



**NLM ANNUAL REPORT**  
2022-2023

**BUILDING  
STRONGER  
COMMUNITIES**

CREATING GREAT  
HOMES NOW  
AND IN THE FUTURE

Message from

# THE CHAIR



In an economically challenging year for the whole country, I am pleased to report that NLM has continued to deliver on its mission to provide quality homes and services, strengthen and build communities, and improve the lives of our residents.

The theme of this year's annual report is *Building stronger communities*. This is not just because we delivered 45 new homes for north east London at a time when costs and uncertainties were escalating for the whole sector – but also because we firmly focused our efforts beyond bricks and mortar, on the ways we could improve life for our residents at a particularly difficult time for many. We offer ever-more thoughtful, sensitive and co-ordinated support to our residents and their communities.

The Board and I, as Chair, are proud to see NLM delivering such strong frontline services. We continue to work to challenging targets on areas like repairs and we confidently meet health and safety standards – against the backdrop of stringent requirements and standards stipulated by the regulator.

Our events, activities, fundays and consultations successfully bring people together to reduce isolation, encourage cohesion and strengthen our neighbourhoods. They are a testament to the painstaking, ongoing work done by our staff in building relationships with residents, partners and other agencies.

Our particular support for our younger and older generations, opens new opportunities, encourages engagement with the wider community and makes a real difference to quality of life.

Our support around finances provides much-needed advice and information to those needing additional sources of income. For those in deep financial difficulties, the offer of one-to-one support through the process of identifying and applying for these resources can be life-changing.

All of these achievements are possible because we remain a strong and viable organisation. In 2023, in my fourth year as Chair of the Board of Management, our governance arrangements remained stable and strategically driven. We have managed the regulatory transition to 'large', as a housing provider with more than 1,000 homes, in a well-co-ordinated manner.

Central to these achievements are our Board, Chief Executive, staff, stakeholders and of course our tenants.

I wish to thank our committed Board members for their huge contribution to NLM's work. It is very much appreciated. We are grateful, too, for the support of our partners and other stakeholders.

NLM benefits from committed staff, who are focused on tenant and community needs. The Board would like to thank them all for their continuing work – both for the organisation and for the wider community across north east London.

I would also like to thank tenants for their regular, considered feedback, which ensures we keep tenant views, and the need to continuously improve, constantly in mind. Our formal Scrutiny Panel is a particularly useful resource and we thank regular members for their support for our work.

The current financial year is continuing to throw up challenges, but there are signs of recovery. We have taken every possible step to protect the organisation and deliver our duties during this difficult journey. We are optimistic that as soon as financial markets stabilise, we will develop further new homes, provide strong services and support those who need it. *Building stronger communities* is this year's theme – but it also reflects our long-term mission.

**Yahya Hafesji**  
Chair

*Day trips build relationships  
and offer new experiences.*



Message from

# THE CHIEF EXECUTIVE

Our focus is always on our residents, and we know that the last year has been very challenging for many of them.



The last financial year has been momentous in the life of our nation. The political uncertainty here and around the world has made the economic context more turbulent. The highest inflation for a generation has seen food prices and energy prices soaring, alongside rising interest rates and skills shortages.

All of this has had a major impact on those on low incomes and created a challenging environment for businesses. Through these headwinds, we have maintained our mission: to deliver for our residents. Our Customer Support initiative, created in response to the cost-of-living crisis, has supported customers with debt advice and guidance on managing rising energy bills.

Despite the challenges, it has also been a productive and successful year, where NLM has made good progress in delivering its strategic objectives, and where the collective response to the challenges has been overwhelmingly positive.

Whilst dealing with a challenging external environment and maintaining high operational standards, we have also delivered



a strong financial performance. This enables NLM to deliver a substantial development programme, as one of the fastest-growing housing associations among our peer group. During the year covered by this report, we delivered 45 new affordable homes.

We are very fortunate to be able to complete these new developments at this difficult time. Our pipeline of new affordable homes remains strong. We expect to deliver an additional 21 affordable homes over the next year, and a further 10 affordable homes over the next two years.

We remain committed to reducing our carbon emissions. NLM's housing stock is relatively young compared with the rest of the sector. The vast majority of our stock is already at Band C. Just 52 homes are at Band D or below. We are continuing to invest around a million pounds in our existing stock, and our retrofit programme has been boosted by a successful bid for around half a million pounds of Government funding from the Social Housing Decarbonisation Fund.

To meet new compliance guidelines from the Regulator on asset management, we have engaged an independent consultant to carry out a stock condition survey on every individual property over a three-year

period. We are maintaining, in house, a robust stock condition database. None of our property suffers from damp or mould due to building defects. We have an asset management plan that will raise the standard of our homes over the coming years through understanding the condition of our properties. We will invest to upgrade to higher safety and sustainability levels, and we will dispose of properties that we anticipate will not be able to meet our standard.

The labour market has been challenging, but we are determined that NLM will be a great place to work, with values that reflect our culture. We will help every single employee play their part in delivering for our customers. There are a wide range of challenges ahead, including navigating Government legislation on fire and building safety, social housing regulation, the rent cap, tenant satisfaction measures and consumer regulation.

The last year was difficult on a number of fronts, including managing supply chains, recruiting new staff and the financial pressures brought about by inflation and a cap on rent rises. But although these challenges remain, you can be assured that the Board is taking a long-term approach to its decision-making, for the benefit of customers

and the organisation.

The progress we have made as a business over the years means we are well set up to face the challenges and deliver our targets. Together, we will build on our successes to deliver more new homes and improve the experience of all our customers. There has never been a more important time to do so.

In spite of all the difficulties and uncertainties, our long-term objectives of providing excellent, affordable housing, and services for people who cannot meet their housing and support needs through the private sector, do not change. My colleagues are experienced, energetic and adaptable. They are the soul and driving force at my organisation. I would like to thank them for working hard with me during this challenging year. I strongly believe that everything happens by, with, or through people; nothing happens on its own. We are a great team. I am confident that they will continue to demonstrate outstanding commitment and effort

in delivering high quality services and outstanding results.

I would also like to thank my Chair and the Board for their strategic leadership and wisdom in overseeing our current performance and its future development. I am most grateful to them for their guidance and support during the past year.

Although the next 12 months are likely to be challenging, there is a lot to be optimistic about. We are well placed to seize this opportunity to stand out from our peer group.

**Aziz Rahim**  
Chief Executive  
September 2023

Homes for

# OUR COMMUNITIES

We are continuing to build more homes for the community we serve.

**45** **New homes** added to our property portfolio during the last financial year

## Completed schemes

**12** **Electric Quarter in Enfield** A further 12 homes for shared ownership

**16** **Fox Lane in Enfield** 16 homes for shared ownership

**9** **Jubilee Street in Tower Hamlets** 9 homes for rent and shared ownership

**8** **Seven Sisters Road in Hackney** 8 homes for rent and shared ownership



**4**

**Lavender Hill in Enfield**  
4 homes for rent

4 Leasehold managed homes were purchased and converted to owned homes.

**Currently**

**21**

**homes are in the development pipeline for the current financial year**

**A further**

**10**

**homes will be completed within two years**

**Current schemes on site (2023-24)**

**Manor Hall and Lea Hall – Waltham Forest**

We have taken up a unique opportunity to develop 10 new homes at this infill site.



**Trego Road – Tower Hamlets**

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 with Hackney. A fantastic location, with close proximity to sports and leisure facilities.



**Future plans**

We will take up new development opportunities to continue delivering new homes for the community. This is our contribution towards housing people in desperate need of a permanent home.

Managing

# OUR BUSINESS



## Rent collection

**102%** of due rent collected  
Target 100%

**3.9%** current rent arrears  
Target 4%

## Lettings and empty homes

**100%** of new tenants satisfied with their new home

**4.1 WEEKS** Average time taken to let new homes

**4.04 WEEKS** Average time taken to re-let homes

**0.19%** Rent lost while homes were empty

**58** Number of homes we let

## Complaints

**11** Complaints received

**100%** Complaints resolved on target



## Repairs completed on target

**100%**

of emergency repairs  
Target 100%

**99%**

of urgent repairs  
Target 98%

**99%**

of routine repairs  
Target 98%

**99.9%**

of valid CP12 gas safety  
certificates issued Target 100%

**£150**

Average spent on each  
responsive repair

*Our sheltered  
housing residents*



## Health & safety compliance



Compliance level



Service/inspection interval

Landlord Gas Safety Certificate – residential	100%	12 months
Carbon monoxide detectors – residential	100%	12 months
Smoke detectors – residential	100%	12 months
Communal area – emergency lighting	100%	12 months
Communal area – fire alarm and smoke detectors	100%	6 months
Communal area – smoke extraction system (AOV: Automatic Opening Vent)	100%	6 months
Water tank legionella testing – servicing	100%	12 months
Vehicle gate testing – servicing	100%	12 months
Electrical installation condition report – internal	99.5%	5 years
Electrical installation condition report – communal area	100%	5 years
Lift servicing – communal	100%	1 month
LOLER (lifting equipment) – inspections	100%	6 months
Staircase lifts and hoist	100%	6 months
Dry risers	100%	6 months
Boiler service – communal	100%	Monthly
Fire risk assessments – communal areas	100%	3 years

Supporting

# OUR RESIDENTS



*Young residents visiting the Arsenal Stadium as part of their community inclusion programme.*

## Community and wellbeing

We worked closely with residents and outside bodies to facilitate wellbeing and training opportunities.

In Hackney, we collaborated with a local community centre to provide sewing, exercise and Tai chi classes.

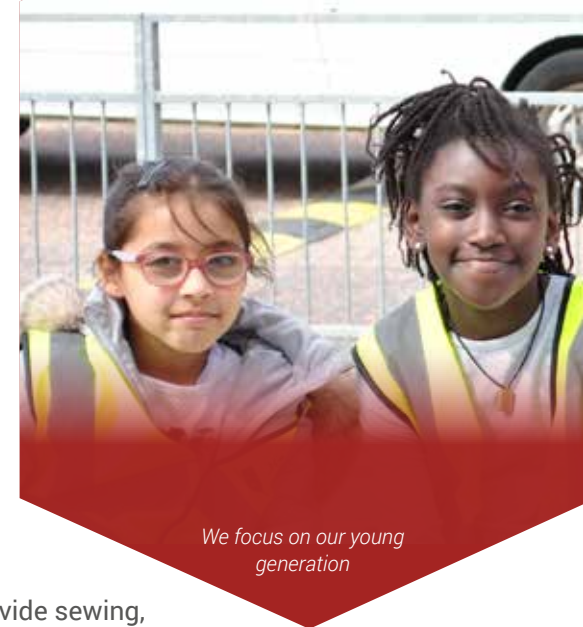
Our staff built relationships with local service providers, including Hackney CVS, to access services for our residents. We worked on multi-landlord projects across Waltham Forest.

We hosted the Hackney Downs Neighbourhood Panel meeting, bringing together local, multi-agency services. Our staff were able to link residents to different agencies, and keep ongoing relationships with the groups involved.

Our staff signposted and supported a Hackney wellbeing day.

## Youth intervention programmes

We ran specific programmes for young residents, to instil a sense of ownership and better community cohesion. Around 60 residents attended these well-received fundays.



*We focus on our young generation*

We co-ordinated holiday playschemes for children in Hackney – giving children the chance to build relationships with neighbours, providing support to parents and allowing families to participate. The children were also introduced to further volunteering and training opportunities.

We have focused on building rapport with this generation, identifying potential leaders who can assist with projects. We have been meeting with established youth teams locally to identify potential partnership programmes.

We continued to provide mathematics and English tuition to our young people.

## Financial inclusion

We actively supported our tenants with their financial situations, as the cost of living and inflation hit their incomes.

We helped residents apply for Discretionary Housing Payments and additional benefits. We invited them to the office for support in applying and checked back on them with

follow-up meetings. Where they were vulnerable or unable to afford travel, we made home visits. We followed up unsuccessful applications via the appeals process.

We also referred residents to Citizens Advice, who assisted with financial assessments to identify additional benefits and funds to apply for.

For residents facing financial hardship, we offered signposting to foodbanks and advice services. With a strong focus on tenancy sustainment, our staff consistently worked to keep residents in their homes.



*Building relationships at Hana Mews*

## Support for sheltered housing tenants

We continuously supported residents at our sheltered scheme, making daily welfare phone calls and home visits twice a week. We assisted with housing benefit applications.

We tested fire alarms and pull cord systems weekly and inspected the communal areas to keep them well maintained. Residents let us know about outstanding repairs, which we sorted out quickly.

We held a launch party, and later a summer party, in the newly refurbished communal lounge and hallway. We got very positive feedback and constructive ideas on how should maintain this space. In general, we are seeing more socialising.

Following up on consultation feedback, we improved and re-introduced car parking for residents.



*Residents taking ownership of the communal garden*

## Support for vulnerable residents

We have continued to make weekly contact with vulnerable residents – with office and phone appointments and home visits, depending on their needs.

We keep in contact with key workers to identify partnership work. With the support of the mental health teams, we encouraged residents to enrol with weekly youth centres to keep them occupied with activities and games.

Engaging with

# OUR RESIDENTS



*Youngsters from Marconi Road getting to know each other*

We have an active resident engagement programme, providing events designed to include and connect residents to their neighbourhoods.

At multiple meetings throughout the year, residents discussed life in and around their estates. They led in suggesting improvements and activities to enrich the quality of life locally.

We hosted fundays and community events at six sites, with henna artists, community games, bouncy castles for children and shared meals with neighbours. These events allow us to get to know our residents better through open dialogue with our staff. We find out more clearly what residents need and want. We see where there is a demand for different types of activities and courses, and where we need to bring in extra resources.

Overall, we get brilliant feedback after these events, with residents saying they feel more included in their communities.

We signpost residents to other activities and services – for example, careers events, where experts assist with CV writing and interview training. Working with individuals, intensive

outreach work has helped them find services they want to engage with.

We also work closely with local charities and other housing associations, to organise services that benefit residents.

We have continued to provide tuition to residents, which has been well received and will be expanded to further sites in future.

During outreach and resident consultations with residents, we have used the valuable relationships we build to help connect people to training and engagement opportunities tailored to their needs.

## Scrutiny Panel

NLM's Scrutiny Panel met regularly throughout to discuss and influence changes to our policies and resident activities.

The panel reviewed and approved our new 'Tenants' Charter' service promise to residents. They also reviewed the 'Customer Experience' and provided valuable insight into how residents experience us at their first point of contact.

A board for the

# COMMUNITY

**NLM's Board sets our strategic direction,  
as we build stronger communities.**



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



**Ferzana Hafesji**  
Board  
member



**Clare Norton**  
Chair of  
Housing  
Committee  
Co-opted  
member



**Ayodele Laleye**  
Co-opted  
member



**Yahya Hafesji**  
Chair



**Bilal Batha**  
Secretary



**Fatima Gajia**  
Board  
member



**Sharon Carter**  
Co-opted  
member



**Mohammed Daya**  
Vice Chair



**Siraj Gajia**  
Treasurer



**Ebrahim Rawat**  
Board  
member



**Guy Palmer**  
Co-opted  
member

# OUR FINANCES

Uncertainty and turbulence in the financial markets dominated 2023. We have seen challenges on multiple fronts, with a cost-of-living crisis, elevated interest rates and other difficulties.

Despite these factors, NLM posted another solid financial performance. The value of our housing stock at 31 March 2023 was £151m – an increase of £4m on the previous year. During the year, we acquired a further 45 properties.

At year end, our total housing stock stood at 1136 homes. This comprises of 977 general needs homes, 83 homes for shared ownership, 69 leaseholders and we manage 7 homes on behalf of another housing association.

Our surplus for 2023 was £1.426m (2022: £1.987m) after depreciation. NLM's finances therefore remained resilient.

**Moosa Bhamjee**  
Resources Director

Statement of comprehensive income for the year ended 31 March 2023	2023 (£)	2022 (£)
TURNOVER	13,416,404	10,291,544
Cost of sales	(2,198,481)	(1,011,534)
Operating costs	(7,126,374)	(6,288,703)
Gain on disposal of housing properties	71,311	35,003
Revaluation of investment property	100,000	35,000
<b>OPERATING SURPLUS</b>	<b>4,262,860</b>	<b>3,061,310</b>
Interest receivable	787	137
Interest payable and similar charges	(2,784,529)	(1,016,328)
<b>Surplus for the year</b>	<b>1,479,118</b>	<b>2,045,119</b>
<b>Other comprehensive income</b>		
Actuarial loss on defined benefit pension liability for the year	(53,000)	(58,000)
<b>Total comprehensive income for the year</b>	<b>1,426,118</b>	<b>1,987,119</b>

Turnover breakdown analysis	2023	2023
Service charge costs	932,048	6.95%
Management	1,271,290	9.48%
Routine maintenance	1,258,995	9.38%
Planned maintenance	103,033	0.77%
Major repairs expenditure	556,702	4.15%
Bad debts	30,517	0.23%
Rent payable	8,289	0.06%
Housing property depreciation	2,218,153	16.53%
Loss on replacement of components	69,722	0.52%
Pension liability remeasurement	53,000	0.40%
Interest payable	2,784,529	20.75%
Cost of shared ownership sales	2,198,481	16.39%
Shared ownership - other costs	162,658	1.21%
Loss from voids	50,796	0.38%
Abortive costs	259,540	1.93%
Other	32,533	0.24%
Surplus for the year	1,426,118	10.63%
	13,416,404	100.00%

Statement of financial position as at 31 March 2023	2023 (£)	2022 (£)
<b>FIXED ASSETS</b>		
Housing properties	149,683,734	145,890,590
Other fixed assets	742,156	775,685
Investment properties	540,000	440,000
	<b>150,965,890</b>	<b>147,106,275</b>
<b>CURRENT ASSETS</b>		
Debtors	865,372	2,391,471
Shared ownership property not sold	2,538,891	2,465,011
Cash and cash equivalents	965,798	2,215,328
	<b>4,370,061</b>	<b>7,071,810</b>
<b>CREDITORS: Amounts falling due in less than one year</b>		
	(5,353,947)	(4,757,997)
<b>NET CURRENT ASSETS</b>	<b>(983,887)</b>	<b>2,313,813</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>149,982,003</b>	<b>149,420,087</b>
<b>FINANCED BY:</b>		
<b>CREDITORS: Amounts falling due after more than one year</b>		
	(121,051,722)	(121,874,923)
Pension liabilities	(299,000)	(340,000)
<b>TOTAL NET ASSETS</b>	<b>28,631,281</b>	<b>27,205,164</b>
<b>CAPITAL AND RESERVES</b>		
Called-up non-equity share capital	152	152
Revenue reserves	28,310,603	26,984,486
Revaluation Reserve	320,526	220,526
<b>TOTAL NET RESERVES</b>	<b>28,631,281</b>	<b>27,205,164</b>

# VALUE FOR MONEY

The Value for Metrics housing associations are expected to use are as follows	2023	2022
Metric 1 – Reinvestment %	4.40%	6.93%
Metric 2 – New supply delivered %		
A. New supply delivered (social housing units) %	4.59%	9.72%
B. New supply delivered (non-social housing units) %	0.00%	0.00%
Metric 3 – Gearing %	38.00%	39.00%
Metric 4 – EBITDA MRI interest cover %	168.68%	327.44%
Metric 5 – Headline social housing cost per unit	£5,144	£4,346
Metric 6 – Operating margin %		
A. Operating margin (social housing lettings) %	31.97%	29.96%
B. Operating margin (overall) %	32.31%	30.09%
Metric 7 – Return on capital employed %	2.84%	2.05%

The metrics measures show a stable performance year on year.

# ANNUAL REPORT 2022-2023

## BUILDING STRONGER COMMUNITIES

### Executive team

**Aziz Rahim**

Chief Executive

**Moosa Bhamjee**

Resources Director

**Ibrahim Khan**

Assets Director

**Ikbal Hussain**

Housing 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

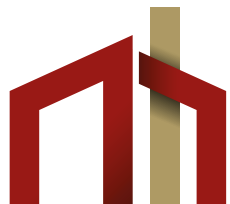
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NLM is the trading name for North London Muslim Housing Association Ltd

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