



NLM ANNUAL REPORT
2023-2024

**Excelling
Through
Adversity**

Message from the Chair



Days out bring communities together

It has been a busy and challenging year for the Executive Team and the Board, as we worked to prepare the organisation to meet the new regulatory guidance that came into force on 1 April 2024, following the enactment of the Social Housing (Regulation Act) 2023.

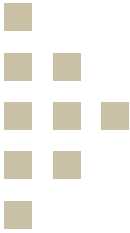
We now have new consumer standards to meet and have submitted our first Tenant Satisfaction Measure results to the Social Housing Regulator.

The new approach to regulation, which prioritises residents' needs, mirrors NLM's own vision and values. We are committed to making a positive difference in our residents' lives by providing good quality homes, building communities and keeping residents at the heart of all we do. The results of our first tenant perception survey give us a solid baseline to build on and indicate where we will need to concentrate our efforts as we continue to work to raise satisfaction and improve services.

In our wider operating environment, we have inevitably been affected by inflation, rising costs and capped rent increases. Despite this, we can report that NLM remains financially stable and sustainable and is still developing much-needed homes. We are truly excelling through adversity.

We remain focused on community cohesion and we are continuing to give opportunities to young people and support to those who are vulnerable or struggling financially. We are still meeting and exceeding our high targets for repairs and health and safety compliance – areas that our residents prioritise. We can also be proud of our governance arrangements, which saw NLM given an impressive G1 V1 rating by our regulator during the year.

We have been able to achieve these successes thanks to the dedication and hard work of our committed staff and Board members, and the support we receive from our partners and stakeholders. I would like to take this opportunity to thank them all.



“All of these achievements are possible because we remain a strong and viable organisation.”

We particularly want to thank our residents for continuing to give us the feedback we need to stay on track – in our surveys, at our meetings and fun days, and when they are pointing to services that need to improve. We look forward to working with them further in the coming months.

As we bed in the new regulatory approach and weather economic changes during the current financial year, we will no doubt continue to meet challenges. However, we are safe in the knowledge that NLM is in the best position to meet them, with the right teams and the right resources to lead us into a secure future.

Yahya Hafesji
Chair



Message from the Chief Executive



We strive to provide an excellent service to our residents, whilst carefully managing our resources to maintain NLM's financial sustainability over the long term.

Despite a year of significant and unprecedented challenges, including high inflation and rising interest rates, I am pleased to report a stable financial performance in our audited results. Managing our finances efficiently has meant that we are well placed to continue with the delivery of our key priorities, including further investment in our existing stock, building new homes, delivering an extensive programme of fire safety works and improving services. We can now see inflation reducing and we have sold all the shared ownership homes we were marketing.

Our overall focus at NLM has been to keep our eyes on our mission: to deliver for our residents. We have focused our resources on improving resident experiences, tackling damp and mould, speeding up how we address complaints and getting repairs right first time. The cost-of-living crisis is having a profound effect on our residents, so colleagues from our income collection team have responded by working closely with our residents to provide support and advice.

We are pleased to report that, in December 2023, as part of a routine stability check, our regulator awarded us the highest possible status for governance and viability (G1 V1). This shows that we are well equipped to navigate the current operating environment.

During the year, the Social Housing Regulator introduced new consumer standards for us to meet, including 22 Tenant Satisfaction Measures (TSMs). The new approach indicates a shift of emphasis towards the needs of our residents. We have taken all necessary steps to ensure we are geared towards delivering great outcomes for residents and other stakeholders, and are compliant with the new standards.

Like the rest of the social housing sector, the tenant perception survey we carried out using the new TSMs showed a slight decline in overall satisfaction. We have been working hard to address this through a cross-cutting initiative involving all our departments. We developed our approach through working closely with our residents and listening to their priorities. We now have a roadmap to improve our service delivery and customer experience. I have been pleased to see signs of resident satisfaction improving and the evolution of a more data-driven approach to service delivery.

We will also continue to be proactive in making sure NLM is equipped to deal with property condition issues, including damp and mould. In addition, we are making good progress with our programme of remedial fire safety works. We have works programmes underway across our property portfolio.

The economic headwinds we have battled this year have demanded a more cautious approach to development, which is reflected in the lower number of new homes we have completed compared to previous years. Nevertheless, we are continuing to provide affordable new homes. We are aware of our duty to build as many new homes as our finances will permit. Our latest development, comprising 21 new homes at Trego Road, is due to complete by March 2025.

The operating environment for housing associations remains difficult and a very challenging mix of economic pressures and the Government rent cap means that our costs are rising faster than our income.

So, our big challenge over the current year is to make sure that we continue to achieve the right balance

between maintaining secure finances and meeting residents' expectations. I am confident that we have been able to set out the right long-term plans to safeguard our finances whilst ensuring that we maintain our commitment to improving services, investing in existing homes and continuing to deliver new, high-quality affordable homes.

I am immensely proud of my colleagues, without whom NLM would not be a G1 V1 organisation. I would like to thank all my colleagues and Board members for playing an integral part in our progress over the year.

We look forward to working with all our stakeholders to strengthen our presence and links to the communities we serve, so that we continue to deliver safe, warm and comfortable homes.

Aziz Rahim
Chief Executive
September 2024

“Managing our finances efficiently has meant that we are well placed to continue with the delivery of our key priorities...”



Fun days enable us to get to know our residents



Homes for Our Communities

Development scheme on site

Trego Road

We are in the process of developing 21 homes, 6 to be let at London Affordable Rents and 15 at London Living Rents. The scheme is at Trego Road in the London Borough of Tower Hamlets, giving us an excellent opportunity to provide homes to people in desperate need of social housing in our core area of operation.

The expected date of practical completion is February 2025.

Development opportunities in discussion

As part of the North River Alliance development partnership, we are looking to take handover of **16 further homes** through a stock transfer.

In partnership with the London Borough of Enfield, we are currently in discussion around:

- A stock transfer involving **12 homes**
- A new development that would deliver **24 new homes**

NLM currently owns and manages **1,137 units**, including **68 leasehold** properties.

Key Performance Indicators

Rent collection

98.9%
OF DUE RENT
COLLECTED
Target 100%

4.36%
CURRENT RENT
ARREARS
Target 4%



Lettings and empty homes

93%
OF NEW TENANTS SATISFIED
WITH THEIR NEW HOME

7.1 WEEKS
AVERAGE TIME
TAKEN TO RE-LET
HOMES



0.23%
RENT LOST
WHILE HOMES
WERE EMPTY



Complaints

24
COMPLAINTS
RECEIVED

100%
COMPLAINTS
RESOLVED
ON TARGET

Repairs completed on target

100%
OF EMERGENCY
REPAIRS *Target 100%*

98%
OF URGENT
REPAIRS *Target 98%*

99%
OF ROUTINE
REPAIRS *Target 98%*

100%
OF VALID CP12
GAS SAFETY
CERTIFICATES
ISSUED *Target 100%*

£155
AVERAGE
SPENT ON EACH
RESPONSIVE
REPAIR

Tenant Satisfaction Measures

The Regulator of Social Housing has introduced new Tenant Satisfaction Measures, to assess the performance of social housing landlords.

The measures focus on five key themes:

- 1. Keeping properties in good repair**
- 2. Maintaining building safety**
- 3. Respectful and helpful engagement**
- 4. Effective handling of complaints**
- 5. Responsible neighbourhood management**

There are 22 measures in all. We now have to report them annually, by carrying out a tenant perception survey for 12 of these measures and by providing data from our management systems for the remaining 10.

Respectful resident engagement



Survey Results: 2023-24

Acuity Research & Practice carried out our first tenant perception survey during the year.

62% OVERALL SATISFACTION WITH SERVICES PROVIDED BY NLM

Keeping properties in good repair

- 64% satisfied home is well maintained
- 65% satisfied home is safe
- 67% satisfied with repair in last 12 months
- 67% satisfied with time taken to complete repairs

Respectful and helpful engagement

- 50% satisfied we listen and act
- 64% satisfied we keep them well informed
- 68% satisfied we treat them fairly and with respect
- 33% satisfied with how we handle complaints

Responsible neighbourhood management

- 52% satisfied with communal areas
- 52% satisfied with our contribution to the neighbourhood
- 53% satisfied with our approach to anti-social behaviour

Management data

Complaints

- 21.1 **stage one** complaints received for every 1,000 homes
- 100% responded to within Housing Ombudsman Complaint Handling Code timescale
- No **stage 2** complaints received

Anti-social behaviour

- 140.8 anti-social behaviour cases opened per 1,000 homes
- No cases involved hate incidents

Decent homes

- 100% of homes meet Decent Homes standards

Repairs on target

- 98.1% of non-emergency repairs completed on target
- 100% of emergency repairs responded to on target

Health and safety compliance

- 100% of gas checks carried out
- 100% of fire risk assessments carried out
- No homes required asbestos management surveys or re-inspections
- 100% of required legionella water risk assessments carried out
- 100% of lifts checked
- We also checked all carbon monoxide and smoke detectors, serviced all vehicle gates, checked (within the five-year guidance) 98.1% of electrical installations inside homes and 100% in communal areas.

Supporting Our Residents

Community and wellbeing

Celebrating communities and supporting residents to engage with local resources is a key aspect of the work NLM staff carry out. We have continued to work in partnership with local groups and organisations.

During the year, we hosted mental health coffee mornings, where some of our more vulnerable residents were invited to our offices for a casual chat and refreshments.

In Hackney, we supported residents to take part in cookery, Tai Chi and other classes at a local community centre. We will continue to research local resources and offer this support.

We also signposted residents to brilliant community groups, including Hackney Lunch Clubs, which offers a largely subsidised healthy meal and a chance to socialise with community neighbours at various community spaces in the borough.

Youth intervention programmes

We organised a well-received fun day for residents in Hackney. It was well attended and gave staff great insight into the types of engagement activities residents are interested in joining.

We hosted a summer holiday playscheme at Holly Street and saw children take part in activities including Lazer Tag, trips to the cinema and trampolining. We got great feedback from the children and parents were grateful for the activities and the childcare we provided. Elevating Success, the charity we commissioned to run the scheme, have worked with the residents at Holly Street before, so they already knew the children.

We continue to signpost to local youth activities – including youth groups in Waltham Forest, which frequently involve members in enrichment activities that help them to connect with and develop their local communities.



Engaging with our young residents

Financial inclusion

We continued to assist residents in rent arrears to apply for Discretionary Housing Payments. Where residents are vulnerable, we work with their support worker to sort things out.

We worked with external agencies such as the Hackney Money Hub to support residents who were in debt and who needed to find sources of additional income. Where possible, we helped residents with benefit problems by arranging follow-up calls with the local authority and the Department of Work and Pensions.

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

Support for sheltered housing tenants

Residents at our sheltered scheme for older people receive daily welfare checks, weekly visits and support to resolve any problems they raise – including around rents and benefit claims. We hold regular meetings with the residents.

We carry out weekly fire alarm tests and preventative maintenance checks to make sure all appliances are in working order. We respond quickly to repairs and other requests.

Support for vulnerable residents

We have continued to make weekly contact with our vulnerable residents, offering additional support.

In more complex cases, where the resident needs support around anti-social behaviour, we have worked with specialist, multi-agency panels, led by the local authority. These typically meet monthly to follow up on a resident's progress.

Residents at higher risk have been referred to weekly psychology sessions. The resident's support worker, along with the psychologist, visit the resident in their home to provide one-to-one support. We continue to make contact with the support team and the resident to obtain regular updates on their progress.

Engaging with our residents

We hold plenty of well-attended meetings to give residents the chance to share their views on any issues in the community and to allow our staff to make effective relationships with them. The meetings help to build community cohesion and allow residents to see that we are listening. In turn, this helps to reduce anti-social behaviour.

We have worked closely with local organisations to signpost residents to community activities, including internet technology skills classes in Waltham Forest and wellbeing activities in Hackney. We also held popular resident fundays in Hackney and Waltham Forest. Residents told us they appreciated the opportunity to meet us face to face.



Residents meet with staff in Waltham Forest



Supporting our sheltered housing residents

Scrutiny panel

Our Scrutiny Panel met regularly and discussed various issues, including the new consumer standards. The panel identified the need to increase its membership and devised a plan to reach out to all residents and advertise the panel's work.

New Consumer Standards

From 1 April 2024, there will be a new approach to regulating social housing landlords.



Residents enjoying our fun day in Hackney

As well as annual reporting against the new Tenant Satisfaction Measures (see pages 8-9), our regulator will also carry out inspections every four years.

The new standards put more emphasis on resident voices, taking more account of individual needs and repairs standards. They are designed to make sure that we:

- ensure our tenants are safe in their homes
- listen to our tenants' complaints and respond promptly to put things right
- are accountable to our tenants and treat them with fairness and respect
- know more about the condition of every home and the needs of the people who live in them, and
- collect and use data effectively across a range of areas, including repairs.

Social Housing (Regulation) Act

There will be five new consumer standards for all registered providers to meet.

The safety and quality standard – requires landlords to provide safe and good quality homes and landlord services to tenants.

The transparency, influence and accountability standard – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision-making and hold their landlord to account.

The neighbourhood and community standard – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.

The tenancy standard – sets requirements for the fair allocation and letting of homes, and for how those tenancies are managed and ended by landlords.

A Board for the Community

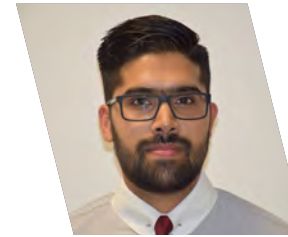
NLM's Board sets our strategic direction, as we manage the new regulatory changes.



Yahya Hafesji
Chair



Mohammed Daya
Vice Chair



Bilal Batha
Secretary



Siraj Gajia
Treasurer



Ed Farnsworth
Chair of Audit and Risk Committee
Co-opted member



Clare Norton
Chair of Housing and Asset Committee
Co-opted member



Fatima Gajia
Board member



Ebrahim Rawat
Board member



Ferzana Hafesji
Board member



Ayodele Laleye
Co-opted member



Sharon Carter
Co-opted member



Guy Palmer
Co-opted member



Our Finances

In 2024, we saw some stability return to the financial markets. Interest rates peaked at 5.25% in August 2023 and by August 2024 they had fallen slightly to 5%. Nevertheless, challenges remained throughout the year. The cost-of-living crisis continued to weigh on customers' finances. Inflation remained high, but it continued to fall from the mid-year stage and now stands just over the Bank of England's target of 2%. We managed tight financial controls throughout these uncertain times.

At the year end, our housing stock stood at 979 general needs units, 81 shared ownership units, and 69 managed leaseholders.

The surplus for 2024 was £748,000 (2023 - £1.479m) after depreciation. NLM's finances remained resilient, despite the continuing economic challenges.

Moosa Bhamjee

Resources Director

Statement of comprehensive income for the year ended 31 March 2024

	2024 (£)	2023 (£)
TURNOVER	12,713,314	13,416,404
Cost of sales	(1,289,809)	(2,198,481)
Operating expenditure	(6,518,546)	(7,126,374)
Gain on disposal of fixed asset housing properties	106,457	71,311
Revaluation of investment property	(20,000)	100,000
OPERATING SURPLUS	4,991,415	4,262,860
Interest receivable	862	787
Interest and financing costs	(4,243,868)	(2,784,529)
Surplus for the year	748,409	1,479,118
Other comprehensive income		
Actuarial (loss) on defined benefit pension liability for the year	(107,000)	(53,000)
Total comprehensive income for the year	641,409	1,426,118

Turnover breakdown analysis

	2024 (£)	2024 (%)
Service charge costs	746,331	5.87%
Management	2,048,033	16.11%
Routine & planned maintenance	688,315	5.41%
Major repairs expenditure	230,437	1.81%
Rent losses from bad debts	57,320	0.45%
Depreciation costs	2,282,312	17.95%
Other social housing costs – Non-lettings	183,825	1.45%
Loss on replacement of components	12,771	0.10%
Pension liability remeasurement	107,000	0.84%
Interest	4,243,868	33.38%
Cost of shared ownership sales	1,289,809	10.15%
Other	181,884	1.43%
Surplus for the year	641,409	5.05%
	12,713,314	100.00%

Value for Money

Statement of financial position as at 31 March 2024	2024 (£)	2023 (£)
FIXED ASSETS		
Housing properties	147,895,124	149,683,734
Other fixed assets	717,967	742,156
Investment properties	520,000	540,000
	149,133,091	150,965,889
CURRENT ASSETS		
Debtors	742,215	865,372
Shared ownership property not sold	1,034,096	2,538,891
Cash and cash equivalents	1,592,133	965,798
	3,368,444	4,370,061
CREDITORS: Amounts falling due in less than one year	(5,134,232)	(5,353,947)
NET CURRENT (LIABILITIES)	(1,765,788)	(983,887)
TOTAL ASSETS LESS CURRENT LIABILITIES	147,367,303	149,982,003
CREDITORS: Amounts falling due after more than one year	(117,776,613)	(121,051,722)
Pension liabilities	(318,000)	(299,000)
TOTAL NET ASSETS	29,272,691	28,631,281
CAPITAL AND RESERVES		
Called-up non-equity share capital	152	152
Revenue reserves	28,972,013	28,310,603
Revaluation Reserve	300,526	320,526
TOTAL NET RESERVES	29,272,691	28,631,281

The Value for Metrics housing associations are expected to use are as follows	2024	2023
Metric 1 – Reinvestment %	0.11%	5.07%
Metric 2 – New supply delivered %		
A. New supply delivered (social housing units) %	0.00%	4.59%
B. New supply delivered (non-social housing units) %	0.00%	0.00%
Metric 3 – Gearing %	42.29%	43.99%
Metric 4 – EBITDA MRI interest cover %	151.16%	168.68%
Metric 5 – Headline social housing cost per unit	£3,656	£5,144
Metric 6 – Operating margin %		
A. Operating margin (social housing lettings) %	39.40%	31.97%
B. Operating margin (overall) %	38.42%	32.31%
Metric 7 – Return on capital employed %	3.39%	2.84%

The metrics measures show a stable performance year on year.

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EXCELLING THROUGH ADVERSITY

Executive team

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Chief Executive

Moosa Bhamjee
Resources Director

Ibrahim Khan
Assets Director

Ikbal Hussain
Housing Director

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

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– 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