



INQUILAB



# Annual Review

## 2018-2019

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



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## Introduction

**Our Resident Annual Review shows you how we've performed over the last year and how we've been developing and improving our services.**

### Last year we said we wanted to:



The Regulator of Social Housing (RSH) is responsible for regulating social housing providers such as Inquilab, to make sure they are well managed and financially secure.

Inquilab must comply with the economic and consumer standards that are set out by the regulator. The standards are:

- Economic standards**
  - Governance & Financial Viability
  - Value for Money
  - Rent
- Consumer standards**
  - Home
  - Tenancy
  - Neighbourhood and Community
  - Tenant Involvement and Empowerment

**Inquilab must ensure effective governance arrangements are in place and that we manage our resources effectively to maintain our financial viability.**



## Where we are

**We continue to work with our customers to make sure we focus on what really matters to them and fix things quickly when they are not right.**

During the year we carried out a Resident Needs survey to understand what was important. This highlighted the need to get our repairs services right. To do this we have partnered with a new contractor, Gilmartins, who will start working with us from October 2019. Estate services is also important to our residents therefore we are working with resident inspectors and others to get this right.

We have made some changes to the front-line operations so that we have people in place with the right skills, knowledge and experience to deliver what our customers want. This has meant re-aligning our structure and bringing together everyone who is in daily contact with customers under a new Customer and Community Services department.

Our collaboration with other housing associations has enabled us to do more together through efficiency savings, such as:

- our strategic development partnership with L&Q which will enable us to build new homes
- us acquiring new properties through stock transfer from another housing association.

We invested in our existing properties through planned and cyclical programmes, we carried out an in-depth review of the safety of our buildings, and invested in the general safety of our homes.

Universal Credit impacts on the income of some of our residents, and its continued roll out underlines once again the importance of supporting our residents with their finances and helping them into work. We know that some of our residents want employment, so we've been working in local communities to deliver programmes focussing on financial and digital inclusion and employment.

There is still a lot to do, but our front-line services will bring us closer to where we want to be: a housing association where customers say, 'they get our service right', and where colleagues feel empowered to work collaboratively, with empathy. We are guided by four areas of focus: enhancing resident services, building new homes, supporting communities and creating a great place to work.

We are transforming our services in pursuit of excellence and want to continue to progress. We're passionate about delivering positive change through new and better ways of thinking.

## Investing in our Homes

Over the last year we've invested more into our repairs and improvements programme to ensure Inquilab's properties are places our residents are proud to call home. Thanks to suggestions from residents we have made improvements to our repairs service to make sure that more repairs in your home are carried out right first time and at the right price. We are also proud to have more homes available to customers through shared-ownership.

### Build London Partnership

Inquilab is part of the Build London Partnership (BLP) development initiative in collaboration with the L&Q Foundation and the Greater London Authority (GLA). The ground-breaking strategic partnership will unlock small sites across London to deliver 300 homes a year, reaching a total of 1,000 by 2024. Grant funding from the GLA means that 100% of these new homes will be genuinely affordable.

### Repairs

Inquilab's Asset Management Strategy sets out our framework to maintain and improve our homes. 100% of our homes meet the Government's current Decent Homes Standard (DHS).

Our planned maintenance programme saw 158



### Movia Apartments, Bakers Road

In the last year, Inquilab has grown its stock with the addition of Movia Apartments which is a development of 37 Shared-Ownership apartments ranging in size from 1-3 bedrooms. It benefits from features such as Winter Gardens, Balconies and a rooftop garden and social area.

Our shared ownership scheme continues to provide choice for those who want to own their homes.

Inquilab aims to build **100** units by **2022** as part of the partnership and is one of the driving forces on its establishment.

homes benefit from works completed during the year. This included renewal of windows and doors, bathroom and kitchen replacements and 57 new boiler and heating systems. We work closely with our local authority partners to provide adaptations for those that need them.



## Supporting our Communities

In addition to providing quality affordable housing, Inquilab strives to support its communities. We provide financial inclusion services, basic culinary education, IT training and employment opportunities through our several partnerships and initiatives.

### Leadership 2025

"Leadership 2025" is an initiative which aims to fully equip senior BME managers with the tools to be effective sector leaders and champions support within the sector for diverse leadership.

### Barclays Digital Wings

Inquilab partners with Barclays to help create a digitally engaged society. Digital Wings is designed to give participants the knowledge and confidence to do more online and get the skills they need for this digital age. The program is open to everyone, not just those who bank with Barclays. We encourage our customers to take advantage of this opportunity. The course invites participants to learn in a time that suits them with bite-sized modules.

**As a part of Inquilab's community, customers can simply sign up or log in to start your Barclays Digital Wings course.**

### Employment

Inquilab, as part of a joint partnership with BME London and Olmec charity, aids in providing employment services to participants. The RISE Employment programme includes 6 weeks of learning and 4 weeks in a work placement. There are 60 spaces available each year, and participants can move into sustainable employment or training afterwards.

With a current success rate of over 60%, we encourage more of our residents to participate and complete the course.

**Please contact our customer services for more information.**

### Food Bank/ Culinary training

The Food Academy is a collaboration with SUFRA NW London where we provide a free, fun and engaging course, which is aimed at improving the knowledge about health and nutrition and basic cooking skills. Participants learn to cook 10 different meals, understand healthy eating and gain an accredited qualification by the end of the course. Running over for 6 weeks, the course takes place on Saturdays from 10am to 2pm.

**Find out more information about this course on our website.**



### Jasmine Community Centre

#### Summer Program

The summer programme at the Jasmine Community Centre provides positive activities for young people and their families to learn new skills, enjoy new experiences and discourage anti-social behaviour. Through arts, crafts, music, and sports sessions participants are encouraged to take part in discussion workshops with their parents to explore issues ranging from improving health and fitness to gangs and knife crime.

**Below are some of the comments from the parents of a previous Lancaster Road Estate Summer Project.**

*"I am happy to know that my son is doing something positive when schools are closed."*

*"This is the first time I have seen something like this on our estate, this need to continue all year round!"*

## Case Study#1

### Financial inclusion – helping you through Welfare Reform

Inquilab's mission is to support its community and to help our residents sustain their tenancies. We understand the roll-out of Universal Credit can be challenging for some of our customers. Inquilab is dedicated to helping to make this transition as smooth as possible for our residents, and with the help of our Financial Inclusion Officer and Financial Advice services, we aim to provide customers with the support they need, when they need it.

One such case was with a vulnerable customer who experienced difficulties with their entitlement to benefits. We made contact and identified that she had a gap in her universal credit claim. Our Financial support team then reached out to the Universal Credit Payment Resolution Team on her behalf to confirm the dates she should have received entitlement to benefit. After confirming with UC, we reached out to the customer's mother, who is her carer, and guided her in raising a query on her daughter's behalf through her Universal Credit account. Through this process the tenant received more than initially expected.

### Drop-in IT sessions

We are committed to providing opportunities for our residents to learn new skills, which will help to develop self-confidence, improve employment prospects and develop sustainable communities. Together with Catalyst Housing we deliver accredited basic computer training at The Jasmine Community Centre. Drop-in IT sessions take place every week offering friendly help and support free of charge.

*"I had never used a computer and was very nervous, but I wanted to learn so I wouldn't have to rely on asking my children for help! I really enjoyed the course at the Jasmine Centre and now feel much more confident getting online and using my smartphone. The tutors were really supportive and inspired me to enrol on to an IT college course. I still pop in to the drop-in sessions whenever I need support, it's great to know help is on hand every week if I need it."*

**Sunita, Inquilab resident aged 67**



## Customer Involvement and Empowerment

### Our tenants are kept at the heart of everything we do.

Inquilab has residents board members who have direct input into the decision-making process. As a part of the new repairs partnership, residents are represented at key partnership meetings to monitor as we continue to improve repairs and maintenance service.

The Residents' Scrutiny Panel meets on a quarterly basis to scrutinise service areas. During the year they undertook a detailed service review on the repairs. They also reviewed the estate services, ASB, and advised on communications and the complaints policy.

### Interactive Roadshows

We organised a series of interactive Roadshows across Inquilab's schemes. This gave us a unique opportunity to meet and interact with customers to better understand their needs.

**This provided our customers with the opportunity to:**

Meet with a member of our front-line team and share housing concerns with us

Attain key information about our Financial Inclusion and Advice services and other welfare reform changes that affect them

Obtain advice on moving home and home ownership

Receive advice on how to best protect their homes including security and fire safety

### Customers

We have been reaccredited with Customer Service Excellence (CSE) which highlights our strong commitment to delivering high quality customer service. The CSE accreditation is an independent test of the quality of our services and the value they deliver to our customers. We have an annual service improvement plan in place to help us deliver ongoing continuous improvements in key service areas. We track customer satisfaction by measuring key indicators each year and benchmarking them against other landlords.



### Anti-social behaviour

We are improving the way we deal with reports of anti-social behaviour (ASB). This year we reviewed how we handle reports of ASB and increased the amount of communication we have with residents during our investigations. This was following feedback that some customers wanted us to keep them up to date. During the year we resolved ASB complaint cases and took legal action where necessary including applying for injunctions.

### Case Study#2

#### Anti-social behaviour

We received incidents of anti-social behaviour, specifically around the common bin area due to some residents not being properly dispose of their rubbish which presented several environmental health and safety issues.

Taking reports such as these very seriously, our team at Inquilab raised the issue as a high-priority case and relocated the rubbish disposal area so it was easier for residents to dispose their rubbish. We worked with and kept our residents updated throughout the renovation.

Once the work was finalised, all residents were invited to give their feedback on the changes.

This process helped people in the area to correctly dispose of bulk items, minimise fly tipping and to maintain a safe and tidy environment.



Our Allocations Policy is designed to ensure our homes are let in a way that is fair and transparent. Priority is awarded based on household need.

All our lets are monitored to ensure fairness and efficiency and last year we achieved an average re-let time of 33 days. Last year we let 23 homes, 4 of these were transfers from our other properties. The majority of our homes are let through our local authority partners. 14 households were housed because they were homeless. We also saw 3 households carry out a mutual exchange into another home.

### Complaints

We actively welcome complaints as this offers us a learning opportunity and helps us identify areas for improvement. We subscribe to the Housing Ombudsman Service; whose role is to independently assess whether we have acted fairly and reasonably in dealing with a complaint that has exhausted our internal procedures. Most of the of the complaints are related to repairs, and 100% of them were acknowledged and responded to within target.

**100%**

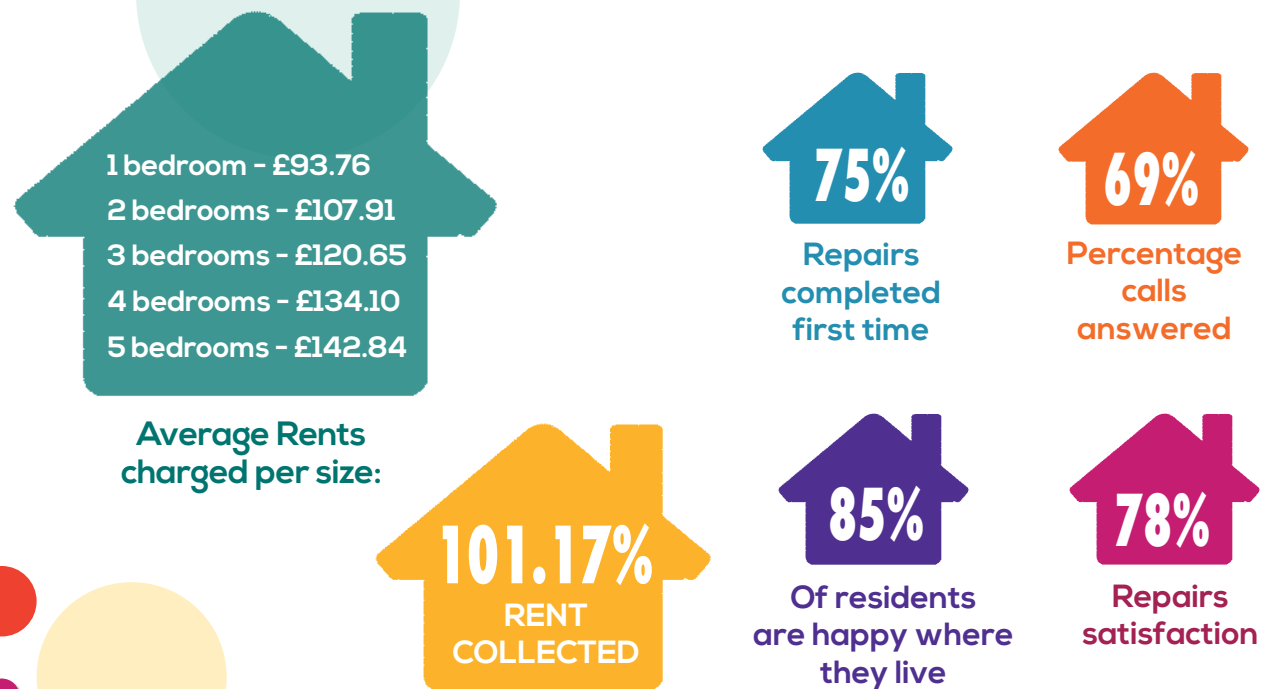
of complaints are acknowledged and responded to within target.

## You said, we did

We received feedback and suggestions from our customers and other stakeholders about how to improve our service. From this feedback we are:



## Our Performance at a Glance:



## Value for Money (VfM)

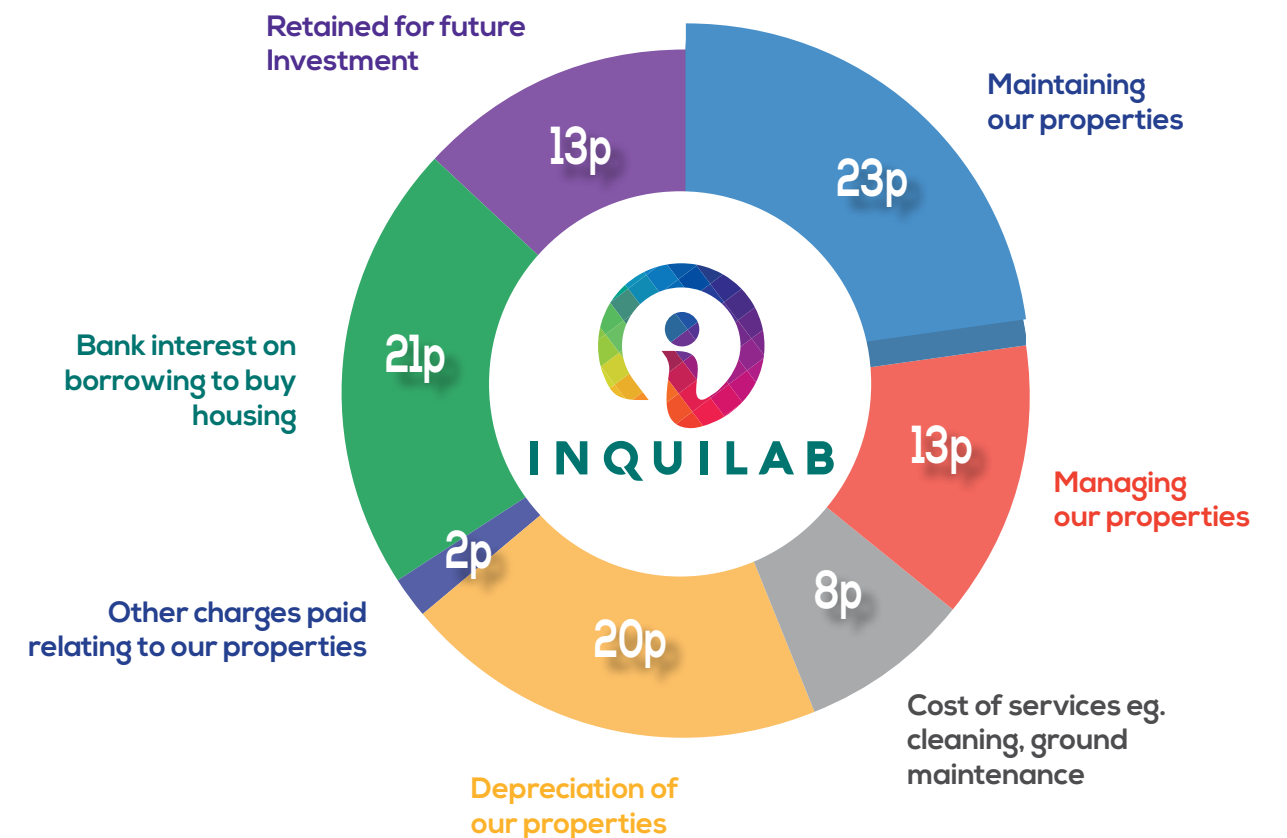
We are committed to ensuring value for money in all areas of the business to enable us to operate effectively and efficiently.

Our greatest revenue expenditure per property is on repairs and maintenance. Our new partnering arrangement will offer good value for money for example by investing more in planned works such as replacement kitchens and bathrooms.

We are focused on supporting residents through welfare reform and maximising income recovery. We benchmark our costs and performance against other housing providers to show. In most areas we are in the top quartile when compared to others.



Here is a breakdown of how we spent each £1 over the last year:





## Looking ahead to next year:

**Our transformation project, The Inquilab Way will improve our service delivery and become more responsive to our customers' needs and expectations.**

The areas we are focusing on are the repairs service, making the tenants' portal and customer website easier to use which will enable customers to use more of our services online.

**Our other priorities over the next year include:**

Delivering new homes for rent and shared ownership

Investing in initiatives to support our communities, including financial inclusion and employment programmes

Continuing to invest in upgrading and maintaining the homes we manage

Sustaining and improving satisfaction with our repairs services



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