



INQUILAB

Inquilab Housing Association
Annual Review
2019 - 2020

www.inquilabha.org

Your ambition is our ambition

At Inquilab we never forget that our residents are our customers and that the ambitions of our customers are what drive us to do business well.

We currently provide housing for over 3,600 residents in West and North-West London, Elmbridge, and Slough through a wide range of affordable rental and homeownership opportunities. We strive to deliver a quality service and to maintain the 1,322 homes we own to a high standard.

As a housing association our core business is about providing and developing affordable, quality, homes; but we do more than that.

In addition to bricks and mortar we are committed to supporting the diverse needs of our communities and customers. Whether directly or through our collaborative agency partnerships, we aim to support residents who want to achieve a more sustainable, healthier and happier life. This includes help with managing money or debt, creating opportunities for up-skilling, helping people into employment, and supporting campaigns such as mental health and Black Lives Matter.

In 2019 we conducted a major survey of households to help us further understand the make-up and diverse needs of our customers (our residents).

Inside this Annual Review you can read how we are using the findings of this survey to ensure our services and our future planning meets these needs. You can also read about our achievements in the last year.



**We are
passionate
about improving
people's quality
of life.**

We continue to put the safety of all our residents as our highest priority and ensure we meet regulatory standards.

Introduction from
Chair of the Board and Chief Executive

Fit for the future

Firstly, we would like to thank everyone who has got involved with Inquilab in whatever way over the past year.

This year, more than ever, we have put the needs of our residents at the centre of our work; focusing our energies on developing our social purpose, providing quality homes, and ensuring that the health and safety of everyone is our number one priority.

We are transforming the way we're organised; the way we do things and the different ways we use technology to make things easier for our customers and our people. We've increased our homes, we're doing things better, and we've become stronger - more than ever we're a customer service business.

The essence of 'The Inquilab Way' transformation programme is to ensure our partnership with Gilmartins improves our repairs service for you. We are at the early stages of our journey and we are making good progress and will continue to make further improvements to our services.

We continue to put the safety of all our residents as our highest priority and ensure we meet regulatory standards.

The Inquilab Board oversees our whole organisation to ensure we work effectively and achieve our aims and vision whilst meeting the needs of our residents. We are delighted to welcome three new Board members who bring new skills and experience to the Board.

During the year, the Regulator for Social Housing carried out an in-depth assessment to see how well we are meeting national standards for Social Housing landlords that are set by the Government. After the assessment and having identified some areas for improving our processes, our governance rating was downgraded from G1 to G2. Whilst disappointing this gives us the opportunity to do things better and our Board is committed to returning to a G1 rating as soon as possible. **We are however pleased to retain the highest possible rating for our financial strength and viability.**

By embracing technology we're transforming the way we deliver our services, whilst saving time and money and improving resident satisfaction.

Our front-line colleagues are now equipped with the technology to deliver quick and efficient services. Our use of predictive and smart building technology is transforming the way we invest in and look after homes, ensuring they are maintained to the high quality our residents expect, and that they are safe and environmentally sustainable.

The savings we make are invested into improving homes, building more affordable housing and increasing our range of additional support services. Following a major household survey last year we are much better equipped to deliver support where it is needed most and tailor our services to meet our residents' individual needs.

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We would like to thank everyone who has got involved with Inquilab in whatever way over the past year. A special word of thanks to Ellis Blackmore the Chair of the Residents Scrutiny Panel (RSP), and other RSP members who have stepped down after six years to make way for new members. The hard work and commitment from Ellis and his colleagues has made a big difference to the way our services are delivered.

Finally, as our financial year drew to a close at the end of March, the Covid-19 pandemic had taken grip in the UK. This is having devastating consequences on society and

changing the way we all live and work. As with so many life events and world crisis', it does provide opportunities for us to rethink and reshape how we do things.

From a business perspective, we're looking forward to the future and will have a new Corporate Plan in place from April 2021. At the heart of that plan will be our focus on our customers and our people - so that residents can be proud to live in an Inquilab home and our staff are equally proud to work for us.

We hope that you enjoy reading more about our progress over the past year and our commitments for the future.



Pamela Leonce,
Chair



Gina Amoh,
Chief Executive

A year of transformation

The past year has been one of transformation for Inquilab as we continue to develop and improve many core areas of our work.

Our customer satisfaction results during the year were disappointing, and so we are working hard to bring about improvements in a number of areas, using information from our household survey, in order to address this.

Over the year ending 31 March 2020 we implemented a range of initiatives as part of our transformation programme 'The Inquilab Way'. These include:

- Changing the way we deal with reports of Anti-Social Behaviour (ASB)
- Appointing a new repairs maintenance partner (Gilmartins) and a new groundworks team
- Making more of our services available online
- Increasing the ways we can support our residents
- Improving communication and encourage resident involvement
- Investing in new technology to improve services that benefit both residents and staff

We are confident that these changes, which are part of our ongoing transformation programme, will not only help to increase resident satisfaction, but will make the organisation more effective and efficient whilst delivering value for money.

Supporting our communities and delivering social value

Supporting people who need a home is about so much more than simply providing a roof over your head. We are committed to developing opportunities that enable more residents to achieve their ambitions.

We want to build thriving communities and that means helping our customers to access advice and support on all aspects of life: from health and employment to money and IT.

Following our household Survey which was published in 2019, we are in a much better position to understand the complex and diverse needs of our residents. We are using the results of this survey to shape the way we work and plan for the future so that we can support our communities in many more ways than delivering housing services.

Last year we:

- Worked with our partners to explore apprenticeship opportunities for Inquilab residents to gain skills and experience in order to launch a career. To date, Inquilab has facilitated four apprenticeships and over the next three years we aim to support a further four.
- Began planning how we use the information gained from the household survey to offer targeted support for individual households (this was particularly useful when lockdown was introduced so we could coordinate specific support for vulnerable residents).
- Developed partnerships with other housing organisations including A2Dominion and Catalyst Housing to explore ways of working collaboratively to offer advice and support services for residents on areas including health and wellbeing, money management and finding employment.
- Explored ways of how our Housing Officers will work to deliver a much more holistic service for residents. This includes advising and signposting those in need to help find work or training; finding ways to manage debt and accessing welfare advice that helps to maximise income and better manage money; and providing IT support to enable more residents to get to grips with technology and learn the benefits of using the internet for communication, shopping, and self-service advice.

Looking ahead

As well as the plans outlined above, we are looking into more ways of engaging with residents so that we can better understand and meet your needs and ensure appropriate support is available when needed.

The Covid-19 pandemic has had a catastrophic impact on the UK employment market so we want to help more people gain skills and experiences to help find a new or a better job. As a result we hope to launch a volunteering programme to support Inquilab residents and school children in Years 12 and 13 so that they can profit from the personal and social benefits that volunteering and work placements can bring. These benefits include developing skills, building confidence and self-esteem, providing a reference and preparing young people for the world of work.

We are creating a dedicated property management team to look after our properties, making sure our homes continue to be safe and well maintained.



Just over **59%** of our households responded to our household survey.

Of those who did:



Building New Homes

Although government cuts mean that it is increasingly difficult to build more affordable housing, we believe that we can, and will, play a central role in helping to tackle London's ever more acute housing crisis.

Thanks to our strict financial management which generates a surplus income for investment, coupled with our collaborative partnerships with other associations and organisations, we are helping to get more affordable homes developed within the regions we serve.

Our development programme is providing new homes for the people most in need of housing and for those who would otherwise not be able to afford to own their own home.

In the year ending 31 March 2020 we completed on 37 affordable housing units in Uxbridge (Movia Apartments) and acquired 19 social housing units at Novello House in Slough

Build London Partnership (BLP)

Working with The L&Q Foundation and The Greater London Authority we have established the Build London partnership (BLP) with the vision of working together to build more genuinely affordable homes in the capital in order to help address the housing crisis. This partnership aims to unlock small sites across London and deliver 300 homes a year, reaching a total of 1,000 new properties by 2024. As part of this partnership we plan to build 100 new Inquilab units by 2022 and we are on-track to deliver this.

Investing in your homes

We invest in our properties to ensure that they are well managed, good quality homes that you want to live in. Through planned maintenance work, and by making improvements, we aim to provide homes that are modern, warm, and safe.



In the last 12 months, we replaced 50 boilers, 10 kitchens, six bathrooms, and installed new windows and doors to six homes



100% of our homes meet the Decent Homes standard



100% of homes have a valid gas safety certificate



819 homes received work during the year

We spent **£555,000** on capital works and improvements to homes and neighbourhoods



We continue to invest heavily on fire safety works to ensure our homes meet national standards and keep our residents safe and secure.



In every **£1** of rent money we receive we spend **24p** on maintaining properties

Letting our homes

Our void turnaround time – the time taken to relet a home – has increased to 60 days. We are working to reduce the time each home sits empty by using 'on-site' digitised sign-ups to speed up the process and improve the experience for new tenants.



£129.22 avg



£134.99 avg



£136.38 avg



£141.51 avg



£145.05 avg

Your home, your voice

Our residents are at the heart of everything we do and so it is essential there are many different opportunities for them to engage with us and to make your voice heard.

We involve our customers and residents in decisions that affect frontline services through our Residents Scrutiny Panel (RSP) and Customer Advisory Panel. These groups have an important scrutiny role; challenging our decisions and ensuring that we deliver and constantly strive to improve.

Members of the Resident Scrutiny Panel meet on a quarterly basis and play a key role in helping us make important improvements to the repairs service, estate services, voids and arrears, and the way we deal with anti-social behaviour.

Last year we worked with residents and leaseholders to establish a new panel called the Customer Committee. This new group provides a direct line of communication between residents and The Board.

22 residents
have to date agreed
to join the Customer
Advisory Panel.





67% of jobs completed right first time... our aim is for 100!

A new dawn for our **Repairs Service**

We are transforming the way we do things and the systems we use. We've invested in technology to make things easier for our customers and our people and we've increased our homes: **we're doing things better.**

A key focus for us over the last year has to been on transforming our repairs service – to make it more efficient, deliver better value for money and, above all, to improve the experience for you.

We know this is important, so we have involved residents in our plans to transform this service to make sure that the changes we make are in line with their expectations. Members of our Resident Scrutiny Panel played a key role in the procurement process, helping us to select Gilmartins as our new repairs contractor.

Gilmartins staff now deliver the day-to-day repairs in our homes. We are excited about this new contract and we are confident it will mean major improvements to this service going forward. Whilst it is still early days to report actual data on improvement levels, we are already seeing a significant improvement with customer satisfaction and repair completion times.

Working with Gilmartins to drive forward more improvements in the way the service is delivered, we hope to further build on this performance in the coming year

ahead. Our focus is to ensure more repair jobs are completed right first time, as this saves time and resources and is more convenient for residents.

Tackling Anti-Social Behaviour (ASB)

We know that anti-social behaviour is a primary cause for stress, causing residents to feel vulnerable, scared, and in some circumstances a hostage within their own home. Everyone has a right to feel safe in their home and at Inquilab we aim to do all we can to resolve instances of ASB.

Following poor satisfaction with our ASB service in previous years, in December 2019 with the support of a specialist organisation we carried out a review of our ASB response. This identified some major areas for improvement including the way we deal with reports of ASB and the support available for residents during ASB investigations.

Our first priority was to clear the backlog of existing cases with each resident who had reported an ASB matter being contacted and, through a mix of advice, mediation and face-to-face meetings with the perpetrators, the majority of cases were resolved.

ASB cases at Inquilab - 2019 vs 2020



Doing more to protect residents

As well as resolving cases much quicker and more effectively over the past year we have also implemented a range of improvements to the service that we will continue going forward. These include:

- **Improving communication** - anyone who reports ASB is contacted regularly to receive updates and feedback on their case
- **Raising awareness** – what to expect from the service, how to report incidents
- **Partnership working** – improving working relationships have been formed with agencies including: the Police, local councils, other housing associations, social services, and environmental health teams to successfully tackle cases collaboratively
- **Improving our internal management systems** – to make handling cases more streamlined and effective so that both residents and staff understand the process

Going forward we are committed to continuing the major improvements in ASB seen during last year. Our future plans include establishing a Witness Support Network to give victims and witnesses a voice; as well as providing specialist training so housing staff can deal more effectively with cases, and make reporting and the support we can offer for victims of ASB more accessible.

Collaborative partnerships are working to help residents

An Inquilab resident from Isleworth reported ASB issues in her block including large groups of young people gathering in communal areas resulting in excessive noise, vandalism, drugs, paraphernalia and general rubbish. Residents were too frightened to leave their own homes after 5pm.

In partnership with ASB Operations a representative visited the block and immediately identified a number of immediate solutions, including repairing and securing the main entrance door (that same day) and setting about the installation of CCTV and parking restrictions to stop non-residents unlawfully entering the building.

Working with the Police and another local housing association, the ASB issues have now largely been resolved. Residents were kept up to date throughout and have access to the Respect Line service to report any further problems should they arise.



Collaborative partnerships for the bigger picture

As a smaller housing association we are proud to work in collaboration with other organisations to achieve shared goals that benefit our residents and Inquilab as a whole.

We know that our voice and our buying power is much stronger when we unite with others.

BME London

In recent years we have been working with a collaboration of 14 Black and Minority Ethnic (BME) London housing associations. Members of this group range in size from 185 to 1,500 homes. All members of the group are striving to deliver high quality services but due to their size are limited on their ability to borrow money in order to fund new services. By working collaboratively the group aims to:

- **Deliver savings and achieve value for money**
- **Share best practice in order to drive forward progress and improvements**
- **Work together to improve services for local communities, such as enabling residents to access support to find work**

Leadership 2025

Through the passion and drive of our Chief Executive, our Board and our Senior Management Team we are proud to lead this exciting initiative which aims to raise awareness of diversity in the social housing sector. Working in collaboration with BME London, the project is all about challenging current perceptions and promoting the fact that diversity is not just something that ticks boxes but is good for business. We want to attract the best people to work in the housing sector regardless of background and through Leadership 2025 we are helping to upskill and train today's bright BME professionals to become the leaders of tomorrow.

Our People



We are proud holders of Investors in People Gold level which is awarded to organisations who look after and invest in their staff. Our People Strategy recognises the role our team and their skills, knowledge, experience and attitudes play in achieving our mission and vision. Every employee supports our core values of: **Service, Trust, Accountability, Respect and Strength.**

We believe that our people make a difference and we know that a highly engaged workforce will deliver the best they can to support the services we strive to provide for our customers. So this year we've taken a fresh approach to training, focusing more on the day-to-day skills our staff tell us they need.



Creating Value for Money

As a housing association that works with some of the most vulnerable people in society, value for money (VfM) is extremely important to us. In fact, it's embedded into our ethos and our corporate vision.

Every penny counts towards delivering real benefits for our residents.

Our approach to VfM is about delivering a quality service in the most cost-effective way by maximising our income and continuously reviewing and streamlining our operating costs. This ethos is supported by our values of **Service, Trust, Accountability, Respect and Strength.**

For Inquilab, this means being effective in how we plan, manage and operate our business. It's about making the best use of the resources available to us to provide quality homes appropriate to London's residents' needs, underpinned by high quality services and support for our communities. Value therefore not only means the number of homes, the appropriateness and quality of those homes, and of the services we provide, but how we also look beyond the obvious to support our residents to achieve an improved quality of life and wellbeing.

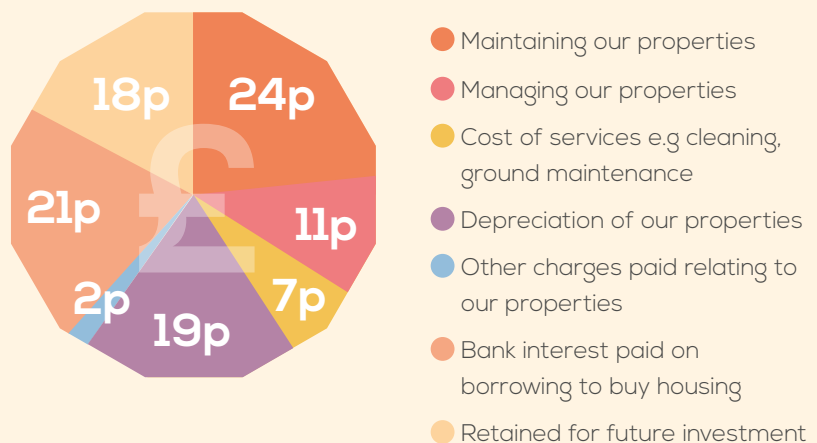
Everyone in the Inquilab team shares the VfM ethos. Any savings we make are invested back into the organisation to fund the things that our residents have told us are important. This enables us to continue to make improvements

into services and initiatives that our residents want and need.

Last year we made **£260,000** of VfM savings across the whole organisation.

These savings helped to develop initiatives, many of which are highlighted in this report, including supporting our residents with Anti-Social Behaviour (ASB), procuring a new repairs partner, and developing lots of extra services to benefit the health and wellbeing of our communities.

Here's a breakdown of how we spent each £1 in the last year:



Looking ahead

We want to continue to grow, to remain financially strong, and continue to invest in our services and existing homes in order to bring about lasting benefits for the future.

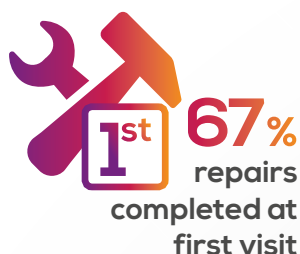
Our Corporate Plan sets out the main objectives for us as an organisation and we are proud that we have made good progress on many of the targets included in this plan. However, there is more to do to get to where we want to be.










Much of our focus over the coming year will be in investing and implementing new technology to help us further improve services for our residents and customers. We want to make our services easier for people to access, more streamlined to manage, and more cost effective to run. And we want to give our customers more variety in the ways they interact with us, however and whenever is convenient for them.

We will continue with our transformation programme 'The Inquilab Way' which is revolutionising the way we work and the way we deliver services for residents. Much of the groundwork and preparation that has been taking place behind the scenes last year will start to bear fruit next year and we are confident that the changes taking place will result in major improvements to services and increased satisfaction.



814 of homes that received work



Key Performance Indicator	Target 31/03/2020	Performance 31/03/2020	Performance 31/03/2019	Commentary
Repair Cost per Property 	£468	£522	£565	The repairs-related indicators dipped initially following the re-tendering of the service provision but have now started to move in the right direction. The repairs transformation project currently underway is aimed at delivering improved satisfaction ratings and efficiency savings
Repairs right first time -transactional (%) 	75%	64%	76%	
Tenant satisfaction with repairs service (%) 	78%	67%	78%	
Properties with a valid gas safety certificate (%) 	100%	100%	100%	We achieved our target
Percentage of residents 'satisfied' with cleaning and gardening (%) 	70%	54%	77%	Service re-procured following consultation with residents. We are beginning to see improvements in the satisfaction ratings and the direction of travel has been positive
Tenant satisfaction with the delivery of the capital programme (%) 	98%	98%	98%	We achieved our target
Rent arrears (%) 	5.04%	7.12%	6.09%	Collection target not achieved as more residents moved to universal credit payments
Rent collected (%) - year to date 	100.00%	99.62%	98.82%	
Average SAP rating 	72	73	73	We achieved our target

As a resident, we need your input to help us shape the future of your housing service so please get involved. Visit www.inquilabha.org/get-involved/ for details of how you can make a difference.



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