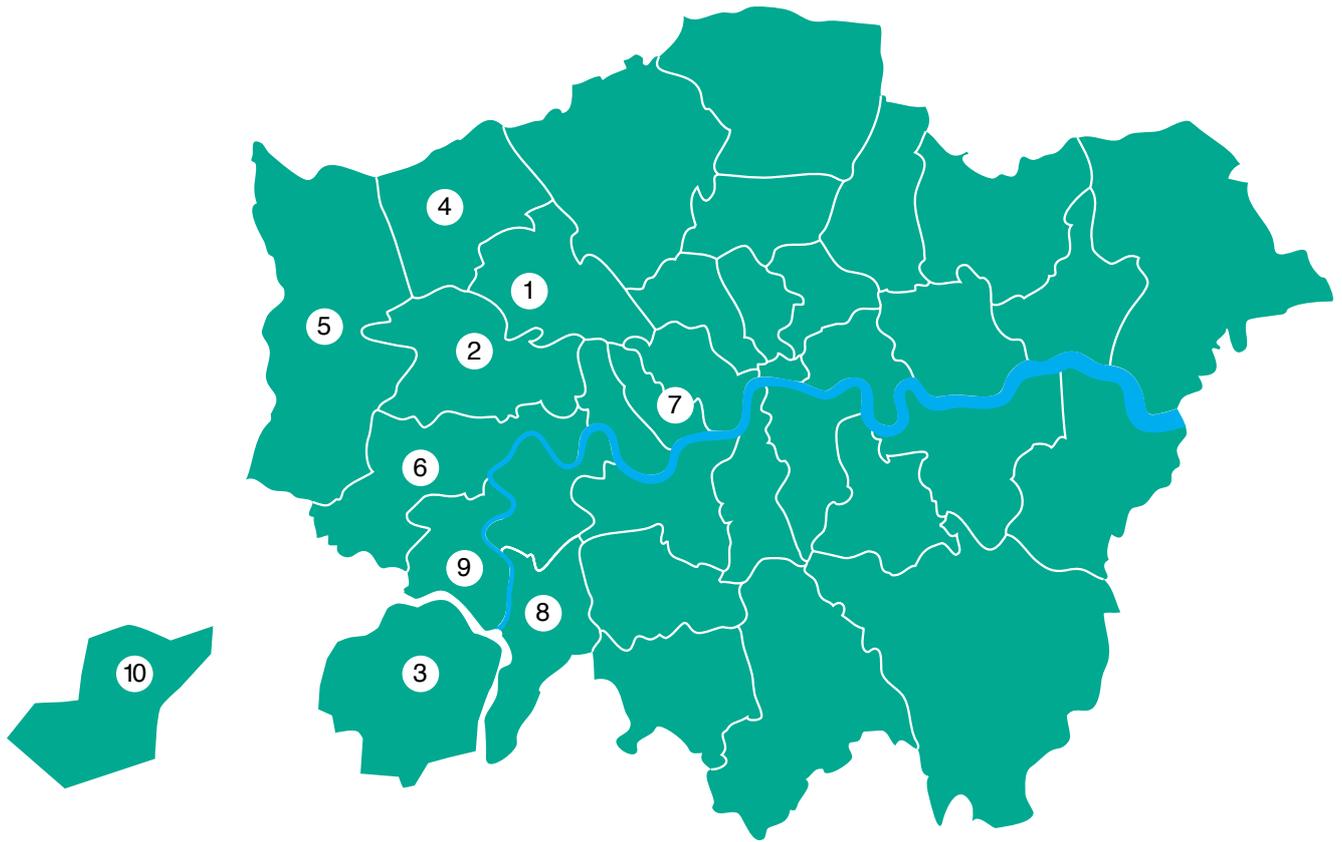


# Annual Report 2011/12

Inquilab Housing Association

Providing Homes,  
Supporting Communities





## Local authority

Local authority	General needs	Supported housing	Shared ownership	Total
① Brent	118		22	140
② Ealing	249		10	259
③ Elmbridge	5			5
④ Harrow	163		12	175
⑤ Hillingdon	313		8	321
⑥ Hounslow	151	6		157
⑦ Kensington & Chelsea	6			6
⑧ Kingston	10			10
⑨ Richmond	28		3	31
⑩ Slough	60		8	68
<b>Total</b>	<b>1103</b>	<b>6</b>	<b>63</b>	<b>1172</b>

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# Our Mission

Providing Homes, Supporting Communities

## About Inquilab

**Registered in 1986, Inquilab Housing Association was formed to address the housing and support needs of West London's diverse communities. We are now one of the largest BME-led social housing providers in the UK.**

We operate across eight London boroughs, Elmbridge and Slough. As well as providing housing, we are involved with support services aimed at increasing training and employment opportunities in our communities.

Encouraging the participation of residents in all aspects of Inquilab's operation is central to our approach.

Our vision is to understand better the needs and aspirations of our diverse communities and to continue to respond to those needs to improve life chances.

Inquilab is an accredited Investor in People organisation.

# Our Values

## Service

Providing services our customers value and we are proud of.

## Trust

Being open, honest and demonstrating integrity.

## Accountability

Taking ownership and responsibility.

## Respect

Showing care, commitment, fairness and professionalism.

# Chairman's and Chief Executive's statement

**As Inquilab celebrates its 25th anniversary, our commitment to meeting the needs of our communities remains undiminished.**

We have an unwavering appetite to improve and over the past 12 months we've been working hard to enhance our performance and customer experience so that we deliver a service that best meets the needs of our customers and the organisation.

We know that the key to good service is the ability to respond positively to customer concerns and to involve customers in influencing key decisions that affect them. As a result we've poured a lot of effort into working closely with our residents' panel and focus groups to identify and address specific housing and community issues together. We have also focused on strengthening resident influence in governance, shaping services and developing and improving our local partnerships, neighbourhoods and communities.

As a business, we have gained reaccreditation from Investors in People – an achievement made possible by our outstanding staff team. It is our workforce and their commitment to improving performance and customer satisfaction that will ensure our continued success.

Going forward we want to improve our employee engagement as we see this as a crucial driver in creating an organisation that is genuinely different from those of our peers.

We have been working hard to deliver growth in our housing stock; securing funding for 120 new homes is a major achievement that we hope to build upon in the coming years.

Our finances remain in good shape despite the challenging economic conditions. Our operating margin shows that we continue to get the balance right between revenues and costs.

While we are growing, improving and seeing real progress, there is much still to be done. The past 12 months have been a time to concentrate on looking at how we can improve customer satisfaction and income collection. The Board are rightly impatient for us to improve further the quality of service we deliver. The next 12 months will be a crucial period for us.

It has been a tough year, but we are delighted to have achieved so much success against a backdrop of significant and difficult economic, political and legislative change. There are many challenges ahead including changes to welfare benefits, rising unemployment and an uncertain economy with little grant for new homes. However, we remain well placed to accomplish our original mission of providing homes and helping people. This is thanks to the Board of management for their commitment and to Inquilab's management and staff for propelling the organisation forward with such professionalism over the past year.



**Olu Olanrewaju**  
Chair of the Inquilab Board



**Gina Amoh**  
Chief Executive

A radical restructuring is already transforming Inquilab into a customer focused housing organisation with service excellence at its heart. Four key strategies underpin the transformation:

- Customer services
- Portfolio management
- Organisational effectiveness
- Financial viability

# Customer services

**Working closely with our residents to deliver continuously improving services in tune with needs and expectations has been a significant feature of the past 12 months.**

A thorough review of how residents are involved led to formation of the Residents' Experience Panel, which provides a basis for our future work together. Made up of residents living in Inquilab homes across West London, the panel's purpose is to work with staff and Board members to re-shape and sharpen services. It's very much in line with the spirit of co-regulation, in which housing associations critically monitor and evaluate their own performance supported by effective resident involvement.

Panel members have begun taking part in reviews of key services that directly affect residents, critically those relating to the delivery of repairs. As a result, a new in-house property services team has been formed and

is spearheading a range of improvements to the way in which the service is handled. Performance indicators show encouraging progress, although satisfaction levels have yet to follow suit.

Further measures to improve the repairs experience across our area are planned, including a fresh approach, starting next year, that will involve the use of locally-based contractors.

Positive progress has been made in reletting properties, with the proportion of rent lost through void properties reducing from 0.36% to 0.13%. This is a reflection of the faster turnaround time between tenancies, which now averages 17 days, compared with 28 days in the previous year.

Less satisfactory has been a slight decline in the amount of rent collected (from nearly 100% in 2010/11 to 98%), together with an increase in rent arrears. To address these issues, income

management procedures are being closely examined and a new income collection system is expected to be commissioned in the coming year.

Anti-social behaviour has continued to be a concern for residents, but we remain determined that our estates and communities should be safe and secure places to live. While less affected than other areas of London, we recognise the distress caused by anti-social behaviour and will continue working with residents to find solutions.

# Portfolio management

Developing new affordable homes and implementing long term investment in Inquilab's property portfolio, which now exceeds 1,100 homes, are among the guiding principles of our strategy.

Forty-three new Inquilab homes were completed during the year in Harrow and Ealing through our development partners A2Dominion Housing Group and Octavia Housing. Six were developed for sale on a shared ownership basis.

Over the next three years, a further 120 homes are to be developed across key West London boroughs. Of these, 20 will be for shared ownership and 20 will have three or more bedrooms to meet a growing demand for larger properties. To fund this programme, £6.4m in social housing grant has been allocated to Inquilab by the Homes and Communities Agency. It will be supplemented by agreed private borrowing of £15m.

To rationalise the distribution of Inquilab's properties, we agreed property exchanges with three housing partners, A2Dominion, Catalyst Housing Group and Notting Hill Housing. From them we have taken on 94 properties (which we

previously managed, but did not own) at Warren Park, Hillingdon, relinquishing 78 others spread over two locations. We will continue to review the properties located outside our core areas, which are geographically difficult to manage.

During the year, we invested £1.4m in maintaining our properties on both a planned and a reactive basis. A better understanding of our properties, their current occupancy and costs and future expenditure needs underpins our future strategy and we plan to complete a comprehensive asset register next year that will help us in making investment decisions.

# Organisational effectiveness

The major restructuring of Inquilab that began last year has continued with the recruitment of 13 new members of staff to positions across the organisation. Their arrival and successful integration within existing staff teams is a statement of our commitment to becoming a model of housing excellence.

The new appointments range from front line staff in tenancy and property service teams to senior management and Board members, all supporting our strategy of shaping and delivering services with the customer at their heart.

The appointment of five new Board members, adding to the four appointed in 2010, has brought an unprecedented breadth of commercial talent and experience to Inquilab's governance, giving us the strength we need to improve customer services and drive up satisfaction levels.

To make sure that expectations of our new organisation are fully realised, investment in training and development has taken place at all levels, including the Board. While all staff members subscribe to the new customer-centred culture, managers and team leaders have been trained to lead, coach and develop their staff, reducing future reliance on external consultants to fulfil this role.

Co-ordinated by a newly appointed Head of Human Resources and Corporate Services, training using a variety of techniques is geared towards establishing engaged and motivated people skilled in multiple roles and familiar with a range of systems and procedures.

In the coming months, new ICT systems, including a CRM (customer relationship management) system and phone system, will be introduced to equip teams to deliver the excellence and, ultimately, the increased customer satisfaction that is our main objective.

# Financial viability

Inquilab's financial strategy is based on making efficiencies wherever possible, safeguarding the resources we need to continue growing and ensuring that we are fully protected against unforeseen financial risks.

Despite challenging economic conditions, our financial position has improved over the last three years, thanks to robust financial management. The pattern is set to continue.

The surplus for the year available for investing in new homes and services rose by 9% to £1.4m. This is broadly in line with the previous year after adjusting for the one off gain of £4.7m following the exchange of properties with our housing partners which is shown as a sale of fixed assets in the financial statement.

The growth in the number of properties owned and managed by Inquilab resulted in turnover of £7.9m, up by 16%.

Operating costs increased by 18% as a result of our investment in improving the quality of our housing stock, while our operating surplus margin continued to be strong at 37.8%.

Importantly, interest cover (the measure of our ability to repay loans) increased by 9%, confirming that we are in good financial health.

Going forward, the guiding principles of our financial strategy encourage steady progress based on improving value for money, maintaining the confidence of our lenders, delivering our development programme within cost targets and continuing to invest in our existing homes.

### Balance sheet (year ended 31 March 2012)

	2012	2011
	£000	£000
Housing properties at cost	145,473	124,220
Less: Social Housing Grant	(87,368)	(78,164)
	58,105	46,056
Other fixed assets	203	225
Net current assets	4,152	5,783
	<b>62,460</b>	<b>52,064</b>
Financed by		
Share capital and reserves	13,088	6,989
Long term loans	49,372	45,075
	<b>62,460</b>	<b>52,064</b>

### Where our money came from

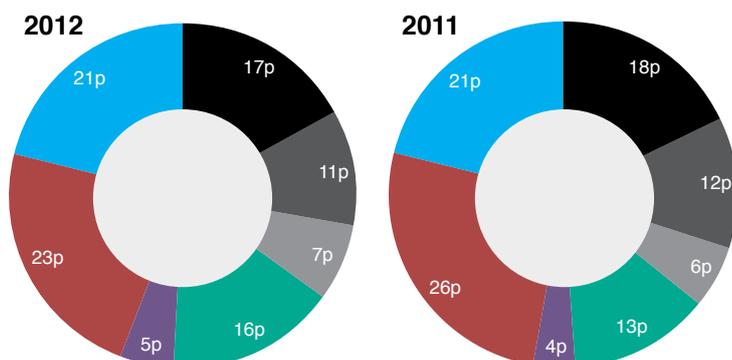
	2012	2011
Rents	6,138	5,678
Service charges	522	436
Other grants and charges	46	44
	6,706	6,158
Surplus on first tranche sales	146	30
Income from ordinary activities	6,852	6,188
Surplus on sale of fixed assets	4,721	0
<b>Total income</b>	<b>11,573</b>	<b>6,188</b>

### What we spent it on

	2012	2011
Maintaining our properties	1,178	1,106
Managing our properties	749	757
Cost of services, eg cleaning and grounds maintenance	496	350
Depreciation of our properties	1,079	809
Other charges paid relating to our properties	362	251
Bank interest paid on borrowing to buy housing	1,610	1,638
<b>Total expenditure</b>	<b>5,474</b>	<b>4,911</b>
<b>Surplus for investing in new properties and services (excluding surplus on sale of fixed assets)</b>	<b>1,378</b>	<b>1,277</b>

### How we spent each £1 of our income

- Maintaining our properties
- Managing our properties
- Cost of services eg cleaning, ground maintenance
- Depreciation of our properties
- Other charges paid relating to our properties
- Bank Interest paid on borrowing to buy housing
- Retained for future investment



A full set of accounts is available on request.

# Statistics and performance indicators

## Performance

	2012	2011
Gross rent arrears	6.09%	5.46%
Rent collection	97.78%	99.60%
Voids	0.13%	0.36%
Average letting time	16.72 days	27.7 days

## Average weekly rent

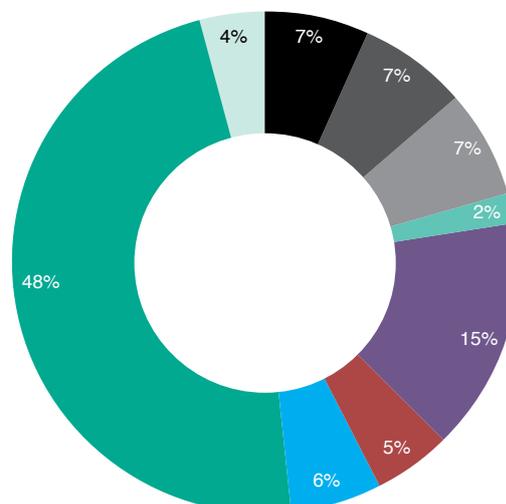
No. of bedrooms	2012	2011
1 bedroom	£82.98	£77.71
2 bedrooms	£96.42	£90.65
3 bedrooms	£108.41	£103.86
4 bedrooms	£119.99	£112.39

## Economic status of our residents

### Economic status

- Working full time
- Working part time
- Job seekers
- Retired
- Not seeking work
- Full time student
- Long term sick/disabled
- Child (under 16)
- Other (adult)

### Total housed:



Source CORE data year to March 2012

## Lettings

Category	Number of Homes
First/new lets	45
Re-lets	31
<b>Total</b>	<b>76</b>

## Ethnicity of those housed in 2011/12

Ethnic group of household head	Percentage of new and re-lets by ethnicity of head of household
White British	41%
White Irish and white other	8%
Mixed: White & Black Caribbean	2%
Mixed: White & Asian	4%
Asian/Asian British	16%
Black or black British	28%
Other ethnic group	2%
Not disclosed	0%
Overall lettings	100%

## Source CORE data year to March 2012

### Repairs completed on time

Repairs	Target	2012	2011
Emergency	98%	97%	96%
Urgent (7 Days)	95%	93%	95%
Normal (14 Days)	95%	94%	94%
Routine (28 days)	95%	88%	92%

## Who was housed?

Category	Percentage of re-lets
Local authority nomination	84%
Internal transfer	2%
Referrals	14%

## Source CORE data year to March 2012

# Board members

Year of joining in brackets.



**Olu Olanrewaju**  
Chairman (2009)

Olu has over 20 years experience in housing, working in senior positions as chief executive and managing director. His expertise lies in development, housing management and maintenance and he currently works for a large housing association.



**Sunita Parbhaker**  
Vice-Chair (1994)

Sunita has held a number of prominent roles within the housing sector. She has a wealth of knowledge and expertise and applies this to improve all aspects of service delivery for customers.



**John Butler**  
(2010)

A former housing association chief executive, John has worked for community based housing organisations for over 30 years. His expertise is in housing management and he has considerable experience of growth and change management.



**Zakia Choudhary**  
(2010)

Zakia has a solid understanding of customer services in the public sector, having supported disadvantaged and vulnerable people in improving their chances of gaining employment for over 20 years. Her background includes working in partnership with local employers, training providers and voluntary organisations.



**Trevor Davies**  
(2011)

Trevor has over ten years' Board level experience as managing director and financial director in advertising, marketing and technology businesses. He has significant experience of managing businesses through major change and has led corporate acquisitions and disposals.



**Amarjit Dhesi**  
(2011)

Amarjit brings to the Board an understanding of working in the community and the local housing market. She is skilled in interacting with diverse ethnic populations and in building working partnerships with local authorities and voluntary care groups.



**Judith Harrison**  
(2000)

Judith is a retired housing professional, having spent 28 years in housing policy and development. Prior to this she was in private sector systems research and management.



**Duncan Hughes**  
(2011)

Duncan has worked in asset management and investment banking for over 25 years and is a member of the examination panel of the CFA Institute. In addition to his experience in property investment, he has a keen interest in local community development.

## Board members (continued)



**Mukhtar Latif**  
(2010)

Mukhtar is a skilled social housing professional with over 20 years' experience working at a senior level delivering affordable housing across a range of tenures. He works as a director in a private company providing services to developers, registered social landlords and local authorities.



**Kris Murali**  
(2011)

Kris works as group director of finance and resources for a charity operating in the UK and overseas. He has considerable commercial and general management experience gained over more than 32 years working in the private and not-for-profit sectors. Kris has been involved in managing and creating sustainable and profitable businesses.



**Jane Vessey**  
(2011)

Jane has over 18 years experience working in the investment industry, first as an equity analyst and later as an investment manager. As well as working in London, she spent eight years in Japan and Indonesia and now runs a training and consultancy business providing services to the financial sector in London and overseas. Jane also lectures at a number of business schools on financial analysis and investment.

## Senior management team



**Gina Amoh**  
Chief Executive



**Eric Nelson-Addy**  
Deputy Chief Executive  
and Director of Resources



**Bayo Igoh**  
Head of Housing Services

# Governance

Inquilab Housing Association complies with, and is committed to upholding, the National Housing Federation's Code of Excellence in Governance and Code of Excellence in Standards of Conduct.

The Board and its committees have terms of reference and clear statements of members' roles and responsibilities, which form a key element in the Board structure. Members provide strategic direction and ensure adherence to the Association's values.

## Local authority partners

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Elmbridge Borough Council  
London Borough of Brent  
London Borough of Ealing  
London Borough of Harrow  
London Borough of Hillingdon  
London Borough of Hounslow  
London Borough of Richmond upon Thames  
Royal Borough of Kensington and Chelsea  
Royal Borough of Kingston upon Thames  
Slough Borough Council

## Housing partners

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Homes & Communities Agency  
A2Dominion Housing Group  
Catalyst Housing Group  
Notting Hill Housing  
Octavia Housing  
Thames Valley Housing Association

Inquilab is a charitable housing association registered under the Industrial and Provident Societies Act 1965. Reg no 25733R.

Registered with the Homes & Communities Agency LH3728.  
Registered office:  
Grove House,  
77 North Road, Southall,  
Middlesex UB1 2JL.

A member of the National Housing Federation.

## External auditors

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Nexia Smith & Williamson  
25 Moorgate  
London  
EC2R 6AY

## Internal auditors

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Moore Stephens  
150 Aldersgate Street  
London  
EC1A 4AB

## Solicitors

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Batchelors  
Devonshires  
Owen White  
Prince Evans

## Bankers

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National Westminster  
Bank plc  
1 The Mall  
Ealing  
London W5 2PL

## Funders

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Homes & Communities  
Agency  
Barclays Bank plc  
Nationwide Building  
Society  
Lloyds TSB  
Orchardbrook  
Santander

## Registered office

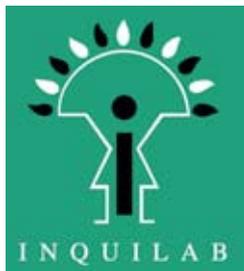
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[www.inquilabha.org](http://www.inquilabha.org)



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