

Hornsey Housing Trust

Tenant Annual Report 2023-24



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Introduction by Susan Faridi, Chair

I am delighted to present the Tenant Annual Report for 2023/24, following my appointment as Chair in May 2024 after a thorough and competitive selection process.



This role marks a return to the organisation for me, having previously served as a staff member from 2003 to 2010. Since then, I have advanced my career in housing through senior roles, including Director of Services at Stoll, Chief Executive positions at The Finchley Charities and currently Eldon Housing in the London Borough of Croydon, an organisation also dedicated to providing homes for older people. With over 30 years of experience in the housing sector, I continue to hold my time at Hornsey Housing Trust close to my heart, remembering it fondly as my 'happy place.'

I am also pleased to mention new Board members, Jessica Bembridge and Matthew Bolwell, who joined us during 2023/24. Both bring invaluable expertise in housing management, development, finance, and risk

management. Like me, they were appointed with the involvement of tenants on the interview panel, reflecting our commitment to tenant participation and engagement in key decisions. I would also like to extend my gratitude to June Barnes, who stepped down as Chair in June 2024 after six years of dedicated service. Her leadership, strategic vision, and focus on service improvements and tenant engagement have been invaluable to the Trust.

I join the Trust at an exciting time, with our new repairs service now fully operational, the implementation of a new five-year strategic plan, and enhanced opportunities for tenant involvement in our governance. As a Chief Executive of a small housing association, I am acutely aware of the challenges facing organisations like ours today, and I look

forward to collaborating closely with our Chief Executive, Euan Barr, working together to navigate these challenges and lead the Trust forward in partnership with our tenants.

Reflecting on the core principles that made my time at the Trust so rewarding - community spirit, excellence in service, and celebrating diversity, I am committed to fostering strong connections with our tenants and ensuring that we stay true to our values as a caring, collaborative, curious, and committed organisation.

Susan Faridi,
Chair of Hornsey Housing Trust

Message from Euan Barr, Chief Executive

This report covers the period 1 April 2023 – 31 March 2024. This has been my first full year as Chief Executive of the Trust and was also the year our organisation celebrated its 90th anniversary.



Alongside celebrating our 90th anniversary in 2023, securing a successful future has been at the forefront of my mind in the past year. In my note for last year's report, I explained that the immediate focus was on listening to and involving the Trust's tenants in decisions about our services. In the year, we have involved tenants in appointments of staff and Board members, selection of consultants and contractors we work with and the review and development of our policies. We have also agreed with the Board and Tenant Panel to form a new Operations/Tenant Services Committee. Consisting of a mixture of Board members and tenants, this will aim to enhance scrutiny of our day-to-day housing management and repairs services, as well as policies and initiatives focussed on tenant services.

We must respond to increased regulation in relation to tenant satisfaction, building safety and consumer standards. In the last year we carried out our first survey of tenants against the new Tenant Satisfaction Measures and this exercise identified a need for improvement across a range of service areas. One of them is how we look after our homes, and in response we have introduced our own 'in-house' repairs team, with two multi-skilled operatives and a new IT system to support service delivery.

As we began 2024, the Trust finalised our new five-year Corporate Plan with five priority areas for improving the services you receive and the quality of your homes. Linked to this is a staff reorganisation, to respond most effectively to our tenant satisfaction feedback, embed our repairs and technical oversight and to deliver our five-year plan in full. This is on course to be

in place by October 2024. Partnership working is central to our forward plan, and in this regard we have been working more collaboratively with our neighbours, Hill Homes in Highgate. They are a small housing organisation with a similar focus to ours and were founded by the same remarkable woman, Margaret Hill (they turn 80 in 2024). Through our North River Alliance partnership, we have secured funding from the GLA to provide new homes.

I have spent a lot of time speaking to tenants over the past year, and I'd like to thank you all for your valuable contributions to making our organisation better. I look forward to continuing our work together in 2025 and beyond.

Euan Barr, Chief Executive of Hornsey Housing Trust

The Trust in numbers 2023/24



Lettings and income

We managed **391** properties across Haringey

We had **26** new lettings of homes

We had **£4.1 million** of income

We successfully collected **97%** of rental income due in the year

It took us an average of **64** days to let a sheltered home and **57** days to let a general needs home



Improvements

We fitted **20** new kitchens and **27** new bathrooms to tenants' homes

We improved heating to our homes with **22** new boilers

We internally redecorated communal areas to our **2** largest buildings, Abyssinia Court and Margaret Hill House

We commenced work on **2** new flats and a new community hub at Palm Tree Court, Tottenham



People

We recruited **3** new members to our Board, including a new Chair

We surveyed **184** households about our standard of service

We handled **17** formal complaints in the year

We celebrated **90** years of providing homes and services to local people

The average age of a Trust tenant was **70**

We delivered **98** community events in the year across our hubs



Property management

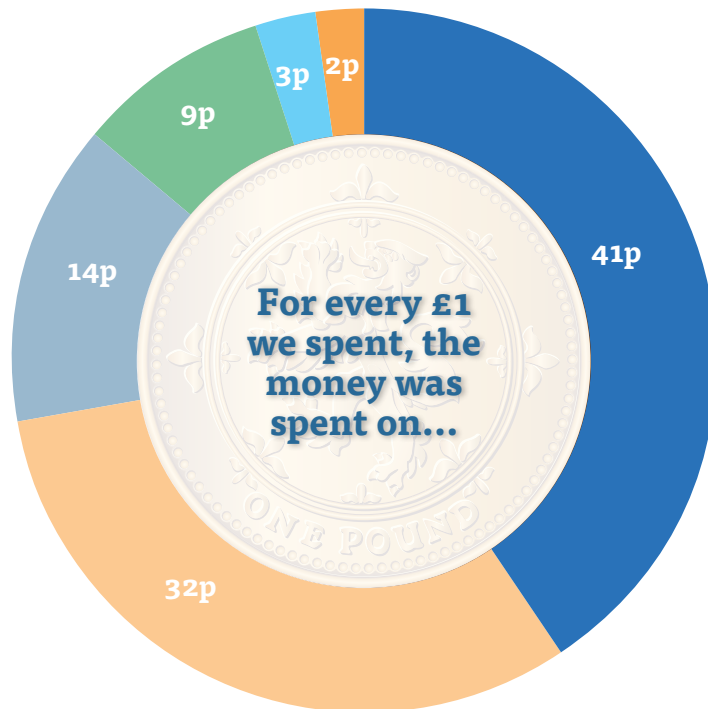
We processed **1671** repairs in the year with **81%** completed on time

We completed Energy Performance Certificates to **98%** of homes in our stock

We kept up to date gas safety checks on **100%** of communal boilers and **99.3%** of individual boilers in the year

The Trust's money management in 2023/24

Against a total income of **£4.1m**, we made a surplus in the year of **£109,000**



■ Housing, administration and management ■ Routine maintenance
■ Planned maintenance ■ Major repairs ■ Care & support expenditure ■ Other costs

We also report on “Cost per unit”, which is the average cost of providing all services to each home each year. You can see below the figure for 2023/24, against our target and the group of housing associations to which we compare ourselves.

HHT social housing cost per unit 2023/24 **£9,698**

Target for 2023/24 **£8,619**

London & South East Benchmarking median **£6,153**

Although our costs are higher than many other providers, we are a small London-based organisation meeting high regulation demands and providing homes and services to older people, which does help to explain the higher unit costs.

Highlights for 2023/24

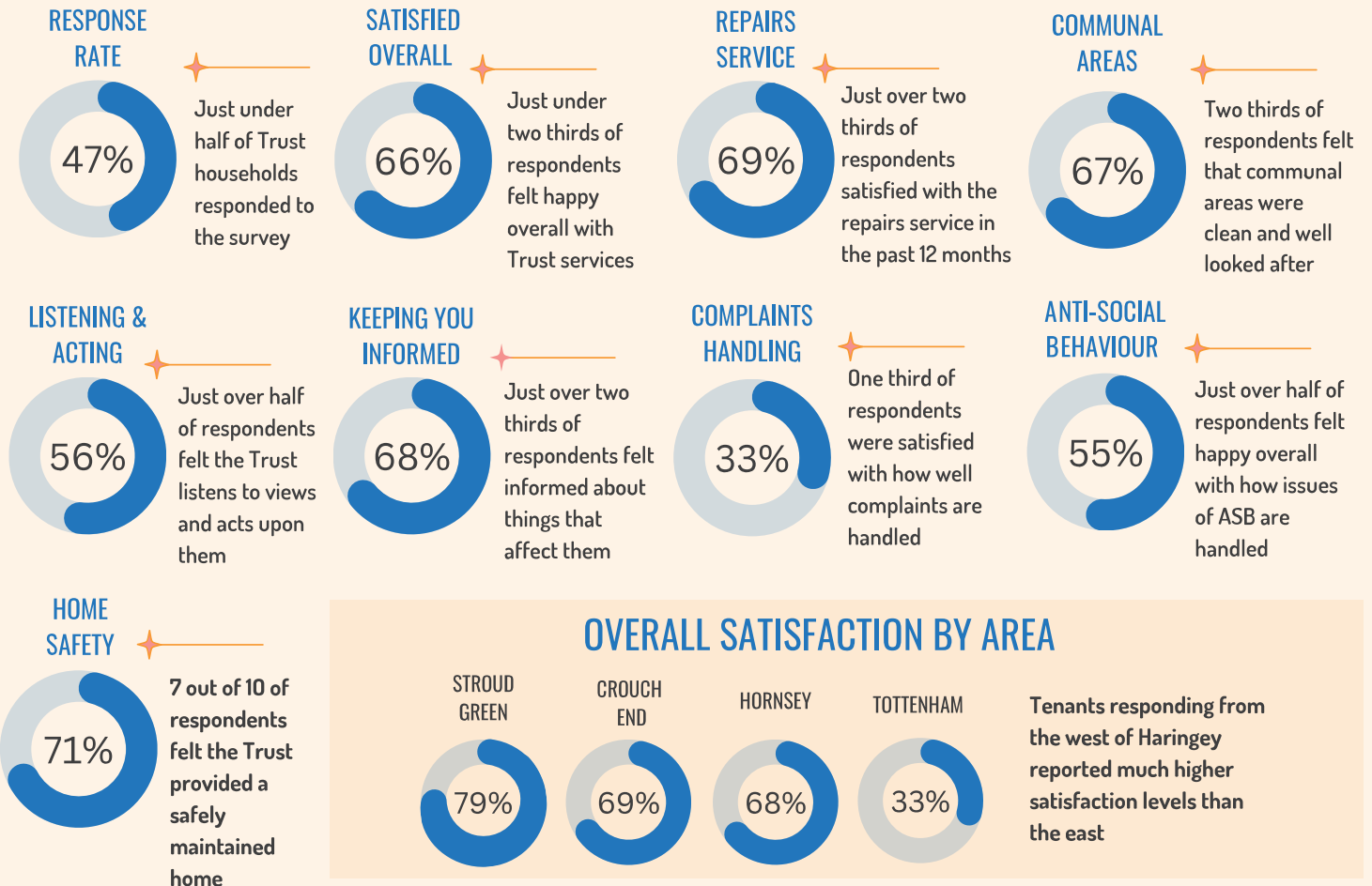
The key highlights for the year included:

- Mobilising our new in-house **repairs service**
- **Investing** in kitchens, bathrooms, decorations and window replacements throughout our homes
- Completing our first **tenant survey** under the new Regulator of Social Housing Tenant Satisfaction Measures, to inform service improvements
- Refining our **complaints procedure** to ensure compliance with the Housing Ombudsman's new Complaint Handling Code for 2024
- Developing the work of the **Tenant Panel**, to bring our tenants more involved with service scrutiny and improvement planning
- Delivering a new programme of **tenant activities** to maximise the use of our community hubs
- Co-producing a new **design brief** for new homes with our tenants
- Securing **funding** commitment from the Mayor of London for providing new social homes
- Starting on site our **new development** at Palm Tree Court, Tottenham to provide new homes and better facilities for existing tenants and developing plans for more homes
- Celebrating the Trust's place in the community with a **tree-planting** in a local park, and a **90th anniversary party** involving tenants and stakeholders of the Trust where we launched a **book** about our history written by former Trust Chair Rosie Boughton



Tenant Satisfaction Measures 2023

In 2023 we introduced satisfaction surveys, in line with the Regulator of Social Housing's new standards. We used an independent company, Acuity, to conduct the exercise with paper, telephone and online responses. We received responses from just under half of all households, and the results have helped us to plan for future improvements.



A vision for the future



CORPORATE PLAN 2024-29

In early 2024, we completed our new Corporate Plan for 2024-29, which has the following underpinning principles:

- We aim to provide better homes for the future
- We make a bigger difference by working together
- We need organisational strength and stability to succeed

We have five strategic goals within the new plan:

1. Supported tenants and well-managed neighbourhoods
2. Safe, secure, energy efficient homes
3. Trusted & responsive services
4. New homes & partnerships
5. A healthy, diverse and connected community

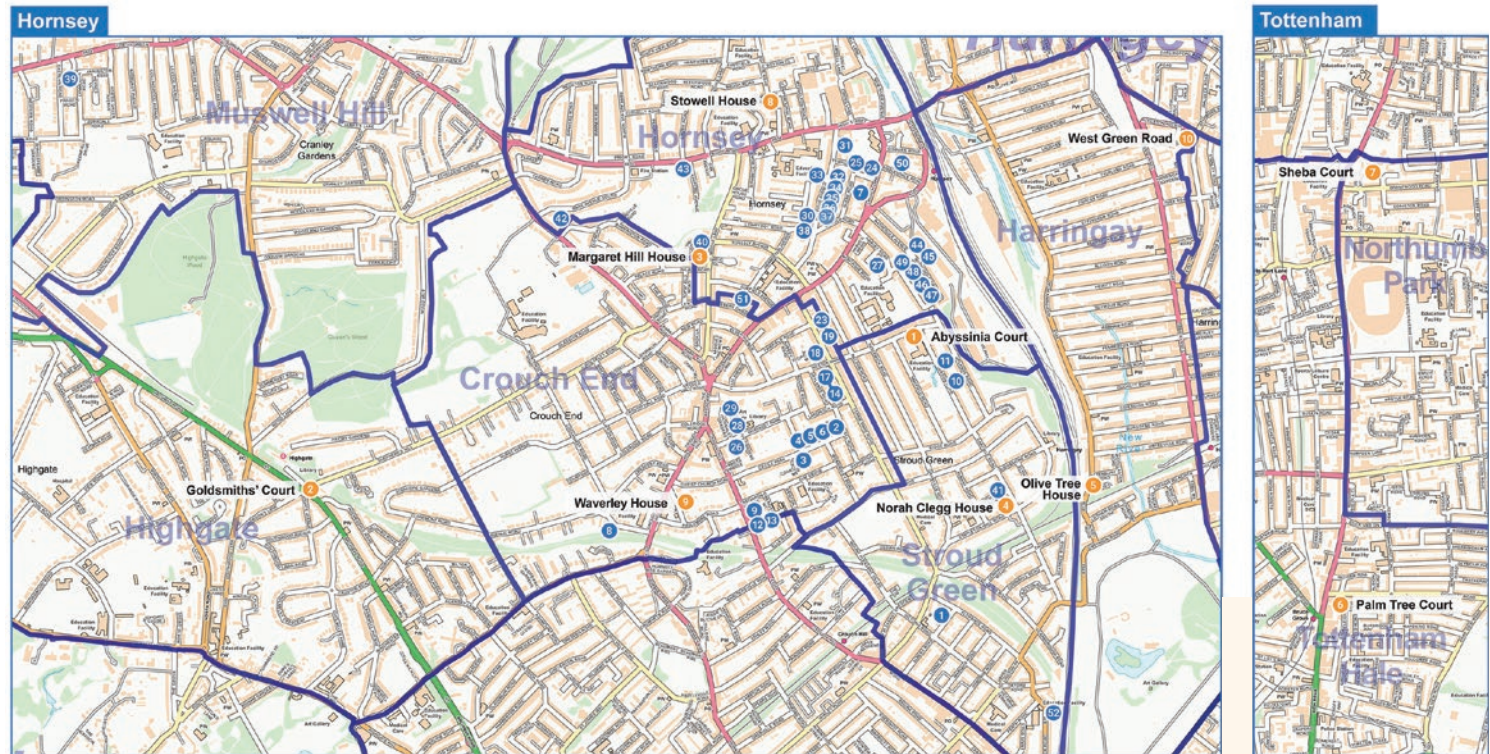
We agreed four shared values that are central to our approach:

- We are caring – in our thoughts and actions
- We are collaborative – in our approach
- We are curious – about ways to improve
- We are committed – to achieving good outcomes

Our homes and neighbourhoods

We own and manage almost 400 homes across Haringey, including converted street properties in our core Hornsey location which are more than 100 years old, as well as more recent sheltered housing developments, built to offer more on-site support to help our tenants to live independently.

Our housing service covers allocations, rent collection, estate inspections, anti-social behaviour, health and safety checks and broader tenant engagement activities. We also provide an enhanced service for those who benefit from wellbeing calls and additional support and assist with measures to help people to sustain their tenancies.



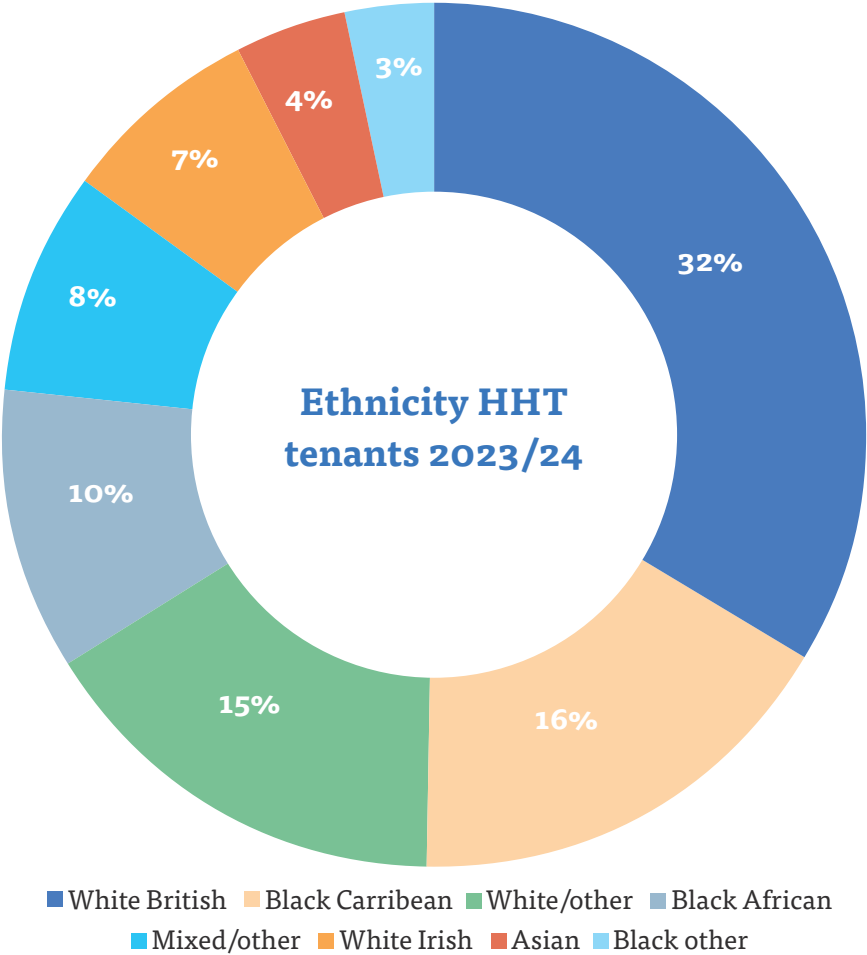
Hornsey Housing Trust properties 2024



Equality, diversity & inclusion

Throughout its history, Hornsey Housing Trust has been home to a diverse and vibrant population, reflecting the diversity of Haringey where we are based. Our new developments and tenant services have embraced diverse cultures in their design and our staff and Board is reflective of our tenant population. In 2023 we updated our Equality, Diversity & Inclusion (EDI) Policy, and our Board nominated Bekah Ryder to be its representative for EDI. Since then, we have started to use the National Housing Federation’s EDI tool to compare our demographic with the wider population.

As we move forward, the Trust is determined to develop its knowledge of tenant diversity across protected characteristics, in order for us to provide a more person-centred service to tenants. We will aim to use our tenancy audits and IT systems to develop a more comprehensive record to highlight both the physical and service needs of each of our tenants.



Tenant involvement

As a small community-based organisation, there are many opportunities for our tenants to be involved: to provide important insight and recommendations for service improvements; to support with decisions on who works with and for us; to celebrate the diversity of our population; to bring skills in volunteering for the Trust; and to be involved in attending and running the many community events that we organise each year.

In 2023/24 we held 98 community events of varying types across our community hubs. These serve to strengthen our community, address loneliness and isolation, promote activity and creativity and enable access to services from other partner organisations in the community.

Our established tenant panel has also met on several occasions to look more specifically at service areas of the Trust which need improvement, where the tenant voice can make a huge difference in raising our standards. We are keen to raise its membership

as we move forward, and ensure that it is representative of our tenant population.

In early 2024 we developed an idea for an Operations/Tenant Services Committee which will be a formal part of our governance structure and bring tenant membership alongside Board members to discuss tenant focused aspects and ensure that we benefit from the perspective of the people whose rent & experience supports the ongoing sustainability of the Trust. We are presently recruiting members to be involved with the Operations Committee.



Operational performance statistics 2023/24

The Hornsey Housing Trust Board reviews our performance on a quarterly basis to maintain scrutiny against the targets we set for letting our homes, collecting income and ensuring that our homes are safe and well looked after. The table below outlines how we have performed in line with our targets for the year, and compared with the previous financial year.

Financial performance £000s	Target	2023/24 actual	2022/23 actual
Rent arrears – adjusted – £ ⁽¹⁾	£127k	£122k	£116k
Rent arrears – % adjusted – % ⁽¹⁾	3.5%	3.8%	3.4%
Rent collection	101%	97.4%	99.5%
Number of voids	37	36	42
Void average re-let time (days)	30	38	35
Void losses	£69k	£92k	£99.6k
Emergency repairs completed within target	90%	84%	99%
All repairs completed on time	90%	81%	92%
Gas Safety Certificate (LSGR)	100%	99.3%	99%
Customer overall satisfaction with new repair – average	91%	91%	90%
Total maintenance and major repairs per unit	£4,439	£4,565	£3,141

⁽¹⁾ Current tenant arrears adjusted for timing differences of outstanding housing benefit and universal credit payments received in early April was £122k. Adjusted arrears take account of housing benefit received in April 2024.

Investing in our existing homes and new homes

In order to keep our properties safely maintained and in good order, we invest each year on safety measures and planned maintenance work to replace components when we need to. We make provision each year to look after the components which relate to gas, electrical, water, fire, asbestos and lifts. We also conduct periodic fire risk assessments on our buildings to look at measures we need to take to improve safety for occupants.

Damp and mould treatment is a health and safety matter of significant importance, and in the year we managed a programme of attending to properties which needed immediate treatment and attention to the underlying causes.

Our planned maintenance programme is informed by the 'life cycle' data we have about our property assets, this should tell us when a component was fitted (i.e. a kitchen, boiler or windows) and when we should expect to replace it. We need to refresh this data with



Meeting with tenants at Palm Tree Court

stock condition inspections from time to time to ensure we make the best use of our budgets. In 2023/24 we fitted 20 new kitchens and 27 new bathrooms to tenants' homes, as well as 22 new boilers. We renewed the intercom systems in 24 street properties and carried out the redecoration of the internal communal areas of two major buildings – Margaret Hill and Abyssinia Court.

We established the baseline for preparing our stock for a decarbonisation strategy by completing 98% of the EPC assessment and the SAP ratings of our homes. Based on the returns from the Energy Performance Certificates

and the SAP ratings, we are able to identify properties that require new windows, and these are included in the replacement programme for 2024/2025. The data is also linked to tackling damp and mould within the stock and we will use this to develop a retrofit strategy and access social housing decarbonisation funding (SHDF) with our partners.

Development of new homes is part of our strategy to improve the quality of our accommodation overall, and in the year we started a project for two new homes and new community hub at Palm Tree Court, Tottenham.

Partnership working

As a small organisation, partnerships can help us to work more efficiently, connect with organisations to support our tenants with complementary services and access funding and opportunities that we might not otherwise secure. Overall, it helps to make our place in the community stronger by raising our own profile and bringing value to others.

As a key community partner, the Trust has continued to develop our relationship with Haringey Council as a purely Haringey housing organisation which accepts Council nominations for new lets of homes. The Council was involved in our 90th celebrations and has helped to promote our new repairs service, as well as involve us in discussions about the future of housing for older people in the Borough. We may also be able to work with the Council on other shared interest projects in the near future, such as decarbonisation and development of new homes.

Hill Homes were founded in Highgate in 1944, by Margaret Hill, the esteemed social reformer who set up the Trust eleven years before. Over the years we have worked independently of each other, but in 2023 we began speaking about ways working more closely together might help each of us. Hill Homes have 66 homes and also provide homes and support for older people, so there is a sound logic to explore partnership working. We have already considered elements of 'back office' functions that we can share and there may also be some scope for joint new local developments of new homes.

The North River Alliance is a partnership of 10 small housing associations in North & East London which enables partners to access Mayor of London funding for the development of new homes. In 2023/24, we secured grant funding for new projects at Palm Tree Court and Sheba Court in Tottenham, and we



anticipate that the partnership will support the development of around 20 more homes over the coming five years.

Our financial performance 2023-24

We can report that we made a surplus of £109k in the year (2022-23 £800k). A summary of the financial results for the 31 March 2024 is shown below:

Statement of comprehensive income	2024 £000	2023 £000
Turnover	4,146	3,808
Operating expenditure	(4,157)	(3,461)
Gain (loss) on disposal of fixed assets: housing properties	134	491
Operating surplus	122	839
Interest and financing	(13)	(38)
Surplus for the year	109	800

Our surpluses help to keep us financially sound which enables us to continue supporting our tenants, improving our services and maintaining and investing in your homes. The surplus will also help fund future investment, including in keeping homes warm and meeting the Government's decarbonisation agenda.

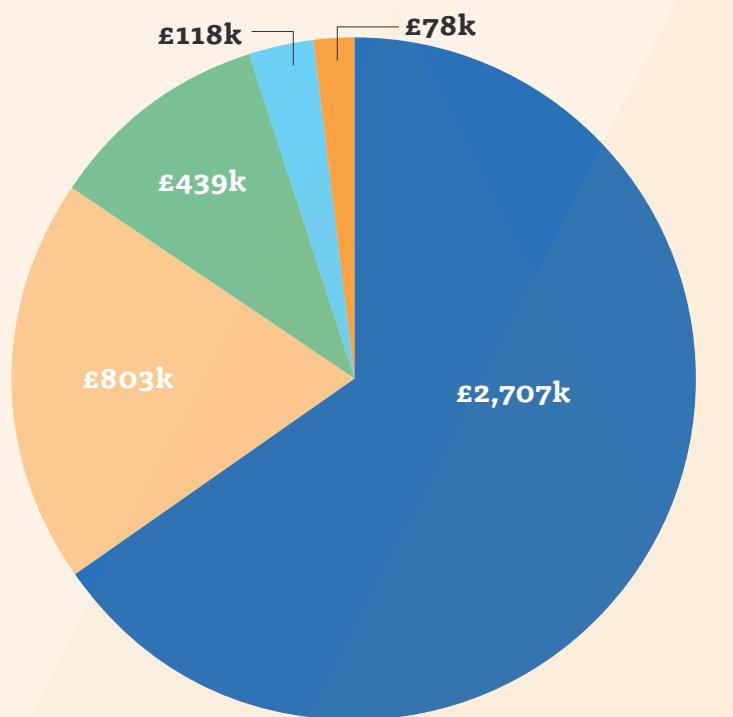
We balance our investment in our stock with delivering our corporate plan to build more homes to help meet the increasing demand for social housing. This helps to ensure that we have homes which are fit for the future and are more adaptable lifetime homes for our older population.

Statement of financial position	2024 £000	2023 £000
Housing properties	22,582	22,843
Other fixed assets	356	339
	22,937	23,182
Current Assets		
Trade and other debtors	588	379
Cash at bank in hand	2,250	2,284
	2,838	2,664
Creditors: amounts falling due within one year	(1,667)	(1,489)
Net current assets	1,171	1,175
Total assets less current liabilities	24,108	24,357
Creditors: amounts falling due after more than one year	(11,850)	(12,122)
Defined benefit pension liability	(528)	(519)
Total assets less current liabilities	11,730	11,716
Capital and reserves		
Called up share capital	-	-
Revenue reserve	11,730	11,716
Total reserves	11,730	11,716

How our income and operating expenditure break down

Our income

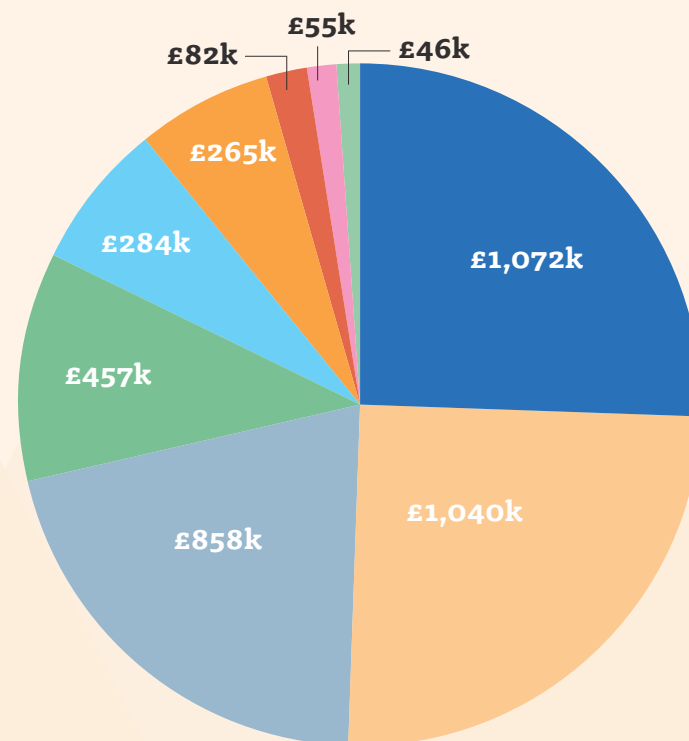
2023/24: **£4.146m** (2022/23: £3.808m)



■ Rent ■ Service charges ■ Amortised social housing grant
■ Enhanced housing support ■ Other income

Our Operating Expenditure

2023/24: **£4.157m** (2022/23: £3.461m)



■ Housing services ■ Routine maintenance ■ Depreciation
■ Planned maintenance ■ Major repairs expenditure ■ Management overheads
■ Care and support expenditure ■ Bad debts ■ Other

About Hornsey Housing Trust

Our Board 2023-24

The Trust's work is overseen by a Board made up of suitably qualified individuals, who give their time and expertise on a voluntary basis. The Board is responsible for making sure that we meet a range of statutory and regulatory requirements.

June Barnes Chair

Dawn Matthews Chair of Nominations
& Remuneration

Ian Roberts Deputy Chair

Anne Waterhouse Chair of Audit & Risk

Jessica Bembridge, Linmora Blair

Matthew Bolwell, Stephen Ross

Bekah Ryder



Our Staff 2023-24

Hornsey Housing Trust employs a team of experienced executives to cover every area of operations.

Christopher Adegoroye Asset Manager

Euan Barr Chief Executive

Mussa Djalo Finance & IT Assistant
(until Feb 2024)

Liz Hanley Executive Assistant

Phil Johnson Head of Housing

Claudia Linden Interim Director of
Finance & IT (from Feb 2024)

Veronica Lindsay Head of Finance & IT
(until Feb 2024)

Casey Masters Admin Assistant

Barbara Moore Housing Support Coordinator

Vishwanee Ramtale Financial Controller

Maria Reyes, Indje Shahin, Samson

Sunmonu and Babs Smith Housing Officers

Tenant involvement 2023-24

Thank you to all tenants who have given their time over the year to support the work of the Trust.

Violet Allen

Andrew Caldwell

Anna Chrysanthou

Phil Dart

Reuben Davies

Sue Dudson

Andy Fletcher

David Hargreaves

Gary Kebworth

Frank Lambie

Paul Little

Ann McMorrow

Dan Stranescu

Goldsmiths Court Residents Association

Also thank you to Margaret Hill House, Abyssinia Court and Palm Tree Court tenants for their involvement in meetings about improvements during the year.

Thank you

We would like to thank all our tenants, partners, local councillors, MPs and staff for all their support throughout the year.

We hope you find this annual report both useful and interesting and we would value any feedback on its contents and how to improve it. If you have any ideas please contact us at admin@hornseyht.co.uk or contact Liz Hanley, Business Support Manager, at LizH@hornseyht.co.uk.



