



hornsey housing trust

# Tenant Annual Report 2024–25



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## Introduction by Susan Faridi, Chair

I'm delighted to welcome you to Hornsey Housing Trust's Tenants Annual Report for 2024–2025, a year in which we've reflected on feedback and worked together towards making Hornsey Housing Trust stronger and more connected to our tenants.

The past 12 months have been significant one for Hornsey Housing Trust – it has been a year of reorganisation, accountability, and progress. As we deliver the first stage of our Corporate Plan 2024–2029, we are improving and strengthening our focus on what truly matters: safe, well-managed homes and a relationship of trust and transparency with our tenants.

Across the housing sector, expectations are rightly evolving. The Regulator of Social Housing's new Consumer Standards and the Housing Ombudsman's Complaints Handling Code place a clear responsibility on landlords to listen, learn, and improve. At

Hornsey Housing Trust, we welcome these standards as an opportunity to deepen our commitment to openness and to ensure tenants' voices shape both our services and our decisions.

Our Board has worked hard to strengthen governance, maintain financial stability, and oversee meaningful investment in our homes. We are proud to have achieved a healthy financial surplus, allowing us to reinvest in quality homes, safety measures, and support for our tenants. Through initiatives such as the Tenant Quality Assurance Committee, we have also built stronger mechanisms for scrutiny and collaboration, embedding tenant involvement within our formal governance framework.

Our recent developments at Palm Tree Court and Sheba Court, creating new apartments and shared space, reflect

our belief that good housing transforms lives. They also demonstrate the value of partnership within our community, with Haringey Council and our funders, and among our peers in the housing sector in delivering lasting social impact.

I would like to thank our Chief Executive Euan Barr, our staff, Board Members, and partners for their professionalism and resilience. I would especially like to thank you, our tenants, for your insight, engagement and trust. Together, we are working to ensure that Hornsey Housing Trust not only meets the standards expected of us, but exceeds them providing homes and services creating homes and communities where people feel valued, safe, secure, and supported.

*Susan Faridi,  
Chair of Hornsey Housing Trust*





## Message from Euan Barr, Chief Executive

We launched our new Corporate Plan 2024–2029 in April 2024, with five strategic goals to move Hornsey Housing Trust towards better services and a stronger partnership with tenants. The targets we have set relate to how well we support you, look after your environment, keep your home safe, make services reliable and involve you in the work of the Trust. It is ambitious, but with a motivated and settled team I believe that we can get there.

We undertook staff reorganisation in 2024, and the process of change has been difficult, both in finding the right people and retaining them. As you may know to your frustration, we have had several changes in personnel which makes service continuity difficult. As I write this, we are in a much better place with a capable and committed team. We have also strengthened our Board again, with skilled

people who share our values and want to make a lasting difference.

The most satisfying aspect of last year for me was the introduction of the Tenant Quality Assurance Committee. This is now part of our Board framework and, for the first time in many years, brings tenants into the formal structure. They work alongside Board members to scrutinise our services, develop policy and propose improvements. My thanks go to our tenants Sue, Andy and Reuben for the time and experience they have brought to this important innovation.

In 2024, we also completed a stock condition survey which covered the vast majority of our properties, and I would like to note our thanks to you for helping us complete this exercise, as it will enable us to plan improvements to your home much more effectively. It has also highlighted the extent of the challenge we have in managing older

buildings (almost 50% of our stock is nearly 120 years old), from an energy, accessibility, and component replacement point of view.

We set up HHT Repairs in 2024, bringing the service back in-house after five years of outsourcing it to Newlon. In the new service we directly employ staff to fix our properties, with the intention that we develop more familiarity and understanding with you and your home. As with any new venture, the first year is difficult, but I am glad that our satisfaction results have been good so far.

Thank you for your patience and cooperation as we have worked through this year of big changes to try to make Hornsey Housing Trust a better place to call home for all tenants.

*Euan Barr,  
Chief Executive of Hornsey Housing Trust*



## Tenant involvement

As a small community-based organisation, we want to make the most of our ability to connect to our tenants and for them to contribute their wide-ranging skills in the improvement and delivery of our services.

In 2024 we made a significant step for tenant participation with the introduction of the Tenant Quality Assurance Committee, a sub-committee of our Board. TQA Committee members work alongside Board members to review operational performance, develop policy and procedures for services and bring the benefit of their experience directly to the senior staff who report to the Committee. The Committee comprises four tenants and four Board members and meets quarterly, ahead of each Board meeting.

Last year the Committee provided input to our policies on voids, complaints, repairs and assessed progress against our Tenant Satisfaction Measures results from 2023.



### The Tenant Engagement Group

In 2024/25 the Tenant Engagement Group (TEG) convened to discuss the future of tenant involvement at HHT. Following a difficult period of finding the right independent support to assist the group, the TEG began work in early 2025 with Jim Dean, an experienced tenant engagement consultant with direct grass roots experience of tenant involvement. This has been a successful partnership and led to the introduction of a new tenant-led Tenant Engagement and Involvement Policy, which puts tenant input at the heart of HHT operations. The TEG is now preparing its

strategy for securing more participation among tenants, which will again be a tenant-led exercise.

We also organised many social activities for tenants during 2024–25, including 32 café/ coffee mornings between Abyssinia Court and Margaret Hill House, six poetry sessions, six fish and chip lunches at our schemes, our Trust-wide summer event at Abyssinia Court and a barbeque at Olive Tree House, a seaside summer trip, a Black History Month event, as well as a Trust-wide Christmas party, and Christmas party and lounge opening event at Palm Tree Court.

## Highlights for 2024/25

### The key highlights for the year included:

- Launching our new **Corporate Plan**
- Commencing our new **in-house repairs service**
- **Investing in kitchens, bathrooms and decoration** throughout our homes
- Setting up our **Tenant Quality Assurance Committee** as part of our governance framework
- Working on a new policy for tenant involvement with our **Tenant Engagement Group**
- A **New Chair** and recruiting new **Board members**
- Completing **HHT staff re-organisation**
- **Draw down on funding** from the Mayor of London to provide new social homes
- Completing our **new development at Palm Tree Court**, Tottenham, to provide new homes and better facilities for existing tenants and developing plans for more homes
- Starting on site with our **development at Sheba Court** to provide new and improved homes for tenants with learning disabilities





## The Trust in numbers 2024/25



### Lettings and income

We owned and managed **389** properties across Haringey

We had **£4.3 million** of income

We successfully collected **92%** of rental income due in the year

We had **22** new lettings of homes

It took us an average of **54** days to let a sheltered home and **65** days to let a general needs home



### Improvements

We fitted **28** new kitchens and **44** new bathrooms to tenants' homes

We renewed heating systems to **13** properties

We completed **2** new flats and a new community hub at Palm Tree Court, Tottenham

We renewed the intercom systems in **24** street properties



### People

We recruited a new Chair of our Board of Management and began recruitment of **4** new Board members

The average age of a Trust tenant was **69**

We delivered **46** community events in the year across our hubs

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



### Property management

We processed **2,398** repairs in the year with **83%** completed on time

We held up-to-date Energy Performance Certificates on **93%** of homes in our stock

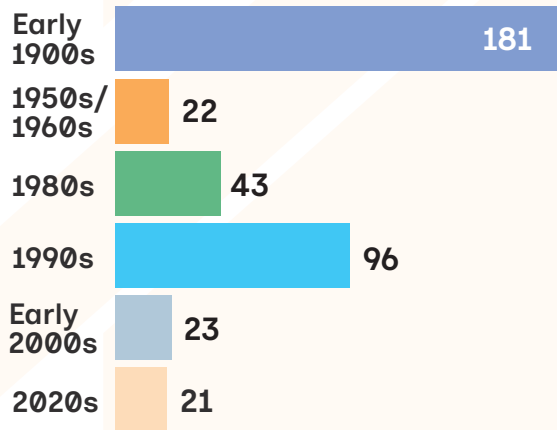
We kept up-to-date gas safety checks on **99%** of boilers in the year

# Our homes and neighbourhoods

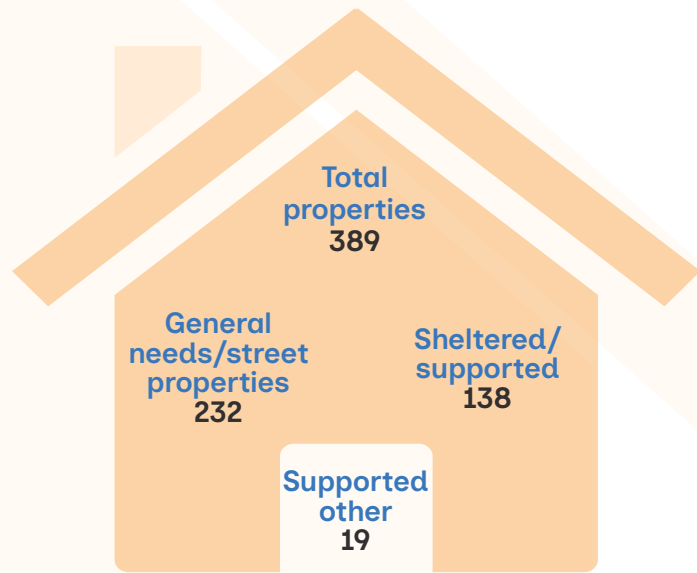
## We own and manage almost 400 homes across Haringey

Our housing service covers allocations, rent collection, estate inspections, anti-social behaviour, health & 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.

### Age of properties



### Housing stock



### Housing sizes

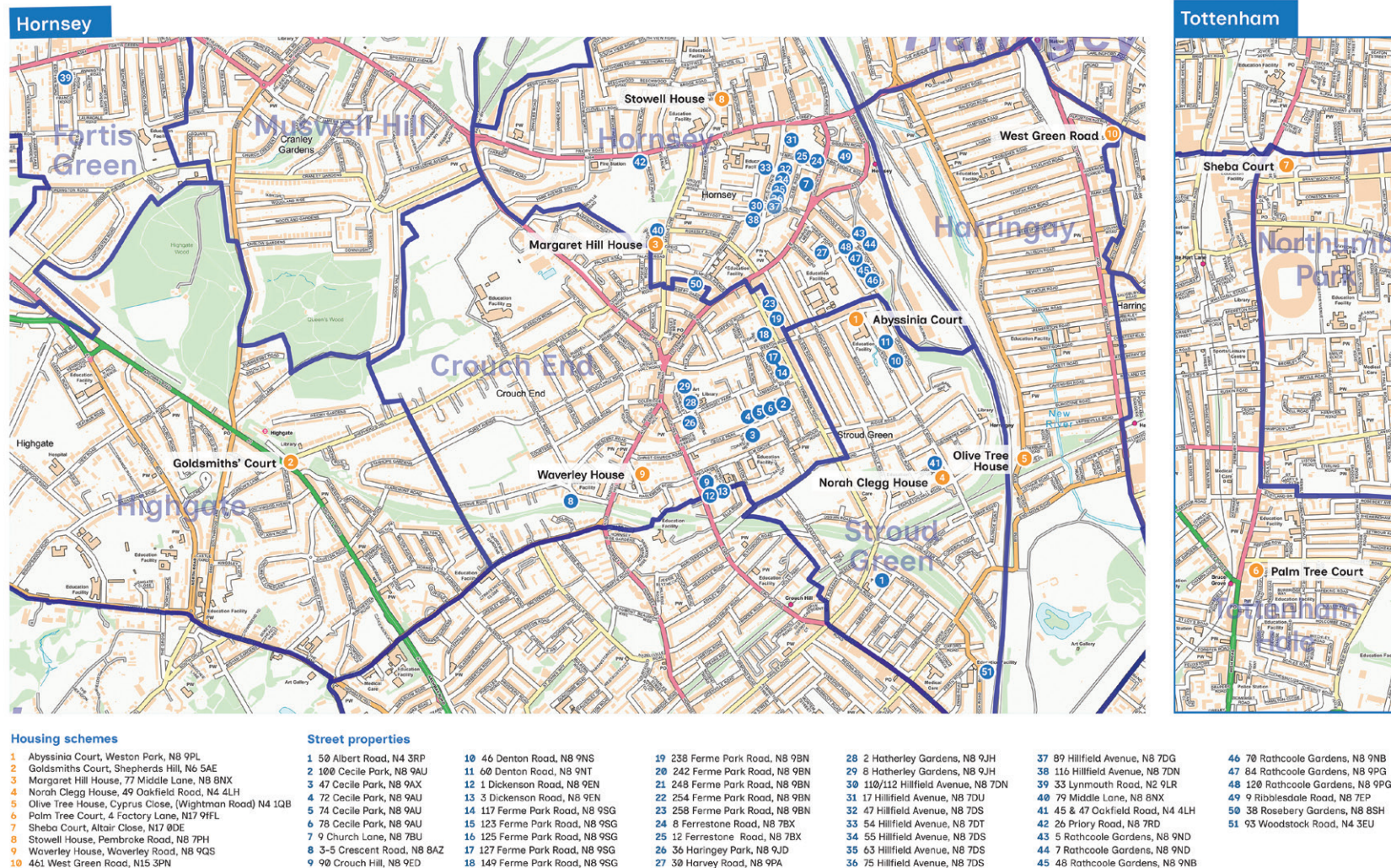


### Accessibility





# Hornsey Housing Trust Properties 2025





## HHT Repairs

**On 1st May 2024, we launched our new in-house repairs service.**

After five years of outsourcing our repairs to another housing association, we wanted a repairs service which brought us closer to our tenants and increased overall satisfaction with how we maintain our properties.

The service is managed by our Repairs and Compliance Manager, with a Repairs Planner booking in repairs and tracking their completion. Two multi-skilled operatives, equipped with HHT Repairs vans, service our properties. Our target is to carry out 80% of day to day repairs in-house. The service is designed to make the staff more familiar to the tenants and for the staff to better know the properties they are maintaining. An added benefit of the in-house service is that other aspects, such as tenant vulnerability and tenancy management, can be reported

back to the HHT team to ensure that we can support our tenants more effectively.

As with any new business venture, the early months brought challenges with settling the service. Staff recruitment, supplier arrangements, continuity and cover are all areas we have to get right to deliver the best service we can. As a small service, staff absences and changes have more impact, and we have been developing our ability to provide back-up cover from other contractors when we haven't been able to complete jobs with the in-house team. Overall costs were higher than anticipated and, while that may be expected in the first year, we are exploring how to make it more cost efficient.

We regularly conduct follow-up calls with tenants to check on satisfaction levels, and



in the first year we have been encouraged that tenants have been generally pleased with their experience of the in-house service.

In 2025 we aim to improve upon overall productivity and post-inspection work, and to provide a more affordable back-up service to support the team.



## Stock condition & investment in our properties

In late 2024 we carried out a comprehensive stock survey of our property assets. This involved inspection of all communal areas and within 91% of our individual properties. This informed a new programme of investment across our housing stock.

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 an important health & safety matter, and over the year we managed a programme of attending to properties needing immediate treatment and addressing the underlying causes.

Our planned maintenance programme is informed by our property 'life cycle' data, which helps us know when a component was fitted (i.e. a kitchen, boiler or windows) and when we should expect to replace it. Periodic stock condition inspections refine this information, helping us to make the best use of our budgets. In 2024/25 we fitted 28 new kitchens and 44 new bathrooms to tenants' homes, as well as 13 new boilers. We renewed the intercom systems in 24 street properties and carried out the redecoration of the internal communal and external areas at 110/112 Hillfield Avenue, 1–16 Sheba Court and redecorated the internal spaces of eight of our street properties.

We have established the baseline for preparing our stock for a decarbonisation strategy, by completing 93% of the EPC assessment 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 housing stock. We will use this data to develop a retrofit strategy and access the Warm Homes Fund 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 complete a new project for two homes and a new community hub at Palm Tree Court, Tottenham and started on site with the remodelling and refurbishment of Sheba Court learning disabilities accommodation.

## Corporate Plan progress

In April 2024 we launched our new plan for the coming five year period, driven by our organisational values.

- 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

The themes which underpin our plan are:

- 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



Staff and tenants of Hornsey Housing Trust with Catherine West MP



## We have five strategic goals within the Corporate Plan which we have been working on in year 1

Objective	How are we doing?
<b>Supported tenants and well-managed neighbourhoods</b>	We have established a Hubs model of support, to invest and improve our sheltered schemes and bring greater connection to street property tenants. In 2024, we set up new contracts for cleaning and grounds maintenance. Both services have endured difficulties in year 1, which we are proactively addressing with providers. We have a full time Support & Engagement Coordinator to focus on these areas properly. In 2024, we updated our Anti-Social Behaviour Policy to improve the way we tackle ASB.
<b>Safe, secure, energy efficient homes</b>	The introduction of a Repairs & Compliance Manager in 2024 meant that we could bring property safety matters fully in-house to ensure we keep on top of checks and investment we need to make to keep tenants safe. Our housing team have been focusing on fire safety with their routine estate inspections. We engaged a contractor to carry out window replacements across three sites to improve thermal performance, and secured funding from the Warm Homes fund to support other energy improvements.
<b>Trusted &amp; responsive services</b>	An early action for this objective was the introduction of our in-house repairs service in 2024, designed to increase reliability and speed of response to maintenance matters. In the first year we have seen positive signs that the model improves our ability to track repairs and provide more direct contact with tenants in the process. Over the year we have been increasing our tenancy audit visits, to improve contact with tenants and our understanding of their needs.
<b>New homes &amp; partnerships</b>	We completed two new homes at Palm Tree Court in the year and started on our Sheba Court development to address long-term voids (empty properties) and transform the living environment for those tenants with learning disabilities. We also secured planning consent for further new developments at Abyssinia Court and Stowell House to provide more social homes. Over the year we also worked on developing our strategic partnership with our neighbouring small housing association Hill Homes.
<b>A healthy, diverse and connected community</b>	Over the year we delivered creative writing and reading projects to promote social contact and wellbeing among our tenants, as well as hosting diverse groups in our Hubs, covering important health matters. We have had a regular programme of tenant events and the renewed work of our Tenant Engagement Group aims to connect tenants more effectively through participation.

## Operational performance statistics 2024/25

The Board of Hornsey Housing Trust 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	Target	2024/25 actual	2023/24 actual
Rent Arrears – adjusted – £ <sup>(1)</sup>	£127,000	<b>£207,000</b>	£122,000
Rent Arrears % adjusted – % <sup>(1)</sup>	3.5%	<b>5.3%</b>	3.8%
Rent Collection	101%	<b>91.7%</b>	97.4%
Number of voids	37	<b>31</b>	36
Void Average re-let time (days)	30	<b>60</b>	38
Void losses	£69,000	<b>£74,000</b>	£92,000
Emergency repairs completed within target	90%	<b>81%</b>	84%
All Repairs completed on time	90%	<b>85%</b>	81%
Gas Safety Certificate (LSGR)	100%	<b>97%</b>	99%
Customer overall Satisfaction with new repair – average	91%	<b>88%</b>	91%
Total maintenance and major repairs per unit	£4,439	<b>£5,100</b>	£4,565

<sup>(1)</sup> Current tenant arrears adjusted for timing differences of outstanding housing benefit and universal credit payments received in early April was £122,000. Adjusted arrears take account of housing benefit received in April 2025.

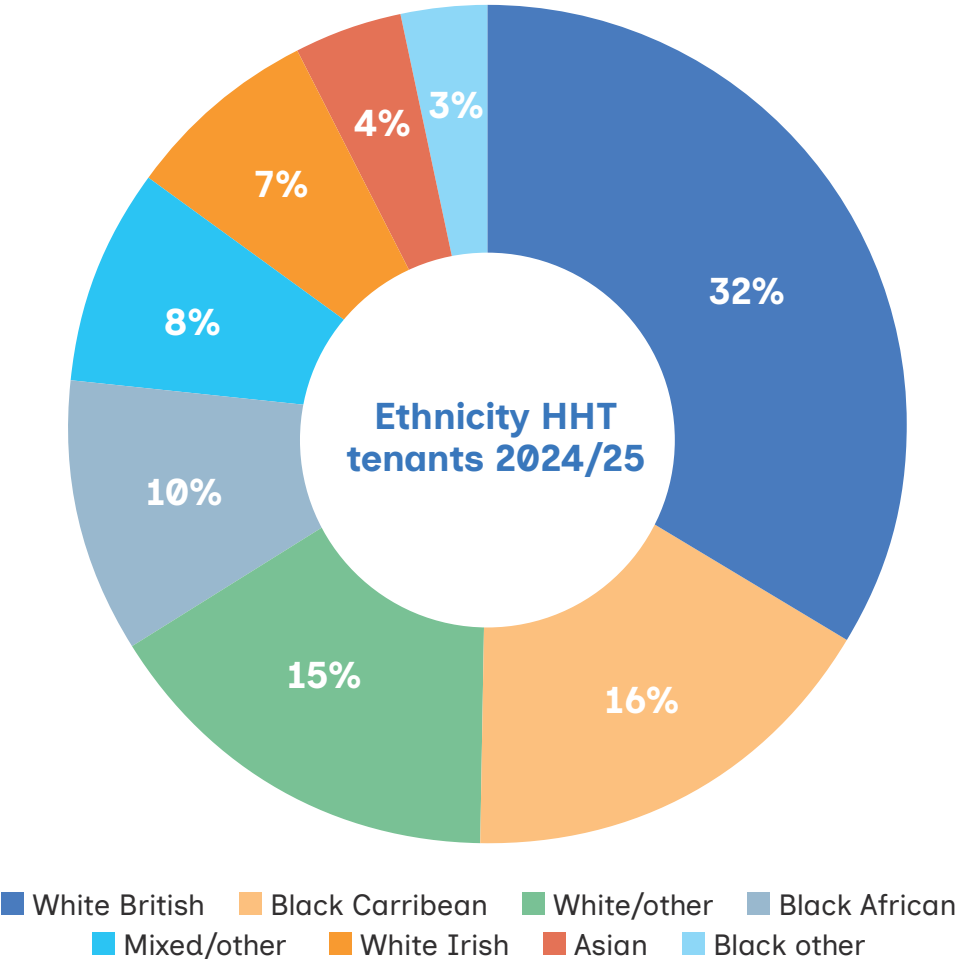


# Equality, diversity & inclusion

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.

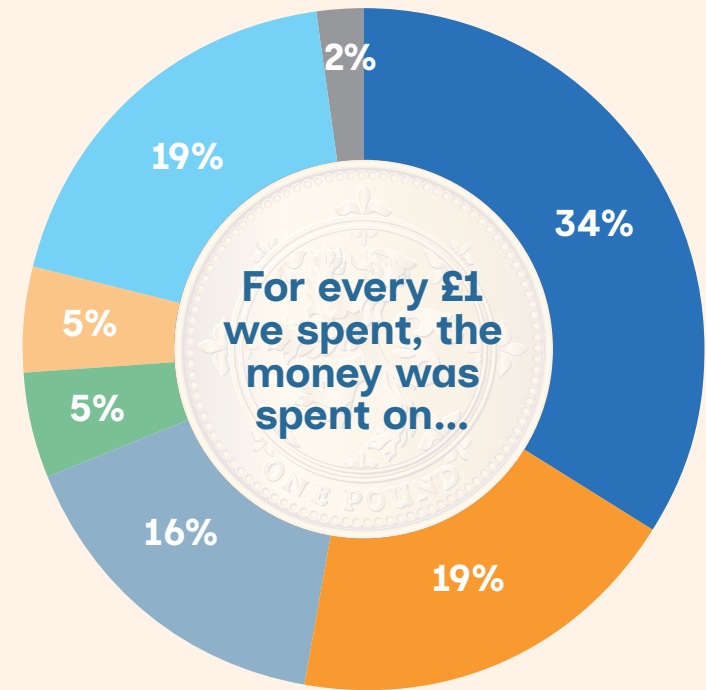
In 2023 we updated our Equality, Diversity & Inclusion (EDI) Policy, and our Board nominated Bekah Ryder to be its representative for EDI. Since then, we have started to use the National Housing Federation’s EDI tool to compare our demographic with the wider population.

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.



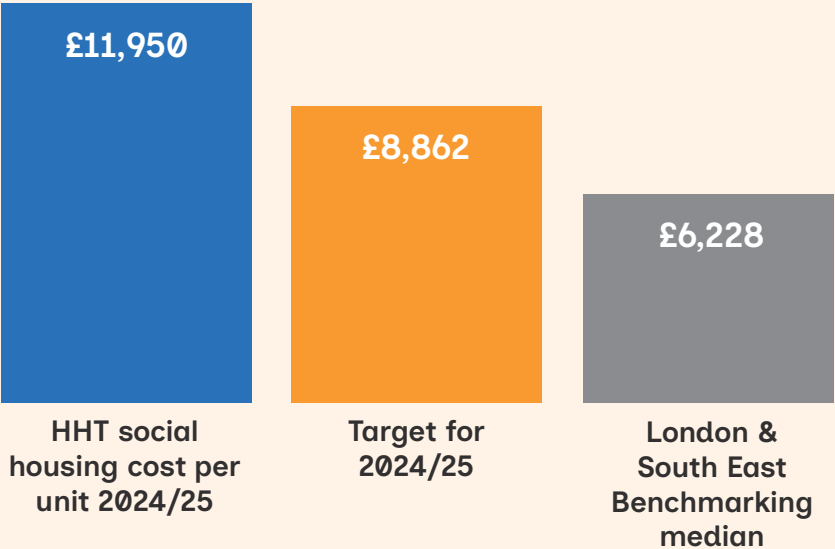
# The Trust's money management in 2024/25

Against a total income of **£4,351k**, we made a surplus in the year of **£711k**.



- Housing, administration and management
- Routine maintenance
- Planned maintenance
- Major repairs
- Care & support expenditure
- Depreciation housing properties
- 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 what the figure was for 2024/25, against our target and the housing association group we compare ourselves to.



Introducing the new repairs service led to increased costs in the year, partly due to it having to deal with outstanding commitments from the previous outsourced arrangement.



## Our financial performance 2024–25

Statement of financial position	Mar-25 £	Mar-24 £
Housing Properties	23,299,000	22,582,000
Other fixed assets	285,000	356,000
<b>Total fixed assets</b>	<b>23,584,000</b>	<b>22,937,000</b>
<b>Current assets</b>		
Trade and other Debtors	534,000	588,000
Cash at bank and in hand	1,748,000	2,250,000
	<b>2,282,000</b>	<b>2,838,000</b>
<b>Creditors: amounts falling due within one year</b>	<b>(1,368,000)</b>	<b>(1,667,000)</b>
<b>Net current assets</b>	<b>914,000</b>	<b>1,171,000</b>
<b>Total assets less current liabilities</b>	<b>24,498,000</b>	<b>24,108,000</b>
<b>Creditors: amounts falling due after more than one year</b>	<b>(11,622,000)</b>	<b>(11,850,000)</b>
Defined benefit pension liability	(381,000)	(528,000)
<b>Total net assets</b>	<b>12,496,000</b>	<b>11,730,000</b>
<b>Capital and reserves</b>		
Called up share capital		
Revenue reserve	12,496,000	11,730,000
<b>Total reserves</b>	<b>12,496,000</b>	<b>11,730,000</b>



Statement of comprehensive income	2025 £	2024 £
<b>Turnover</b>	<b>4,350,000</b>	4,146,000
Operating expenditure	<b>(4,573,000)</b>	(4,157,000)
Surplus on the sale of fixed assets – housing	<b>939,000</b>	134,000
<b>Operating surplus</b>	<b>717,000</b>	122,000
Interest and financing	<b>(5,000)</b>	(13,000)
<b>Surplus for the year</b>	<b>711,000</b>	109,000

## Partnership working

As a small organisation, partnerships can help us to work more efficiently, connect with other organisations in support of our tenants with complementary services and to 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.

Haringey Council remains a key community partner and we have involved tenants in the consultation for its new strategy for Older Persons Housing. We also hope to work on other shared projects such as decarbonisation and developing new homes.

Hill Homes was founded in Highgate in 1944, by Margaret Hill, the renowned social reformer who set up Hornsey Housing

Trust eleven years before. Since 2023 our organisations have been looking to work more closely together on areas of mutual benefit. Hill Homes has 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 ten small housing associations in North & East London which enables partners to access Mayor of London funding for the development of new homes. This vital partnership will help us to deliver our Corporate Plan aim for 20 more social homes for older people.



**Our partners from Haringey Council with staff and tenants following the completion of new apartments at Palm Tree Court**



# About Hornsey Housing Trust

## Our Board 2024/25

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. The Board is responsible for making sure the Trust meets a range of statutory and regulatory requirements.

**Susan Faridi** Chair

**Ian Roberts** Deputy Chair

**Dawn Matthews** Chair of Nominations & Remuneration

**Stephen Ross** Chair of Tenant Quality Assurance

**Anne Waterhouse** Chair of Audit & Risk

**Jessica Bembridge** Board Member

**Linmora Blair** Board Member

**Matthew Bolwell** Board Member

**Bekah Ryder** Board Member

## Our Tenant Engagement Group 2024/25

**Reuben Davies, Sue Dudson, Andy Fletcher, Paul Little**

## Our Staff 2025

**Euan Barr** Chief Executive

**Lisa Bournnell** Director of Finance & IT

**Aidan Heed** Head of Property

**Rosie Butt** Housing Manager

**Aderonke Adams** Repairs & Compliance Manager

**Liz Hanley** Business Support Manager

**Vishwanee Ramtale** Financial Controller

**Barbara Moore** Support & Engagement Coordinator

**Allan Wing** Assets Surveyor

**Indje Shahin** Housing Officer

**Samson Sunmonu** Housing Officer

**Maria May** Housing Officer

**Jenella Jardine** Tenancy Sustainment Officer

**Ibrahim Ali** Repairs Planner

**George Edwards** Repairs Operative

**Reuben Edwards** Repairs Operative

**Casey Masters** Business Support Administrator

**Amriya Tarak** Finance & IT Assistant

# Thank you

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

We hope you find this annual report both useful and interesting. We would value any feedback on its contents and how to improve it.

If you have any ideas please contact us:

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