



A n n u a l R e p o r t

2011 - 2012

Chair's Introduction

The year under review has seen ICH continue to maximise its potential as a specialist housing and support provider. Its key strategic focus has been to remain viable, independent and relevant at a time when funding options are significantly reducing. ICH has adopted a prudent financial management and loan strategy to withstand future economic challenges whilst at the same time securing the future condition and adaptability of its housing stock.



Sally Buckley
Chair

During the year ICH completed Tara Lodge in Kilburn, part of the Conway House redevelopment. This is the Association's first general needs family accommodation, developed with funding from the Homes & Communities Agency and private finance.

2011/12 saw the continuing engagement and involvement of our residents in setting and monitoring service standards, with emphasis on outcomes and contractual compliance.

The coming year will see the completion of the redevelopment of Conway House, ICH's flagship hostel, reflecting the success of the Association's partnership working, particularly with LB Camden. ICH will continue to provide quality and bespoke services to our key funders and stakeholders.



Tara Lodge

Chief Executive's Review

2011/12 has been one of ICH's most successful years with some notable outcomes:

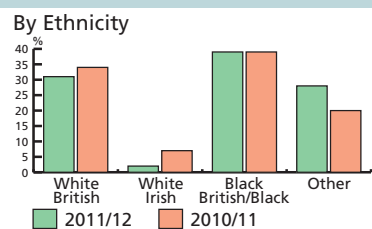
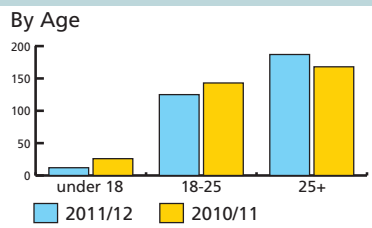
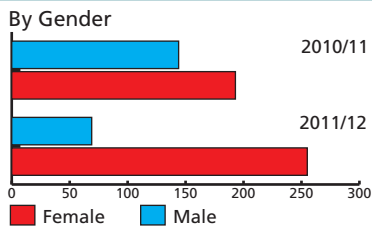
- **An improved financial position with a strengthened balance sheet**
- **The successful launch of St Louise in City of Westminster as a general needs hostel**
- **Successful tendering for a new Recovery Service in LB Camden**
- **Continued improvements across all Key Performance Indicators**
- **Sustained reputational profile with our funders and partners**



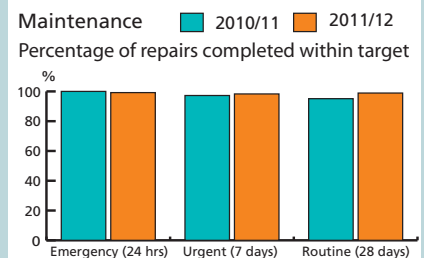
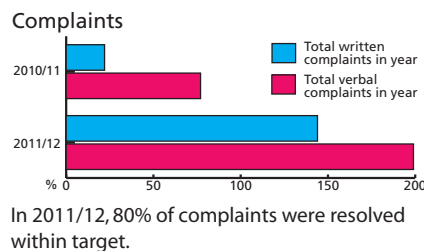
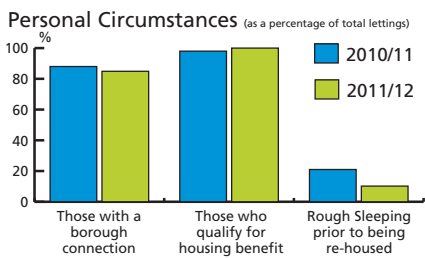
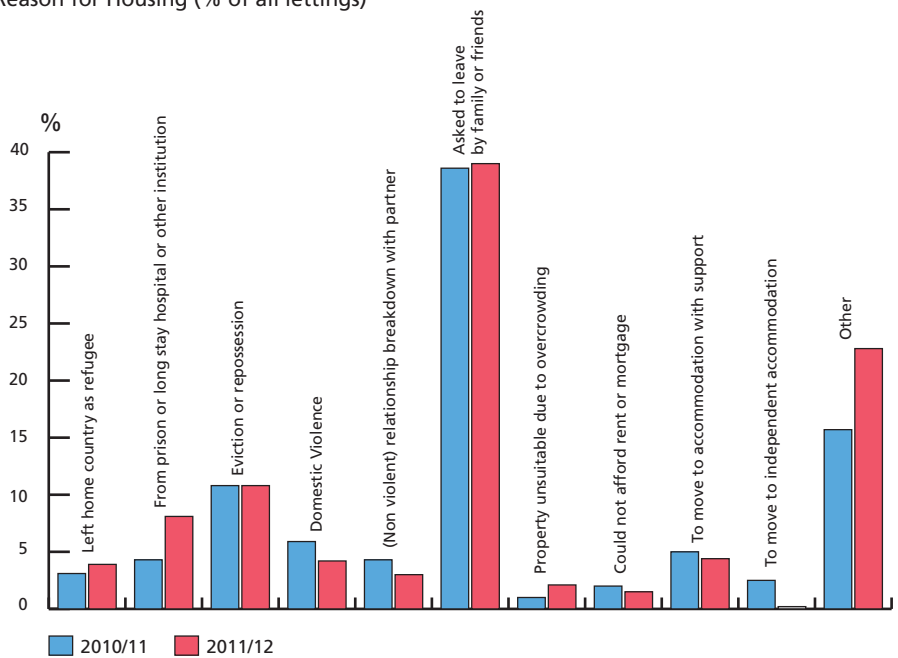
Tricia Durkan
Chief Executive

The year ahead will see sustained business efficiencies arising from a review of our Value for Money strategy. The Association will continue to invest across all its assets, in particular its IT infrastructure, buildings and staff, to ensure it remains the provider and employer of choice.

Housing Performance Lettings (per all lettings)



Reason for Housing (% of all lettings)



Financial Performance

	2011/12	2010/11		2011/12	2010/11
	£	£		£	£
Income & Expenditure			Balance Sheet		
Income from housing	2,698,008	2,689,571	Fixed assets	16,145,512	13,977,620
Supporting People Grant	1,123,008	1,852,364	Current assets	1,742,416	2,714,038
Grants/Other	23,310	48,329	Liabilities*	(1,434,944)	(1,529,742)
TOTAL	3,844,326	4,590,264	TOTAL	16,452,984	15,161,916
Expenditure			Funded by		
Services	625,268	877,261	Share capital	8	8
Management	1,184,999	1,192,470	Grants**	9,181,209	8,248,789
Support	1,074,957	1,863,056	Free reserve	7,271,767	6,913,119
Routine maintenance	312,938	344,298	TOTAL	16,452,984	15,161,916
Planned maintenance	41,771	11,626			
Rent loss from bad debts	23,957	101,647			
Property depreciation	236,512	77,870			
Other	0	51,389			
TOTAL	3,500,402	4,519,617			
Surplus	343,924	70,647			
Interest received	14,724	10,309			
Surplus/(deficit) after designation	358,648	80,956			

*current + long term; **SHG and other grants



Top Left - Gardening at Bethany House

Bottom Left - Conway House Football Team (staff and residents)

Top Right - Hackett House (Camden Recovery Service)



MANAGEMENT BOARD

Sally Buckley (Chair)
 Ross Wood (Vice Chair)
 Irene Bannon
 Peter Hammond
 Sally Harvey
 Lorraine Richardson
 Mark Seaborn (to May 2012)

SENIOR MANAGEMENT TEAM

Tricia Durkan (Chief Executive)
 Mary Cribbin (Head of Operations - Support Services)
 Harry Draycott (Finance Director)
 Beverly Finn (HR Manager)
 Aidan O'Kane (Head of Operations - Housing & Project Management)

Solicitors

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 3 Bunhill Road
 London
 EC1Y 8YZ

Devonshires Solicitors
 30 Finsbury Circus
 London
 EC2M 7DT

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 2-6 Cannon Street
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Bankers

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 London
 E14 5AA

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 London Region
 PO box 1755
 Croydon
 CR9 2SB

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Irish Centre Housing is a Charitable Housing Association
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 Homes and Communities Agency Registration Number - H1313