

# *Aspire to Achieve*

*Developed 1,000 homes for the community we serve*



North London Muslim Housing Association  
**ANNUAL REPORT 2018 - 2019**

# Review

## From the Chair



The year has seen the organisation continue to grow and provide much-needed housing to people in need.

I am pleased to report that both the Board and the staff continue to work in tandem to help realise the aspirations of the organisation in the provision of quality housing, whilst building communities and community understanding.

Whilst we have been the target of Islamophobia and Islamophobic taunts, we have continued to serve the entire community and used our skills for the betterment of all communities. The resources of the organisation are there to

Ismail Yusuf

serve the entire community and not any particular community. We stand together as a community and as an organisation to serve all who are in need.

We are now approaching a landmark in the number of properties that we own and manage. The regimen for regulation of the organisation will soon change as we cross over the 1,000 property threshold. Whilst we will celebrate this achievement – congratulating ourselves, our staff and all of you – we realise that the real work begins here. I have every confidence that the Board I leave behind and the Chief Executive that serves it, are both capable and able to meet the challenges that lie ahead.



*“The organisation is also blessed with loyal and committed staff who strive for its excellence and serve the tenants well.”*

The organisation is led by a diverse and well-versed Board, which takes its responsibility seriously and is committed to ensuring the safe growth of the organisation.

The organisation is also blessed with loyal and committed staff who strive for its excellence and serve the tenants well.

I have tried to serve the Board to the best of my ability. I leave with one regret; I have not been able to secure a care home for our elderly. I assure you this is not due to the lack of foresight or a lack of empathy for our elderly. It is simply the lack of a suitable site in the area

of our operations. No doubt this project will materialise sooner rather than later. I implore those who continue to serve on the Board to continue the search for a suitable and viable location for this project, as it is the next big step for the future of the organisation and service to the community.

Finally, I thank you all for allowing me this opportunity to serve, in a small way, the diverse communities of London. I beg your forgiveness for any perceived or actual errors on my part.



## Message

# From the Chief Executive

I am very pleased to be taking the organisation forward as we reach an exciting milestone – our 1,000th home – during 2019-20. While NLMHA will continue to grow, we remain committed long term to the places where we work. London's acute housing and economic challenges mean that what we do now is more important than ever.

We're proud that this year we have been able to continue to grow and invest in our business. Despite a challenging year, our surplus was £1.9 million. Every penny of that surplus and more is reinvested into building and maintaining our homes, delivering services and supporting our customers. Our track record demonstrates the significant value we create through the work that we do.

Despite extraordinary political uncertainty, we are determined to provide the highest possible number of additional social homes, in the coming years.



**Aziz Rahim**

Right now, we do not know what the UK is going to look like in the months and years ahead. We have evaluated all the risks associated with Brexit and remain determined to serve our communities to the highest standard. We are looking beyond just providing homes. We also want to be the anchor of successful communities. With our strong financial and operational foundations, NLMHA is in a great position to achieve this.

We strongly support aspiration. Through our work, we help tenants into jobs, into education, to raise healthy families and to develop safe and sustainable communities. We are not just about providing 'housing'; we are about giving life opportunities – education, employment and wellbeing – to individuals, each with their own needs and their own dreams.

NLMHA has been active in ensuring that the voice of the BME provider is heard nationally, so that the needs of the BME community are understood as an essential part of future housing delivery in London. We are the founding member of the London BME group of small housing associations, and a member of BME National and the National Housing Federation, lobbying for change.



*“We are not just about providing ‘housing’; we are about giving life opportunities – education, employment and wellbeing – to individuals.”*

We are pleased to see the new Build London Partnership led by L&Q coming to fruition this year. We saw 63 homes delivered and 10 more started under this initiative this year. We also completed 41 homes through North River Alliance, with 39 homes under construction. At the same time, through partnership working with Gateway Housing, we completed 37 homes, with 19 homes under construction. In addition, we purchased 12 homes from Metropolitan Housing Trust.

In all, 153 new homes will be added to our property portfolio since our last AGM.

Achieving our aims will not be easy and we cannot do it alone. But, by continuing to work in partnership with others, we will continue to excel in all areas. I wish to thank our Board for their vision, strategic leadership and support, which was crucial to our success.

We are a great team. I would like to thank my colleagues, who are truly the soul of NLMHA. I firmly believe that with residents at the heart of our organisation, we can step up and deliver outstanding performance.

Housing is fast moving and challenging, so we need to stay up to date. We have invested significantly in our IT systems, and are moving towards agile working.

NLMHA is in good shape for the years ahead – developing new homes, maintaining and improving our existing homes, delivering excellent customer services and supporting our customers. There will be a lot of changes and challenges to navigate through, but we have every confidence that the association is robust, resilient and on a clear course to deliver on its strategic objectives.

I hope that this year’s annual report will inspire you and assure you that our organisation will continue to prosper in the future.

*A meeting of the BME London senior leaders.*



# Growing Homes for communities

## Build London Partnership

A development project that began in 2018 as a partnership between L&Q and nine BME housing associations, has evolved into the more ambitious Build London Partnership.

With £100m invested by L&Q and £80m by the Greater London Authority, the Partnership is a ground-breaking strategic programme to unlock small sites across the capital for development. The programme aims to deliver 1,000 homes by 2022.

NLMHA is already successfully leveraging L&Q's capacity and expertise to develop homes at Church Road in Waltham Forest, and at Holtwhites Hill, Lavender Hill and Tudor Crescent, which are all in Enfield. NLMHA will purchase the completed homes at cost.

We are currently working on an additional three schemes.



Holtwhites Hill in Enfield will provide, **4** two-bedroom houses

Church Road in Waltham Forest will bring us additional homes **10**



Lavender Hill in Enfield will yield **8** flats, with one and two bedrooms

Tudor Crescent in Enfield will add **9** two-bedroom flats to our stock





## North River Alliance (NRA)

Through our membership of the North River Alliance, we are developing eight homes at Hunts Wharf in Clapton, Hackney.

We are also developing 21 homes for affordable rent at the Electric Quarter site in Enfield.

**8** new homes in  
Hunts Wharf,  
Clapton



## Partnership with Gateway

At Vallance Road in Tower Hamlets, we have completed 37 new homes in partnership with Gateway Housing.

At Trinity Close in Leytonstone, our partnership has yielded 11 affordable homes, with three for shared ownership and eight for affordable rent in a three-storey block adjacent to Leytonstone High Road railway station. The homes are due for completion in October or November 2019.

We are now developing eight new homes with Gateway at a scheme in Seven Sisters in Hackney.

**37** new homes  
in Vallance  
Road



**11** new homes at  
Trinity Close



# Caring Homes for older residents

In March 2019, we completed our purchase of 12 flats from Metropolitan Housing. This is our first scheme for people aged 55 and older.

We are working closely with our new residents and, as the glowing quotes below show, the Cazenove Road scheme is proving to be a great success.

*"My block was recently taken over by NLMHA from another housing association. Residents have seen and felt a positive, caring attitude towards their complex housing needs from the staff. We have had good communications from our Housing Officer. I think NLMHA is an excellent social housing provider."*

Mrs Binns

*"Staff are brilliant. All repairs are dealt with immediate effect. NLMHA contractors are friendly, polite and rectify the repairs in good hands. I am pleased with NLMHA."*

Peter McGillicuddy



Residents join us for a coffee morning at Cazenove Road



*"I am very happy with the service and cannot thank enough."*

Margaret Owusu





# Effective

# Community business management

We achieved a surplus of £1.9 million from a turnover of around £7 million. We reinvested this surplus to provide new homes and improved services.

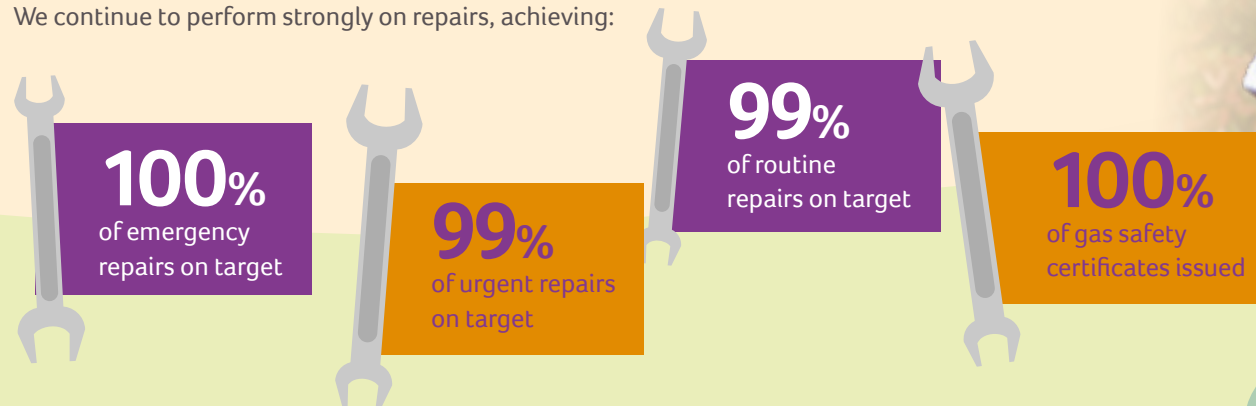
## Rent collection

Despite the negative impact welfare reform is having on our tenants, the team's hard work brought rent collection up to 102% – surpassing our target of 100% and a significant improvement on the previous year.

At year end, our rent arrears stood at 3.21%.

## Repairs

We continue to perform strongly on repairs, achieving:



## Empty homes

Our average letting time was 5.5 weeks, which was longer than the previous year. This was due to delays resulting from eviction and delays in receiving nominations from local authorities.

Our rent loss through properties becoming empty was 0.11%, which was the same as the previous year.

## Complaints

We received 10 complaints during the year and answered 100% within our target timescale.



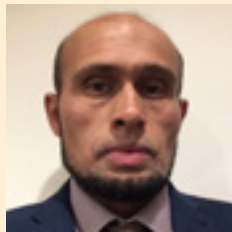
# Aspirational

# Board Leadership

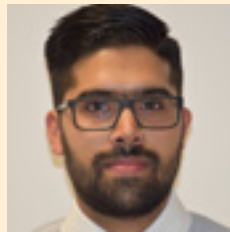
NLMHA continues to thrive, led by a Board that continually aspires to achieve more.



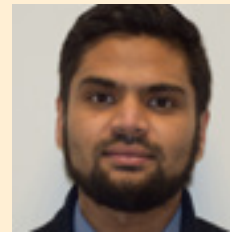
**Ismail Yusuf**  
*Chair*



**Yahya Hafesji**  
*Vice Chair*



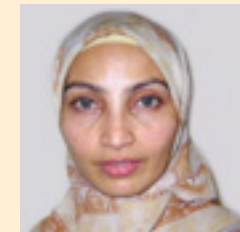
**Bilal Batha**  
*Secretary*



**Sohail Balesaria**  
*Treasurer*



**Munaf Zina**  
*Member*



**Nafisa Bhamji-Patel**  
*Member*



**David Booker**  
*Co-opted member*



**Anjum Bokhari**  
*Co-opted member*



**Ed Farnsworth**  
*Co-opted Member*  
*Appointed 8 Nov 2018*



**Mohammed Amejje**  
*Co-opted Member*  
*Appointed 21 Dec 2018*



**Siraj Gajia**  
*Co-opted Member*  
*Appointed 21 Dec 2018*

Membership ceased  
during the year

**Ahmed Alibhai**  
*29 Sep 2018*

**Afzal Galiara**  
*29 Sep 2018*

**Patrick Vernon**  
*29 Sep 2018*

# Supportive Engaging with residents

## Jobs and training

We continued working in partnership with other black and ethnic minority housing associations to provide opportunities for residents to improve their job prospects.

The RISE into employment project provides training and courses for our residents, which include access to interpreting and childcare.

We completed another year of our rolling programme of giving people an opening into the housing sector. We provide intensive in-house experience and external training in becoming a housing practitioner. At the end of the programme, they are able to secure jobs in the housing industry.

Students from local schools again benefited from two weeks' work experience with us and we continued to offer young people apprenticeships in the construction industry, at sites where we are developing new homes.

## Tenancy sustainment and resident support

We actively supported and worked with residents to help them maintain their homes. We took up the services of specialists such as One Support for residents with additional needs.

We work with local authorities in our areas of operation, so that our residents get access to their services. We also signpost residents to other local services for benefits advice, debt management and budgeting advice.

## Tenant Scrutiny Panel

The Tenant Scrutiny Panel acts as an independent, resident-led group that holds NLMHA to account through scrutiny and challenge, to ensure continuous improvement. It also provides valuable insight into residents' views and concerns.

The Panel continued their good work last year by reviewing service delivery and the corporate strategy.





# Responsive Satisfaction with services

During the year, we carry out a rolling programme of resident satisfaction surveys, asking questions from the industry-standard STAR survey, designed by the National Housing Federation (NHF).

The headline figure is that of residents who are satisfied with the overall service we provide

**76%**

**70%**  
satisfied with overall repairs service

**70%**  
satisfied with their general enquiry

**68%**  
satisfied we keep you informed

**82%**  
satisfied with the overall quality of their home

**70%**  
satisfied with the overall condition of the property

**72%**  
satisfied with their neighbourhood



# Inspiring Work with young people

We focused the year on academic achievement and helping young residents to reach their potential. We carried out extensive outreach work to find out what our young residents need, so that we could find the right ways to support them into valuing academic excellence.

We provided after-school supplementary education clubs to help our young people work at greater depth and exceed in their studies. We are exploring long-term strategies to provide ongoing educational support.

In addition, we ran a number of programmes throughout the year that were designed to bring young residents together to engage cohesively in their communities. Elevating Success UK, a training and personal development charity, ran sports activities, crafts and community cohesion projects for us in our neighbourhoods. Capital Cricket Club worked with us to promote access to sports, wellness and coaching/leadership courses.



# Solid

# Financial performance

We achieved another solid financial performance during the year.

The value of our housing stock at 31 March 2019 was £112m. During the year, we acquired or completed on 43 general needs homes and 10 for shared ownership. We have two sites under development to deliver 45 homes for affordable rent, social rent and shared ownership. Our housing stock stood at 791 general needs units, 19 shared ownership units, and 68 managed leaseholders.

The surplus for 2019 was £1.954m (2018 - £2.143m) after depreciation. The finances were again well managed.

**Moosa Bhamjee**  
Director of Resources

Statement of comprehensive income for the year ended 31 March 2019	2019 (£)	2018 (£)
TURNOVER	7,047,940	7,000,930
Operating costs	(4,006,116)	(4,071,987)
OPERATING SURPLUS	3,041,824	2,928,943
Interest receivable	13,003	6,259
Gain on Investment Properties	40,000	-
Interest payable and similar charges	(1,018,365)	(792,117)
Total comprehensive income for the year	<b>2,076,462</b>	<b>2,143,085</b>
<i>Other comprehensive income</i>		
Actuarial loss on defined benefit pension liability for the year	(75,000)	
Actuarial loss on defined benefit pension liability for change in accounting treatment	(47,000)	
Total comprehensive income for the year	1,954,462	2,143,085

Turnover breakdown analysis	2019	2018
Service charge costs	6.76%	7.03%
Management	13.05%	12.12%
Routine maintenance	6.85%	7.38%
Planned maintenance	0.04%	0.05%
Major repairs expenditure	2.29%	1.31%
Bad debts	0.00%	0.27%
Rent payable	0.43%	0.07%
Housing property depreciation	22.69%	24.69%
Loss on replacement of components	0.56%	0.43%
Pension liability re-measurement	1.73%	(0.04)%
Interest	14.26%	11.31%
Cost of shared ownership sales	1.90%	4.77%
Other	1.71%	0.00%
Surplus for the year	27.73%	30.61%



Statement of financial position as at 31 March 2019	2019 (£)	2018 (£)
<b>FIXED ASSETS</b>		
Housing properties	111,677,520	102,795,636
Other fixed assets	790,301	782,733
Investment properties	440,000	400,000
	<b>112,907,821</b>	<b>103,978,369</b>
<b>CURRENT ASSETS</b>		
Debtors	10,552,951	287,167
Shared ownership property not sold	1,059,392	1,281,202
Cash and cash equivalents	484,895	853,015
	<b>12,097,238</b>	<b>2,421,384</b>
CREDITORS: Amounts falling due in less than one year	(3,808,111)	(2,778,690)
<b>NET CURRENT ASSETS</b>	<b>8,289,127</b>	<b>(357,306)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>121,196,948</b>	<b>103,621,062</b>
<b>FINANCED BY:</b>		
CREDITORS: Amounts falling due after more than one year	99,954,049	84,684,626
Pension liabilities	352,000	203,000
	<b>100,306,049</b>	<b>84,684,626</b>
<b>CAPITAL AND RESERVES</b>		
Called-up non-equity share capital	136	136
Revenue reserves	20,670,236	18,755,774
Revaluation Reserve	220,526	180,526
<b>Total</b>	<b>121,196,948</b>	<b>103,621,062</b>

# Achieving Value for money

The Regulator of Social Housing requires us to report on the following metrics as part of meeting its Value for Money Standard. Our results have been generally improving year on year.

Value for money metrics	2019	2018
Metric 1 – Reinvestment %	9.79%	7.15%
Metric 2 – New supply delivered %	1.20%	1.20%
A. New supply delivered (social housing units) %	1.20%	1.20%
B. New supply delivered (non-social housing units) %	0.00%	0.00%
Metric 3 – Gearing %	36%	26%
Metric 4 – EBITDA MRI interest cover %	386.74%	476.50%
Metric 5 – Headline social housing cost per unit	£2,386	£3,112
Metric 6 – Operating margin %		
A. Operating margin (social housing lettings) %	42.44%	44.98%
B. Operating margin (overall) %	42.88%	41.84%
Metric 7 – Return on capital employed %	2.49%	2.83%

## Executive team

### **Aziz Rahim**

*Chief Executive*

### **Moosa Bhamjee**

*Director of Resources*

## Solicitors

### **Devonshires Solicitors**

30 Finsbury Circus  
London EC2M 7DT

## External auditors

### **Nexia Smith & Williamson**

25 Moorgate  
London EC2R 6AY

## Bankers

### **HSBC Bank plc**

312 Seven Sisters Road  
Finsbury Park  
London  
N4 2AW

## Internal auditors

### **Moore Stephens**

150 Aldersgate Street  
London EC1A 4AB

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