

NORTH  
LONDON  
MUSLIM  
HOUSING  
ASSOCIATION



# Annual Report



## **BANKERS:**

**Midland Bank plc**  
Stanford Hill  
160 Clapton Common  
London E5 9AH

## **AUDITORS:**

**Valentine Marke Stevens**  
Oak House  
49a Uxbridge Road  
London W5 5SB

## **SOLICITORS:**

**Devonshires**  
Salisbury House  
London Wall  
London EC2M 5QY

**Field Fisher Waterhouse**  
41 Vine Street  
London EC3N 2AA

## **M.M. Zina**

Chairperson  
Former Senior Housing Advisor  
LBH, Shelter National  
Campaigner for Homeless.  
Owner of Lettings Agency since 1992.

## **N. Patel**

Committee Member  
Housing Officer NI&HHA  
Btec in Business.

## **I. Bawa**

Secretary  
Bachelor of Commerce (B.Com)  
Co-ordinator of North London Muslim  
Community Centre.

## **E. D. Amerat**

Treasurer  
BSc, AMIEE, MFIITCE, MIBTE.  
BT Senior Executive Engineer  
Planning & Operations Project  
Manager.

## **Alex Jarosy**

Co-opted Member  
BA Social Studies, East London  
Area Manager Circle Thirty  
Three.

## **F. Bham**

Committee Member  
Treasurer of North London  
Muslim Community Centre.

## **I. Zina**

Committee Member  
LLB (Hons) Barrister at Law.

## **O. Ghanti**

Vice-Chair  
BA (Hons) Barrister at Law.

## **M. Hinch**

Co-opted Member  
IFPA MBA, Finance Director  
NHT 1993, Performance Audit  
Manager 1988-92.

## **A. Bawa**

Committee Member  
Tenants Services Team Leader  
NI&HHA, Bsc Genetics, Graduate  
Dip in Housing.

## **M.Y. Patel**

Committee Member  
BCom, Bank Accountant for  
last 10 yrs.

## **S. Patel**

Committee Member  
BTec Diploma in Computers  
Electrical Engineer.

## **T. Shoults**

Committee Member  
BA (Hons) CANTAB-Economics,  
Dip Town Planning, former  
Director of Housing LBH, Chief  
Exec. of Metropolitan Housing  
Trust.

## **A. Kendall**

Co-opted Member  
Chief Executive Media Charity,  
20 yrs involved in Housing  
movement, former Councillor  
LBH, Chair of Newton Housing  
Group.

## **A. St Clair-Miller**

Committee Member  
20 yrs in local Government, 12 yrs  
as elected Councillor, 5 yrs in  
LBH.

## **C. Archer**

Co-opted Member  
Dev. Director of Bethnal Green &  
Victoria Housing Assoc., BSc  
(Hon) Geology, 10 yrs Housing  
experience, 6 yrs Development  
experience.

## **E. Ghanchi**

Committee Member  
Treasurer of North London  
Mosque Trust.

# Contents

Chairperson's Report	3
Director's Report	4
Financial	5
Performance charts	6
Economic charts	7
Rehabilitation	8
Our Success	10



Management Committee meeting

# Chairperson's Report

The programme year 1995/96 has been a disappointing one for Housing Associations in general. The Housing Corporations approved development programme for rent was reduced by 51%. This left virtually no funds to allocate at all as in many cases preallocations became the only allocations. Despite these difficulties, NLMHA maintained its position in Hackney and Waltham Forest. The Association received an allocation of £3.1m which will yield 79 homes. This is an increase of 7.1% allocation and 41% increase in unit terms in 1994/95.

NLMHA remains an inner-city association wishing to develop properties for rehabilitation within its catchment areas. It is disappointing that the Housing Corporations programme is so skewed towards new build. An additional worrying aspect of the overall programme is the amount of money going to estate regeneration schemes. In Hackney, most of the Corporations Housing Association Grant is going to Holly Street, Clapton Park, Kingshold and Filter Beds. Virtually nothing is left for new provision. The Government should be ensuring that there is a separate fund set up for these hard pressed estates.

Affordability remains very high on the agenda for NLMHA. Grant rates have dropped every year since the introduction of the 1988 Housing Act. At the same time, the Housing Corporation drives to ensure value for money has meant that many Associations have bid at below normal grant rate. We have also been caught up in this vicious circle. NLMHA has worked very hard to keep its rent at affordable levels.

The Committee has been monitoring performance at all levels periodically. We have had another successful year with the Association meeting all Performance Indicators. Once again, our performance on rent arrears has been exemplary with tenant arrears at 0.5%. Similarly our voids have been kept at around 0.4%.

I would like to thank the Director, Staff and all Committee Members for their commitment and hard work.



**MOHAMMED MUNAF ZINA**  
CHAIRMAN

# Director's Report



Tramee Housing Officer -  
Mustag Dawood



Accountant -  
Mr Omar Mapara



Admin/Secretary -  
Mrs H. Barber



Development Officer -  
Mr Ahmed Mapara



The financial year 1994/95 was another successful year for the Association. We now have 176 units in management; with 76 units coming into management this year. In addition to the above we have 69 units in development with a further 79 units due to go on site. It is anticipated that by 1997 we will have 324 units in management. We are well on course to have 600 units in management by the year 2000.

We have been very successful in raising private finance. The Association raised £1.0m fixed over thirty years THFC, £1.25m from Midland Bank and £1.5 m from Britannia Building Society.

We have built up a very good working relationship with both Waltham Forest and Hackney and now we are seeking to work with Newham where there is also a strong Muslim Community.

By controlling staffing levels, and scrutinising costs, we have continued to control our central costs to help keep units costs down as low as possible. New associations may be exposed by levels of rent derived ~~and~~ <sup>Controlling</sup> from the costs of new development, ~~certainly~~ overheads and negotiating effective terms with lenders and our partner associations can make a major contribution towards keeping costs down.

YUSUF HAPESJI  
DIRECTOR

# Finance

## The Association's Financial Position

North London Muslim Housing Association has continued to build on the successes of the preceding year. The accounts at 31 March 1995 show total reserves of £661,609. The Association's assets have also increased from £7.9 million to £12.4 million.

- ★ We are anticipating another successful year, with extensive support from both the Housing Corporation and Local Authorities.
- ★ We are seeking to improve our position further by negotiating stock transfers from larger housing associations.
- ★ The Association's internal control has always been good and our excellent track record is reflected in the good Management Letter from the Auditor.

### INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH:

	31.3.95	31.3.94
<b>INCOME</b>	£	£
Net Rent & Service Charges	506,671	246,563
Surplus (deficit) on Development Administration	57,045	6,040
Surplus on other income & expenditure	59,946	31,705
<b>TOTAL</b>	<b>623,662</b>	<b>284,308</b>
<b>EXPENDITURE</b>		
Management Expenses	64,949	32,361
Maintenance & Service Charges	34,282	17,151
Mortgage Interest	173,195	17,535
Rent Payable	28,723	33,427
Other	6,175	
<b>TOTAL</b>	<b>307,324</b>	<b>100,474</b>
Net Surplus (deficit)	316,338	183,834
Transfer to designated reserve	(69,606)	(59,672)
Revenue Reserve	246,732	124,162

### BALANCE SHEET AS AT 31 MARCH:

#### FIXED ASSETS

Tangible Assets	12,402,257	7,900,223
Less Housing Association Grant	10,002,628	7,088,447
<b>Total Fixed Assets</b>	<b>2,399,629</b>	<b>811,776</b>
Net Current Assets	656,587	333,563
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>3,056,216</b>	<b>1,145,339</b>

#### FINANCED BY:

LOAN	2,394,506	799,967
SHARE CAPITAL	101	101
REVENUE RESERVES	479,890	233,158
DESIGNATED RESERVES	181,719	112,113
	<b>3,056,216</b>	<b>1,145,339</b>

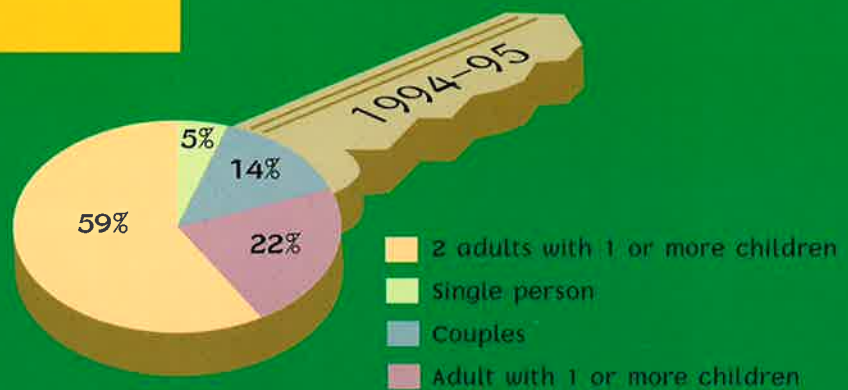


Cllr Meher Khan, Mayor of London Borough of Waltham Forest, visiting Clyde Place meeting the Vice Chair O.Ghanti, Secretary I. Bawa and the Director Y. Hafesji.

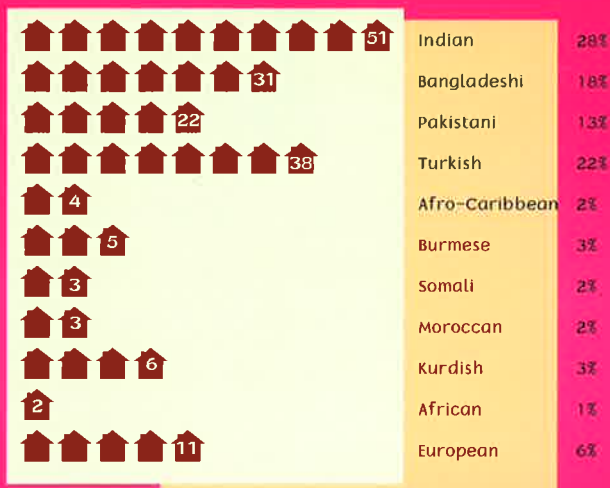
# Our Performance



Most of the accommodation we provide is for families. This is the over-riding aim not only of NLMHA but also the Local Authorities we work in.

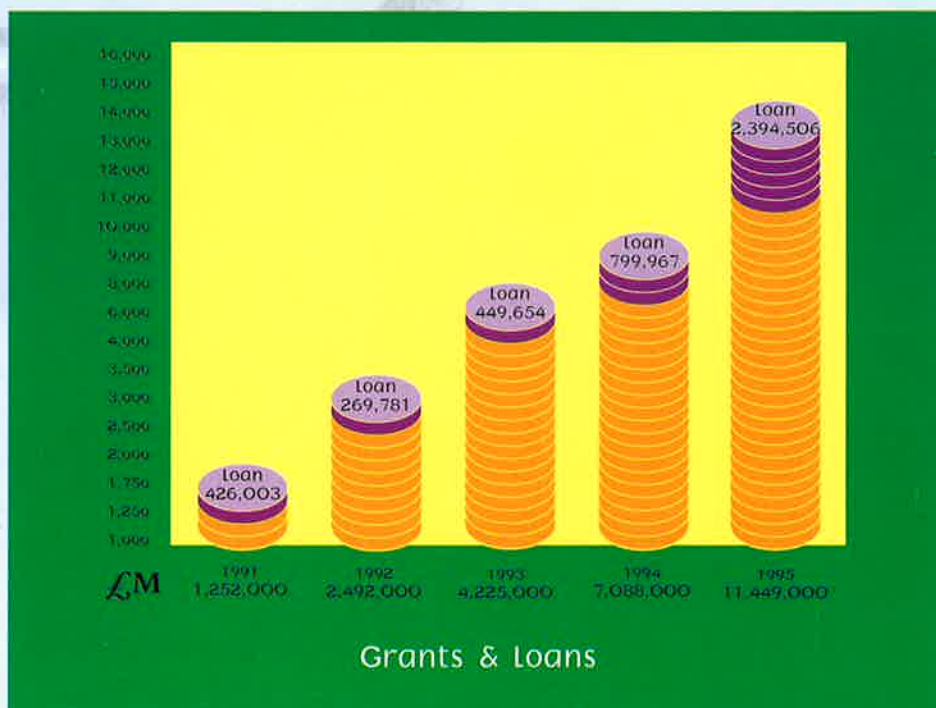


New Lettings



Total Units in Management

NLMHA houses people from very diverse backgrounds as can be seen in this illustration. As a result the Association has to ensure that translation and interpreting services are readily available.



### Investment in Bricks and Mortar

NLMHA received £1.15m in its first year of operation. Since then the Association has progressively grown and our total assets as at 1994/95 were £11.5m. This represents significant growth. Our private finance has been borrowed from THFC, Midland Bank and the Nationwide Building Society.

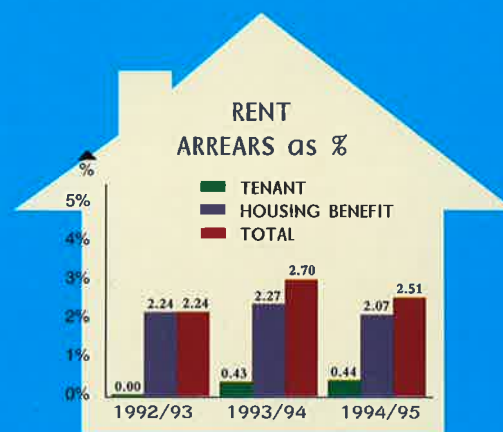
### Our Tenants

Most of our tenants are either unemployed or are working part-time. Those in employment are on very low wages and their weekly income is around £65 per week. We work very hard in keeping our rent levels down. Page 11 of this report shows our average rent levels.

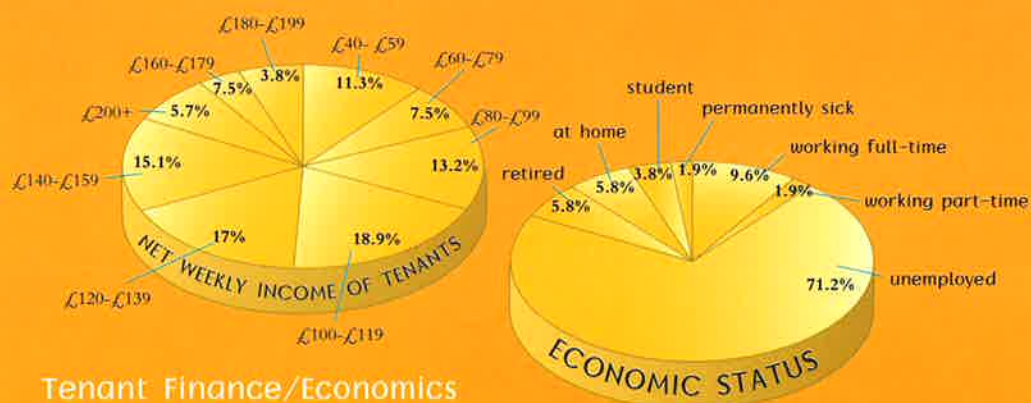
### Efficient Housing Management

Staff in the Housing Management Section of NLMHA work very hard in keeping rent levels down. This entails in proactive work with tenants and constant liaison with Housing Benefit Officers.

Our tenants arrears (including housing benefit arrears), at 0.44% is probably the best in London.



Rent Arrears





TENANTS AT A  
RECENTLY COMPLETED  
REFURBISHMENT AND  
CONVERSION OF  
EXISTING STREET  
PROPERTY.

REFURBISHMENT AND  
CONVERSION OF EXISTING  
STREET PROPERTY AS PART OF  
HACKNEY HOUSING  
PARTNERSHIP.



REHABILITATION  
DEVELOPMENT AT  
BENTHAL ROAD.

# Development

## **Rehabilitation:** **Eight percent of our development is on rehab work. This is crucial for the Association for several reasons:**

The grant rates on rehabilitation development are higher and as such the rent levels are more affordable. Further with individual rehabs, we are able to employ small Black and Ethnic Minority Contractors. Finally, rehabilitation is important to NLMHA as most of the developments available are near the mosques, support services and inner-city areas where new build opportunities are scarce. We wish to develop as close as possible to the mosques and support services and certainly within the communities where we aim to work.

Southwold Road is a classic example of this. This particular scheme costs 1.2m and the Housing Corporation provides £1m Housing Association Grant. The scheme consists of:

- 2 x 4 bed 8 person houses
- 2 x 5 bed 9 person houses
- 6 x 3 bed 6 person houses
- 2 x 2 bed 4 person houses

This development provides much needed accommodation for large families meeting the requirements of the

London Borough of Hackney, and is within walking distance of the mosque.

We are indebted to London Borough of Hackney, who not only supported us for the above development but also sold the site to NLMHA at a discounted rate.

## **New Build Schemes: We are in Consortia, a development with Circle 33, Samuel Lewis Housing Trust, Kush Housing Association and Newlon Housing Group on the re-development of the Holly Street Estate.**

The regeneration of this estate is an important element of Hackney Council's strategy and we are proud of our involvement. NLMHA has received an allocation of £630,000 which will

produce 14 units. Our rent levels will be the same as for all the other participating Associations.

The development at Malvern Place is one of our most prestigious developments. The scheme consists of 5 four bed units and cost a total of £422,000. The Construction work was carried out by M.K. Builders who are a Black and Ethnic Minority Contractors.

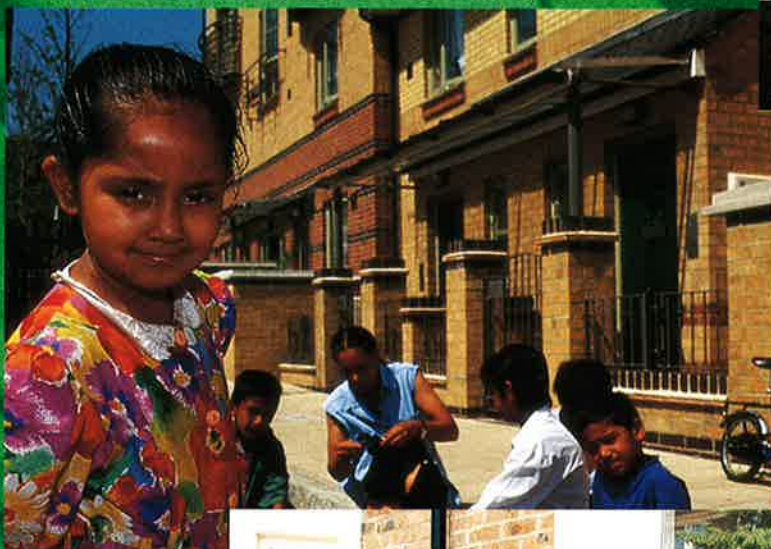
This was the first new build scheme for M.K. Builders who have in the past only carried out rehabilitation work. The standard of workmanship was excellent and the development was finished within schedule.

The amenities have been designed for our traditional cliential group, with constant hot water, via mixer taps in the bathroom and toilet. The kitchen units have specialised worktops to avoid wear and tear due to constant splashing of water.

Cllr. Meher Khan, Mayor of London Borough of Waltham Forest, visiting tenants at Clyde Place



TENANTS IN HOLLY STREET NEW DEVELOPMENT.



SITE AT 40/42 JENNER ROAD.  
LEFT TO RIGHT: DEVELOPMENT  
OFFICER, EMPLOYERS AGENT  
AND THE CONTRACTOR.

OPENING OF MALVERN  
ROAD DEVELOPMENT BY  
THE LONDON REGIONAL  
DIRECTOR N. HAYDN,  
EAST TEAM AREA  
MANAGER Z.  
CRAWFORD, TENANTS,  
MAYOR OF LONDON  
BOROUGH OF HACKNEY  
Cllr S. SIDDIQUI AND  
CHAIR PERSON M. ZINA.



JOHN MAJOR, PRIME  
MINISTER, VISITING  
HOLLY STREET MEETING  
THE CONSORTIA  
MEMBERS AND THE  
LONDON REGIONAL  
DIRECTOR OF THE  
HOUSING CORPORATION.

# Building on Success

The NLMHA aims to provide an efficient, caring and responsive service to its tenants. With efficient Management and solid financial strength, we can achieve these objectives.



Holly Street new development (inset: existing flats in Holly Street awaiting development)

## Affordability

We are always striving to ensure that the rent levels we charge are affordable. This is becoming increasingly difficult due to the ever decreasing grant rates. With prudent financial management and low overheads, we have kept our rents down to a level which matches most of the large Associations. Our average rent levels are shown below.

## New Schemes

The Association has grown rapidly since its registration with the Housing Corporation, and we are grateful for the degree of support we have received from our lenders and the Local Authorities.

Madinah Road tenant's children.



Madinah Road development at the Old German Hospital.



	NLMHA	Average★
1 bed flat	£45.75 per week	£50.51
2 bed flat	£55.59 per week	£58.94
2 bed house	£66.78 per week	£62.49
3 bed flat	£65.00 per week	£68.01
3 bed house	£76.03 per week	£68.01
4 bed house	£94.50 per week	£74.85

★ The average rent of three large housing associations who operate in Hackney.



**NORTH LONDON MUSLIM HOUSING ASSOCIATION LTD**

62 Cazenove Road, London N16 6BJ

Tel: 0181-806 9696 Fax: 0181-806 6854

