

Annual Report for Tenants 2020–21



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Message from June Barnes, Chair

Welcome to the annual tenant report, which I hope will give you an overview of the Trust from April 2020 to March 2021 focusing on our performance on providing services to you, our finances and our current activities and plans. The Trust provides homes for over 400 people in Haringey and our aim is that you, our tenants, as far as possible, can live safe, independent and happy lives.



The past year has been a challenging time for you, as it has mainly been spent in some form of lockdown as a result of Covid-19. We have focussed on ensuring you are safe and get the help and support you wanted, while meeting the government's requirements.

We were also concerned that our maintenance services should continue as normally as possible.

In the early part of the lockdown our service providers Newlon Housing Trust and Wates focussed on any urgent repairs and gradually returned to providing a normal repairs service.

The work of the Trust is overseen by a Board of Management, 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. During the last year we carried out a review to check that we met our regulatory obligations. While there were no major concerns, there were a number of improvements we needed to make and which are currently being delivered.

We are also responsible for making sure the Trust

is financially sound so we can continue to exist. As we are a charitable housing association any surpluses we make are invested in providing services to our tenants, maintaining our existing homes and providing new homes. Last year we made a surplus of £468,000 on a turnover of £3,614,000. Our focus for the coming year is to:

- Review the way we involve you, our tenants, in making decisions that affect you, to ensure we listen carefully to your feedback and act on what we hear.
- Respond to the new fire and safety requirements being introduced as a result of the tragedy at Grenfell Tower. We don't have any high-rise buildings but are committed to taking on board the lessons learnt. We have already made a number of improvements to our homes to increase their fire safety.

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Message from June Barnes (continued)

- To continue to provide much needed new homes for older people from Haringey and to replace some of our homes that are in poor repair and expensive to look after while ensuring any tenants affected are rehoused in a new home that they like.

This is the first time we have produced an annual report for tenants and we would

value any feedback from you on the report, so please do contact us with any comments you may have either by talking to a member of staff or emailing admin@hornseyht.co.uk

I would also like to wish you a happy and healthy 2022.

June Barnes,
Chair of Hornsey Housing Trust



Tenants singing at the Black History event at the Abyssinia Court café last year

Message from Alwyn Lewis, Chief Executive

I am delighted to have this opportunity to tell you about the important work the Trust has carried out during 2020–21.

This report shows you how we have performed and aims to help you better understand the important work the Trust does, and how we do it.

The report covers a full year of living and working during the Covid pandemic. We have supported our most vulnerable tenants by providing essential and emergency welfare services, co-ordinated by the Housing Services Team, in collaboration with volunteers from Active Age Crouch End (AaCE). We made daily wellbeing and support telephone calls to all our sheltered tenants and the most vulnerable of our tenants living independently in street properties. This enabled us to provide further support, including undertaking shopping and planning with local pharmacies for the supply and delivery of medication.

Adapting to digital and remote working brought both challenges and benefits, and we have looked to respond with agility and focus. We have continued to provide services that aim to meet the needs of you, our tenants.

In taking this approach, as a small local housing association, we have further improved our understanding of your needs and concerns. As we come into a new post-pandemic world,



we are listening to your feedback as we shape our services to meet the needs of our most vulnerable tenants.

We are continuing to invest in and transform our services, by thinking about the use of IT and technology for what we need for today and tomorrow, ensuring our staff have the tools to provide excellent services.

Our actions over the past year

include:

- In July we let the remaining five homes of our latest development programme and welcomed our new tenants
- We considered the implications of the key changes proposed in the Social Housing White Paper, especially in relation to building safety, complaints, and tenant engagement. We are currently refreshing our approach to tenant engagement and will share our initial thoughts with you early in 2022 for your comment and input. This report is part of our work in this area
- We continued to focus on three key areas relating to your health and safety, namely: fire safety, water management and gas.
- We had our complaints policy externally assessed and reviewed to reflect the Housing Ombudsman's new complaint handling code

Message from Alwyn Lewis (continued)

Newlon Housing Trust, in partnership with Wates plc, has continued to deliver our day-to-day maintenance service and their performance during the year has been very good, with 96% of all repairs completed on time. We continue to monitor how the service is being delivered, including feedback from you to address any issues.

We remain committed to maintaining our existing properties in good repair and developing new homes for social rent. To meet this ambition, we will continue to re-invest our available finance in maintaining our existing homes and developing new homes. We will also be seeking further secure and safe bank borrowing over the coming year and additional grant funding to provide much

needed new homes for residents of Haringey.

We know that it is only with the commitment of our staff and Board that, together with the support of our tenants and stakeholders, Hornsey Housing Trust will continue to remain strong, resilient, and adaptable in the face of the challenges and uncertainty in wider society.

I hope this report provides you with an insight into our finances and what we have achieved at Hornsey Housing Trust. More importantly it celebrates what we have done well and how we are able to respond to the changing needs of our tenants in the future.

Alwyn Lewis,
Chief Executive, Hornsey Housing Trust



About Hornsey Housing Trust

We are a small housing association, set up in 1933 by Margaret Hill, and managing 394 homes, mostly within the Hornsey and Crouch End areas of North London. Since 2019, we have created 20 new homes and continue to focus on improving the quality of life for our tenants and older neighbours.

134

flats in our seven sheltered housing blocks

239

flats in 60 properties mostly in N8 and mostly one bedroom

22

supported flats for young people with learning difficulties and mental health issues between two housing blocks

Who lives in our homes?

Sheltered housing

average age 76

56% female

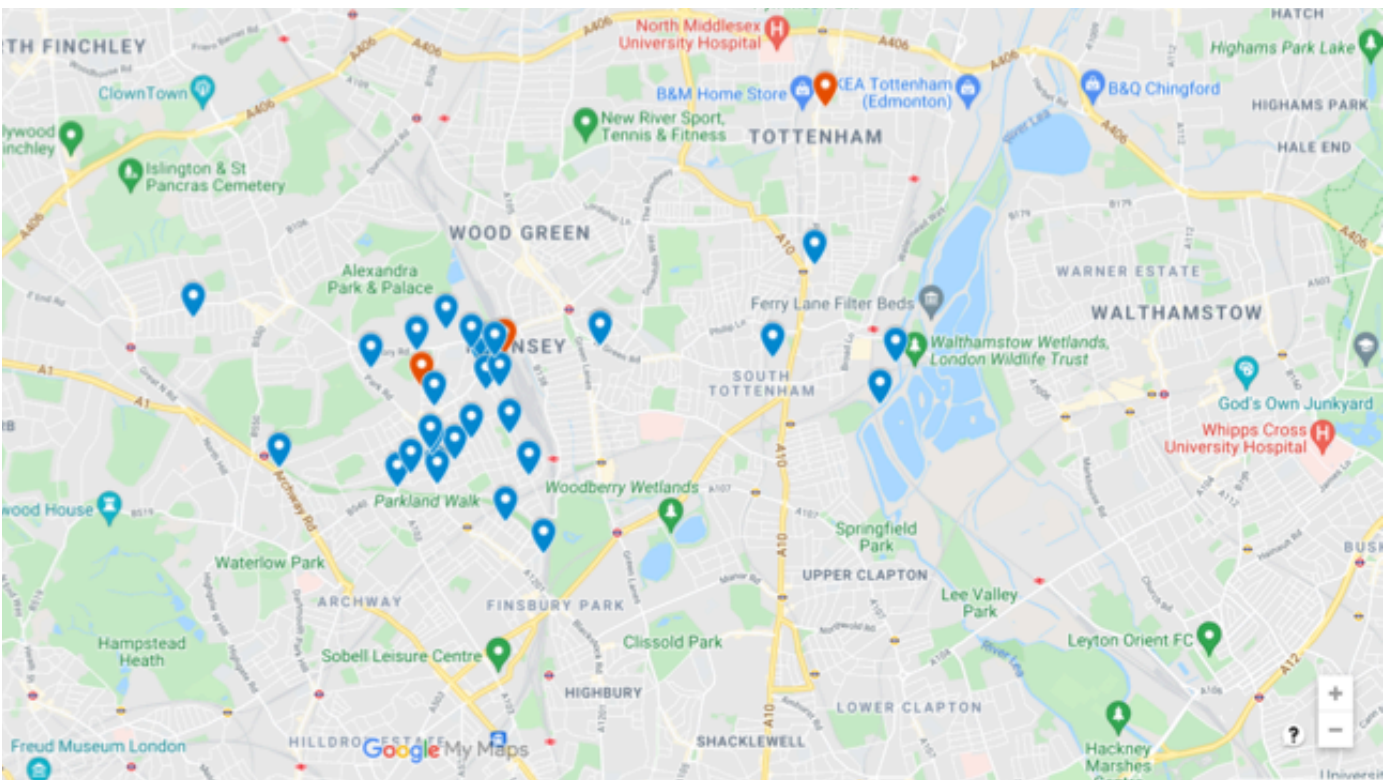
44% male

Street properties

average age 65

48% female

52% male



Our values & objectives

Our values

In all our dealings with everyone we work with, we will:

- Act with integrity
- Always engage with tenants and put their needs at the forefront of our work
- Be creative and innovative in our thinking and how we use our resources
- Be agile and collaborative in providing improved services
- Commit to doing our very best for the people we serve



Our Objectives

Our 2019–2024 five-year business plan puts together a framework of achievement taking us through to the 90th anniversary of the Trust and beyond. The framework is reviewed annually to ensure that we remain on track and are well placed to respond to future opportunities and challenges.

The core objectives which overarch the business plan are: **Smarter, Better and Stronger**.

Objectives	Definition	Success measure
1. Smarter	Capitalise on the advantages of remaining independent, though small; and minimise the disadvantages	Clearer and smarter systems and processes to provide improved value-for-money services to our tenants
2. Better	Continually improving the quality of our housing stock and of our services to tenants, providing homes that people want to live in	Maintaining our already high level of tenant satisfaction by improving our understanding of our tenants, and our engagement with them, especially those in our street properties
3. Stronger	Growing in size, while adapting to the changing needs of our tenants	Achievement of growth over the next five years, and the replacement of some of our older, least popular housing stock with newer, better designed housing

Social events

When during the easing of lockdown restrictions in 2021 we helped our tenants to once again come back together. We were able to organise summer barbecues for our schemes and we reopened our Wednesday café, with food and activities.



Performance and standards

Satisfaction with services

The tenant survey which took place in the summer 2021 highlighted that the three most important aspects you want to be involved in are:

- Asset management and the repairs service
- Value for money
- Overall quality of your homes

Taking everything into account, **80%** of you were satisfied with the overall service provided by the Trust, and **82%** said they would recommend the Trust to a friend

Managing our business

- On average, over the last three years the Trust has had 25 empty properties each year, which is within our annual budget
- Empty properties often need significant works because tenants have been living in these properties for a long period
- The current problem with materials/ costs of materials/labour shortages have an effect on the time taken to make properties ready to move into
- Most new tenant nominations for the Trust come from Haringey Council. Other housing associations also provide nominations

69%

of tenants said they last contacted the Trust by phone

74%

said the last person they spoke to was helpful

59%

said they last contacted the Trust regarding repairs, 16% regarding their rent

70%

said they were satisfied with their last contact with the office

32%

said they were last in contact with the Trust within the last month, 41% in the last year

51%

said they had access to the internet

80%

said they were able to make a repairs appointment

47%

of tenants said they would like to be part of the summer BBQ and Christmas events, and 28% would like to be part of exercise classes and surgery advice sessions

89%

said the quality of the repairs was good

Supporting tenants

- HHT provides ‘low care’ support services to our older tenants. Everyone should have safe and secure homes, allowing them to live independent and fulfilling lives in their chosen communities. In a difficult year, we committed extra resources to providing support for our tenants
- Sheltered housing: Led by the Housing Support Coordinator, three Support Service Officers work between five sheltered and supported housing blocks, carrying out daily wellbeing and social calls, Health and Safety checks, support plans and tenant engagement
- Street properties: We have a Housing Officer and Housing Support Officer
- We work with AaCE, Befrienders and Haringey Connectors

Managing through Covid-19

- We made regular wellbeing calls to our sheltered and street property tenants to

find out how they were managing with the changes and restrictions

- We carried out grocery shopping for the most vulnerable of you until we were able to set up community support groups. We also engaged with the local shops in N8 and set up a delivery system for some tenants
- We set up local volunteer groups

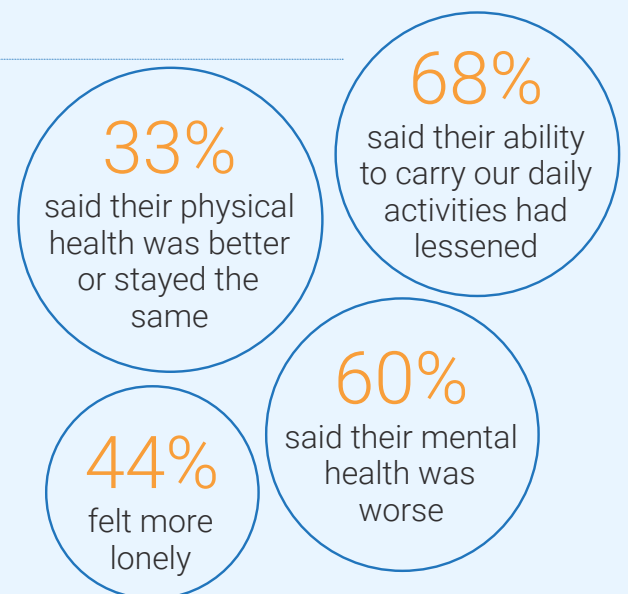
Engaging with tenants: tenant activities and tenant voice

- We have agreed actions for our Tenant Engagement Strategy, following the Government White Paper and National Housing Federation ‘Together with Tenants’ initiative
- New tenant activities include Arts & Crafts and Painting
- BBQs were held at Margaret Hill House, Palm Tree Court and Abyssinia Court
- We provide surgeries to general-needs tenants on repairs, benefit entitlement and more

AaCE survey results

Active Age Crouch End (AaCE) carried out a survey to help improve Hornsey Housing Trust’s services and understand the pandemic’s impact. HHT tenants gave an average score of 7 out of 10 for the Trust’s support during the pandemic.

The results help us to identify what is missing or needs changing from our current delivery and with whom we can collaborate to meet some of the identified needs.



Our Financial Statements to 31 March 2021

Hornsey Housing Trust's operational surplus in 2020/21 was £511,000 (£1,217,000 in 2019/20) and surplus before pension adjustments was £468,000 (£1,170,000 in 2019/20). This is lower than in 2019–20 because there were no property sales. Our net surplus was £42,000 (2019/20 = £1,686,000) after taking account of movements in the valuation of the Trust's pension scheme.

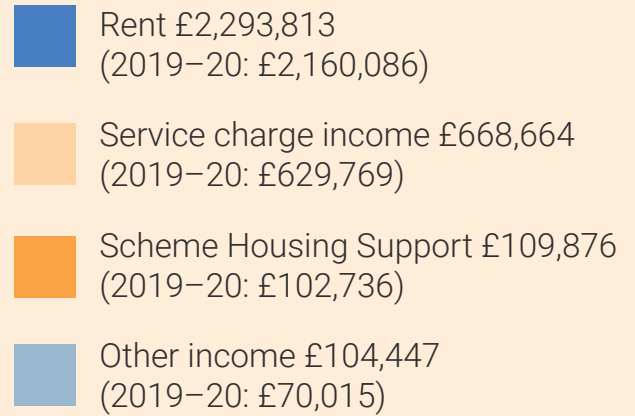
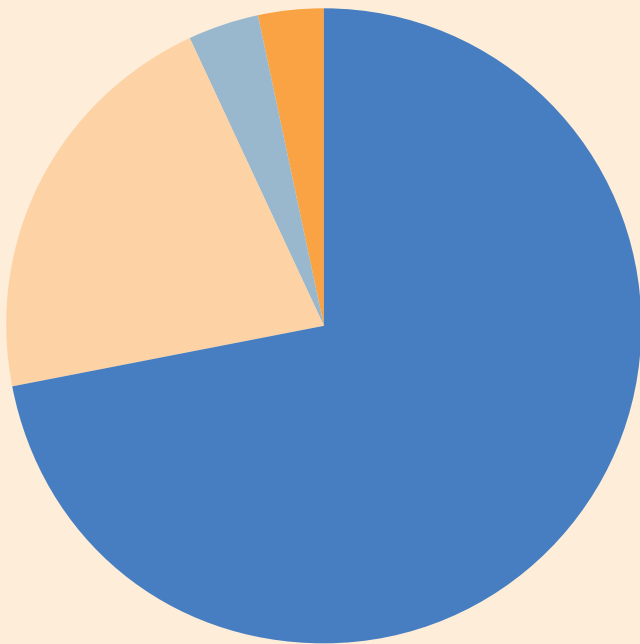
Last year our income was £3,614,000, mostly from rents and service charges. Expenditure totalled £3,103,000 including Housing Services £1,090,000, maintenance £823,000, depreciation £814,000 and overheads and other activities £376,000.

Statement of comprehensive income	2021 £000	2020 £000
Turnover	3,614	3,385
Operating expenditure	(3,103)	(3,082)
Surplus on the sale of fixed assets – housing	–	914
Operating surplus	511	1,217
Interest receivable and other income	2	14
Interest payable and similar charges	(45)	(61)
Surplus for the year	468	1,170
⁽¹⁾ Actuarial (loss)/gain on defined benefit pension scheme	(426)	516
Total comprehensive income for the year	42	1,686

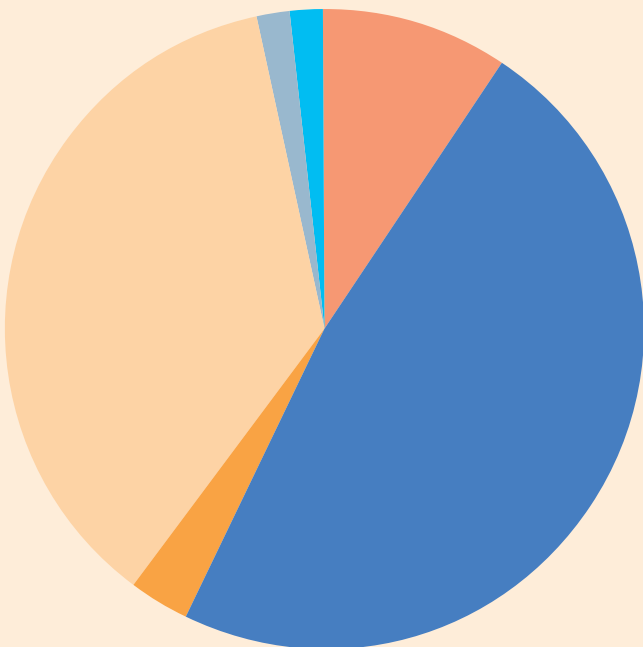
Statement of financial position	March 21 £000	March 20 £000
Housing Properties	23,609	23,975
Other fixed assets	418	460
Tangible fixed assets	24,027	24,435
Trade and other debtors	184	240,260
Cash and cash equivalents	1,603	1,230
Current assets	1,787	1,470
Creditors: amounts falling due within one year	(1,423)	(1,329)
Net current assets	364	141
Total assets less current liabilities	24,391	24,576
Creditors: amounts falling due after more than one year	(13,175)	(13,747)
Defined benefit pension liability	(681)	(337)
Total net assets	10,535	10,492
Called up share capital	–	–
Revenue reserve	10,535	10,492
Total capital and reserves	10,535	10,492

⁽¹⁾ The Trust has a pension with the Social Housing Pension Scheme (SHPS) which is measured on an actuarial basis with movements in the fund recognised in the statement of comprehensive income. The fund provides retirement benefits to participating, current and past employees and its value is measured annually. In 2019/20 the fund increased by £516,000, whilst in 2020/21 the value of the fund reduced by £426,000.

Our income



Our expenditure



⁽¹⁾ Housing Services costs in 2020–21 included £200,000 on fire assessments and safety works

⁽²⁾ Maintenance costs in 2019–20 included approximately £200,000 on external cyclical works

⁽³⁾ Other expenses exclude the depreciation charge of £814,000 which is not cash.

During the year the Trust also invested over £250,000 on housing fixed assets, including boilers, and fire alarm and door entry systems, a further £20,000 on IT systems and office equipment, and £230,000 was invested in new homes.

Value for Money

In 2020–21, we generated a surplus before pension adjustments of £468,000. We met all our loan covenants and started discussions to raise additional funds whilst interest rates are still low so that we could acquire and provide more affordable homes for the communities we serve.

The Trust's mission "is to help older and vulnerable people in the London Borough of Haringey to live securely and independently by providing good quality homes, value-for-money services, and additional background support".

We strive to achieve Value for Money (VfM) so that we can do more for our customers, in terms of service and new homes. How we measure value for money and more information on the Value for Money Metrics are available in our latest financial statements. Some of the key measurements are shown in the table below:

Measure	2020 –2021	2019 –2020	2018 –2019	Change from last year	Target Budget 2020–2021	Peer Group Median 2020
* Operating margin % overall	14.5%	9.6%	9.5%	↑	9.47%	16.8%
** New supply delivered – social housing homes	1.27%	3.86%	0.00%	↓	1.28%	0.8%
*** Headline social housing cost per unit £	6,049	6,777	6,825	↓	6,928	6,440

* **Our operating margin % overall** shows surpluses as a percentage of turnover before taking account of interest on loans and exceptional items

** **New supply delivered social housing homes** shows the number of new homes as percentage of total homes

*** **Headline social housing cost per £** average spend on each home – includes managing, servicing, repairing & upgrading costs

Number of Properties	2020/21	2019/20	2018/19	2017/18	2016/17
General Needs	226	226	223	228	228
Supported	156	151	144	144	156
Total	382	377	367	372	384
Social housing units managed by others	12	12	12	12	–
Total owned units	394	389⁽¹⁾	379	384	384

⁽¹⁾ There were five units in development in 2019/20 which completed in 2020/21

Hornsey Housing Trust was formed 80 years ago in 1933 by Margaret Hill, CBE, whose primary objective was to “convert houses for the occupation of more than one family” and to aid ‘old aged pensioners’.





hornsey housing trust
more than just housing

Contacts

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