021, saw us modernise our operations using business insight to improve and streamline how we deliver our services. This included digital inclusiveness to support our residents who experience financial and social challenges. Our understanding of customer journeys gained from smart systems, robust data, and insightful reporting further improved our service so that we deliver value, and invest more in our homes and services.

We are proud of our residents and of our people. We empower our colleagues and equip them with the right skills and tools to deliver outstanding services and positive outcomes for the people we serve. We are an agile organisation, and we will continue to work closely with our stakeholders and invest in our people to help them realise their potential as we harness their skills and commitment.



# Our Plan for the next three years

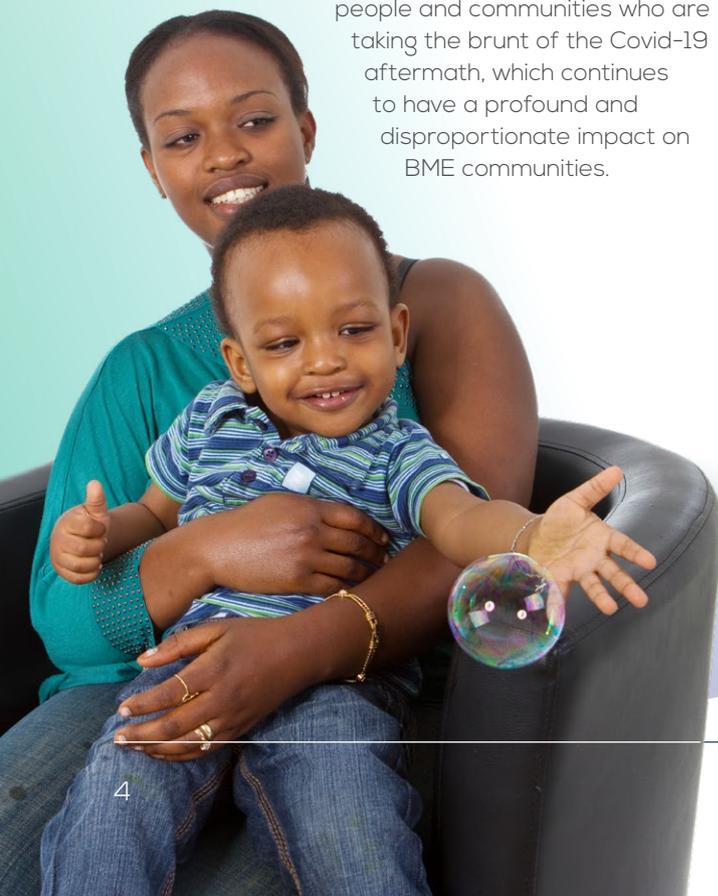
Inquilab's Corporate Strategy 2021 to 2024 is inspired by the ambition, social purpose, and community spirit of our founders. Set in a challenging and Covid-19 environment, our strategy builds on the success of our previous one, recognising that Inquilab will continue to extend its reach and to be responsive to its residents and communities.

Our commitment remains undiminished. We work to combat the inequality and social exclusion that our residents face – both as individuals, and as residents in deprived communities. We continue to work in ways that are inclusive, providing homes to tackle the housing crisis and holistic support services for our communities.

Inquilab remains a principal, community-based organisation, with a strong social purpose of fulfilling aspirations and supporting sustainable, diverse and cohesive communities. Our future purpose and direction is to build on our legacy of three decades of accommodating and supporting communities living in deprived areas and homes, and are on a low income.

As more evidence emerges on the health, social and economic impacts of the pandemic, it is the most disadvantaged people and communities who are taking the brunt of the Covid-19 aftermath, which continues to have a profound and disproportionate impact on BME communities.

We house people in severe housing need, on below average incomes with relatively low levels of economic activity, which has been exacerbated by the effects of the Covid-19 pandemic.





Responding to Covid-19 – now and post pandemic – has been, and will continue to be, very important. The crisis has brought home to all of us how important resident engagement is as we tailor our service, refine our processes, use technology in smart ways, collaborate virtually, and cascade communication quickly, to keep everyone included. We will build on our agile model of working, informed by an approach to change management that facilitates dialogue, openness, and builds trust.

With new building safety regulations, regulatory changes, decarbonisation, rising costs, increasing public debt, and a post Brexit era, we're investing in the quality, safety, and environmental sustainability of our homes. We will continue to meet the needs and aspirations of our residents and communities, maintaining high standards of governance and management, and focusing relentlessly on improving performance by engaging our residents and listening to – and acting upon – their views and concerns.

We are developing financial and digital inclusion initiatives to help our residents access training, relevant qualifications, employment and financial management which will ultimately improve the quality of life. Our digital transformation programme 'The Inquilab Way' is enabling residents to access services wherever and whenever suits them. We are re-shaping our resident involvement approach, so our residents work alongside us as one team to co-design, scrutinise and improve, so we deliver excellent service and value for money.

We will do this by building on the pioneering and inclusive approach that Inquilab has taken since its inception and which embodies our social purpose; and by creating the best environment and opportunity to develop our staff, involve our residents, and to work collaboratively with all our stakeholders and partners so that, together, we deliver on our vision and values.



**Pamela Leonce**  
Chair of Inquilab



**Gina Amoh**  
Chief Executive

# Understanding the external environment

## Meeting the changing needs of communities

An urgent need for affordable housing continues to affect many of the communities we work in. With the Greater London Authority's (GLA) current target of building 52,000 new homes per year falling far short of the Government's assessment of 72,000, we will continue to have an important role to play in tackling the housing crisis by providing quality and affordable homes.

Financial resilience is a challenge for many of our residents. This is impacted by Universal Credit, low wages and other financial issues including the transition of claimants on legacy benefits to Universal Credit which is due to complete in 2024. In addition, a transitional economy places risks on the jobs and incomes of our residents, and the impact of the Covid-19 pandemic will continue for years to come. We will help residents and the people we work with to recover from the impact of the pandemic and in supporting them through difficulties.

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### Economic uncertainty

Economic conditions have important implications for borrowing, construction, and consumer confidence. The outlook is mixed, with the nature of post-Brexit shaping medium-term economic performance. UK economic growth has been impacted by Covid-19 and global trade tensions are expected to remain subdued. These factors create an environment of potential volatility in the housing market and wider economy during the period of this strategy.



### Prioritising safety

Ensuring the safety of homes is an absolute priority. We will continue to put the safety of our customers first, with a holistic programme of work to remediate homes where this is needed, and ensure our homes all meet updated safety standards through a risk-based approach.



### Reducing our carbon footprint

We remain committed to improving the energy efficiency of our homes, to sustainability, and to meeting our environmental targets. We will deliver a revised asset management strategy that meets the net-zero carbon target by 2050 as we work to improve the thermal efficiency of our buildings and to reduce our carbon footprint; a key outcome of which is to provide affordable warmth for our residents.



## Tackling inequality

Inquilab is committed to tackling race inequality within society.

The murder of George Floyd in the US and The Black Lives Matter campaign brought many young people of all backgrounds, standing together, in solidarity for a just cause. There is hope that there will be some positive advancement made in the way UK society deals with racial injustices and discrimination due to ethnicity. While some positive changes have been made, there is no room for complacency and there must be support to addressing the economic and social impact on our residents and communities suffering inequalities. This is a key consideration in shaping our corporate strategy in which we will continue to:

- Be a place of work where people can be themselves and where we promote an environment where people feel safe in sharing their frustrations at society's inequality.
- Create positive working environments that provide opportunity for people with talent and commitment.
- Provide good quality homes and services for our diverse communities.
- Be a shining example of a well-run community business that can be a role model for new initiatives in our community. This will require a disciplined and mission-focused approach to our work, at all levels.
- Support the housing and cultural needs of our community, especially our elderly and the Windrush generation so that they can enjoy their lives in a safe and friendly environment.
- Keep listening to the views of the community and our stakeholders, and to respond with positive and dynamic action.



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## Providing services in a digital world

Our residents tell us they want good quality, reliable services that provide value for money. Demands for flexible, personalised, digital access to services continue to grow with residents accessing banking services, GP appointments, utility providers, and police support online. Providing greater online access to housing services is an important change and an opportunity to increase both customer efficiency and satisfaction. We also identify that the need for robust data protection arrangements will grow in importance as digital access to services expands.



# Vision, Mission and Values

We know that more equal societies benefit everyone. The homes and services we provide directly benefit individuals and neighbourhoods as a whole. We support mixed communities by helping people to remain living in areas where they feel connected, while at the same time empowering them to be independent and to make their own contribution to the neighbourhoods where they live.

## MISSION

**To meet housing need and support sustainable communities**

## VISION

**Delivering reliable services that our diverse communities value and trust**

## VALUES

**SERVICE**

*Deliver cost-effective and valued community services*

**TRUST**

*Being open, honest, and embedding integrity in all activities*

**ACCOUNTABILITY**

*Taking ownership and responsibility for homes and services*

**RESPECT**

*Treating everyone with dignity and respect while valuing diversity*

**STRENGTH**

*Building on the strength of people, legacy, and resources*

# Strategic objectives for 2021-2024

We want to invest in our communities and people so that Inquilab can make a real difference towards addressing the housing needs and deprivation which exist for BME communities. Our key priorities to deliver our Corporate Strategy are based on four strategic objectives which form the core of our Corporate Strategy.



# Corporate Strategy

## Quality Homes and Services

A culture of values and behaviours that put the customer at the heart of our work, ensuring our homes are safe and well maintained.

## High Performing Business

Financial robustness and effective, well trained and highly motivated people.

## Empowering our Communities

Working and investing in our communities.

**INQUILAB**

Working collaboratively and communicating effectively

## Sustainable Growth

Provide a range of affordable, safe, quality homes.



# OBJECTIVE 1

## Quality homes and services



We want our homes to be safer, greener and our residents to be more satisfied with the quality of their home.

Our digital transformation will allow residents to access more personalised services wherever and whenever suits them. We'll harness technology to improve the way we work so colleagues spend less time on processing, with automation freeing up their time to provide more support face-to-face and by telephone, for residents who need it.

We have a long-term commitment to maintain high standards in our homes and invest in our properties to ensure they remain safe, decent, and cost-effective into the future.

Our priorities are:

- Knowing our customers so we provide the services that they feel are relevant
- Ensuring our customers' voices are clearly heard so they help shape the services we provide
- Provide the platforms and transparency for residents to give us feedback, raise concerns, and tell us if we're getting things wrong
- Be a customer service organisation, working continuously to improve our services and to make things easier for our customers
- Use technology that will enable customers to access services in a faster, simpler, and more personalised way
- Providing high quality and safe homes that people are proud to live in.

Resident safety is our top priority. We'll make a major investment to enhance the safety of our buildings, working with residents to examine how we can create changes to buildings and culture to reduce fire risk.

TARGET

**80% customer satisfaction with services and quality of their homes**



# OBJECTIVE 2

## Sustainable growth



Our Growth Strategy outlines our approach to acquiring and building more homes for the community. We will consider homes that are right for our communities and which meet the needs of our diverse communities.

Our growth priorities are to:

- Building quality homes for rent and shared ownership
- Stock transfers from other providers where appropriate
- Provide temporary housing
- Deliver through partnerships and collaboration

We will identify neighbourhoods where Inquilab can make an impact and where we can help make communities resilient, sustainable, safe, and cohesive. We will leverage grant funding to subsidise our development activities in order to ensure the most effective use of Inquilab resources to maximise the number of additional units delivered.



We will consider homes that are right for our communities and which meet the needs of our diverse communities

TARGET

40  
new homes



# OBJECTIVE 3

## High-performing business



We will remain financially robust with the strength to deliver value for money, enabling us to invest in delivering our mission and social purpose. Our digital transformation will be central to this, allowing us to use automation to provide services which are both quicker for residents and more cost efficient.

We will have an engaged and motivated workforce with high levels of job satisfaction, investing in our culture, working environment, and digital tools to unlock greater productivity, innovation and high levels of performance. We will be recognised for our work in proactively breaking down barriers to genuine inclusion. And we will maintain the highest level of regulatory and governance standards while meeting our value for money commitments to secure efficient and effective services.

To do this we will:

- Adopt a prudent but ambitious financial plan, so that we're well positioned to cope with possible business disruptors, while continuing to deliver our objectives
- Focus on improvement, efficiency, and value for money
- Use data effectively to drive customer experience and efficiency
- Review processes and automate them where possible to increase efficiency and satisfaction
- Work with colleagues and residents to review and improve our services and to identify opportunities to deliver more effective, efficient, and better targeted services that our residents want
- Create positive employee experiences, making Inquilab a great place to work, learn, and succeed
- Harness the power of technology to drive continuous improvement
- Create more efficient ways of working enabling colleagues to work flexibly and in dynamic ways that foster collaboration and innovation
- Meet our legal and regulatory requirements
- Work with others to make the most of our capacity to maximise the social impact of our work.

**TARGET**

**33% operating margin and 85% employee engagement**



# OBJECTIVE 4

## Empowering our communities



As a community organisation, we do more than provide homes. Our Community Strategy focusses on developing initiatives which will make a real difference to people's lives. We will listen to, communicate, and engage with our residents and the wider community and we will:

- Develop community investment programmes that seek to deliver financial and social inclusion
- Embed equality, diversity, and exclusivity in our activities and programmes
- Raise our profile by promoting Inquilab's social purpose
- Going further for our communities, working in partnership to promote activities which create cohesion.

Our Community Strategy will focus on developing initiatives which will make a real difference to people's lives



### TARGET

**80%**  
of residents  
engaged with  
digitalisation



# Corporate Summary

- Attract, develop, and retain exceptional talent
- To sustain upper quartile employee engagement
- Invest in leadership development
- To evolve as a modern, agile organisation

## Our People

To ensure we have effective, well trained and highly motivated people



## New Homes

To provide a range of affordable homes

- Achieve 40 new homes by 2024
- Deliver homes that add to our financial capacity
- Deliver homes that meet our quality standards
- Deliver infill sites
- Revise the development strategy
- Develop environmentally and sustainable homes



Working collaboratively, communicating and making decisions in the best interests of our customers and our community

## Inclusive Communities

Working and investing in our communities

- Help to alleviate hardship for our residents
- Develop opportunities for Education, Employment and Training
  - Alleviate social isolation
  - Improve health and wellbeing



# Summary 2021-24

## Our Customers

To develop a culture of values and behaviours that put the customer at the heart of our decision making

- Implement a new customer standard
  - Customer satisfaction at 85% or above
  - Support resident engagement and community
  - Expand our digital services



**ILAB**

Collaboratively,  
acting effectively,  
making decisions in the  
best interests of Inquilab  
customers



## Assurance

To ensure we meet all regulatory standards to keep our Association financially secure and our residents and people safe

- Regulator of Social Housing (RSH) compliant
- Exceed our financial KPIs
- Health and Safety compliance
- Reduce our unit cost year on year
- Retain/maintain financial strength and deliver Value for Money

## Building Quality & Safety

to ensure our homes are safe and well maintained



- Deliver high performing repairs service
- Meet the new decent homes standards
- Meet all requirements of the Hackitt review, post Grenfell
- Ensure high quality compliant health and safety service
- Use sustainable and environmentally responsible components in our maintenance programme



**INQUILAB**

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