

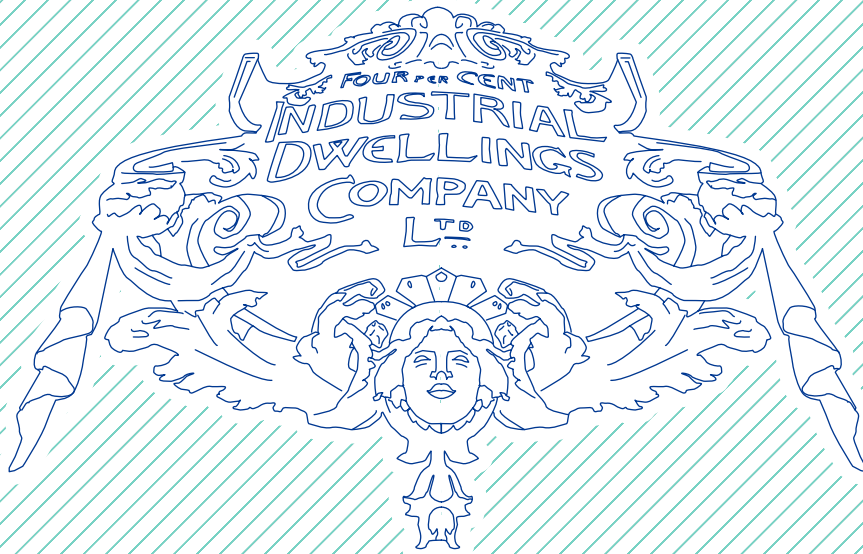
INDUSTRIAL DWELLINGS SOCIETY

EST 1885

Corporate Strategy

2018 – 2023







‘In developing this Strategy, we have undertaken a detailed review of our strengths and opportunities. Good progress is being made to realise our aspirations.’

EVELINA • MANSIONS

Chairman's Introduction



Writing as the newly appointed Chairman of The Industrial Dwellings Society (1885), I am pleased to introduce our Corporate Strategy for 2018-2023.

This has been a year of considerable change and renewal for the company, set up by the first Lord Rothschild and his fellow philanthropists to address the dreadful housing conditions of East London in the 1800s. As the custodians 133 years later, the Board and Executive are responsible for keeping alive our founders' vision - through seeking to marshal our resources in response to today's housing crisis and by continuing to put our residents in a good place. Taking over from our outgoing Chairman, Jonathan Davies, I am thankful for his immense contribution and legacy. Moving forward, we will continue to provide great homes to London's diverse communities within the framework of our Jewish heritage.

In developing this Strategy, we have undertaken a detailed review of our strengths and opportunities. Good progress is being made to realise our aspirations. For example, we are currently evaluating our potential to deliver a sizeable number of additional new homes in London and beyond. Following a full review, our Board and governance arrangements have been revamped and are fit for the challenges ahead. At the heart of our new strategy is the need for a step change in how we deliver services to our customers and to improve the Value for Money achieved. Consequently, we have begun to review and refresh these in detail, embracing the possibilities presented by new technology.

It is increasingly recognised that smaller Housing Associations such as ours have a distinct and focused role to play within the sector. Last year, we commissioned research into Jewish housing needs in London, as part of our commitment to build on our Jewish heritage and identity. This is the first research of its kind for a generation. The findings will help inform our investment priorities moving forwards without forgetting our existing diverse residence base.

In conclusion, I would like to extend my thanks to my Board colleagues, our customers and our team for contributing to the ongoing prosperity of the company. We look forward to the year ahead with excitement to move from strength to strength.

Ray Peacock,
Chairman.

‘This Plan is the culmination of a year of hard work by our Board and Executive team, during which we together reassessed our strengths, weaknesses, opportunities and threats in the context of today’s housing crisis.’



CEO's Introduction



Established in 1885 by the first Lord Rothschild and a group of pioneering philanthropists with the objective of directly helping those in acute housing need, The Industrial Dwellings Society has succeeded ever since in providing excellent accommodation to London's diverse communities within the framework of our Jewish heritage. Our Corporate Strategic Plan 2018-2023 remains true to this vision.

This Plan is the culmination of a year of hard work by our Board and Executive team, during which we together reassessed our strengths, weaknesses, opportunities and threats in the context of today's housing crisis. Having done so, we were able to commit to clear corporate objectives capable of developing the company further, better meeting the needs and aspirations of our residents now and into the future. For example, we have identified capacity to grow by increasing the number of homes in our portfolio by a significant number. Further, we are developing fresh working models to improve Value for Money, which realise the opportunities presented by new technologies to deliver better services, faster and cheaper. We are building on our heritage by researching current day housing needs within the Jewish community and through developing partnerships with other charities and local authorities in areas where we wish to expand and in ways which can help our residents achieve their potential. Further details can be found in the pages that follow.

I look forward to our achieving these aspirations in this exciting period – towards 150 years of excellent homes.

Suzanne Wolfe,
Chief Executive.

The six strands of our Corporate Strategy



Great
Landlord



Strong
Governance

Value
for
Money





Build on
Heritage

Trusted
Partner



Grow



Strand One



Great
Landlord

Strong
Governance

Value
for
Money

**To be a great
landlord –**
We will provide
good quality
homes and
services that will
enable tenants
to take control
of their lives
and reach their
potential:



Build on
Heritage



Ensure all our
homes are safe,
energy efficient
and meet an
agreed quality
standard

Focus support
on tenants who
most need help
in sustaining
their tenancies

Trusted
Partner



Grow



Better
understand the
needs and
aspirations of
current and
future
customers

Offer digital
services that
provide more
choice and
convenience
in accessing
services

Strand Two

**To demonstrate
strong governance
and leadership and
to renew ourselves
for the future –
We will show that
we are a well-run
organisation that
complies with
regulation:**



**Strong
Governance**

Great
Landlord

Value
for
Money

Build on
Heritage



Ensure we
have robust
management
systems that
keep everyone
safe

Trusted
Partner

Achieve and
sustain the
highest rating
with the
housing
regulator

Grow



Develop the
IDS team to
ensure we meet
customer needs
and can deliver
this strategy

Strand Three

To deliver Value for Money -

We will become more efficient and deliver more effectively by modernising the way we are organised and operate, and by investing in technology:



Great Landlord

Strong Governance

Value for Money



Build on
Heritage

Trusted
Partners

Grow

Become a high-
performing
landlord that
compares well
with other
providers

Invest in new
systems that
will enable
our staff to be
more effective
and deliver
better care

Ensure services
delivered by our
partners are of
good quality and
value-for-money

Strand Four

Become a focus for Jewish housing research and taking forward initiatives based upon it

Engage with the Jewish community to raise the profile of IDS as an opinion shaper

Reposition and develop a business plan for OSHA



Great Landlord

Strong Governance

Value for Money





**Build on
Heritage**

Trusted
Partner

Grow

**To have a higher
profile, building on
our Jewish heritage
and identity –
We will raise our
profile and become
a leading Jewish
housing organisation,
responding effectively
to the needs of the
Jewish community:**

Strand Five



Great
Landlord

Build a strong
partnership
network and
strategic
relationships
with Local
Authorities

Establish
partnerships
focusing
on housing
management
and mental
health support

Provide
support and
management
services
to Jewish
community
organisations

Strong
Governance

Value
for
Money





Build on
Heritage

Trusted
Partner



Grow



Be seen as a
trusted partner –
We will develop
effective
partnerships to
enhance and
extend the range of
services we offer.

Strand Six

Regenerate
and reconfigure
our stock to
maximise the
homes we
can offer

Deliver an
extra 500 new
homes by 2028

Develop
new housing
solutions
through
joint-venture
partnerships



Great
Landlord

Strong
Governance

Value
for
Money





Build on
Heritage

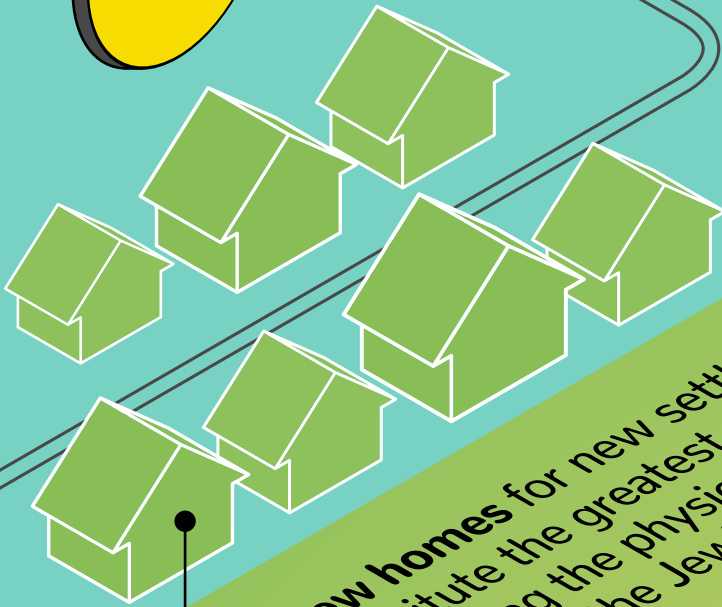
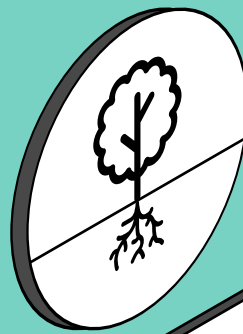
Trusted
Partner



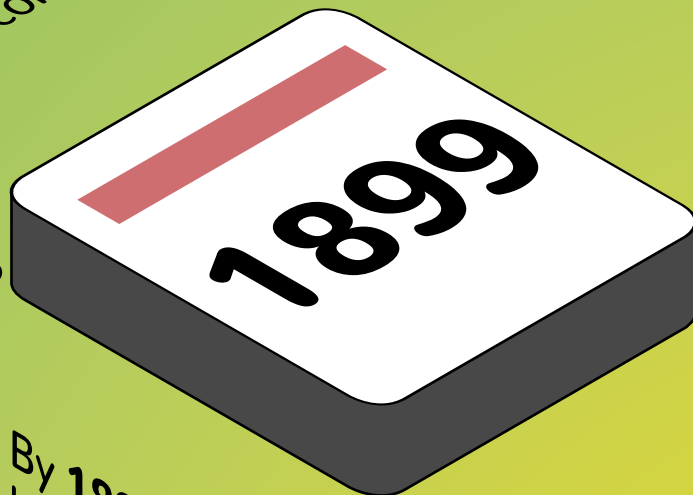
Grow



To grow –
We will make more
affordable homes
available where
the Jewish and
other communities
most need them,
and we will ensure
communities get
most benefit from
our current stock:



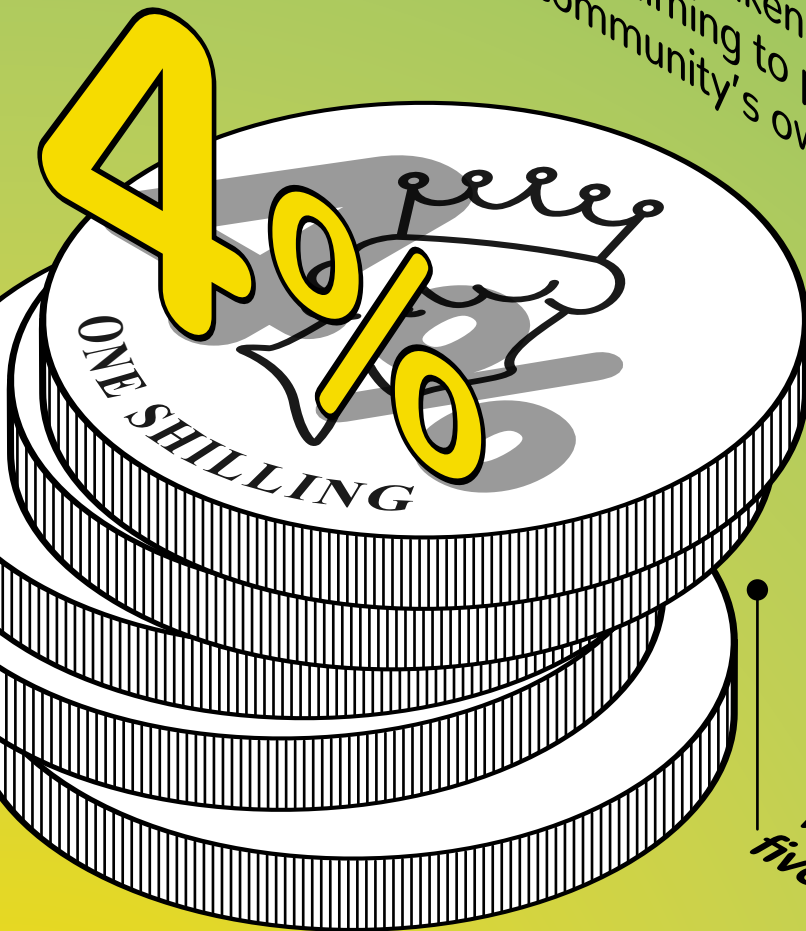
The **new homes** for new settlers were believed to 'constitute the greatest of all available means for improving the physical, moral and social conditions of the Jewish poor'.



By **1899**, the Company had housed over 4,000 people and the death rate in their tenements was a third of the average.

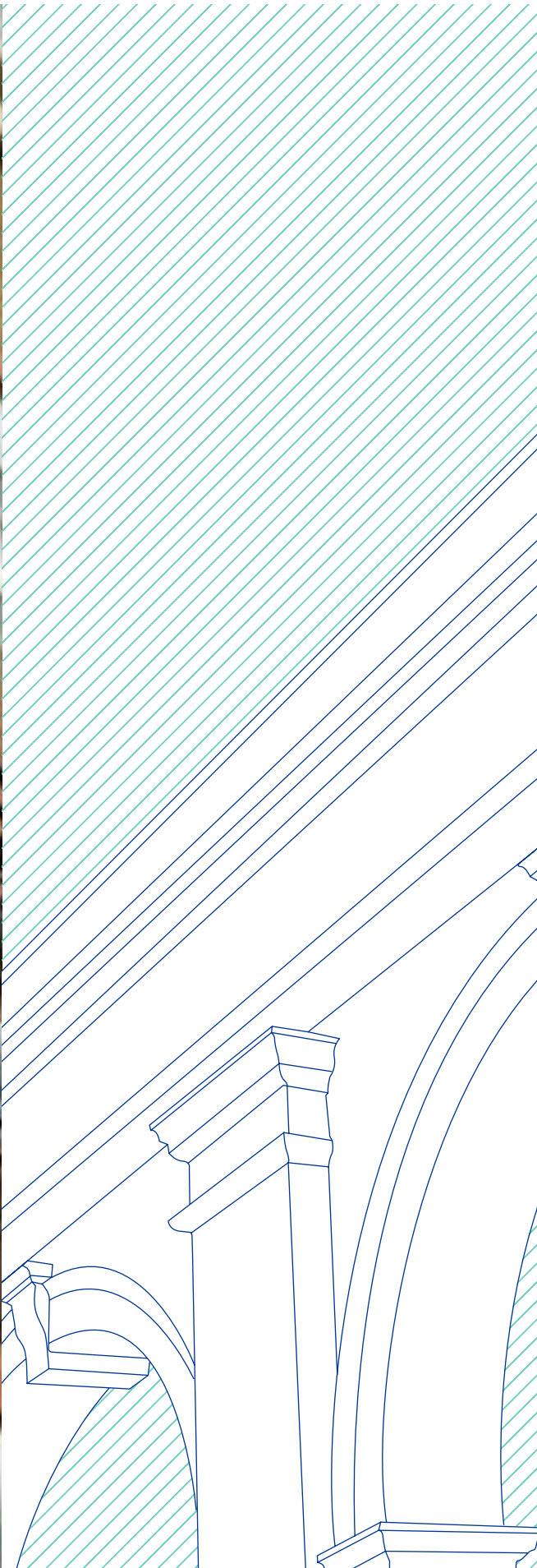
Direct action

In 1859, the Jewish Board of Guardians was founded to tackle the problems facing the Ashkenazi immigrants; focusing its efforts on the East End and aiming to provide for the impoverished incomers through the community's own charitable funds.



Investors in the scheme were promised an annual dividend of **four per cent** from the 1,600 shares of £25 each, while rents were fixed at no more than **five shillings per week**.





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Dwellings
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