

Inquilab Annual Report 2013/14



Inquilab Housing Association
Providing Homes,
Supporting Communities



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01. Welcome from the Chair

These are exciting times for Inquilab and our achievements over the past year are cause for confidence. Over the last 12 months we have made great progress as an organisation and we are really proud of our achievements. It is even more pleasing that these improvements have been made in partnership with our residents, who have helped us enormously through the year. This is a good time to say – thank you – to all of our residents who have helped us to improve by giving us feedback and letting us know what we could do better.

This Annual Report highlights some of the areas where we have been working with residents to improve our services. We changed our repairs contractors and employed multi-skilled contractors, which is helping us to deliver a more efficient service.

We set up a contact centre to deliver a one stop service that improves our communication with you; encouraged more residents to work alongside us to help improve our services and committed to providing 120 new homes, showing our determination to deliver more affordable housing in this time of need.

One of our key priorities is to help to build sustainable communities by assisting our residents to find employment, manage their finances better and to raise awareness of health issues. We have given resources to this and believe we should be increasingly measured on the extent to which we are really helping to deliver these outcomes.

In response to resident feedback we have increased the cleaning and gardening on some estates.

We will also be focusing on improving the way we spend money to reduce our costs and improve the way we handle complaints. There are many challenges for the coming year and together with our residents, we will work hard on delivering our promises.

I hope that you enjoy reading the Annual Report and that you continue to tell us the areas that are important for you so we are able to help where we can.

Everyone at Inquilab looks forward to continuing to work with you to meet your housing need and create communities in which you want to live.



Olu Olanrewaju
Chairman



David Pountain
Chair of REP

02. Our achievements

2013/14 was the first year of our new corporate plan. Our vision is to meet housing need and contribute to the development of sustainable communities'.



We have enjoyed some major successes and achievements over the past 12 months. You can read more about this on the following pages.

We have set our achievements into the following five headings;

- a. Tenant involvement and empowerment
- b. Home
- c. Tenancy
- d. Neighbourhood and community
- e. Value for Money

In each of the five sections you can read about what we have done, and also our plans for the future.

03.

Consumer standards

Tenant involvement and empowerment

“As a tenant REP I participated in training to promote greater understanding of housing and related matters. I have had the opportunity to work with Inquilab Housing Association for the benefit of all tenants and leaseholders to ensure that the housing service is accountable and transparent to its tenants. The Residents Experience Panel also review and scrutinise the effectiveness of all aspects of the housing services and ensure information is tailored to tenants’ needs.

“Becoming a tenant REP is a wonderful and enjoyable experience as you get the chance to have a say in how your housing services – such as maintenance and repairs – are run.”

Naima Abdi, member of the Residents Experience Panel

What we have done

Being able to take on board your views is a vital part of ensuring that we deliver the best possible services to you. It has been an exciting time for our resident involvement work and there are now lots of different ways that you can get involved and have your say about what you think we do well and where we can improve. Resident involvement is also about being able to make sure that you are able to access

our services –whether you would like to make a complaint or order a repair. We have therefore invested in our new website to enable you to access our services at a time that suits you. The website has lots of interactive features including the ability to pay your rent, order a repair, make a complaint, send us a query and complete forms.



Last year we;

- **established the Residents Experience Panel (REP)** and recruited eight new members. The REP is a vital tool for you to get involved and make sure your voice is heard. The panel has been instrumental in helping us choose new repairs contractors and it's great to see satisfaction with this service has improved through the year. The REP also worked with us to create a new set of service standards so that residents can make sure we are delivering on the services that are most important to you.

- **established the Customer Advice Panel (CAP).** If you have a bit less time on your hands but still want to get involved in helping us to improve and shape our policies and strategies this is a great opportunity.

- **reviewed our complaints policy.** We want to make it as easy as possible for you to complain when things go wrong. Learning from our mistakes helps us to make sure we can provide a better service in the future.

- **collected data so that we can deliver bespoke services to you.** It is important that we know who our customers are to provide the best service we can. We collect tenant insight data and currently we have over 80% of diversity information on our residents which we use to tailor our services where possible, eg to identify those tenants who would most benefit from our financial inclusion work – such as the Dosh project. The data also helps us to increase the amount of rent we collect.

- **increased the work of our community development team** to encourage more of you to get involved, and benefit from training and employment opportunities. You can read more about the work of this team in the Value for Money section.

What we will be doing

- We will be training the REP so they can start to undertake service reviews.

- We will continue our community development work (providing training and employment opportunities) which we hope will deliver £211,000 of social investment.

- We will continue to provide new ways for residents to get involved in our services such

as encouraging more of you to become estate inspectors.

- We will deliver the actions in our new community and economic development strategy.

- We will put in new ways to deal with complaints to make sure we are responding to you on time.

Performance information

	Result	Target
Complaints - responded to in time	67%	90%
Training places	13	10
Training and employment opportunities	4	8





Home

What we have done

We understand the importance of providing good quality accommodation to you. We are committed to introducing the 'Inquilab Standard' to ensure all our homes are good quality. At the moment 100% of our homes meet the decent homes standard and we will continue to spend money improving homes to make sure this remains the case.

Last year we undertook a number of improvement works including;

- 54 new kitchens
- 17 new bathrooms
- 30 new windows and doors
- 86 external decorations

It is also vital that we make sure that your homes are safe for you to live in. We are therefore pleased that last year 100% of properties had a valid gas safe certificate. Please help us to keep this achievement this year by keeping your gas inspection appointments.

After you told us that repairs is the most important service we have worked hard to improve this area. Following resident consultation we introduced three new contractors - ABC, DW, and Roalco. We are closely monitoring these providers to

make sure that you receive the right quality of service.

We monitor the performance of our contractors very closely by carrying out phone surveys with residents once the contractor has completed the repair. Thank you if you took the time to take part in the survey - your feedback is vital to helping us continue to improve our service. It is also pleasing to see that satisfaction with the last repair is now 81%, and we will carry on looking for ways to improve on this.

100%

of homes meet the decent homes standards and have a valid gas certificate

£169

the average cost of each repair

54

new kitchens

3,017

repairs carried out during the year

17

new bathrooms

30

new windows and doors

81%

resident satisfaction with the last repair

86

external decorations

What we will be doing

During 2014/15 we will continue to invest in our homes by delivering:

- 24 new windows
- 40 new kitchens
- 30 new energy efficient boilers
- 11 new bathrooms

86 properties externally decorated

- We will make sure we keep 100% of homes in good condition (meeting the decent homes standard).

- We will make sure our contractors continue to improve the satisfaction with the repairs service.

- We will make it easier for you to report a repair.

- We will make sure your home is safe by carrying out all required health and safety checks – such as gas servicing.

- We will deliver the new Asset Management Strategy.



Performance information

	Result	Target
Average repair cost	£169	£170
Average number of repairs	2.74	3.0
Satisfaction with repairs	81%	80%
Satisfaction with quality of planned works	94%	90%
Gas safe certificates	100%	100%

Tenancy

What we have done

We know how important it is to help you move where possible. We work closely with the Local Authorities where we own homes to ensure you have the right options to move if you need to. We also make use of the Homeswapper allocation system to ensure lettings take into account housing needs and aspirations. Homeswapper is a free way for you to advertise your property for mutual exchange. Last year 10 residents swapped through mutual exchange and 111 residents registered. This is an excellent way to see what properties you may be able to swap with if your current home doesn't suit your needs.

We have also started a programme of tenancy audits. These are a great way for us to understand our residents and the neighbourhoods better. We hope that by doing this we'll also be able to help out with any questions you may have about the service you receive from us. Our Customer Relations Managers will carry out the tenancy audits and look forward to seeing you during the year.



26

- the number of homes we let

16 days

– the average time it took us to re-let a property (this is among the best performance in the sector and means residents can move in quickly and we don't lose as much rent while the property is empty).

What we will be doing

- We will continue to roll out our tenancy audits and look forward to meeting you.
- We will publish our new tenure policy to help explain the different tenancies we offer.
- We will continue to advertise ways to help you move home – such as Homeswapper.



Performance information

	Result	Target
Average re-let time	16 days	28 days
Void rent loss	£9,479	£73,025

Neighbourhood and Community

What we have done

We are committed to providing high quality neighbourhood services. This means helping to make sure that the area that you live in is as nice as possible. In particular last year we made a number of changes to our estate services contract. You told us that you would like us to carry out more cleaning of our shared areas so we have started extra cleaning and gardening at a number of schemes.

We have asked our contractor to carry out a weekly clean (previously the cleaning was carried out every fortnight).

We have also introduced a programme of estate service inspections. These are carried out by our Customer Relations Managers (CRM). We have recently provided a training programme for resident estate inspectors to help us undertake this work. Despite the increase in satisfaction, we know there is still much more we can do to improve your neighbourhood and we will continue to work hard next year to deliver these improvements.

72%

resident satisfaction with cleaning and gardening services



We have increased cleaning and gardening services from fortnightly to weekly

What we will be doing

- We will renegotiate our estate services contract to deliver an even better service.
- We will continue to roll out our estate inspections and hope you can join us to improve the area that you live in.
- We will produce a Neighbourhood Policy to set clear standards about what you can expect from us.
- We will be updating our antisocial behaviour policy to take account of the most recent changes to the law.

Completing the actions from our Community and Economic development strategy such as;

Establishing the Community Cohesion fund

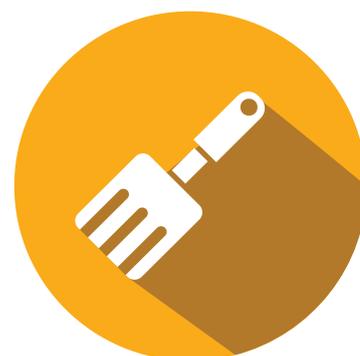
Entering into partnership with Credit Unions

Developing further employment and training opportunities



Performance information

	Result	Target
Satisfaction – cleaning and gardening	69%	75%
Satisfaction with Neighbourhood	78%	75%



04. Value for Money

How we have spent less,
spent well and spent wisely.

Value for Money (VfM)
is all about how we
strike the right balance
between the cost and
quality of the services we
provide.



How we have provided a Value for Money service over the last year

In response to your feedback, we have made improvements to the areas listed on the opposite page.



What you wanted us to improve

The repairs service



Getting in touch



The cleaning and gardening service



What have we done?

You told us you were not happy with the performance of the repairs service. Therefore with residents help we appointed three new contractors. Satisfaction has increased to 81% and we have set ourselves the target of increasing this to 85% this year.

You told us that it was difficult to get in touch so we introduced a new contact centre making it easy to get straight through with your queries.

Our new interactive website provides a range of services including the ability to report a repair. Visit www.inquilabha.org and register for the resident portal..

You told us that we needed to improve the services on our estates so we increased the regularity of cleaning and gardening to a number of estates. This was achieved at no extra cost.

We have also trained resident inspectors and introduced estate inspections to enable more people to give feedback.

As well as making the improvements listed above we have also actively invested in our communities and provided new homes during 2013/14.

Contact us 24/7

81%

resident satisfaction with last repair

78%

resident satisfaction with neighbourhood

1500

website users each month

Helping the communities we work in



Providing new homes

Our 2012-15 development programme will provide 130 much needed new homes in 7 different sites.



Making savings

By listening and acting on what you told us we made £175,000 of savings last year;

£23,000

saved by using the best value contractors for our repairs service

£14,000

saved by re-negotiating our estate service contract

£78,000

of VfM savings identified by staff

£60,000

saved by reducing what we pay to borrow money to build new homes

What will we do with the future savings?

The money we save will be invested as follows:

30% will be spent maintaining and improving your homes - £161,000

30% will be devoted to our community development work - £161,000

40% will be used to help us develop new homes - £215,000



Comparing our VfM with other social landlords

Comparing VfM is a useful way to check we are cost effective and to highlight areas where we could tighten our belt. The results below help us prioritise changes for the future. Although we scored highly in many areas (green thumbs up) we know there is room for improvement in making savings and improving resident satisfaction with some of our services (red thumbs down).

Our VfM service	Inquilab results in 2014	Inquilab results in 2013	Other social landlords 2013*	
The cost of managing each home	£760	£726	£1,041	
The cost of repairs and maintenance for each home	£1,392	£1,331	£1,160	
The service charge costs for each home	£464	£430	£992	
Resident satisfaction with VfM for rent	68%	57%	74%	
Resident satisfaction with their neighbourhood	78%	68%	79%	
Resident satisfaction with their last repair	81%	N/A	81%	

*We compare ourselves against our peer group of small social landlords in the London area



Benchmarking has shown we are better than our peer group in terms of cost and quality in the following areas:

- running the organisation (we have low costs for managing our homes and service costs)
- resident satisfaction with repairs.

However, we need to improve:

- maintaining our homes more cost effectively
- resident satisfaction with neighbourhoods and value for money of rent (although it is good to see that this has improved recently).

Our VfM plans for next year

We know that there is still a lot of work to do to become even more cost efficient. We will continue to use your feedback whilst comparing ourselves to other organisations to see where we need to make improvements. Our exciting plans for next year include:



Checking the financial and social return of our homes

It is important that we maximise the financial and social value from each of our properties so we have been looking closely at the homes that became vacant during the year needing repair work. We score each property on the social and financial value they provide. For homes that do not score very well we will look at all the options to make sure we get the best value for the money we spend. Over the next year we will roll this programme out to all our properties.

Adding social value

We will continue to add social value to the communities we work in. Our community development team will work to provide an increasing range of opportunities for you including apprenticeships, community, health and well-being events, employment training and money advice. These priorities were determined following consultation with our residents to ensure we deliver the community development initiatives that you want and need.

Delivering our new VfM targets

We have also launched a new VfM strategy to help us continue to make savings over the next three years. We have a target to make £639k of savings (which is on average 2.4% of our turnover) whilst improving services and increasing resident satisfaction.

We also want more of you to get involved with looking at how we deliver VfM and will form a VfM Consultation Panel to enable you to scrutinise our performance.

£189,000

of planned savings by re-negotiating contracts, maximising resources and improving IT

£220,000

of planned savings by increasing our buying power through a Procurement Club and getting better deals on our loans

£422,000

the amount of social value our community development team will deliver over the next two years

£230,000

of planned savings by selling properties that aren't financially viable, looking at the repairs contract and reviewing office accommodation

Accounts

What we spent it on

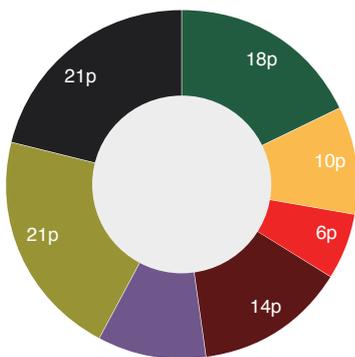
	2014	2013
	£000s	£000s
Maintaining our properties	1,633	1,566
Managing our properties	892	855
Cost of services, eg cleaning and grounds maintenance	545	506
Depreciation of our properties	1,238	1,171
Other charges paid relating to our properties	907	301
Bank interest paid on borrowing to buy housing	1,846	1,890
Total expenditure	7,061	6,289
Surplus for investing in new properties and services	1,834	1,159

How we spent each £1 of our income

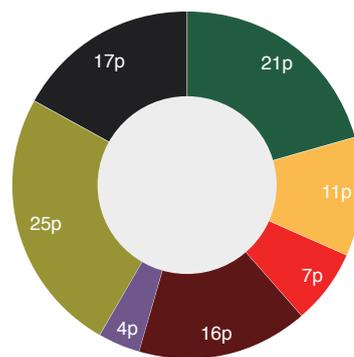
	2014	2013
● Maintaining our properties	18	21
● Managing our properties	10	11
● Cost of services eg cleaning, ground maintenance	6	7
● Depreciation of our properties	14	16
● Other charges paid relating to our properties	10	4
● Bank Interest paid on borrowing to buy housing	21	25
● Surplus for investing in new properties and services	21	17

A full set of accounts is available on request.

How we spent each £1 of our income 2014



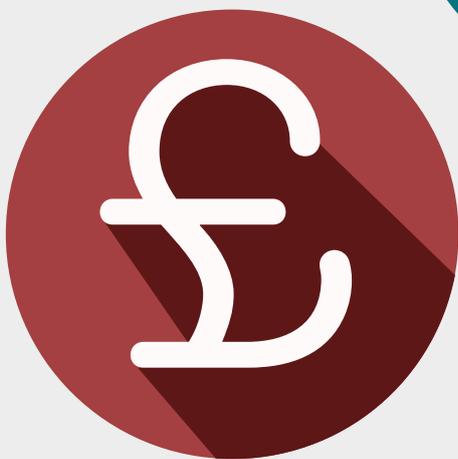
How we spent each £1 of our income 2013



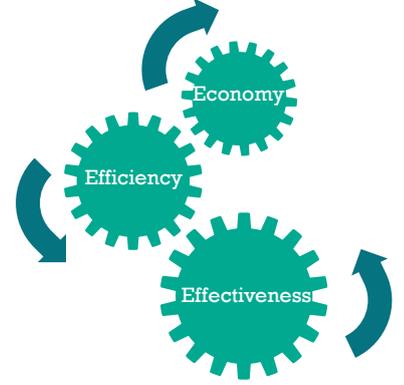
Where our money came from

2014

	£000s
Rents	7,052
Service charges	551
Other grants and charges	34
Sale of assets (such as shared ownership homes)	1,258
Total income	8,895



All the actions and initiatives outlined in this annual report show our success at delivering Value for Money and our commitment to driving this approach forward in the future. Our VfM approach has been independently reviewed and assessed by key advisers, stakeholders and customers, and has shown that we:



- organise and use our resources effectively
- have clear strategies and targets that drive VfM (that involve our Board, staff and customers)
- look to maximise the social and financial return of each home
- recognise the importance of our community development activities
- regularly challenge the way we operate to ensure we deliver the best services
- are on target to make savings and have clear policies on how we will reinvest this money
- will keep a close eye on potential risks including welfare reforms and the state of the economy.

If you have questions about anything in this annual report, or ideas on how we can improve our services and provide even better value for money please get in touch. We would love to hear your suggestions.



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Online.
www.inquilabha.org

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Gujarati

જો તમને આ દસ્તાવેજની મોટી પ્રિન્ટમાં અથવા ગુજરાતીમાં આવશ્યકતા હોય તો કૃપા કરી અમારી કસ્ટમર એડવાઇસ ટીમનો 0208 607 7777 પર સંપર્ક કરો.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਵੱਡੇ ਪ੍ਰਿੰਟ ਵਿੱਚ ਚਾਹੁੰਦੇ ਹੋ ਜਾਂ ਚਾਹੁੰਦੇ ਹੋ ਕਿ ਪੰਜਾਬੀ ਵਿੱਚ ਸਮਝਾਇਆ ਜਾਏ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਗਾਹਕ ਸਲਾਹ ਟੀਮ ਨੂੰ 0208 607 7777 ਤੇ ਸੰਪਰਕ ਕਰੋ

Hindi

अगर आप यह दस्तावेज़ बड़े प्रिंट में, या हिंदी में समझाया जाना चाहते हैं, तो 0208 607 7777 पर हमारी ग्राहक सलाह टीम से संपर्क करें

Urdu

اگر آپ کو یہ دستاویز بڑے حروف میں چاہیے یا آپ اسے اردو میں سمجھنا چاہتے ہیں، تو برائے مہربانی ہماری کسٹمر ایڈوائس ٹیم سے اس نمبر پر 0208 607 7777 رابطہ کریں

Farsi

چنانچه نیاز به پرینت این فایل در ابعاد بزرگ یا توضیح آن به زبان فارسی دارید، با تیم پشتیبانی مشتری ما به شماره 0208 607 7777 تماس بگیرید

Somali

Haddii aad waraaqahan ku rabto far waawayn ama in laguugu sharxo Somali fadlan kala xidhiidh kooxda la talisa macaamiishayada 0208 607 7777

Arabic

في حالة طلبك هذه الوثيقة بحروف كبيرة أو شرحها باللغة العربية، برجاء الاتصال بفريق مشورة العملاء على رقم 0208 607 7777

French

Si vous avez besoin de ce document en gros caractères ou expliqué en français, veuillez contacter notre Équipe de Conseil à la Clientèle au 0208 607 7777