



Striving for excellence

Annual Report 2011 – 2012

The Industrial Dwellings Society (1885) Limited



The Industrial Dwellings Society (1885) Limited



INVESTOR IN PEOPLE

President

Sir Evelyn de Rothschild

Board

Jonathan Davies (Chairman)

Robin Ellison (Vice Chairman)

Maggie Cooke (Tenant Member)

Penelope Conway

Michael Firman

Adam Goldwater FRICS

Janis Goodkind

Marian Herbst

Sara Joy Leviten (Tenant Member)*

Oscar Low

Omar Mapara

Bernard Myers

Leon Newmark (Tenant Member)*

Julian Romain

Myer Rothfeld

Nicola Solomons

Joseph Stauber

*co-opted

London Borough of Hackney Representative

Cllr Susan Fajana-Thomas

Solicitors

Devonshires

OGR Stock Denton

Perrins

Bankers

National Westminster Bank Plc

Dexia Credit Local

External Auditors

Nexia Smith & Williamson

Internal Auditors

Crowe Clark Whitehill

Registered by the Homes and Communities Agency

Number L0266

Registered by the Financial Services Authority

Number 14044

Registered Office

5th Floor, Ockway House,

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London

N16 5SR

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Website: www.ids.org.uk

Central Staff

Chief Executive Paul Westbrook

Secretary to the
Chief Executive Madge Raymond

Telephonist & Receptionist Munni Begum

Technical Services

Director of Technical Services Melvin Dawson

Senior Surveyor Sean Kelly

Project & Building Surveyors Sukhbinder Soor
Darren Watson

Technical Services Administrators
Catherine Gibson
Jane Patterson
Jane Harper

In-house Team

Technical Services Co-ordinator Marsha Allen

Gas Engineers Kim Wiltshire

Decorator Anthony Smith
Michael McFarlane

Electrician James Green

Multi-tradesperson Michael Harvey

Finance

Director of Finance Abdur Rashid Choudhury

Finance Manager Tajul Islam

Finance Officers Gillian Young

Phuong Le

Finance Assistant Aniela Akram

Housing Management

Director of Housing Services Richard Hawkins

Housing Manager Alan Finkel

Supported Housing Manager Annette Henry

Rental Income Manager Renu McDonald

Allocations & Lettings Manager Karl Stuart

Tenant Participation &
Community Development Officer Ernest Lee

Housing & Tenancy
Enforcement Officer Stefan Hartman

Housing Administrator Florence Hines

Housing Welfare and Support Officer
Robert Davenport

Housing Services Administrator Kevin McLaughlin

Estate Managers Richard Cousins

Martin Crump

David Donovan

Mary Powell

Sheltered Scheme Managers Janice Dalziel

Merle Donovan

Nicola Faulkner

Margaret Hartley

Caretakers

Mohamed Bouyahiaoui Val McLoughlin

Andrew Brookes Darren Pemble

John Caruana Michael Rowan

Omar Funes Darell Thompson

Rafael Larce Neil Thompson

Shuzna Khatum Dean Walsh

Cleaner

Gloria Francis-Uzoemyi

IDS has adopted the principles of the National Housing Federation's Code of Governance. It should however be noted that the maximum term of nine years for Board membership only applies to service from September 2005. Additionally, where the Board resolves that a member, having served nine years, continues to make a "significant and continuing contribution", then the member can be re-elected but on an annual basis. These measures are designed to ensure the introduction of new Board members continues whilst maintaining an element of continuity and the participation of highly valued and skilled members.

Front cover: view of the Olympic Park
as seen from the roof of Rebecca House

Chairman's report

We are in the middle of a period of unprecedented changes for housing associations such as IDS. In many respects it is the calm before the storm as most of the changes which will significantly affect our tenants do not come into force until 2013. We are taking steps to identify those residents who are potentially most significantly affected by the overhaul of the benefit system and advising them of the steps they can take to mitigate the most severe cuts.

One change already in force is the system for funding new housing development. As part of our commitment to providing more affordable housing, IDS has joined a consortium headed by Sanctuary Housing, one of the largest housing associations in the country, and we now have a modest allocation for new housing under the 'affordable rent' programme. We are working hard to cope with the effects of a much reduced grant and potentially higher rent levels and balance this with the need to keep rents affordable, especially for larger families.

Legal problems at Mountside Walk, which prevented Metropolitan Housing Partnership marketing the shared ownership units and selling the 32 flats to IDS, were finally surmounted. Our purchase was completed in January 2012 and the sale of the shared ownership units completed shortly thereafter. Letting of the rented units at Mountside Walk combined with homes completed previously in the neighbouring Lathams Yard development has facilitated the establishment of a viable Orthodox Jewish community in the area, including a Synagogue and Yeshiva (Talmudical College).

A period of reduced activity at our youth project followed the departure of the founding leader of the 'Makin it Happen' project. We were however fortunate to secure the services of Leyton Orient Football Club's community outreach arm. Subsequently we

achieved promotion to the Premier League with the appointment of Arsenal Football Club to lead the project.

I am very pleased that there has been an excellent take up of these educational and sporting activities by the young residents of our Hackney estates.

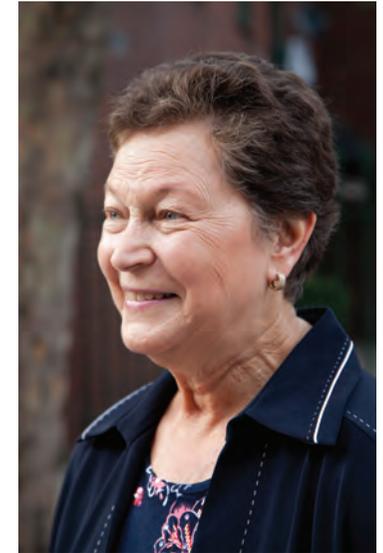
Our longest serving Board member, Marian Herbst, has decided not to seek re-election at the forthcoming Annual General Meeting. Marian first joined the Board of IDS in 1984 and has helped shape many changes, particularly as the very successful Chairman of the Housing Committee. We are grateful to her for her contribution over the last 28 years.

Abdur Choudhury has announced his intention to retire from the post of Finance Director at the end of January 2013. By that time he will have worked for IDS for over 33 years. Abdur has helped steer IDS through several fundamental changes in the funding of housing associations, computerisation and subsequent changes in IT systems, five different chairmen and numerous changes in accounting policies culminating with the introduction of component accounting in the last financial year. Throughout, he has maintained a calm and ever cheerful disposition and is universally admired by his colleagues.

I would like to thank our staff and in particular our Chief Executive, Paul Westbrook, for their hard work over the year, often in difficult circumstances, and also my Board colleagues who give their time and expertise to IDS on a voluntary basis.

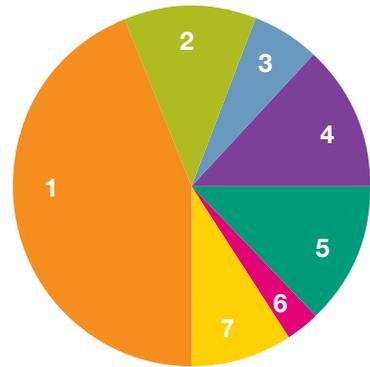
In common with all housing associations we are facing difficult challenges ahead but I am confident with our committed staff and Board members we will continue to fulfil our aim of providing decent affordable accommodation for those in need.

Jonathan Davies



Marian Herbst is retiring after 28 years on the IDS Board

Management



Lettings	%
1 LA Nominations	44
2 Transfers	12
3 Referral Agencies	6
4 Direct Applicants	13
5 Direct Applicants Evelyn Court	13
6 Community Worker	3
7 Community Letting	9

Lettings

During the course of the year we carried out 90 lettings. This is significantly lower than our forecast figure of 103 in the lettings plan. This may be because fewer tenants are surrendering tenancies as they become aware of changes to tenancy types, benefits levels and the introduction of penalty systems. There were also 2 lettings carried out for the Hackney Housing Co-Operative this year.

86% of our new tenants completed the satisfaction questionnaires with 99% indicating that they were satisfied with the accommodation.

We met our target of 44% of all lettings going to local authorities nominees.

The average turnaround period (time taken to let a property from the date it became available for occupation) reduced significantly from 5.66 weeks to 3.17 weeks this year. This was partly due to the introduction of penalties for internal bidders and liaison with councils to ensure faster provision of nominees.

Rent collection

The rent arrears at the end of March 2012 were £210,712, which represented 2.8% of receivable rent.

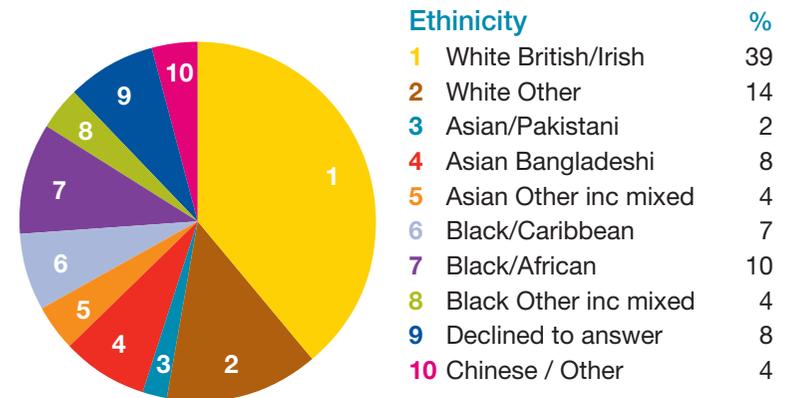
The gross rent due for the year was £7,371,330 (excluding £86,259 void losses) with £7,445,865 being collected. This represents 101% of rent receivable.

Diversity monitoring

The proportion of lettings to white households was 53% which is a little lower than last year (57%). Lettings to Asian households have decreased from 14% to 12%. While there have been fluctuations within the sub groups the number of lettings divided amongst so many sub groups make the numbers too small to be of any significance.

The proportion of lettings to black households has decreased from 25% to 18%. There were more mixed race households: 4.4% as opposed to 3% last year.

Lettings to BME applicants represent 39% of all lettings, down slightly from 41% last year. This reduction may be because more people declined to answer this year, 8% as opposed to 2%, and some of these may be in the BME categories.



While low lettings numbers and specialist schemes make it impractical to fully reflect population make-up within each authority, overall these figures exceed BME lettings targets in every borough except Redbridge. In Redbridge, all new tenancies were at sheltered schemes for Jewish residents.

As part of the satisfaction survey we have gathered data on satisfaction levels by sexual orientation.

It is unclear how useful this data might be to interpret, as 20% of all respondents (15 people) refused to answer this question at all. Only 1 respondent (1%) identified as gay or lesbian. The figures for gay/lesbian and bisexual respondents are therefore not statistically significant.

Most of our new tenants, 77 (86%), reported having no disabilities. All those reporting a disability were elderly people requiring level access housing and were all housed in our sheltered units.



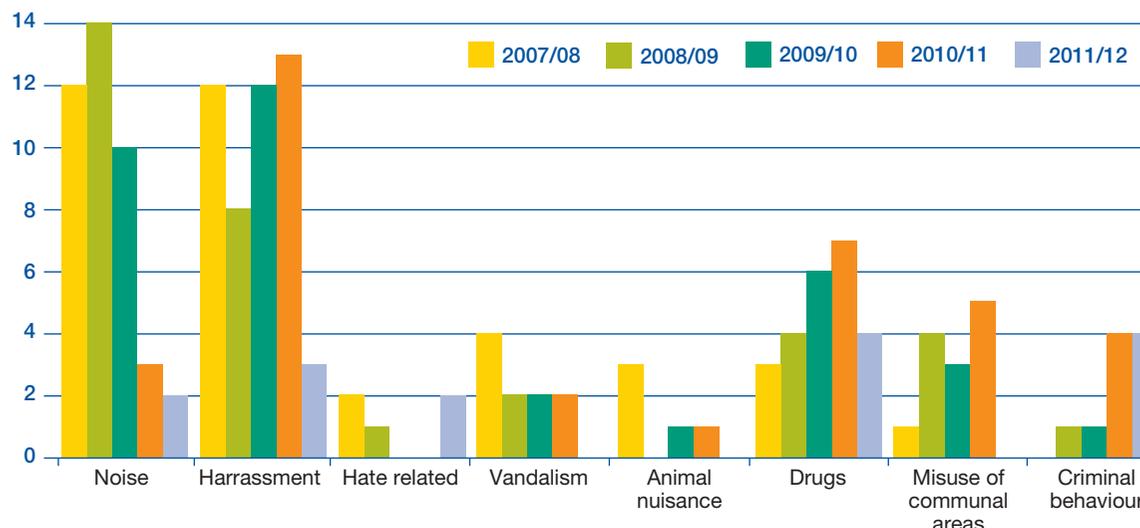
At the 2012 staff conference, Chief Executive Paul Westbrook presented one of this year's Merit Award to Rafael Larce.

Anti social behaviour (ASB)

The number of new ASB cases during 2011-12 decreased in comparison with previous years. There was also a reduction in the number of ASB incidents on estates that develop into more serious cases.

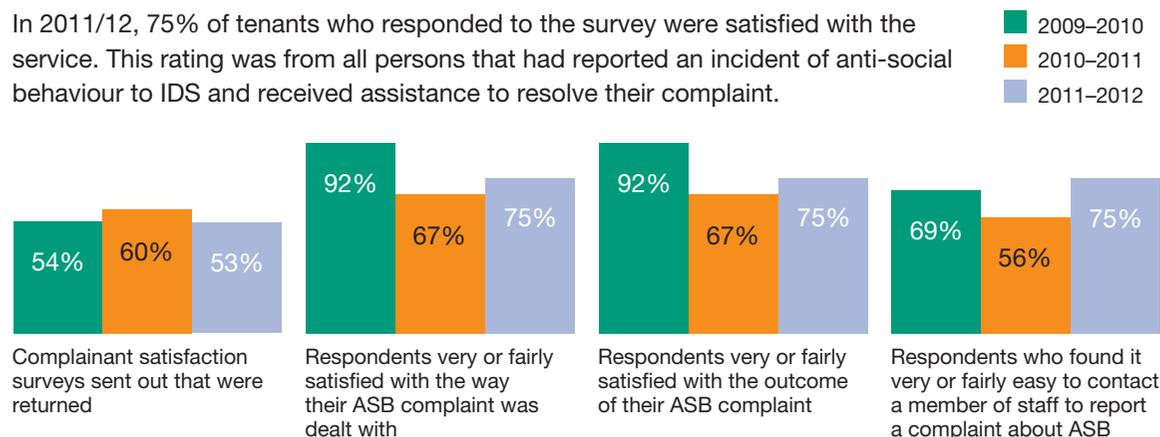
The proactive steps taken by staff at estate level have assisted in the reduction of ASB and effects on the tenant population. The increased staff experience of managing more challenging ASB has improved their ability and responsiveness. This has allowed IDS to become more proactive in identifying and resolving issues with individuals.

Anti-Social Behaviour Cases Opened by Type



Satisfaction with response to ASB

In 2011/12, 75% of tenants who responded to the survey were satisfied with the service. This rating was from all persons that had reported an incident of anti-social behaviour to IDS and received assistance to resolve their complaint.



Maintenance

The number of repair orders remain high, with 4193 being issued. This is the second consecutive year of higher than average repair requests. We aim to complete 97% of repairs within target for each priority level. This was virtually achieved, with 96.54% of orders being completed within the required period.

Projects undertaken during the year

Works undertaken by the in-house team

- ▶ Replaced 5 kitchen at Ajax House
- ▶ Rewired 20 properties at Evelyn Court
- ▶ Replaced 30 boilers at Evelyn Court
- ▶ Rewired 18 properties at Rebecca House
- ▶ Constructed a scooter store at Evelyn Court
- ▶ Formed an access link between the Fay Fisher Wing and the remaining parts of Ajax House

Works undertaken by the contractors

In addition to the work of the in-house team we have completed the following projects using contractors:

- ▶ External redecoration and draft stripping of the windows at Evelina Mansions and Mocatta House
- ▶ External redecoration of all our street properties
- ▶ Replacement of 10 kitchens and bathrooms at Evelyn Court
- ▶ Various one-off major repairs across our properties including kitchen replacements, gas boiler and central heating system replacements, and damp proofing to some of our older properties



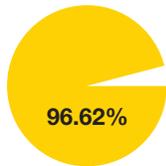
Above clockwise: Pumps provide continuity of water supply at Mountside Walk. Since purchasing the property, as an additional failsafe, we have installed a bypass which can be used should the power supply to the pumps be interrupted

Opening of new scooter store at Evelyn Court; one of our new kitchens at Evelyn Court.

Opposite: Roofing repairs at Rebecca House and Nathaniel Court, and brickwork repairs at Evelina Mansions.



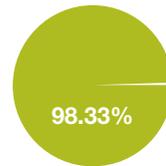
Emergency repairs including out of hours



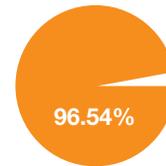
Urgent repairs



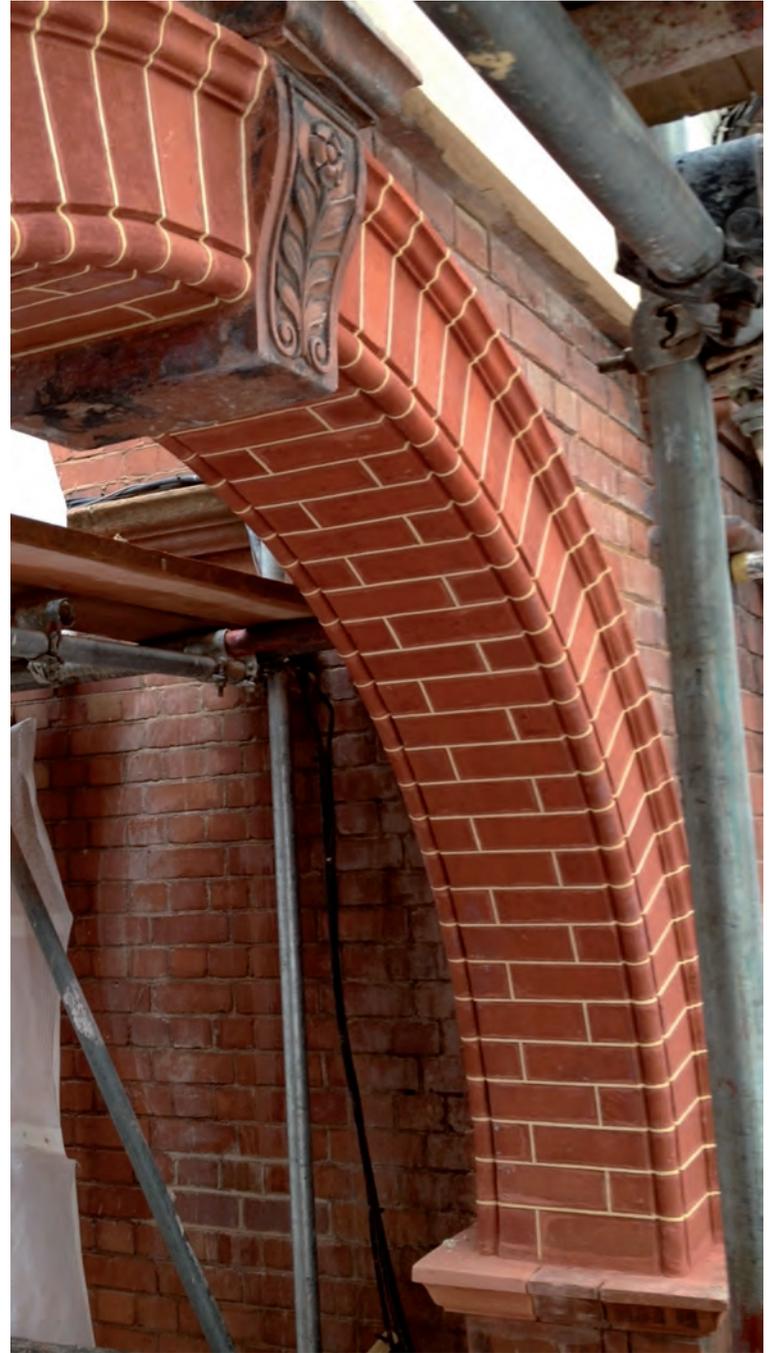
Non urgent repairs



Programmed repairs



Overall



Development

Housing developments supported by grant under the new 'Affordable Rent' regime have generally been slow to take off. IDS joined a consortium for specialist housing associations to participate in the new programme. The consortium is led by Sanctuary Housing, the largest housing association in the United Kingdom. In an attempt to promote more housing with less grant support, the Government has replaced the previous system with one which requires higher rents to offset lower grant rates.

At the same time they are undertaking a major revision of benefit entitlements. Coupled together these measures result in higher risks for any housing association which continues to develop housing for rent. IDS sought a modest programme of 50 units to be developed as part of the 2011–2012 programme. Sanctuary's bid incorporated this level of activity, but in London their application was scaled back by 40 per cent. We are now actively seeking to deliver the 30 units for which grant funding was made available. It is particularly difficult to find appropriate and affordable sites in areas which meet the needs of our client groups.

Last year we reported the purchase of Daniel Court in Edgware to provide independent living for clients of the Jewish charity, Norwood. Refurbishment work, undertaken by Norwood has been completed and the flats are now being occupied. Norwood has re-named the block Somers Court in recognition of support given to them by the Somers family over many years. A formal opening of the scheme was held in September 2012.

We were delighted to be able to provide further premises for Norwood through the acquisition of a property which they had identified in Borehamwood, Hertsmere. This is a smaller-scale project which will house three Norwood clients and allow a support worker to sleep over when necessary. The location is particularly appropriate as it will enable people currently living some distance from their family homes to be re-housed in a more appropriate environment and location.

Legal complications not involving directly IDS delayed the fulfilment of the planning obligations for the new scheme at Mountside Walk, Leaside Road. Without the stamp of approval from the planning authority, IDS was unable to complete the purchase of the scheme from Metropolitan Housing Partnership (MHP). It also effectively prevented MHP from selling the shared ownership flats to individual applicants. The problems were finally overcome and the scheme transferred to IDS ownership in January 2012. Once our acquisition was completed, the home ownership branch of MHP, acting as agents for IDS, were able quickly to sell the remaining flats to eligible applicants.



Even some light drizzle did not dampen the enthusiasm of the 70 guests who attended the official opening of Somers Court in Edgware

Somers Court, named in recognition of the on-going support of the JN Somers Trust, is a joint initiative between Norwood and IDS. The Milly Aphorp Charitable Trust also supported the project, through a generous donation used to provide some of the specialised equipment and assistive technology within the property.

The Mayor of Barnet, Councillor Brian Schama, and Somers Court resident, Simone Maletskie, cut the ribbon at an "At Home" event hosted by the tenants of the property, followed by a mezuzah fixing by Norwood Advisory Council member, Rabbi Alan Plancey.

Lyn Maletskie, Simone's mother said: "I have a great sense of excitement about Simone living at Somers Court. It's wonderful now to have her living so close to me and her sister, so that we can see her on a more regular basis. She has adjusted very well, is never reluctant to go back to the flats after a visit home and is always full of news about what she's been doing."

Elaine Kerr, Norwood's Chief Executive commented: "In Norwood's Supported Living Services, tenants are always at the centre of our provision. Whether we support someone for just a few hours each week, or give them round the clock care, we cater for each person's specific needs and aspirations, allowing them to achieve their maximum level of independence and live a full and active Jewish life in the community."

Bernie Myers, Chair of Norwood added: "Somers Court is an important flagship project for the partnership between Norwood and the IDS. These purpose designed flats will give 14 people with learning disabilities the opportunity to live inclusive lives and be fully integrated into the Jewish community."

The block consists of seven 2 bedroom flats, each with a lounge, en-suite bathrooms, an open plan kitchen, dining area and secure parking. The flats on the ground floor have been adapted to meet the needs of those with additional physical difficulties, and assistive technology has been installed throughout to promote privacy, safety and independence.



Chairmen and Chief Executives of IDS and Norwood at the opening of Somers Court

Financial summary 2011–2012

Highlights of the year included:

- ▶ Generated a surplus of £1,695,000 before adjustment for actuarial loss on the Pension Fund of £1,113,000;
- ▶ Spent £2,921,000 on property maintenance, of which £484,000 was capitalised;
- ▶ Completed the purchase of 32 properties, of which 17 were shared ownership flats and 15 were large social rented homes;
- ▶ Acquisition costs for new properties was £6,508,000 including Social Housing Grant of £ 2,891,000;
- ▶ Realised a profit of £19,000 from the sale of first tranches of shared ownership properties;
- ▶ Introduced Component Accounting to comply with new accounting standards. This required a provision for depreciation of £371,000 and capitalisation of major repairs expenditure totalling £484,000.

The summary accounts are set out opposite. A full set of audited accounts is available on request from IDS head office.

Income and expenditure account year ended 31 March 2012

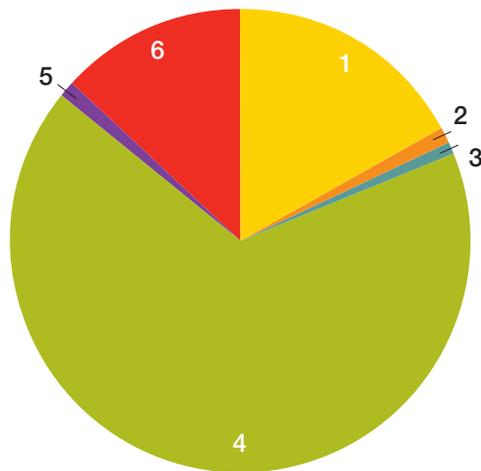
	2012 (£000's)	2011 (£000's)
Turnover	9,038	7,605
Cost of sales	(1,161)	(42)
Operating costs	(5,661)	(5,800)
	<hr/>	<hr/>
Operating surplus	2,216	1,763
Interest receivable and other income	111	62
Interest payable and similar charges (mortgaged)	-632	-431
	<hr/>	<hr/>
Surplus for the year	1,695	1,394

Statement of recognised surpluses and deficits for year ended 31 March 2012

Surplus/(deficit) for the year	1,695	1,394
Actuarial gain/(loss) on pension scheme	(1,113)	30
	<hr/>	<hr/>
	582	1,424

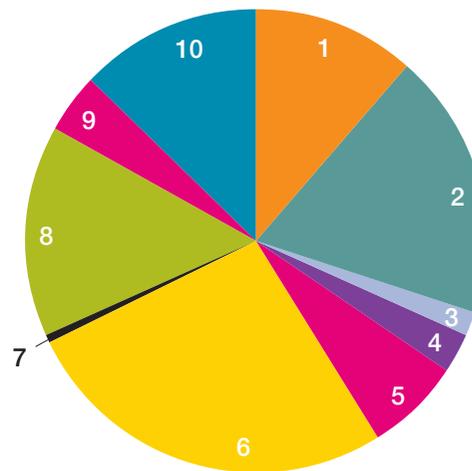
Balance sheet 31 March 2012

	2012 (£000's)	2011 (£000's)
Fixed assets		
Housing properties	65,736	59,123
Social Housing Grant	(43,337)	(40,454)
	<hr/>	<hr/>
Other tangible fixed assets	22,399	18,669
Fixed Assets investment	260	199
	<hr/>	<hr/>
	22,659	18,868
Current assets		
Stock	-	-
Debtors	827	861
Cash at bank and in hand	3,799	6,304
	<hr/>	<hr/>
	4,626	7,165
Creditors: amount falling due within one year	(886)	(937)
	<hr/>	<hr/>
Net (liabilities) / current assets	3,740	6,228
	<hr/>	<hr/>
Total assets less current liabilities	26,399	25,096
	<hr/>	<hr/>
Creditors: amount falling due after more than one year	10,105	10,205
Pension scheme liability	1,128	307
	<hr/>	<hr/>
Capital and reserves	15,166	14,584
	<hr/>	<hr/>
	26,399	25,096



Where the money comes from (£000's)

1	Service charges	1,551
2	Interest received	111
3	Other sources	83
4	Rent	6,115
5	Commercial properties	109
6	Sale of shared ownership properties	1,180
Total		9,149



How we spent it (£000's)

1	Management expenses	1,056
2	Surplus	1,695
3	Welfare costs	163
4	Other expenses	238
5	Interest paid	632
6	Repairs & maintenance	2,437
7	Rent loss from bad debt	35
8	Services	1,361
9	Provision for depreciation	371
10	Cost of shared ownership sale	1,161
Total		9,149

Farewell to Abdur

AFTER 33 SUCCESSFUL YEARS WITH IDS I have decided to retire at the end of January 2013 at the age of 65. I joined IDS in 1979 when there were 1160 units under management with six head office staff and a turnover of £445,000. Today there are 1480 units with 32 head office staff members and a turnover of £9,038,000. The total assets at book value have increased from £4.8 million to £71 million.

I have felt a great deal of satisfaction in being part of a 'not for profit' service provider with its mandate to provide affordable housing solutions for those in need. The fact that the office is so close to my home and within walking distance of a mosque was also a great advantage.

I worked with two Chief Executives, with two very distinct styles of management. I greatly enjoyed working with them both. The most significant changes took place upon the appointment of Paul Westbrook in 1988 with the restructuring of housing management. Since 1992 there have been no

changes in senior management staff, which is a clear indication of the fact that staff enjoy working for the Society. I believe IDS offers a real sense of openness and ownership together with a stable working environment. This is appreciated by all staff. I am proud to have been a part of the Society.

Over the past three decades I have had the privilege of working with five Chairmen, as well as three Chairmen of the Finance and Development Committee, each with highly professional backgrounds. They all played active roles in discharging their responsibilities as Board members. I have enjoyed working with them all.

I would like to record my appreciation to my colleagues, particularly the finance staff for their support. I wish my successor the best of luck as they assume their responsibilities as Director of Finance. I look forward to keeping in touch with you all after retirement and I wish you all the best.

Abdur Rashid Choudhury

Then and now – Abdur pictured around the time he joined IDS and with the current finance team



Tenant participation

It has been a busy year out and about on our schemes and estates. Stepney Green Community garden continues to flourish as the plants become established and new additions fill available gaps. The residents at Clifford Lawton

House replanted their roof garden and held a tea party to celebrate its completion.

Diamond Jubilee celebrations were held at several schemes with entertainment provided. Arsenal have successfully taken over the youth project at Evelyn

Court providing after school clubs and sporting activities.

Bert Woods celebrated his 90th birthday at Navarino Mansions and Silver Surfers received certificates having successfully completed Information Technology training.

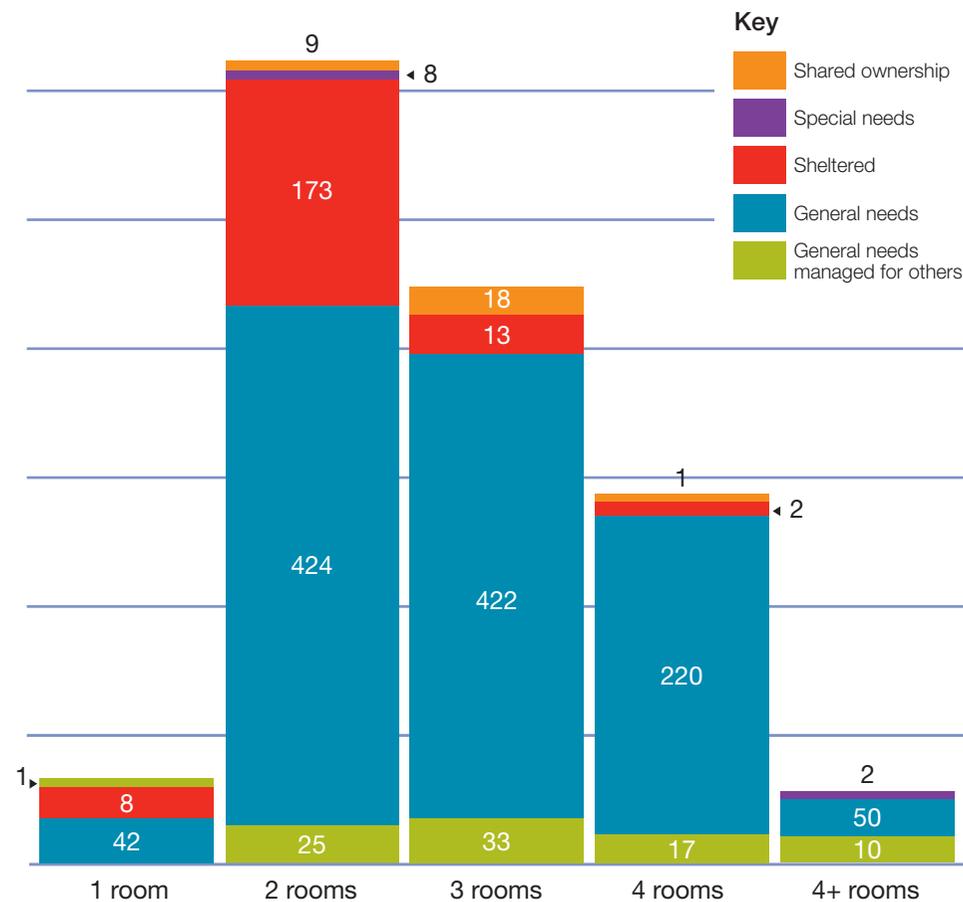
providing homes, supporting communities



Scheme	Borough	Built	Homes
Abraham Cohen Court	Redbridge	2003	11
Ajex House	Hackney		45
Cardinal Avenue ⁵	Hertsmere		1
Charlotte Court	Redbridge	1984	24
Clifford Lawton House	Hackney	1988	24
Cross Keys Court	Redbridge	2009	8
Evelina Mansions	Southwark	1901	72
Evelyn Court ⁴	Hackney	1934	317
Gabriel House ⁴	Hackney	2010	8
Genas Close	Redbridge	2007	4
Hackney Housing Co-op ¹	Hackney		86
Hilary Dennis Court ²	Redbridge	1997	35
John Golding House ³	Barnet		5
Koban Court ⁴	Barnet	2007	8
Laurel Court	Hackney	2009	10
Leslie Prince Court	Southwark	1979	11
Mocatta House	Tower Hamlets	1905	20
Mountside Walk ⁴	Hackney	2010	15
Nathaniel Court	Hackney	1968	24
Navarino Mansions	Hackney	1905	250
Olive Court	Hackney	2009	5
Rebecca House	Tower Hamlets	1933	32
Shared Ownership	Various		28
Somers Court ⁵	Barnet		8
Stepney Green Court	Tower Hamlets	1896	115
Stoke Newington	Hackney	1903	277
Street Properties	Various		37
Total			1480

- 1 Managed by IDS on behalf of Hackney Housing Co-op.
- 2 Hilary Dennis Court is owned by IDS and managed in conjunction with Jewish Blind and Disabled.
- 3 John Golding House is managed by IDS on behalf of the John Golding Trust.
- 4 Excludes shared ownership.
- 5 Cardinal Avenue and Somers Court leased to Norwood for a term of 30 years.

Properties managed and analysis of housing stock by size and type 31 July 2012



Non-residential property

- 1 Light workshops and storerooms at Evelyn Court, let on individual commercial leases
- 2 A parade of shops in Stoke Newington Road, let on individual commercial leases

Housing stock by borough 31 July 2012

