

INDUSTRIAL
DWELLINGS
SOCIETY
EST 1885

2019
— 20



Annual Report



STRONG ROOTS – GREAT AMBITIONS

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1885 – 2020

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Annual Report

Strong Roots – **Great Ambitions**

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As a small Association with a great past, housing London's diverse communities within the framework of our Jewish heritage, we are now set to move ahead and deliver new homes and excellent, cost effective services to our tenants.



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Ray Peacock Chairman



**Strong Governance
and Leadership**



A major refinancing exercise was recently completed, securing funds to fulfil our strategic objective to grow by an extra 500 new homes over the next decade.

Chairman's review of the year

2019 has been an extraordinary year, with significant progress towards achieving our Corporate Strategic Objectives. 135 years on, the mission to provide homes for London and surrounding areas is increasingly relevant – to house diverse communities within the framework of our Jewish heritage. This has been achieved despite the profound challenges resulting from Covid-19.

A major refinancing exercise was recently completed, securing funds to fulfil our strategic objective to grow by an extra 500 new homes over the next decade. We plan to target our expansion primarily in the London Borough of Barnet and in Hertfordshire. In both cases, whilst local communities thrive, high housing costs prevent many in need from accessing homes without help. We have started by successfully achieving planning consent to build 27 new homes in Borehamwood; construction will begin in 2021.

Once more this year, management cost savings have been reinvested in our existing homes and partnerships which benefit both our tenants and surrounding communities. The Fire Safety Improvement Programme has continued as the top priority for investment, to give assurance to our tenants that their homes meet the very highest standards in this respect. Investment in our communities continues through collaborations with Jewish Care, Arsenal in the Community, JAMI and most recently through sponsoring Hackney Wick Football Academy, a grassroots organisation which provides leadership as well as practical activities for young adults and boys and girls.

Towards the end of the financial year, the country was gripped by the Covid-19 crisis, which changed all our lives in unprecedented ways. Major investment in our digital capabilities paid off; to the credit of our staff our services were able to switch to agile working without notice. Throughout this time we've prioritised supporting our most vulnerable tenants, whilst making sure all estates were kept as clean and as safe as possible throughout.

In conclusion, I would like to extend thanks to my Board colleagues, the Management Team and our staff for their dedication to our tenants in the year that has passed – and look forward the remainder of 2020 and beyond with confidence and optimism.





Suzanne Wolfe Chief Executive



Central to our
philosophy is commitment
to partnerships



Whether it be sponsoring a local football academy which provides great role models and skills to young people, or collaborating with longer standing charities within our community such as JAMI and Kisharon, we are proud to join forces to make a difference.

Chief Executive's review of the year

Established in 1885, The Industrial Dwellings Society is no stranger to change. Our tenants have lived through two World Wars and repeat recessions, through which, like us, they adapted and pressed on. With the onset of the Covid-19 crisis at the close of the financial year, once again the impetus has been to 'keep calm and carry on' – which we did. Thanks to two years of significant investment in new Information Technology, it was possible to adapt and switch over services to agile working. This meant that critical business functions were able to continue right from the start of lockdown – and our Housing Team were equipped to keep in touch with those tenants who needed us, giving advice and support where necessary.

With more and more people switching over to digital communications to manage many parts of their lives, we are well placed to extend further the range of services which our tenants can access on line in the year ahead. Aside of our digital switchover, our in house Estate Services Team continued to build on their offer to tenants, bringing gardening services in house within existing resources. Crucially, our dedicated front line team carried on with daily estate cleaning, focussing especially on those high contact areas which presented the greatest potential risk to health and wellbeing.

Looking ahead, we at The Industrial Dwellings Society have committed to a greener future. This year, we began renewing our fleet of vehicles with all-electric alternatives. In parallel, we have begun calculating our carbon footprint – as well as ensuring future developments are as environmentally sound as possible.

With major new funding and our regulatory G1/V1 rating secured, we are open for business. A number of exciting development options, including with the L&Q Build London Partnership, are pending. We are continuing to search for other opportunity sites, particularly in Barnet and Hertsmere.

Central to The Industrial Dwellings philosophy is our commitment to partnerships. Whether it be sponsoring a local football academy which provides great role models and skills to young people, or collaborating with longer standing charities within our community such as JAMI and Kisharon, we are proud to join forces to make a difference. Looking ahead, we are excited to be building on these foundations and creating more homes and brighter prospects in the year to come.

Better Green Spaces



Green spaces are now cared for by our team.



Agile Services & Digital Transformation



In line with the strategic objective to invest in improved Information Technology, a fundamental review of our systems was completed in 2018. Based on the findings, a new housing management system and Cloud based working was implemented to enable effective agile working practices, removing the need for staff to be based in an office to deliver services to tenants.

These objectives were achieved this year. This meant that essential support services were able to continue to be delivered without interruption throughout the Covid-19 lockdown after our offices were temporarily closed in accordance with Government advice encouraging home working.

Beyond lockdown, the realigned Housing Team is positioned to further develop agile working based on this foundation.

In parallel, knowing great places to live are clean and safe, our revamped Estate Services Team kept calm and carried on looking after our estates throughout lockdown. This service has helped maintain confidence and safety. Likewise, through careful management of risk, essential gas checks and repairs to homes continued with minimal disruption.

Rent Collection



Rent collection performance remained strong during 2019/20. Current rent arrears owed at the end of the financial year amounted to 3.15%, with a collection rate of 98.9%.

With the ability of some tenants to meet their payments potentially affected by the economic impact of Covid-19, care was taken to keep in touch with those who might be experiencing difficulties, directing them to appropriate advice and support.

In some cases, court action became necessary. Whilst this resulted in the vast majority of tenants getting back on track with their payments, 3 cases culminated in eviction.

Time taken to re-let vacant homes improved, meaning less rent lost and those in need of a home being housed faster. Void losses amounted to 1%.

Lettings



Of 72 homes re-let, 80% went to new tenants with 20% to existing tenants needing to transfer to a home more suited to their needs.

Lettings across ethnic groups continued to reflect the general ethnic mix of the boroughs where we have accommodation, aside of any culturally specific schemes.

Fewer homes came back to us following eviction. Improved tenancy sustainment has been achieved through proactive rent arrears management, early intervention and support. More tenants signed up to the free Home Swapper service in order to increase their chances to move through mutual exchange.

Re-let times improved significantly, reducing from 43 days for general needs properties and 69 days for Sheltered Schemes in 2018/19 to an average of 30 days in 2019/20.

Delivering Essential Services

Looking ahead,
we at The Industrial Dwellings
Society have committed to
a greener future.



Community Engagement & Investment



Community Engagement & Investment

Tenant feedback was canvassed in various ways, including the triannual STAR Survey, 'Together With Tenants' meetings with Tenants' Champion Fran Jefcoate, Chips & Chat events and Sheltered Scheme meetings.

We worked in partnership with 'InCommon', an innovative project bringing older and younger people together in two Sheltered Schemes, ran football programmes with Arsenal in the Community as well as with new partners Hackney Wick Academy and delivered an arts project at AJEX House.

We continued to meet Tenants' Forum representatives who helped influence our service delivery through their knowledge, perceptions and challenge.

Our thanks go out to all tenants who have helped us understand our services from their perspective during the year.

Tenancy Sustainment & Welfare Support

The Industrial Dwellings Society has always understood the importance of supporting tenants to achieve their best outcomes. Practical help offered this year has included referrals to support agencies, help in managing debt, signposting towards welfare advice and assistance purchasing essential furniture items.

1. Chips & Chat event at Navarino Mansions
2. InCommon, an innovative project bringing older and younger people together
3. Football programmes at Hackney Wick Academy

Well Maintained Estates That Are Safe & Clear



Investment in the priority Fire Safety Improvement Programme continued; cumulatively, almost half of front entrance doors overall requiring replacement have now been completed. The 2019/20 Capital Programme also delivered new communal boilers at AJEX House. Responsive repairs ended the year with average satisfaction of around 78.2%, monitored after each individual job. The target for 2020/21 has been set at 82%.

Maintaining statutory compliance across our stock remains a constant priority. Care was taken to sustain this despite Covid-19 restrictions, with the introduction of appropriate measures to keep everyone safe.

Ready To Invest & Grow



The foundations are now set to realise plans to build an additional 500 new homes over the next decade. Our research has pinpointed the areas where our communities thrive but high costs of housing exclude some in housing need. We have secured the funds needed to grow. The Industrial Dwellings Society is therefore poised to deliver.

A number of exciting opportunities working with community partners are pending. Meanwhile, Planning Consent has been obtained to build 27 new homes in Borehamwood; construction is due to commence in early 2021. Future plans include provision of homes for key workers, including those working for charities within the community. Care will be taken to ensure developments pay due regard to environmental considerations.

Listening & Investing

Our new annual gas service campaigns helped remind everyone that safety begins at home.



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Annual gas services
Keep you safe
and comply
with the law



We will send you an appointment well in advance. If you need to re-arrange, please contact us.

Our Partners



JEWISH CARE

Kisharon
Education - Opportunity - Support
Jewish answers for learning disabilities

Jami

The Mental Health Service for our Community



Communities
that Work

jpr / Institute for Jewish Policy Research



JEWISH WOMEN'S AID

mobilise

L&Q

BUILD
LONDON
PARTNERSHIP



Our Partners

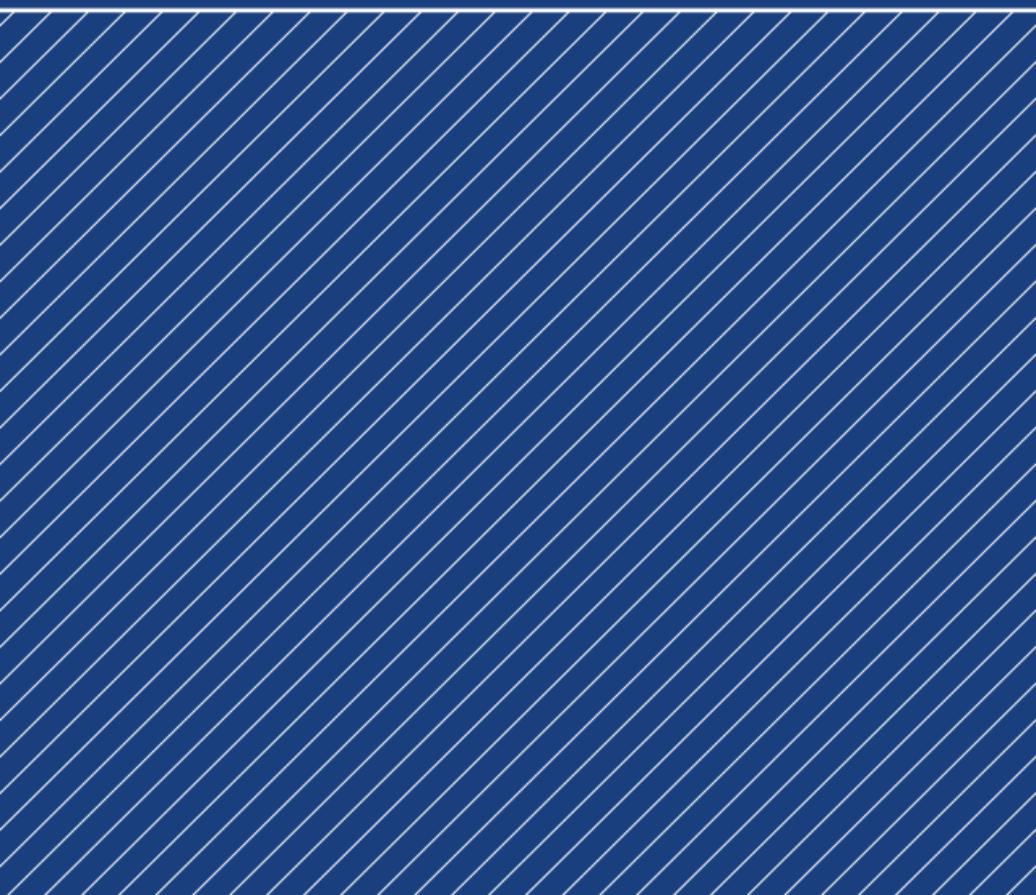


Working collaboratively
to unlock potential

Our commitment to work together



Investment in our community
through partnerships



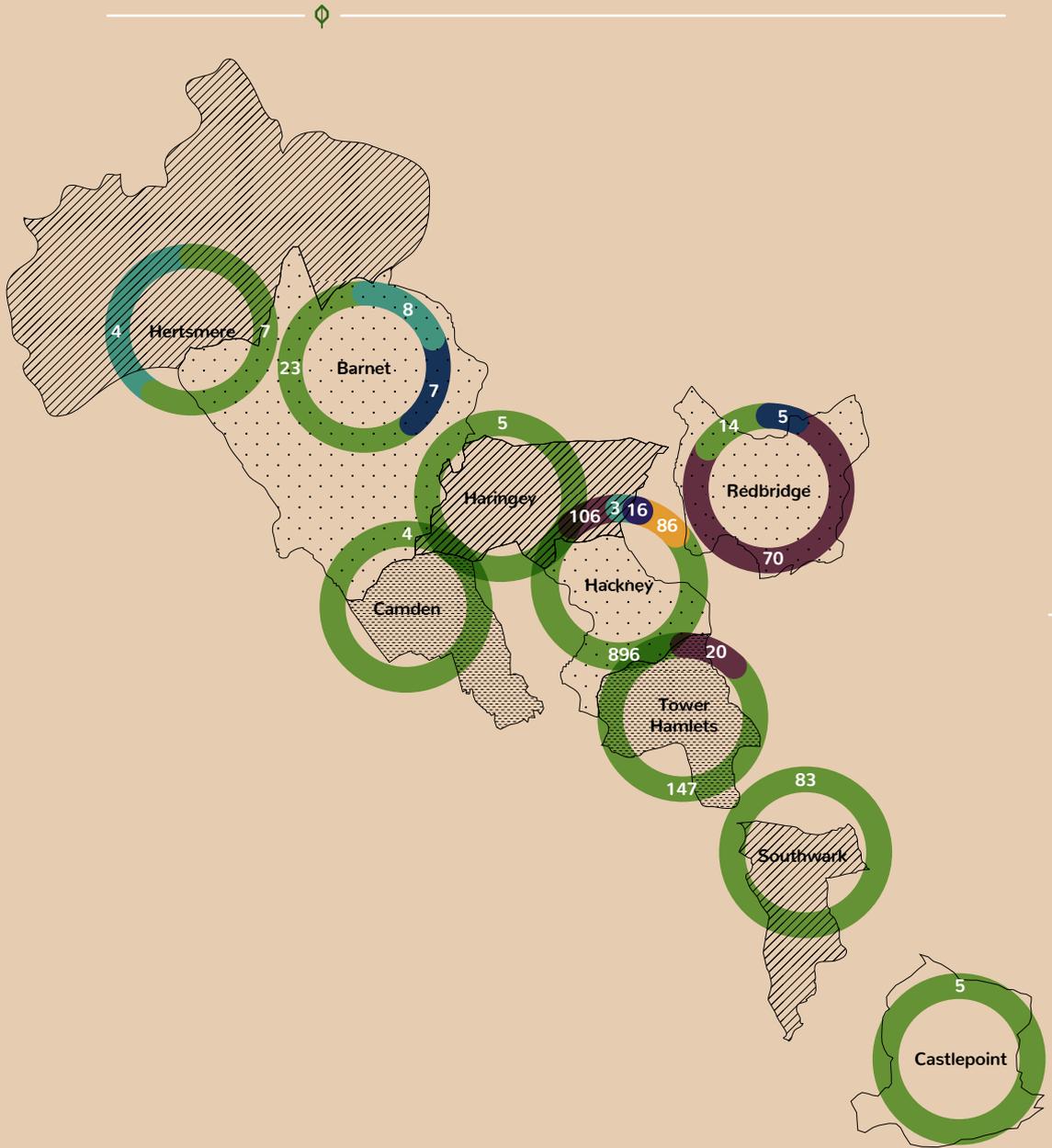


Glenhaven Avenue, Borehamwood

Construction is due to start Spring 2021



Housing stock analysis by borough



Shared ownership
Special needs

Sheltered
General needs

General needs managed for others

This has been another successful year for The Industrial Dwellings Society, despite the impact of changes in the economic environment resulting from Brexit and Covid-19. The financial results show a resilient business poised to deliver on its strategic goals.

The Association delivered an operating surplus of £2.18m (2019: £2.89m) resulting in a healthy operating margin of 22% (2019: 27%) when set against a turnover of £10.19m (2019: £10.24m).

The year on year drop in the operating surplus reflects the reduction in rental income resulting from the 1% rent reduction introduced in 2016 by the Government, an increased spend of £100k to £2.41m (2019: £2.31m) on maintenance geared towards improving the standard of our properties and the adverse impact of Covid-19 on the valuation of our commercial properties, -£110k (2019: £160k).

Surplus for the year of £1.67m was achieved through effective treasury management resulting in a reduction in interest costs of £48k. This combined with a pension actuarial loss of -£593k (2019: £1,766k) on The Industrial Dwellings Society's scheme resulted in a total comprehensive income for the year of £1.1m (2019: £4.1m).

The Industrial Dwellings Society continues to show a strong net capital investment of £2.33m in housing properties bringing total housing properties cost to £87.62m (2019: £85.29m) against loans of £9.08m charged against some of these properties.

To achieve our development plan, new loan facilities of £45m were initiated during the year and completed shortly after the year end. Our liquidity position is very strong with a cash balance of £1.86m, this is reflected in our net asset which increased by £1.08m to £35.78m (2019: £34.70m).

The 30 year Business Plan indicates that the Association is financially viable and has adequate resources for the future. The Association continues to meet the expectations of the Regulator of Social Housing, lenders and internal and external auditors.



The financial results show
a resilient business poised to
deliver on its strategic goals.



Financial Information

Statement of comprehensive income position	2020 £'000	2019 £'000
For the year ended 31 March 2020		
Turnover	10,188	10,239
Operating expenditure	(7,966)	(7,626)
Surplus on disposal of social housing properties	63	119
(Loss) / gain on revaluation of investment properties	(110)	160
Operating surplus	2,175	2,892
Interest receivable and finance income	74	37
Interest payable	(576)	(587)
Surplus for the financial year	1,673	2,342
Other comprehensive income		
Actuarial (loss)/gain in respect of pension scheme	(593)	1,766
Total comprehensive income for the year	1,080	4,108

Statement of financial position	2020 £'000	2019 £'000
As at 31 March 2020		
Fixed assets		
Intangible assets	282	-
Housing properties	66,370	65,188
Other property, plant and equipment	484	481
Investment properties	2,640	2,750
Post-employment benefits	2,110	2,643
	71,886	71,062
Current assets		
Trade and other debtors	590	488
Investments	-	2,000
Cash at bank and in hand	1,857	1,214
	2,447	3,702
Creditors: amounts falling due within one year	(2,052)	(2,474)
Net current assets	395	1,228
Total assets less current liabilities	72,281	72,290
Creditors: amounts falling due after more than one year	(36,501)	(37,590)
Net assets	35,780	34,700
Capital and reserves		
Share capital (non-equity)	-	-
Income and expenditure reserve	35,780	34,700
Total capital and reserves	35,780	34,700

Board & Advisors

The Industrial Dwellings Society (1885) Ltd.
1st Floor, Anna House
214-218 High Road
London N15 4NP

Registered with the Financial Conduct
Authority No. 14044

Registered with the Regulator of
Social Housing No. L0266

The Industrial Dwellings Society (1885) Ltd.
has adopted the National Housing
Federation Code of Governance with
which it is fully compliant.

Board

Ray Peacock (Chairman)

Alan Fell
Susan French
Paul Huberman
Alan Jacobs
Nicola Kravitz
Michael Rabinowitz (Vice Chairman)
Cllr Shimon Ryde (Vice Chairman)
Craig Simons

Michael Firman
(Resigned September 2019)

Corporate Management Team

Suzanne Wolfe (Chief Executive)
Omar Mapara (Director of Finance)
Simon Walton (Director of Operations)

Alan Finkel (Director of Housing)
(Resigned 8 April 2019)

Solicitors

Trowers & Hamblins
3 Bunhill Row
London
EC1Y 8YZ

Devonshires
Salisbury House
London Wall
London EC2M 5QY

Principal Bankers

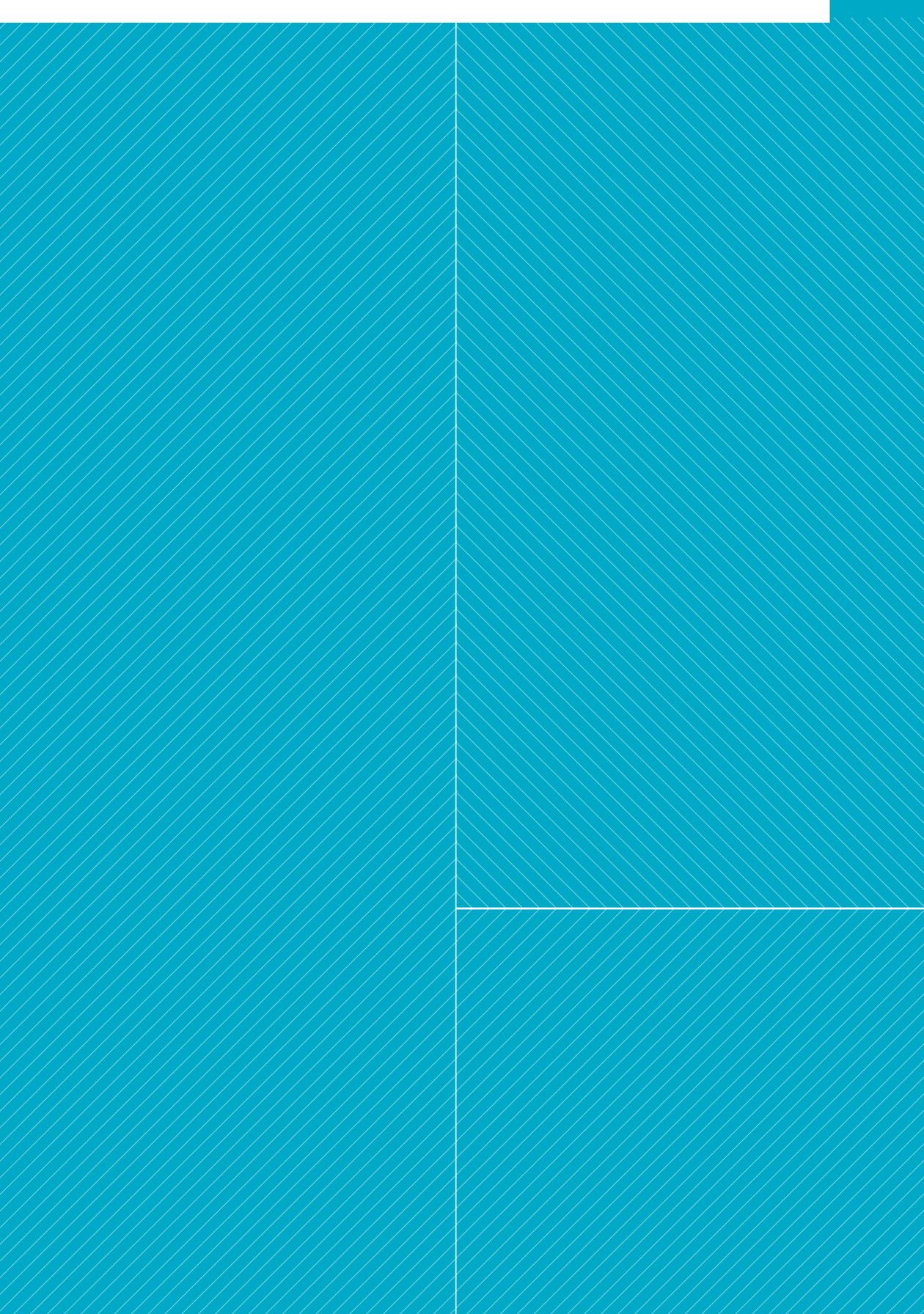
National Westminster Bank Plc
198 Stoke Newington High Street
London N16 1DH

External auditor

Nexia Smith & Williamson
Chartered Accountants
Registered Auditor
25 Moorgate
London EC2R 6AY

Internal Auditor

Crowe Clark Whitehill
Chartered Accountants
Registered Auditor
St Bride's House
10 Salisbury Square
London EC4Y 8EH



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