

# BUILDING BETTER TOGETHER

WE LOOK FORWARD  
TO STRIDING ON  
HIGHER GROUNDS



**NLM**  
**ANNUAL  
REPORT**  
2021-2022

# Message from the Chair



## DID YOU KNOW...



NLM now provide over 1,000 homes  
at the heart of our communities

My third year as Chair of the Board of Management has seen NLM move into the ranks of the large housing providers – an achievement that our community founders, and all who have worked with and for the organisation throughout its life, can be justly proud of. With more than 1,000 homes and still steadily growing, NLM has made a solid contribution to meeting the housing needs of communities living in the north and east of London.

*"While we continue to invest in new homes, we remain committed to our core values. Our mission is to provide good quality homes that are affordable to people in need."*

In reaching this point, we remain a financially strong and viable organisation. Our net surplus for the year was £1.987m compared with £2.4m in 2020-21. Our governance arrangements were robust and the Board, together with our Chief Executive, focused on maintaining a strong strategic direction, while ensuring the organisation would be able to meet changing compliance requirements as our increasing size moved the organisation up into a new regulatory bracket.



Promoting community cohesion

However, 2021-22 was not without challenges. Firstly, for much of the year, we were still affected by the pandemic. Reaching a 'new normal' last summer, the arrival of Omicron later in the year meant a return to more restrictions, before things settled once more in the spring of 2022. Throughout this period, I am pleased to report that NLM's staff – whether they were working from home or at the office – continued to provide good quality frontline services and to support our residents.

As the year developed, there were near universal concerns about rising costs. These began to have an impact on every area of NLM's budget and will inevitably add to the cost of providing services and developing further new homes in the year to come. Future development will also be affected by a raft of new regulations designed to make buildings safer and more sustainable as the housing sector plays its part in reaching the UK's energy and net zero carbon targets.

Nevertheless, I am confident that these are challenges NLM can meet. The theme for this annual report, *building better together*, reflects our organisation's ambitious aim to continue to deliver for our communities. At a time of economic uncertainty, there is no doubt that people need good quality affordable housing more than ever. We will continue to develop homes for our communities, just as we will continue to support our existing residents as they face the growing cost-of-living crisis. We will stay responsive, by keeping residents at the heart of our activities and decision-making.

I would like to take this opportunity to thank all our Board members for their dedication and commitment, and all our other stakeholders for their support. We very much appreciate that the success of NLM rests on the strength of its partnerships. It is fundamental to all we do.

Staff have demonstrated their high calibre throughout this year and I want to thank them. Despite setbacks and an extremely difficult external landscape, their commitment to our social purpose and achieving our demanding objectives has delivered real success, which this report illustrates so well.

Finally, I would like to thank our tireless Chief Executive, Aziz Rahim, whose excellent leadership and networking within the housing sector have been essential to NLM's increasing size and growing reputation. With a strong Chief Executive, dedicated staff and a strong Board, I am certain that NLM will continue to take significant strides forward as we build better together.

**Yahya Hafesji**  
Chair

Engaging with young people



# Message from the Chief Executive



I have pleasure in introducing the Annual Report for the financial year 2021-22, outlining our continued progress over the past year. Looking back, it has been a

year in which NLM has crossed the threshold of 1,000 homes, which is a big milestone. The association now belongs to the large provider category. The community that established this organisation 34 years ago now belongs to the top 18% of housing association providers in the UK. By November 2022, we will own and manage 1,300 homes in London.

Being a large provider also comes with enhanced regulation, so we have prepared for this. Consultants from Savills have carried out a mock In-Depth Assessment (IDA) to check our readiness and we have passed with flying colours. Savills also prepared an action plan to fill the small gaps and we have completed the tasks indicated.

As we publish this annual review, there is cause for some concern nationally, as we are going through the cost-of-living crisis for housing associations and residents.

Rising costs are continuing to place the sector under financial pressure. Housing associations are already balancing the increasing costs of new development, building safety, decarbonisation, general maintenance and debt servicing against tenant affordability when setting rent increases for 2022-23. The Bank of England has raised interest rates again in August, by half a point, to 1.75% – the sixth consecutive rise.



Fun day events bring families together

Through all of this, we have aimed to stay true to our principles and values, focusing on delivering services that matter to our residents, at the highest standards we can. We are strongly committed to delivering effective Value for Money. We have continued to ensure that our work is underpinned by our undertaking to drive efficiency and effectiveness. The current external environment demonstrates the importance of a commercial approach, and we will continue to ensure that this is reflected in all our decision-making processes. However, we will always maintain our social purpose.

We are blessed to have experienced and dedicated Board members and staff. I wish to thank my Chair and our Board for their vision, strategic leadership and support, which have been

crucial to our success. I would like to thank my colleagues, who are truly the soul of NLM. Their commitments and dedication are second to none; we are a great team. We are confident in our ability to steer the organisation in the right direction during this difficult period. There has been so much hardship, as well as so much hope. We would like to thank residents, colleagues, contractors and staff, and our local authority partners, for everything they have done to manage the impact of the pandemic, in what has been a life-changing year for many. We will work closely with our residents and stakeholders through this cost-of-living crisis too.

Social housing has also been in the news with shocking stories about damp, mould and unfinished repairs – again

with landlords that appeared not to be interested or not to be listening. At NLM, we need to make sure this couldn't happen here. We encourage our residents actively to engage with us. At the same time, the Government regulator for social housing is gaining new powers alongside the Housing Ombudsman.

We have maintained our prestigious Gold accreditation from Investors in People (IIP), making NLM one of the best employers to work for in the UK.

We are developing a new approach to how we look at and invest in keeping all our homes fit for the future. This will include improving energy efficiency and starting to prepare for the switch to alternative heating systems away from fossil fuels, while keeping costs to residents affordable. We will be taking

the learning from our experiences this year to help shape our pathway to net zero carbon and to embed sustainability in our long-term strategy.

We live in uncertain times. People are facing pressures to make ends meet, while having a good quality affordable home has never been more important. We recognise that an important role for NLM is supporting those who need it to keep their homes secure. We also aim to move forward with providing much-needed new homes for Londoners. NLM developed 27 new homes and acquired 73 homes through stock transfer during 2021-22.

I do hope you find this report informative and helpful. I have no doubt it is going to be another demanding and unpredictable year. However, we've seen that, by working with residents and listening to our stakeholders' views, we will overcome any challenge that comes our way.

**Aziz Rahim**  
Chief Executive  
September 2022

Celebrating with our communities



# Homes for our communities



Stock transfer homes at Marconi Road Estate

We want to build more homes for the community we serve.

**100** new homes added to our property portfolio during the last financial year+

## Completed schemes

**8** homes at Hunts Wharf in Hackney

**19** homes at Electric Quarter in Enfield (phase B1)

**73** homes at Marconi Road in Waltham Forest – by stock transfer

The purchase of **73** homes on the Marconi Road Estate has been a unique opportunity for NLM to increase our property portfolio, without taking on additional development and sales risks. All the properties already had tenants and most are brick-built, two-storey homes with front and back gardens.

This stock transfer has also simplified existing management arrangements on the Marconi Road Estate. NLM is now the sole Registered Provider at the scheme.

**80** homes are  
under construction

## Schemes on site and development pipeline (2022-23)

Electric Quarter  
(phase B3) – Enfield

**12** new  
homes



The next phase of homes at the Electric Quarter in Ponders End, Enfield, will provide us with a further **12** homes for shared ownership, with excellent local travel connections and smart contemporary interiors.

Lavender Hill – Enfield

**4** new  
apartments

This scheme will provide **4** apartments at the heart of Enfield, in an area with a good range of local amenities and seven highly-rated schools within one mile.

Fox Lane – Enfield

**16** new  
homes



This five-storey new-build scheme will deliver **16** apartments for shared ownership. The apartments are arranged around a landscaped podium courtyard at first floor level.

Seven Sisters Road  
– Hackney

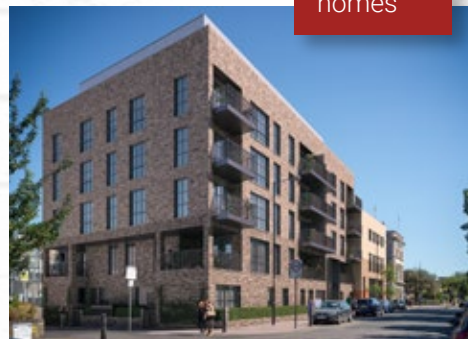
**8** new  
homes



Our scheme at Seven Sisters Road in Hackney will see the redevelopment of a site fronting Finsbury Park, which is currently occupied by the Majestic Hotel. The new building will have six storeys and will include **8** new homes for our community to rent or purchase on a shared ownership basis.

Jubilee Street  
– Tower Hamlets

**9** new  
homes



This scheme is a short walking distance from Commercial Road in the London Borough of Tower Hamlets. We are developing **9** new homes here.

Manor Hall  
and Lea Hall  
– Waltham Forest

**10** new  
homes

We are taking up a unique opportunity to develop **10** new homes at this infill site.

Trego Road  
– Tower Hamlets

**21** new  
homes

Trego Road lies within the area covered by the 2012 Fish Island Area Action Plan and is therefore part of the Olympic legacy. It will add **21** newly built homes close to the Olympic village in Tower Hamlets and bordering Hackney. A fantastic location, with close proximity to sports and leisure facilities.

## Stock transfer

**142**  
homes

The purchase of a further **142** homes will again allow us to increase our property portfolio significantly, without taking on the development or sales risks associated with newly built properties. All the properties are for rent and they are already tenanted.

## Future plans

We have an ambitious future development programme for the next three years, which will see us sweat our assets to build more new homes for the community. This is our contribution towards housing people in desperate need of a permanent home.

# Managing our business



Collecting resident feedback

## Rent collection

We collected **99.97%** of rent due, against a target of **100%**.

Rent arrears reached **5.12%** against our target of 4%.

## Repairs completed on target

We continue to perform strongly on repairs, achieving:

**100%** of emergency repairs on target

**99%** of urgent repairs on target

**99%** of routine repairs on target

**100%** of gas safety certificates issued

During the year, we carried out inspections before or after **17%** of repairs

**£144**  
Average spent on each responsive repair

## Lettings and empty homes

We let **14 homes** during the financial year.

Our average re-let time was **3.52 weeks**.  
Our rent loss through properties becoming empty was **0.21%**.

## Complaints

We received **16 complaints** during the year. We answered and resolved **100%** within our target timescale.

# Satisfaction with **services**

Our most recent survey shows  
the following figures.

The results for 2020-2021 were:



## DID YOU KNOW...



NLM uses resident survey  
feedback to track satisfaction  
trends over time

**92%** satisfied with  
their neighbourhood

**92%** satisfied with the  
overall condition of the property

**85%** satisfied with the  
overall service we provide

**83%** satisfied with the  
overall quality of their home

**80%** satisfied with  
their general enquiry

**71%** satisfied with how  
they were kept informed

**71%** satisfied with  
overall repairs service



# Supporting our residents



Consulting sheltered housing residents in their new-look garden



## DID YOU KNOW...

**NLM supports more than 3,500 people in their houses and developments**

### Securing tenancies

We continued to support residents to maintain their tenancies.

We assisted people to apply for Discretionary Housing Payments, as well as grants from the COSARAF charity. We referred residents for help with budgeting and helped new residents apply for local authority welfare funds to buy household items.

Throughout the year, we worked with residents to follow up their benefit claims and appeals, and to help them challenge decisions. Where necessary, we signposted them to free legal advice.

### Supporting vulnerable residents

We made weekly welfare calls to our most vulnerable residents – often visiting people at home. We referred people who were distressed to the relevant council department.

We continued to run weekly sessions on Zoom to help tackle loneliness. Some residents exchanged details and now hope to start support networks of their own.

We supported vulnerable residents caught up in anti-social behaviour and carried out joint home visits with social workers.





Extra-curricular days out keep young people engaged

## Sheltered accommodation

We contacted our sheltered housing residents every day and visited their scheme twice a week.

We consulted these residents, using their feedback to make improvements.

Firstly, we upgraded the rear vehicle gate to make access easier, then we revamped the communal garden. Since holding a consultation event in the garden, we have also renovated the communal lounge, which is now a bright, modern and inviting space.

## Safeguarding

We constantly watch for signs of abuse, neglect or anxiety. We report concerns about adults and children to the relevant safeguarding teams.

We work closely with social workers – visiting homes with them to check on people's living conditions. We hold regular joint case reviews. When a number of households had to move temporarily while we fixed water damage after severe weather, we involved social workers to help support some residents.

We have supported and rehoused residents who were victims of domestic violence.

## Academic support

We ran tuition sessions for children across Waltham Forest and aim to expand this successful programme to other areas. In future, we will include extra-curricular activities to keep our young people engaged.

## Youth intervention

Together with Hackney Community and Voluntary Sector, we ran activities for young people. We aim to set up a youth steering group to work closely with us to provide services for young people living in our homes and neighbourhoods.

## Job support

We took part in the Government's Kickstart scheme, which offered paid placements to young applicants claiming Universal Credit. Our apprentice spent six months as a Housing Assistant and has since secured a full-time post as a Regeneration Housing Administrator with a large housing association.



Youngsters enjoying an NLM event

# Engaging with our residents



## DID YOU KNOW...



NLM's Tenant Scrutiny Panel is helping us to meet the requirements of the Government's new Charter for Social Housing Residents

### Involvement events

We ran a number of events in our communities throughout the year, encouraging residents to meet each other and our staff.

Giving staff the opportunity to talk directly to residents gave us a clear picture of life in our neighbourhoods. We carried out extensive outreach to identify what our communities need and where the need is strongest.

This valuable feedback pointed to a lack of academic support for children, youth engagement activities for young people, and health and wellbeing activities for women. As a result, we have brought in after-school tuition classes and have worked to deliver skills and qualification courses for young adults. We are also working closely with local community centres to identify existing services that our residents can benefit from.

As we continue to grow, we have focused on our new residents. We hosted a welcome event, giving new

residents the chance to meet staff from across different departments, to get to know their neighbours and to start experiencing a sense of community.

### Tenant Scrutiny Panel

The Tenant Scrutiny Panel is a resident-led group which supports NLM by inspecting and scrutinising our work and policies. The panel met regularly throughout the year, providing important feedback that has helped us to continue improving our service delivery.

During the year, Panel members completed the Chartered Institute of Housing (CIH) training programme and gained accreditation. They also focused on the merits of the NLM foundation and our tenant engagement strategy. They looked at our repairs service review from a resident's point of view. And they continued to support us as pandemic restrictions eased.

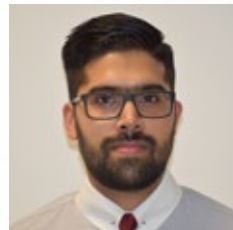
Our thanks go to our dedicated Panel members for their efforts during these difficult times.

# A Board for the **community**

NLM's Board sets our strategic direction,  
as we work towards Building better together.



**Yahya Hafesji**  
Chair



**Bilal Batha**  
Secretary



**Ebrahim Rawat**  
Vice Chair



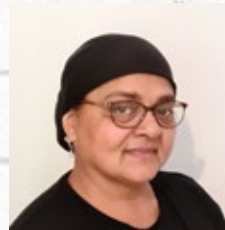
**Siraj Gajia**  
Treasurer



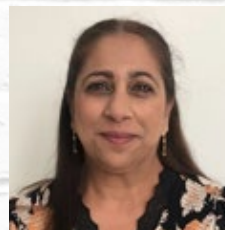
**Ed Farnsworth**  
Chair of Audit  
Committee  
Co-opted member



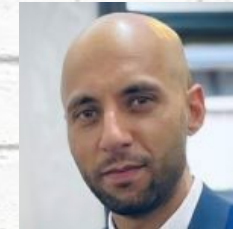
**Clare Norton**  
Chair of Housing  
& Services  
Committee  
Co-opted Member



**Fatima Gajia**  
Board Member



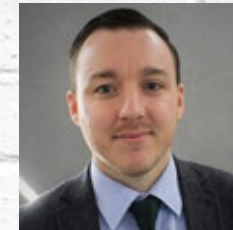
**Ferzana Hafesji**  
Board Member



**Mohammed Daya**  
Board Member



**Ayodele Laleye**  
Co-opted Member



**Guy Palmer**  
Co-opted Member



**Sheron Carter**  
Co-opted Member

# Our finances

2022 saw NLM cross an important milestone by reaching over 1,000 units. We are now a large association for regulatory purposes. The association posted another solid financial performance. The value of our housing stock at 31 March 2022 was £146m, an increase of £10m on the previous year. During the year, we acquired 100 properties.

At year end, our housing stock stood at 970 general needs units, 48 shared ownership units and 73 homes managed for leaseholders.

The surplus for 2022 was £1,987m (2021 - £2,252m) after depreciation. The finances continue to be well managed.

**Moosa Bhamjee**  
Resources Director

Statement of comprehensive for the year Ended 31st March 2022	2022 (£)	2021 (£)
TURNOVER	10,291,544	9,794,491
Cost of sales	(1,011,534)	(919,051)
Operating costs	(6,288,703)	(5,243,313)
Gain on disposal of housing properties	35,003	25,156
Revaluation of investment property	35,000	(35,000)
<b>OPERATING SURPLUS</b>	<b>3,061,310</b>	<b>3,622,283</b>
Gain on investment property		
Interest receivable	137	103
Interest payable and similar charges	(1,016,328)	(1,274,925)
<b>Total comprehensive income for the year</b>	<b>2,045,119</b>	<b>2,347,462</b>
<b>Other comprehensive income</b>		
Actuarial loss on defined benefit pension liability for the year	(58,000)	(95,000)
Actuarial loss on defined benefit pension liability for change in accounting treatment		
<b>Total comprehensive income for the year</b>	<b>1,987,119</b>	<b>2,252,462</b>

Turnover breakdown analysis	2022	2022
Service charge costs	872,764	8.48%
Management	1,440,758	14.00%
Routine maintenance	820,992	7.98%
Planned maintenance	242,523	2.36%
Major repairs expenditure	543,569	5.28%
Bad debts	-	0.00%
Rent payable	7,939	0.08%
Housing property depreciation	2,117,571	20.58%
Loss on replacement of components	85,313	0.83%
Pension liability remeasurement	(58,000)	-0.56%
Interest	1,016,328	9.88%
Cost of shared ownership sales	1,011,534	9.83%
Other	203,134	1.97%
Surplus for the year	1,987,119	19.31%
	10,291,544	100.00%

Statement of financial position as at 31 March 2022	2022 (£)	2021 (£)
<b>FIXED ASSETS</b>		
Housing properties	145,890,590	136,560,965
Other fixed assets	775,685	796,926
Investment properties	440,000	405,000
	<b>147,106,275</b>	<b>137,762,891</b>
<b>CURRENT ASSETS</b>		
Debtors	2,391,471	466,713
Shared ownership property not sold	2,465,011	2,535,861
Cash and cash equivalents	2,215,328	1,484,486
	<b>7,071,810</b>	<b>4,487,060</b>
<b>CREDITORS: Amounts falling due in less than one year</b>	<b>(4,757,997)</b>	<b>(4,257,671)</b>
<b>NET CURRENT ASSETS</b>	<b>2,313,813</b>	<b>229,389</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>149,420,087</b>	<b>137,992,280</b>
<b>FINANCED BY:</b>		
<b>CREDITORS: Amounts falling due after more than one year</b>	<b>(121,874,923)</b>	<b>(112,474,252)</b>
Pension liabilities	(340,000)	(300,000)
<b>TOTAL NET ASSETS</b>	<b>27,205,164</b>	<b>25,218,028</b>
<b>CAPITAL AND RESERVES</b>		
Called-up non-equity share capital	152	136
Revenue reserves	26,984,486	25,032,367
Revaluation Reserve	220,526	185,526
<b>TOTAL NET RESERVES</b>	<b>27,205,164</b>	<b>25,218,028</b>

## Value for money

The value for money metrics housing associations metrics are expected to use are as follows	2022	2021
Metric 1 – Reinvestment %	6.93	4.02%
Metric 2 – New supply delivered %		
A. New supply delivered (social housing units) %	9.72	1.10%
B. New supply delivered (non-social housing units) %	0.00	0.00%
Metric 3 – Gearing %	39.00%	38.00%
Metric 4 – EBITDA MRI interest cover %	327.44%	399.32%
Metric 5 – Headline social housing cost per unit	£4,346	£3,101
Metric 6 – Operating margin %		
A. Operating margin (social housing lettings) %	29.96	37.20%
B. Operating margin (overall) %	30.09%	36.98%
Metric 7 – Return on capital employed %	2.05%	2.62%

The metrics measures have been generally stable year on year.

# ANNUAL REPORT 2021-2022

## BUILDING BETTER TOGETHER

### Executive team

**Aziz Rahim**  
Chief Executive

**Moosa Bhamjee**  
Resources Director

### Solicitors

**Devonshires  
Solicitors**  
30 Finsbury Circus  
London EC2M 7DT

### External auditors

**Evelyn Partners**  
25 Moorgate  
London EC2R 6AY

### Bankers

**HSBC Bank plc**  
312 Seven Sisters Road  
Finsbury Park  
London N4 2AW

### North London Muslim Housing Association Ltd

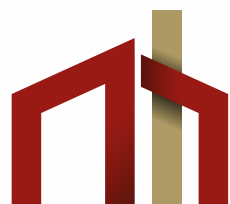
15b-15c Urban Hive  
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**INVESTORS  
IN PEOPLE** | Gold

NLM is the trading name for North London Muslim Housing Association Ltd

A registered society under the Co-operative and Community Benefits Act 2014 – Registration No. 26406R

Registered with The Regulator of Social Housing – Registration No. LH3859

A member of the National Housing Federation

VAT registration no: 977 0714 89