



Hornsey Housing Trust

Tenant Annual Report 2022-23





Contents

- 4 Message from the Chair
- 5 Message from the Chief Executive Officer
- 6 About Hornsey Housing Trust
- 7 Managing Homes and Neighbourhoods
- 9 Performance
- 10 Operational Performance
- 11 Customer satisfaction
- 12 Tenant Engagement
- 13 Asset Management
- 14 Partnership Working
- 15 Value for Money
- 16 Our Financial Performance
- 18 Our Board and Staff



Message from June Barnes, Chair

Welcome to the Trust's Annual Report to our tenants for 2022/23. I hope you find it an interesting and helpful read



The year was demanding for both you and the Trust. Cost inflation has continued to be high, meaning that costs for virtually everything have risen, affecting your day to day life and stretching the Trust's budgets.

In August 2022 our long-standing Chief Executive, Alwyn Lewis, left the Trust and while we recruited a replacement, Jackie Kelly stood in as our temporary Chief Executive. Our new Chief Executive, Euan Barr, started in February this year with a focus on improving the way we listen to and work with you, the Trust's tenants. The Board remains particularly keen on seeing you take more of a role in our day-to-day decision making. Tenants were involved in the interviews for the new Chief Executive and in 2023 have been involved in: recruiting Board members and new housing staff; recruiting an advisor on improving tenant participation; appointing a new consultancy to support our planned maintenance programme; and recruiting an architect to work on creating design guidelines for the Trust and on new schemes. Tenants are also part of the working party with Board members to establish a new repairs service for the Trust, to commence in 2024.

The Board has continued to ensure the Trust meets its obligations to our tenants, including the requirements of the Regulator of Social Housing and all statutory requirements, while ensuring that we remain financially sound.

We are very conscious that HHT celebrates its 90th anniversary this year and we want to ensure that it remains in good shape to celebrate its 100th anniversary in ten years' time.

A major focus for the Trust over the next ten years is reducing carbon emissions in our homes, as we play our part in addressing climate change. We will be looking at improving insulation and reviewing the way we heat our homes, which should have the added benefit of reducing your heating bills. As we near the end of the hottest September ever recorded we are also mindful of needing to keep our homes cool in the summer and we will be looking at how we can tackle this.

To mark the Trust's 90th anniversary, we are publishing a book authored by our former Chair Rosie Boughton, which will look at the first 90 years of the Trust and look ahead to the future. We will hold a celebration event in November at Margaret Hill House in the company of Catherine West MP and I hope to see many of you there.

Finally, I would particularly like to thank all those tenants who have given time over the last year to help us improve our services along with the staff and Board members. ◆

June Barnes
Chair of Hornsey Housing Trust

Message from Euan Barr, Chief Executive

I was appointed as the new permanent Chief Executive in November 2022 and began in the role in February 2023, as the period which this report covers drew to a close



My immediate priority was ensuring that we improved the way we listen to, learn from and involve tenants in decision making, implementing the important work of our Tenant Engagement Strategy of 2022. It has been a pleasure to work with tenants across a range of service areas and see our new tenant panel forming with the help of the TAROE Trust. As we look forward, I am keen to embed this way of working, and our ambitions for community hubs in our sheltered developments should also really help to bring it to life.

Building safety is another area of primary importance. In the past year we have focused a lot on damp and mould cases and ensuring we are proactive in dealing with them and preventing future problems and associated health issues where possible. Alongside that has been the important work done on fire safety to ensure we follow the recommendations of our fire risk assessments and new safety regulations.

Cost of living challenges increased for many Trust tenants in the year and we directed more attention to communication on helping people to face these difficulties, as well as joining up with some other small housing associations to provide extra benefit advice support via our tenancy sustainment project for vulnerable tenants.

Turning to repairs, although it is positive to

see that the number being completed on time improved from the previous year, the current arrangements will end in 2024, and we are looking forward with a focus on returning the service to the direct control of the Trust and returning to the more personalised and community-focused service which we once had.

Planned investment in the quality of our homes continued in 2022/23, and the additional dimension of energy efficiency and 'decarbonisation' is something we have been planning for, with increased targets for reducing the climate change impact of our homes.

The Trust is also keen to provide new homes where possible, to meet the shortage of genuinely affordable accommodation in our expensive location and to replace uneconomical older homes with better ones. In the year we progressed our planning application for Palm Tree Court for two new homes and a new 'Hub' space.

Many thanks to everyone for their commitment and hard work over the 2022/23 year and I now look forward to developing our partnership with tenants – working together for a healthy and happy Hornsey Housing Trust. ●

*Euan Barr,
Chief Executive*

About Hornsey Housing Trust

The Trust is an independent, registered provider of housing and we operate entirely in the London Borough of Haringey, providing homes and support for older people. We have 391 properties within Hornsey, Crouch End and Tottenham areas of North London.

In 2023 we celebrate 90 years of working in the local area to improve housing conditions and provide genuinely affordable homes with access to support for those who need it.

Our strategic plan

Our current five-year strategic plan has completed its fourth year and during 2022-23 we continued to focus on our core objectives to be Smarter, Better and Stronger. For the Trust this means an emphasis on tenant voice and involvement across all service areas, ensuring our homes are affordable, healthy and safe to



live in, are well-maintained for the long term and that we look at opportunities to provide new homes where older ones are becoming unsustainable. As a small organisation, ensuring we remain financially viable in the face of increasing cost pressures remains a primary aim.

Highlights for 2022/23 The key highlights for the year included:

- Completing our new tenant engagement strategy and starting to have more meaningful involvement of tenants in running the business
- Working collaboratively with the Housing Ombudsman on our complaints processes, to ensure we reflect properly on service failure experiences and learn from them
- Refining our health & safety compliance processes and setting up a system to track and address any issues of damp and mould in our properties
- Completing a stock condition survey of our properties and collecting energy rating data, to allow us to plan for decarbonisation improvements to our homes
- Completing a £5m loan with Lloyds Banking Group, to support future development and our asset management strategy to invest in our existing homes
- Investing in new lifts, boilers, kitchens, bathrooms and decoration throughout our properties
- Planning consent for some new homes and better communal space at our Palm Tree Court sheltered development, using redundant commercial space
- Tackling the cost of living crisis by supporting tenants with our tenancy sustainment project

Managing homes and neighbourhoods

The Housing Services team was led by the Head of Housing and six officers who delivered services to our tenants and managed the Trust's 391 properties. The team provides support to our older tenants, as part of the enhanced housing management services at our sheltered schemes. We also provide traditional housing management in our general-needs properties and additional support where needed. In addition, our partners Vibrance and Metropolitan Thames Valley Housing Association provided supported housing services at our schemes at Sheba Court and West Green Road.



Who lives in our homes?

Sheltered housing

average age 75
137 flats in our seven sheltered and supported housing blocks

Supported housing

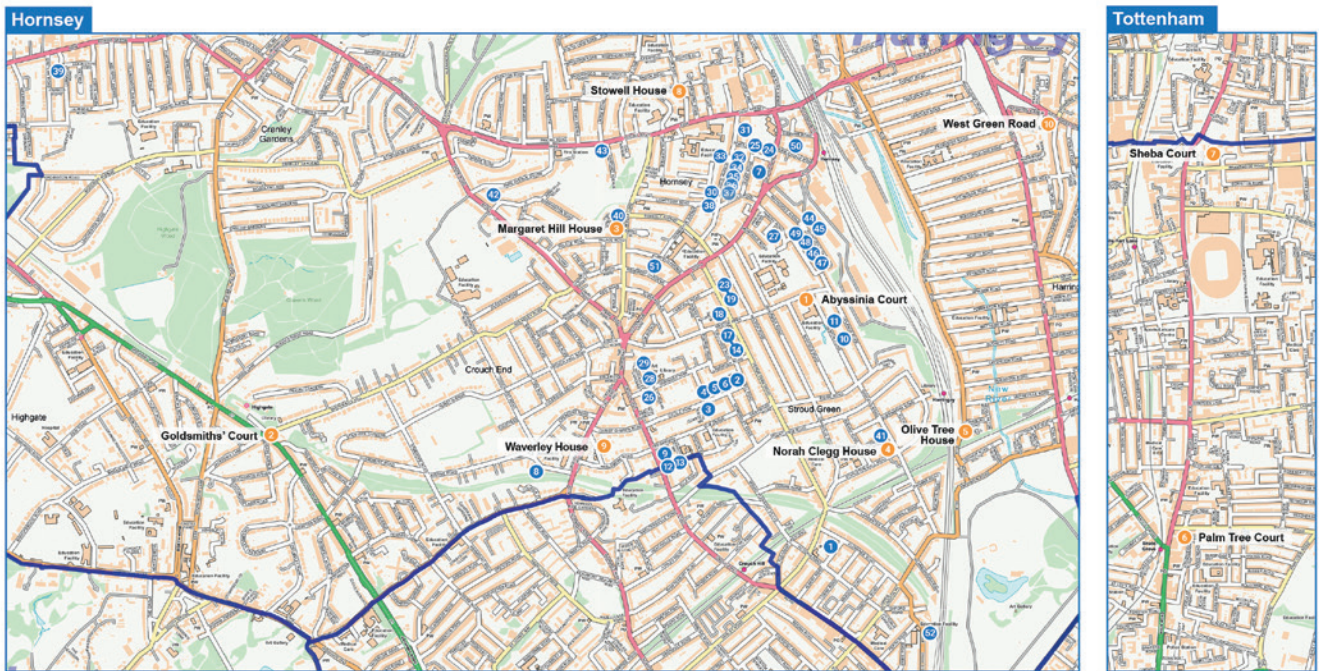
average age 45
22 flats in two supported blocks for young people with mental health and learning difficulties

Street properties

average age 65
232 flats in 58 properties mostly in N8, Hornsey and mainly one-bedroom flats

The Housing Services team provided services to our tenants in line with our responsibilities as a landlord and the tenancy agreements. It also managed rent collection, dealt with anti-social behaviour, complaints, health and safety and assisted with reporting and following up on repairs for vulnerable tenants. Importantly the team continued in supporting tenants with wellbeing calls and visits, especially with the cost of living and energy crisis, the latter especially important due to the vulnerability of many of our tenants. ●

Managing homes and neighbourhoods (cont.)



Hornsey Housing Trust properties 2023

Maximising tenant income

With growing concern about the cost of living and energy crisis, we entered into a tenancy sustainment partnership agreement with three other Housing Associations, recruiting a Tenancy Sustainment Officer to help people to access benefits including hardship funds and signposting to debt advice agencies, charitable bodies and foodbanks.

The Tenancy Sustainment Officer was successful in maximising tenants' income through bereavement support funds, Pension Credit, Personal Independence Payments, State Pension, Spouse Pension, Attendance Allowance, Housing Benefit and Universal Credit claims and assisting tenants with their utility bills.

Dealing with complaints and anti-social behaviour

During the year we managed complaints, anti-social behaviour and dealt with cases of unauthorised occupancy and overcrowding in some of our properties. We tried to resolve these matters amicably, explaining rights and obligations of both tenants and landlords and using mediation and the Haringey Noise team. In extreme cases we occasionally had to involve the police or courts. These instances are few, but they do take significant resources to resolve and can limit our ability to support other tenants. We plan to look at lessons learnt and improve service delivery. 🟡

Performance

Our tenants, our board, our staff

- We welcomed 25 new tenants, mainly nominated by Haringey Council.
- 32 properties, 10% of our properties, were let at some point in the year with five HHT tenants moving due to their circumstances and low care needs
- Staff turnover reduced compared to the previous year with one member of staff from the housing and support services team leaving.

Supporting tenants through the cost of living and energy crisis

- HHT provides 'low care' support services to our older tenants enabling them to live independent, safe and fulfilling lives in their communities.
- Sheltered housing: The Enhanced Housing Management Service is led by the Housing Support Coordinator and three Support Service Officers who work at five sheltered schemes and we also have two supported housing schemes. The team carry out daily wellbeing and social calls, prepare independent living plans, and undertake personal and communal health and safety checks and tenancy audits. They also promote tenant engagement to improve mental health and prevent loneliness and isolation.

During the cost of living and energy crisis the team contacted tenants via phone, email and letter to find out how tenants were coping and HHT staff could help. HHT shared with tenants different incentives available through the government grants and tips on how to save energy. We also promoted 'warm rooms' in our communal areas to help save individual energy costs.

- Street properties: Our Housing Officers and Support Services Officers support general-needs tenants with benefits advice, undertake tenancy audits, communal inspections and deal with anti-social behaviour and complaints. They also provide advice on housing and other benefits available through partnership working.
- Partners in the Community: We work with Befrienders, Haringey Community Connectors, Haringey Connected Care Services, Haringey Housing Related Support, Hornsey Parochial Charity, Friends of the Elderly, Tottenham District Charity, Haringey Support Fund, London Fire Brigade Service, TPAS and foodbanks.
- Partnerships in Housing: To share good practice we work with G320 smaller housing association group, North River Alliance and other Housing Associations, the Acuity Benchmarking Group to benchmark and National Housing Federation to improve our services. 🍷



Operational performance

We regularly review and monitor operational performance against agreed targets to help us deliver better services. Some of the key measures are show in the table below:

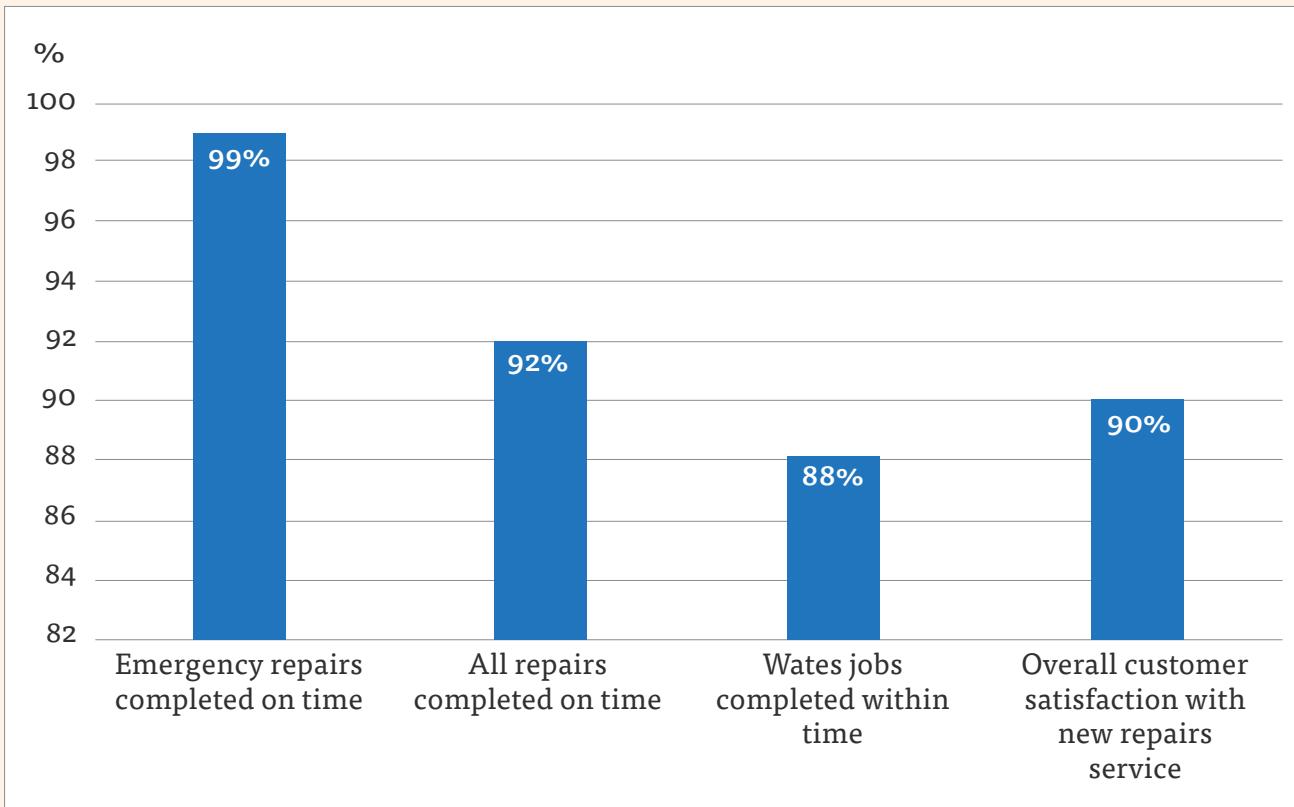
Financial Performance £000s	2022/23 Target	2022/23 Actual	2021/22 Actual	How we are doing
Rent Arrears – adjusted – £ ⁽¹⁾	£115k	£116k	£116k	☹️
Rent Arrears % adjusted – % ⁽¹⁾	3.5%	3.4%	3.5%	😊
Rent Collection	101%	99.5%	101%	☹️
Number of voids	42	42	47	☹️
Void Average re-let time (days) ⁽²⁾	30	35	46	☹️
Void losses excluding long-term voids	£110k	£99.6k	£103k	😊
Emergency repairs completed within target	90%	99%	100%	😊
All repairs completed on time	90%	92%	72%	😊
Gas Safety Certificate (LSGR)	100%	99%	97%	☹️
Customer overall satisfaction with new repair	90%	90%	86%	☹️
Total maintenance and major repairs per unit	£2,935	£3,141	£3,216	☹️

(1) Current tenant arrears adjusted for timing differences of outstanding housing benefit and universal credit payments received in early April was £116k. Adjusted arrears take account of housing benefit received in April 2023 and adjusted for rents relating to the first few days of 2022/23.

(2) Excludes long term voids.



Customer satisfaction



Looking ahead, Hornsey Housing Trust is carrying out a comprehensive tenant satisfaction survey in 2023, in line with the requirements of the Regulator of Social Housing.

Hornsey Housing Trust’s team works with tenants during the year by encouraging tenant-led activities, a weekly café, website usage, new volunteer groups, tenant participation and other new activities for tenants. This gives us another opportunity to talk to tenants about a variety of issues, concerns or good news stories. 🍷



Tenant engagement

Tenant activities

HHT believes that providing a range of activities for our tenants improves mental health and wellbeing and prevents loneliness and isolation.

We were pleased to be able to organise summer barbecues, a Wednesday café with food and activities, Christmas meals, tenant-led exercise classes and film clubs. In October we celebrated Black History Month at Abyssinia Court Café.

Although we were not able to hold our usual Christmas lunch for tenants due to extreme weather, we did deliver a Christmas meal to tenants that had planned to attend the Christmas event at the Hornsey Vale Community Centre.

I like that The Trust has a great cultural mix and a positive approach to diversity

I am always grateful for HHT



Tenant Engagement Panel

Hornsey Housing Trust shared our Tenant Engagement Strategy with all tenants. This set out how tenants' voices can be heard, to promote opportunities for tenants to shape services and to keep tenants informed. Several tenants have shown an interest in being more directly involved in influencing our decision making, which we will take forward in 2023/24. We are keen to develop this process in partnership with tenants.

The Strategy seeks to embed an inclusive, accessible, involvement culture. It uses traditional and innovative methods to increase the opportunities for tenants to become more actively engaged and influence HHT's services and standards.

Following a procurement exercise with HHT staff and four tenants, Hornsey Housing Trust selected Tenant and Resident Organisation of England (TAROE) to establish a tenant's panel. In 2023/24 the Panel and HHT are keen to increasing its membership from four tenants and ensure we have good representation across our tenant base. 



Asset management

Health and safety of our tenants remains top priority for Hornsey Housing Trust. To this end, we carried out Fire Risk Assessments to all converted street properties and to all our blocks and schemes. There were many recommendations in the reports and we are happy to report that actions have been taken on all of the recommendations.

The majority of the actions are housekeeping, such as not propping open communal doors, or leaving combustible items in the communal spaces. We continue to encourage our tenants to ensure communal spaces are clear of these items and that tenants report any repair to the self-closing device that is fixed on their flat doors.

We continue to anticipate actions in response to the high cost of heating and warmth in our homes. We have commissioned Energy Performance surveys to all properties in our stock. This will give us an insight into properties that are performing less than our target 'C' rating in terms of their energy efficiency. It will inform steps we must take to improve ratings, such as investment in insulation, new windows, new thermostats, valves on radiators or LED lighting.

Investment in these will improve the energy efficiency of the properties and lead to a reduction in energy consumption, which should be reflected in the bills that tenants pay, as well as lowering our carbon footprint.

One of the major issues in the social housing sector over the past year is the impact mould and damp has on the health and wellbeing of people that live in properties. Hornsey Housing carried out an audit of its properties where

Asset investment

Boilers: During the year we replaced 17 boilers and fitted new radiators at many of our properties to enable heating systems to perform optimally.


Kitchens and bathrooms: As part of our planned investment programme, 11 bathrooms and ten kitchens were slated to be replaced during the financial year, although the project started late in the financial year and was completed by May 2023. We are committed to continue investing in the quality of our properties, and this type of investment will continue in the coming years in line with our 30-year programme.

Lift renewals: We began a project in 2021 to renew four lifts: two at Abyssinia Court, one at Margaret Hill House, and one at Hillfield at a cost of £435,000. These lifts were no longer economical to run and the new lifts will provide tenants with a better service for years to come. The lift renewal project completed in June and September 2022.

Tenants reported high satisfaction with the new lifts, especially where we had provided a safe and comfortable seat inside the lift, to offer tenants a seat whilst travelling up and down to their floors.

damp and mould had been reported since 2020.

We revisited those properties and carry out new inspections to verify that the issue had been dealt with properly and, if not, authorised mould and damp treatment to all the properties identified in the report. We also issued articles in our newsletter asking tenants to contact us if they have mould and damp in their homes so we can respond and treat.

We also carried out several major repairs involving leaking roofs and renewed roofs at certain properties. 

Partnership working

Newlon and Wates day-to-day repairs

The partnership with Newlon Housing Association continued in the year 2022/23, with Wates delivering the responsive repairs on behalf on Hornsey Housing Trust.

We had discussions with Newlon and repairs company Wates to attempt to improve performance in the repairs service. We put targets in place to verify improvement and established regular performance meetings and reports. A busier year for the service, there was an average of 33 repairs logged per week, an increase compared to 2021/2022 when we averaged 22 repairs per week.

Number of jobs logged	2022/23
Wates Contractors	1103
Other Contractors	624
Total	1727

In recognition of the urgency for service improvements, we have introduced independent contractors to support Wates especially in carrying out roof repairs, damp and mould work, some plumbing works and also to manage certain void properties.

Pinnacle partnership

Pinnacle provides support to manage and coordinate our health and safety compliance activities. This means a single point of contact to between Hornsey Housing Trust and many of our partners such as Purdy, ADT and others to make reporting easier. Pinnacle also provides health and safety advice on current practice and regulations as it relates to building safety and compliance.

Purdy – gas contractor

Purdy's performance improved in 2022/2023 financial year. They responded to and completed 320 jobs issued. The main area of activity every year is annual gas safety tests. We are able to achieve 98.8% of gas tests carried out within due date. Our target here is 100%. This is a key health and safety compliance area for the Trust, so we appeal to tenants to always ensure you provide access and confirm appointments with Purdy to do the annual gas safety tests to keep your household safe.

Description	How we are doing	2022/23 Actual	Target
Emergency repairs completed within target	☹️	99%	100%
All repairs completed on time	😊	92%	90%
Gas Safety Certificate (LSGR)	☹️	98.8%	100%

Works on void properties

When properties become empty (void) they may require significant works, where tenants had lived in them for many years. We have consistently aimed at cutting down on time it takes to reduce turnaround of void properties into fit to let properties thereby reducing number of weeks the property is empty.

We enlisted support from an independent contractor to support voids and deliver the empty properties in a matter of days not weeks. This led to a reduction of void rent loss, improved our ability to offer new homes to people on the homeless list in Haringey and assisted us to carry out urgent internal transfers.

Value for money

We are committed to improving customer satisfaction levels, delivering quality, value- for-money services and maintaining and investing in our homes. Delivering Value for Money (VfM) is key to the Trust's success and delivery of its corporate plan.

The table below measures a number of areas which the Regulator of Social Housing expects Housing Associations to measure and reflects the financial health of the Trust and its growth aspirations. ◆



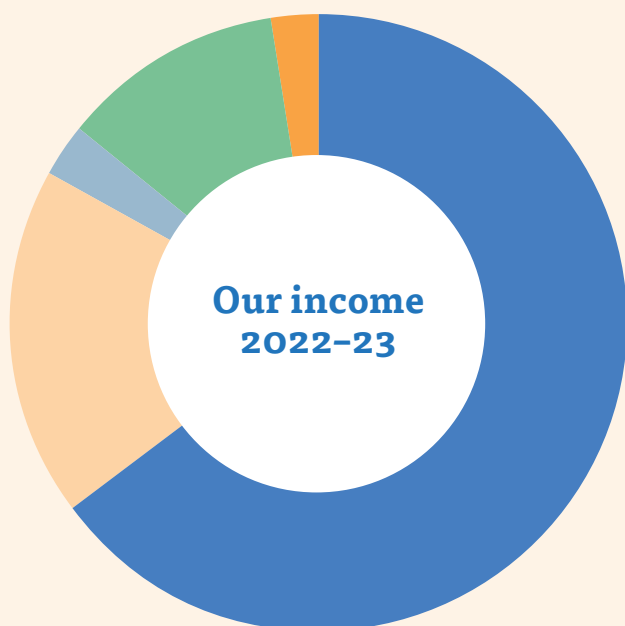
Description /measure	Target Budget 2022-2023	Actual 2022-2023	Actual 2021-2022	Change from last year	Peer Group Median-HoP-2022 ⁽¹⁾	Regulator of Social Housing Metric reference ⁽²⁾
Business Health						
EBITDA MRI interest cover ⁽³⁾	1137%	1189%	1475%	↓	146%	4
Operating margin % social housing lettings only	5.2%	7.9%	6.3%	↑	16.1%	6a
Operating margin % overall	6.9%	9.6%	8.4%	↑	13.4%	6b
Growth						
New supply delivered – social housing homes	0.0%	0.0%	0.0%	↔	1.0%	2
New supply delivered – non-social housing homes	0.0%	0.0%	0.0%	↔	0.0%	2
Gearing %	(3.1%)	(5.0%)	(3.9%)	↑	43.2%	3
Headline social housing cost per unit £	7,974	8,327	7,283	↑	5,770	5
Asset Management						
Return on Capital Employed (ROCE)	2.8%	3.5%	1.8%	↑	2.6%	7
Growth						
Reinvestment % Development	1.9%	1.9%	1.0%	↑	4.5%	1

(1) Peer Group Median HoP - Housing for older People metric from the Regulator of Social Housings' Value for Money metrics and reporting 2022 – Annex to 2022 Global Accounts

(2) Regulator of Social Housing Metric reference – this is defined by the Regulator of Social Housing .

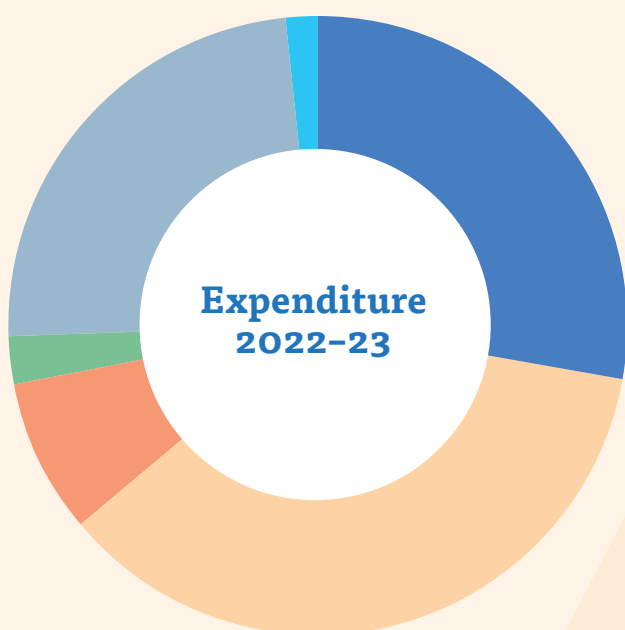
(3) EBITDA MRI - Earnings before interest, tax, depreciation, amortisation, and major repairs investment.

Our financial performance 2022-23



- **Rent £2,473k**
(2021-22: £2,359k)
- **Service charges £693k**
(2021-22: £669k)
- **Enhanced Housing Support £111k**
(2021-22: £111k)
- **Amortised Social Housing Grant £439k**
(2021-22: £439k)
- **Other income £92k**
(2021-22: £79k)

Total income - £3,808k
(2021-22: £3,687k)



- **Housing Services £969k**
(2021-22: £915k)
- **Maintenance £1,242k**
(2021-22: £1,278k)
- **Management overheads £284k**
(2021-22: £237k)
- **Housing Support £81k**
(2021-22: £76k)
- **Depreciation/Loss on disposal of assets £828k**
(2021-22: £879k)
- **Bad debts £56k**
(2021-22: £31k)

Total expenditure - £3,461k
(2021-22: £3,416k)

We are pleased to report that we made a surplus of £684k (2021-22 £497k), after taking into account actuarial loss on pensions of £116k. A summary of the financial results for the 31 March 2023 is shown below:

Statement of comprehensive income	2023 £000	2022 £000
Turnover	3,808	3,687
Operating expenditure	(3,460)	(3,416)
Surplus on the sale of fixed assets - housing	491	166
Operating surplus	839	437
Interest receivable and other income	13	0
Interest payable and similar charges	(51)	(49)
Surplus for the year	800	388
Actuarial (loss)/gain on defined benefit pension scheme	(116)	109
Total comprehensive income for the year	684	497

Our surpluses helps 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 Governments 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 and ensure we have homes that are fit for the future, more efficient lifetime homes for older people.

Statement of financial position	Mar-23 £000	Mar-22 £000
Housing properties	22,843	23,138
Other fixed assets	339	365
Tangible fixed assets	23,182	23,503
Trade and other debtors	379	245
Cash and cash equivalents	2,284	1,947
Current assets	2,663	2,192
Creditors due within one year	(1,489)	(1,461)
Net current assets	1,175	731
Total net assets	24,357	24,234
Creditors due after more than one year	(12,121)	(12,708)
Defined benefit pension liability	(519)	(495)
Total net assets	11,716	11,032
Called up share capital	-	-
Revenue reserve	11,716	11,032
Total capital and reserves	11,716	11,032

About Hornsey Housing Trust

Our Board 2022/23

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

June Barnes

Chair

Ian Roberts

Deputy Chair

Linmora Blair

Board Member

Dawn Matthews

Board Member

Stephen Ross

Board Member

Bekah Ryder

Board Member

Anne Waterhouse

Chair of Audit & Risk

Our Staff 2022-23

Alwyn Lewis (Chief

Executive, retired Jul 2022)

Jackie Kelly (Interim Chief

Executive, Oct 2023-Feb 2023)

Euan Barr (since Feb 2023)

Chief Executive

Veronica Lindsay

Head of Finance & IT

Phil Johnson

Head of Housing

Christopher Adegoroye

Asset Manager

Liz Hanley

Executive Assistant

Vishwanee Ramtale

Management Accountant

Mussa Djalo

Finance Assistant

Barbara Moore

Housing Support Coordinator

Indje Shahin

Support Services Officer

Samson Sunmonu

Support Services Officer

Kimberley Antoine

Support Services Officer

Vicky Laker

Housing Officer


Tennicia Cameron

Housing Support Officer



Thank you

We would like to thank all our tenants, partners, local councillors, MPs and staff for all their support throughout the years and look forward to celebrating our 90th Anniversary with you in 2023.

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 the Head of Housing, Phil Johnson, at PhilJ@hornseyht.co.uk or Liz Hanley, Executive Assistant, at LizH@hornseyht.co.uk. 





Contacts

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