

**HORNSEY HOUSING TRUST LIMITED  
REPORT AND FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2025**



**HORNSEY HOUSING TRUST LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2025**

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**HORNSEY HOUSING TRUST LIMITED**  
**BOARD MEMBERS, SECRETARIES, ADVISORS AND BANKERS**  
**31 MARCH 2025**

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**BOARD**

Chair	June Barnes (completed term June 2024)
Chair	Susan Faridi (appointed July 2024)
Deputy Chair	Ian Roberts
Board Member	Jessica Bembridge
Board Member	Linmora Blair
Board Member	Matthew Bolwell
Board Member	Dawn Matthews
Board Member	Stephen Ross
Board Member	Rebekah Ryder
Board Member	Anne Waterhouse

**AUDIT & RISK COMMITTEE**

<b>Chair</b>	Anne Waterhouse
Member	Linmora Blair
Member	Ian Roberts
Member	Matthew Bolwell

**NOMINATIONS & REMUNERATION COMMITTEE**

<b>Chair</b>	Dawn Matthews
Member	Ian Roberts
Member	Rebekah Ryder
Member	Jessica Bembridge

**TENANT QUALITY ASSURANCE COMMITTEE**

<b>Chair</b>	Stephen Ross	Co-opted Tenant Member	Susan Dudson-Green
Member	Linmora Blair	Co-opted Tenant Member	Reuben Edwards
Member	Susan Faridi	Co-opted Tenant Member	Andrew Fletcher
Member	Jessica Bembridge	Co-opted Tenant Member	Joyce Hughes

None of the members of the Board of Management or Co-opted Tenant Committee Members had any interest in any contract or arrangement with Hornsey Housing Trust Limited.

**LEADERSHIP MANAGEMENT TEAM**

Chief Executive & Company Secretary	Euan Barr
Interim Director of Finance & IT	Claudia Linden (until Jan 2025)
Interim Director of Finance & IT	Chenai Bvunzawabaya (from Feb 2025)
Head of Housing	Phil Johnson (until Oct 2024)
Asset Manager	Christopher Adegoreye (until Aug 2024)
Operations Director	Patricia Yusuff (from Oct 2024)

**REGISTERED OFFICE**

62 Mayfield Road  
London  
N8 9LP  
E-mail: [admin@hornseyht.co.uk](mailto:admin@hornseyht.co.uk)  
Web: [www.hornseyht.co.uk](http://www.hornseyht.co.uk)

**HORNSEY HOUSING TRUST LIMITED**  
**BOARD MEMBERS, SECRETARIES, ADVISORS AND BANKERS**  
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**EXTERNAL AUDITORS**

S&W Partners Audit Limited  
45 Gresham Street  
London  
EC2V 7BG

**PRINCIPAL SOLICITOR**

Devonshires  
30 Finsbury Circus  
London  
EC2M 7DT

**INTERNAL AUDITORS**

TIAA Limited  
Artillery House  
Fort Fareham  
Newgate Lane  
Fareham  
PO14 1AH

**PRINCIPAL BANKER**

Barclays Bank Plc  
Hampstead & Highgate Banking  
PO Box 12820  
London  
N20 0WE

Registered under the Co-operative and Community Benefit Societies Act 2014  
Registered by the Regulator of Social Housing

No: 11578R  
No: L0719

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
**31 MARCH 2025**

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**Chair's Message**



Welcome to the Annual Report and Financial Statements of Hornsey Housing Trust Limited (the Trust) for the year 2024/25. I am pleased to present this on behalf of the Board of Management (the Board). I hope this document, including the report from our Chief Executive, Euan Barr offers an overview of the Trust's work over the past year.

I joined the Trust Board in June 2024 and became Chair in July, succeeding June Barnes following her six years of dedicated service. Under June's leadership, the Trust made significant progress, with a stronger focus on tenant involvement, the delivery of a new homes programme, the insourcing of our repairs service, four successive phases of Board recruitment, and a restructure of our senior leadership team. On behalf of the Board, I would like to thank June for her commitment and many contributions.

Having previously worked for the Trust between 2003 and 2010, I was encouraged to see, on returning as a Board member, that tenant involvement is once again a central priority. Our focus remains on strengthening this further in collaboration with our tenants. In that spirit, the launch of the Tenant Quality Assurance (TQA) Committee in October 2024 was a milestone bringing tenants formally into the Trust's governance framework for the first time in more than a decade. I am proud to serve on the TQA Committee alongside tenants and Board colleagues.


A particular highlight of the year has been the introduction of HHT Repairs, our new in-house repairs service. With directly employed operatives delivering repairs in tenants' homes, performance reports to the Board have shown growing productivity and consistently high tenant satisfaction. I believe this model offers a sustainable and high-quality service for the long term. The investment required to establish and embed HHT Repairs resulted in an operating loss of £222k in our year-end financial results. However, this was offset by the strategic sale of a long-identified asset, which delivered a surplus on disposal of £940k and resulted in a surplus for the year of £711k. Our intention is to reinvest these proceeds to upgrade our current homes and to support the development of newer, more accessible housing for the future.

The year concluded with an independent governance review, undertaken by Housing Quality Network, focusing on both regulatory compliance and Board effectiveness. The review identified several areas for improvement but also confirmed that we are "a strong board with effective performance." I am grateful to my fellow Board members for their time, insight, and dedication throughout the year.

I would like to thank all those who have contributed to the Trust's work in 2024/25. My Board colleagues, Euan and the executive team, our staff, and, above all, the many tenants who have generously given their time to support and shape the organisation. I would also like to extend our appreciation to our external partners and stakeholders including our local MPs Catherine West and David Lammy, local councillors, Haringey Council, and Hill Homes for their continued support and collaboration.

We remain committed to working closely with our tenants and partners to strengthen our services, improve our homes, and uphold our values in the year ahead.

**Susan Faridi**  
**Chair**

  
[Susan Faridi \(Sep 1, 2025 11:53:40 GMT+1\)](#)

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
**31 MARCH 2025**

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**Chief Executive's Message**



The financial year began with the launch of our new 5-year Corporate Plan, underpinned by principles of better homes for the future, working together and organisational strength & stability.

Our team is working towards 5 strategic goals in the delivery of the plan, which you will read about later in this report. Supporting and involving our tenants, providing safe and good quality living environments, reliable services and making room for growth are all key aims of the Board and staff team.

In May 2024, we commenced the new Hornsey Housing Trust repairs service with the recruitment of 2 multi-skilled operatives, a repairs planner and a manager (also overseeing our property health & safety compliance). The motivation for this was to bring our service closer to tenants after several years of outsourcing. We wanted to have more control over managing repairs, a direct way for tenants to report repairs to us and to create a technical team who would become familiar with our homes and trusted by our tenants. Keeping people safe and more satisfied are the ultimate aims.

Like any new business venture, the repairs road has been bumpy over the first year. It has taken some time to create a settled team, build up productivity and ensure all the supporting infrastructure is working properly. However, the satisfaction results we have had are encouraging and, when I visit tenants, I do have a sense that we are building familiarity and reliability with the work our Operatives Reuben and George are doing.

The new repairs service was just part of a complete organisational overhaul we undertook in 2024, with a new senior staff structure and more joined up services throughout the team. As part of that we now employ a core housing team of 4, a qualified surveyor, and a dedicated Support & Engagement Coordinator.

In 2024, we completed a big programme of kitchen and bathroom replacements and undertook a comprehensive stock condition survey to help us plan our upcoming investment programme, which we are soon to embark on over a 3-year period to minimise the interruptions to improvements which can happen with a year by year approach.

In early 2025, we completed our first new development project carried out as part of the North River Alliance, with new sheltered homes in Tottenham funded by the GLA affordable homes programme. The project also enabled us to improve the existing tenant facilities on site, with the creation of a new hub which has been extremely popular with tenants. We also started on site with the GLA funded refurbishment of Sheba Court for tenants with learning disabilities. Planning applications for 2 other new projects followed as the year ended, as we work towards our ambition for 20 new homes over the corporate plan period.

We've had a lot of change in the year, and I know from regular meetings with our tenants that we still have much to do to get our services in the shape they need to be. Over the past year we have made significant steps by bringing tenants into our governance structure, creating a new staff team and investing in our homes.

I would like to thank our recently appointed Chair, Susan Faridi, for the support and direction she and the Board have given to me and the team in the year. I would also like to thank our staff for their commitment and the tenant volunteers who continue to give their time to help make the Trust a better organisation.

Best wishes,

**Euan Barr**  
**Chief Executive**



**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
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## **CORPORATE GOVERNANCE**

The Board is pleased to present the financial statements for the year ended 31 March 2025.

### **Legal Status**

Hornsey Housing Trust Limited (HHT) is registered under the Co-operative and Community Benefit Societies Act 2014 and is a Registered Provider under the Housing and Regeneration Act 2008 and registered with the Regulator of Social Housing (RSH). The Trust subscribes to the National Housing Federation (NHF) model rules which were adopted on 21 January 2021.

### **Principal Activities**

The Trust is a Registered Provider of Social Housing with a primary objective of providing good quality, affordable housing for older people in need of accommodation. The Trust's three core activities are to provide:

- General needs housing, for people over 45 years old;
- Sheltered housing, for independent, older and vulnerable people; and
- Supported services for people with low care needs in our sheltered schemes

All surpluses generated by the Trust are used to improve existing homes and services for our tenants or provide new homes to meet the demand for social housing in Haringey.

### **Our Vision**

Our vision is that older people in Hornsey and Haringey can live in good homes which are genuinely affordable and promote independence, choice and inclusion.

### **Our Purpose**

Our purpose is to help older people who need social housing in Hornsey and Haringey to live securely and independently. We will achieve this by providing and investing in good quality homes, responsive services and opportunities for tenants to be involved and connect with support when they need it.

### **Our Values**

- Caring in our thoughts and actions
- Collaborative in our approach
- Curious about ways to improve
- Committed to achieving good outcomes

### **Our Three Underpinning Principles**

- We are delivering better homes for the future – by prioritising safety, planned investment and new developments
- We make a bigger difference by working together – with tenants, Haringey Council and local partners
- We need organisational strength and stability to succeed – in financial resilience, good governance and a motivated and stable staff team

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
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**CORPORATE GOVERNANCE (continued)**

**Our Board**

The strategic direction and performance of the Trust is the collective responsibility of the Board. The Trust's Rules require that the Board shall consist of not less than five and not more than twelve members (including co-opted members). The Board had nine non-executive members during the year. The Board holds quarterly meetings, an annual general meeting, a strategic away day to review performance and set the strategic direction of the Trust and other meetings as required. It is supported by three committees, the Audit & Risk Committee, the Nominations & Remunerations Committee and Tenant Quality Assurance Committee.

**Audit & Risk Committee**

The Audit & Risk Committee (ARC) acts on behalf of the Board to ensure the Trust has in place and operates appropriate controls to safeguard its assets and manage the associated risks. The Board has delegated authority to the Committee to provide scrutiny over internal and external audit but retains overall oversight of both. ARC holds meetings quarterly and its responsibilities include overseeing Treasury, reviewing assumptions for financial planning, reviewing risks and risk management, ensuring appropriate levels of internal control are in place including approving policies and overseeing the work of internal and external audit. ARC is responsible for ensuring the delivery and integrity of the annual financial statements and value for money reporting. The Director of Finance & IT services these meetings, supported by the Chief Executive. The internal and external auditors may also attend key meetings. ARC reports annually to the Board regarding the work and effectiveness of the Committee and its overall opinion on controls.

**Nomination & Remuneration Committee**

The Nominations & Remuneration Committee (NRC) meets twice a year, and its purpose is to support good governance in relation to the arrangements for the Board and recommends the remuneration of Chief Executive and staff for approval by the Board. NRC reviews the composition and membership of the Board and has oversight of the processes for induction, training, skills analysis and Board member appraisal. It ensures that there is an effective appraisal of the Chief Executive and approves the remuneration of the Chief Executive, Leadership Management and staff. It also oversees a formal and transparent procedure for the recruitment of the Chief Executive and Board.

**Tenant Quality Assurance Committee**

The Tenant Quality Assurance Committee (TQA) held its first meeting in 2024/25. TQA plays a vital role in ensuring that our tenancy management decisions were fair, consistent, and aligned with both our internal policies and national regulatory standards. TQA provides independent oversight and constructive challenges to ensure decisions were proportionate, transparent, and in the best interest of our residents and communities. TQA contributes to stronger governance, enhances service quality, and greater accountability across the Trust.

**NHF Code of Governance**

The Trust is regulated by the RSH and is required to comply with their Governance and Financial Viability Standards. The Trust adopted the 2020 NHF Code of Governance in April 2022 and monitors compliance with it on an ongoing basis.

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**CORPORATE GOVERNANCE (continued)**

**Regulatory Compliance**

The Board confirms the Trust's compliance with the Regulator of Social Housing's governance and financial viability standards up to 29 July 2025

**Our People**

We had a staff team of 16 in the year, covering our core housing and asset functions as well as finance, back office and executive support. We increased our on-site presence for operational staff in the year and continue to adopt the hybrid approach to home/office working.

Our Performance Management Framework provides staff with annual objectives to deliver the corporate plan. These are then reviewed and monitored through regular one to ones and an annual appraisal. We have a learning and development plan which sets out the development needs of staff and is delivered through a blended approach of structured training provided by external providers, in-house training, professional membership and networking in the sector.

**External advisors and partners**

Altair Consultancy and Advisory Services Limited, a management consultancy, principally specialising in the housing sector and the provision of financial, management and technical services is one of the Trust's established advisors. It continues to support and guide the Board and Leadership Management Team (LMT) in specialist areas. Aquila Treasury and Financial Solutions Limited, a sister company of Altair Consultancy and Advisory Services Limited, provides Treasury advice to the Trust.

TIAA Limited are internal auditors and provide services and assurance on the Trust's systems and controls and provides an annual report on the adequacy and effectiveness of key internal control systems. The work of the internal audit is planned, based on the results of an audit needs assessment, derived from a review of the Trust's main risks and sector risk profile. A rolling programme is undertaken to cover the whole of the Trust's system of internal control. Material weaknesses in internal controls identified are reported to the Board and an action plan is created to rectify and track weakness.

**KEY POLICIES & STRATEGIES**

**Financial Framework**

The principal accounting policies are set out on pages 36 to 43 of the financial statements. The Financial Statements are prepared in accordance with the UK General Accepted Accounting Practice (UK GAAP), including the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the Statement of Recommended Practice (SORP) Accounting for Registered Social Housing Providers (Housing SORP 2018) and the Accounting Direction for Private Registered Providers of Social Housing 2022 (the 2022 Direction).

**Fixed Assets**

Details of the Trust's fixed assets are given in notes 11 and 12.

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**REPORT OF THE BOARD**  
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**KEY POLICIES & STRATEGIES (CONTINUED)**

**Directors & Officers Insurance**

The Trust maintains indemnity insurance for Board members and senior staff.

**Rent Policy**

The Board reviews the Rent Policy annually in accordance with the regulations in force at the time. At the end of the year, there were five properties where tenants had Secure tenancies (Fair rents). These rents were reviewed during the year and are reviewed biennially by the Rent Service Office. All other properties are let on social rent in line with government legislation.

**Treasury Management**

The treasury management policy is reviewed annually and designed to manage financial risk and covers general banking facilities, short-term and long-term borrowings, the risk of exposure to interest rates fluctuations and optimises the investment of surplus funds.

**Employment Policies and Staff Involvement**

Staff actively contribute to the successful running of the Trust and a performance management framework is in place. Regular staff meetings are held whereby employees are able to suggest ideas to improve the service, which the Trust provides to its tenants.

With a diverse tenant group, Board and workforce, the Trust always place a high emphasis on maintaining good practice and promoting equality in service provision and employment. The Trust is an Equal Opportunities employer, treating all existing and prospective staff in a fair and equal manner.

**Health, Safety & Welfare of Employees at Work**

The health, safety, and well-being of the staff at the Trust are also essential to the high level of service that the Trust provides. The Leadership Management Team periodically review policies on health and safety and staff welfare and Gateway HR continues to support the Trust with Human Resources matters. The Trust also have a corporate Health & Safety Group which meets monthly to review these aspects across the business.

**Strategy & Policy review**

During the year, the Trust conducted a comprehensive review and update of several key strategies and policies to ensure alignment with regulatory requirements and best practices. This included the development and revision of our Financial and Contract Standing Orders, Complaints Policy, Disaster Recovery and Business Continuity Plan, Anti-Social Behaviour (ASB) Policy, Property Compliance Policies, CCTV Policy, Voids Policy, Repairs Policy, and all Human Resources (HR) Policies. These updates reflect our ongoing commitment to effective governance, operational resilience, and delivering high-quality services.

**Fraud**

The Trust complies with the regulatory requirements on fraud and has in place a Fraud, Bribery and Anti-Corruption policy. A register is maintained of any actual or attempted fraud.

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
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**KEY POLICIES & STRATEGIES (CONTINUED)**

**Whistleblowing**

The Trust's Whistleblowing Policy enables issues to be raised on a confidential basis to management, or the Board and procedures are in place to ensure that any whistleblowing incidents are independently investigated promptly.

**Managing information and General Data Protection Regulation**

The Trust takes its duty and obligations to protect privacy and data protection seriously and during the year, the General Data Protection policy was updated. During the year the Trust recorded no data protection breaches.

**Key Performance Indicators (KPIs)**

The Key Performance indications (KPIs) are regularly reviewed in Board meetings, which helps the Trust to monitor the Trust's performance throughout the year, against internal metrics, past performance and in comparison, to our peers. The Trust contributes to a benchmarking group, Acuity, which assesses it's work against that of its peers and some of this data is included in this report.

**POST BALANCE SHEET EVENTS AFTER THE END OF THE REPORTING PERIOD**

There are no post balance sheet events to report for March 2025.

**HORNSEY CARE AND SUPPORT LTD**

The Trust's subsidiary, Hornsey Care and Support Limited, remained dormant in the year.

**CORPORATE PLAN**

The 2024-2029 Corporate plan supported by the long-term financial plan provides a framework for the delivery of our five strategic goals as articulated below:

<b>STRATEGIC GOAL</b>	<b>AIMS</b>	<b>MEASURES OF SUCCESS</b>
<b>SUPPORTED TENANTS, WELL MANAGED NEIGHBOURHOODS</b>	<ol style="list-style-type: none"> <li>We listen to our tenants and respond to their needs</li> <li>We have well managed residential environments</li> </ol>	<ul style="list-style-type: none"> <li>➤ Tenants believe the Trust takes their views into account</li> <li>➤ Our staff maintain regular contact with our tenants and are up to date on their needs</li> <li>➤ The Trust provides regular opportunity for tenant feedback</li> <li>➤ The Trust has a well-managed complaints process</li> <li>➤ The Trust keeps tenants informed about service development</li> <li>➤ Tenants report satisfaction with the condition of communal and external areas</li> </ul>

	<p>3. We are proactive in addressing property misuse and anti-social behaviour</p>	<ul style="list-style-type: none"> <li>➤ Our staff visit and inspect communal areas regularly and act on issues identified</li> <li>➤ Communal and external areas are designed to be practical in their use by tenants</li> <li>➤ Our staff keep tenancy audits under regular review and ensure our properties are being used for their intended purpose</li> <li>➤ We help tenants with vulnerability to receive the support they need</li> <li>➤ Our tenants are satisfied with how well we work to prevent and address incidences of anti-social behaviour</li> <li>➤ Our staff work closely with external agencies to address estate management issues and anti-social behaviour</li> </ul>
<p><b>SAFE, SECURE, ENERGY EFFICIENT HOMES</b></p>	<p>1. We ensure that our homes are safely and securely managed and maintained</p> <p>2. We reduce home running costs and increase comfort for tenants</p> <p>3. We work towards environmental sustainability in managing our assets</p>	<ul style="list-style-type: none"> <li>➤ 100% compliance across six areas of property safety</li> <li>➤ Our buildings are secure environments for our tenants to live in</li> <li>➤ We reduce incidences of damp and mould in our properties and manage all cases where it is evident</li> <li>➤ Staff safety is maximised in the delivery of our services</li> <li>➤ Our heating systems are managed to help ensure running costs for tenants are as affordable as possible and planned maintenance (window replacements/roof insulation) help to improve energy efficiency and warmth in winter and to reduce overheating in summer we support tenants where possible with advice on available financial assistance to help with energy costs</li> <li>➤ Our IT systems provide accurate asset management data about our properties</li> <li>➤ We have a deliverable plan for EPC C Compliance by 2030</li> <li>➤ We have secured SHDF/other available grant funding to support decarbonisation of our assets</li> </ul>
<p><b>A TRUSTED AND RESPONSIVE REPAIRS SERVICE</b></p>	<p>1. We have a repairs service which our tenants can rely on</p>	<ul style="list-style-type: none"> <li>➤ Tenants report satisfaction with our responsive repairs service</li> <li>➤ Tenants report satisfaction with time taken to complete repairs in full</li> <li>➤ We have reduced incidence of disrepair in our homes</li> </ul>

	<p>2. We offer a person-centred approach to delivering repairs</p> <p>3. We have a motivated and high performing repairs team</p>	<ul style="list-style-type: none"> <li>➤ Tenants have access to different methods to report repairs and check on the status of them</li> <li>➤ We offer flexibility in our appointments for carrying out repairs</li> <li>➤ We respond to personal needs in arranging and communicating about repairs</li> <li>➤ Staff surveys indicate high levels of motivation and satisfaction</li> <li>➤ Our repairs service demonstrates high levels of productivity and successful resolution</li> <li>➤ Tenants are satisfied with the professionalism and attitude of our repairs staff</li> </ul>
<b>NEW HOMES AND PARTNERSHIPS</b>	<p>1. We develop new homes to replace old and improve conditions for tenants</p> <p>2. We have a co-produced vision of quality in new homes for older people</p> <p>3. We develop partnerships to maximise our potential to provide better homes and services</p>	<ul style="list-style-type: none"> <li>➤ We plan to construct 20 new homes.</li> <li>➤ We have a well-managed development process</li> <li>➤ We have a plan for disposal of assets which are problematic in terms of meeting tenant needs or building sustainability</li> <li>➤ We have successfully implemented the use of our co-produced design brief for new homes</li> <li>➤ Tenants report satisfaction with the quality of new homes</li> <li>➤ We have worked with Haringey Council to influence better homes for older people for the future</li> <li>➤ We have maximised grant funding via the North River Alliance and utilised our loan funding to support delivery of new homes</li> <li>➤ We have established relationships with other community organisations who can meet our tenants' support needs</li> <li>➤ We have explored and undertaken new strategic projects in conjunction with local partners to improve efficiencies</li> </ul>
<b>A HEALTHY, DIVERSE &amp; CONNECTED COMMUNITY</b>	<p>1. We promote the health and wellbeing of our tenants and staff</p> <p>2. We use our Hubs and communication tools to help tenants and staff to feel more connected</p>	<ul style="list-style-type: none"> <li>➤ Our programme of tenant engagement activity has a strong emphasis on health and well being</li> <li>➤ We maximise opportunities for volunteering within our tenant base</li> <li>➤ Our staff sickness is low, and staff report successful use of our range of health and wellbeing resources</li> <li>➤ The design and use of our Hubs is fully informed by tenants</li> <li>➤ Street property tenants feel more connected to our services via the Hubs model</li> </ul>

	<p>3. We celebrate our strength in diversity and develop connections throughout our community</p>	<ul style="list-style-type: none"> <li>➤ We run a diverse programme of community events &amp; volunteering at our Hubs</li> <li>➤ Our IT systems and digital connections are designed to ensure optimal performance of our Hubs</li>   <li>➤ We have good quality data on the diversity of our tenants</li> <li>➤ Our Board and staff team reflects the diversity of our tenants</li> <li>➤ We realise opportunities to work with other local organisations to complement our work and promote activities for a wide range of needs and interests</li> </ul>
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## CAPITAL STRUCTURE AND TREASURY

### Treasury Management Policy

The Trust's Treasury Management Policy sets out the parameters, controls for treasury activities, and reflects its growth aspirations. The focus of the policy is to ensure liquidity and that funds are in place to deliver the long-term financial plan as appropriate together with ensuring compliance with lenders' financial covenants. To support compliance, the Board has in place Golden Rules of twelve months operating cashflow, headroom of at least 25% more than our lenders interest cover covenant and gearing headroom of 10% less than our lenders maximum covenant. These Golden rules and lenders' financial covenants are monitored and reported on regularly within the management accounts and the long-term financial plan which is also stress tested. The Trust was in compliance with the Golden Rules and lenders' financial covenants throughout 2024/25 and is forecast to be in compliance going forward.

### Loan structure

The Trust has drawn loan facilities of £496k (2023/24: £528k) from Lloyds Banking Group which are based on fixed rates. The Trust recognises the long-term nature of the business and maturity dates and scheduled capital repayments reflect this. The loans have been secured with charges on the Trust's properties. The Trust is compliant with Lloyds Banking Group financial and non-financial covenants. Further details on the loans are detailed in note 16 on page 55 of the financial statements.

### Liquidity

The Treasury management policy requires that the Trust has sufficient funds available to meet operational cashflows as they fall due for at least twelve months. The Trust seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs as well as investing cash assets in order of security, liquidity and yield respectively. At the year-end, cash in hand and on deposit was £1.7m (2023/24: £2.2m).

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**Interest Rate Risk (CONTINUED)**

The Trust finances its operations including developments and capital investment through a mixture of retained surplus, grants and bank borrowings. Loans may create an exposure to interest rate fluctuations on its borrowings which is managed by the use of both fixed and variable rate facilities. All fixed rate facilities are embedded.

**CAPITAL STRUCTURE AND TREASURY**

**Credit Risk**

The Trust's principal credit risk relates to tenant arrears. The risk is managed by supporting tenants with applications for housing benefit or universal credit, and by closely monitoring arrears. Because most of our tenants receive housing benefit, the economic impact of the Cost-of-Living crisis have not significantly impacted the Trust's income stream. The Trust are though mindful that as universal credit is rolled out and more tenants move to this form of benefit the Trust's exposure will grow and continue to provide a robust approach to this area.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The Trust continued to operate in a challenging environment, with both internal and external risks impacting the delivery of our corporate plan. We have a robust approach to risk management and have integrated risk assessment into our Board reporting supported by our Audit & Risk Committee. This ensures that risks are fully considered, with actions to provide mitigation, timeframes and responsibilities in place. This assists the Board in both managing and minimising the risks which might prevent the organisation achieving its objectives.

The Board has ultimate responsibility for managing risk but have delegated to the Audit & Risk Committee responsibility to review risks, which is undertaken regularly and then reported to Board. The Leadership Management Team regularly review, record and assess existing risks and identify and manage new risks considering in particular, the impact and probability of the risk occurring.

Key strategic risks centre on the management and levels of investment in our stock, particularly the delivery of our repairs and planned maintenance services and the understanding of our stock. Recent publicity around the impact of damp and mould and disrepairs in the sector highlighted by the media has led us to review our approach to managing reporting and taking action in these areas. Other external challenges included: cyber security threats; general data protection, impact of the Building Safety and Fire Safety Acts following Grenfell. Other challenges include meeting the targets on decarbonisation and net zero; managing the impacts of international conflicts and other external factors on higher energy costs and the cost-of-living crisis which are affecting the Trust's rental stream and costs and our tenant's income.

During the year, the Trust began reviewing its approach to the delivery of its Asset Management Strategy particularly the delivery and administration of day-to-day repairs. Following an options appraisal including consideration of both cost and customer service, the decision was made to terminate the partnership with Newlon Housing Trust and Wates and bring 'in-house' the routine repairs using a combination of employed operatives and other contractors.

We provide support and assistance to both existing and new tenants helping them maximise their income. This and other tenancy sustainment activities helps to protect our income stream.

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**PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)**

The Trust faced inflationary pressures on our costs, particularly repairs and asset management costs. The 2024/25 rent increase was at Consumer Price Index of 7.7% + 1%.

Finally, in terms of managing financial risk, the Trust prepared budgets, forecasts and a long-term financial plan which was stress tested to support the delivery of the Trust's strategic and operational objectives. These are regularly reviewed together with cashflow management and covenant reporting.

**FINANCIAL PERFORMANCE**

Turnover for the year ended 31 March 2025 was £4,351k (2023/24: £4,146k), while expenditure totalled £4,573k (2023/24: £4,157k). During the year, the Trust disposed of housing properties, resulting in an operating surplus of £717k (2023/24: £122k), before pension costs of £54k (2023/24: £95k).

The surplus has enabled the Trust to continue investing in its properties and enhancing the services provided to tenants, while maintaining full compliance with lenders' financial covenants.

Our key financial performance for the last 5 years is summarised in the table below:

<b>Financial Performance</b>	<b>£000s</b>	<b>2024/25</b>	<b>2023/24</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Turnover		4,351	4,146	3,808	3,687	3,614
Operating Costs		4,573	4,157	3,461	3,416	3,103
Surplus on sale of properties		940	134	492	166	-
Operating Surplus		717	122	838	437	511
Net Interest and financing costs <sup>(1)</sup>		6	13	38	49	43
Surplus for the year <sup>(2)</sup>		711	109	800	388	468

(1) Net interest and financing costs includes pension interest

(2) Surplus for the year excludes pension movements

<b>Financial Position</b>	<b>£000s</b>	<b>2024/25</b>	<b>2023/24</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Housing Properties at cost		36,190	34,902	34,593	34,529	34,374
Housing Properties at cost less depreciation		23,300	22,582	22,843	23,134	23,608
Loans		496	528	560	588	710
Deferred social housing capital grant/recycled capital grant fund		11,590	11,788	12,033	12,472	13,037
Cash in hand and on deposit		1,748	2,250	2,284	1,947	1,603
Reserves		12,497	11,730	11,716	11,032	10,535

**HORNSEY HOUSING TRUST LIMITED**  
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**FINANCIAL PERFORMANCE (CONTINUED)**

Financial Ratios/KPIs	2024/25	2023/24	2022/23	2021/22	2020/21
Weighted Average Interest Rate	5.00%	5.00%	4.88%	5.46%	5.14%
Operating cost per managed home	£11,757	£10,660	£8,851	£8,693	£7,875
Debt per home managed	£1,275	£1,354	£1,432	£1,496	£1,802

Cash in hand and on deposit at the year-end decreased to £1.7m (2023/24: £2.2m).

**PERFORMANCE AND BENCHMARKING**

A critical aspect of our Corporate Plan is to deliver services to our tenants, maintain our homes and grow. Continuous improvements in our performance and delivery of value for money (VfM) are important to the Trust as we recognise that our costs are higher than some other providers; as we are a small organisation operating in a regulated social housing sector; based in London; providing homes and services to older people. This is recognised in the Regulators publication of Global Accounts and value for money metrics. We also have limited ability to determine the rents we charge and therefore we seek to control our costs and maximise other income to generate surpluses which are reinvested in our stock and services or building new properties.

The table below sets out the Trust's performance and benchmarks against our own internal targets. The key operational performance measures that we use are set out below:

Financial Performance	£000s	Target	2024/25 Actual	2023/24 Actual	2022/23 Actual	2021/22 Actual
Rent Arrears – adjusted - £ <sup>(1)</sup>		£127k	£207k	£122k	£116k	£116k
Rent Arrears % adjusted - % <sup>(1)</sup>		3.5%	5.3%	3.8%	3.4 %	3.5%
Rent Collection		101%	91.7%	97.4%	99.5%	101.0%
Number of voids		37	31	36	42	47
Void Average re-let time (days)		30	60	38	35	46
Void losses		£69k	£74k	£92k	£100k	£103k
Emergency repairs completed within target		90%	81%	84%	99%	100%
All Repairs completed on time		90%	85%	81%	92%	72%
Gas Safety Certificate (LSGR)		100%	97%	99%	99%	97%
Customer overall Satisfaction with new repair - average		91%	88%	91%	90%	86%
Total maintenance and major repairs per unit		£4,439	£5,100	£4,565	£3,141	£3,216

(1) Current tenant arrears was adjusted by £96k for timing differences of outstanding housing benefit and universal credit payments received in early April.

**HORNSEY HOUSING TRUST LIMITED**  
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**PERFORMANCE AND BENCHMARKING (CONTINUED)**

All KPI's are kept under review by the Leadership Management Team and reported to the Board regularly. We monitor performance against our targets and previous year results as well as comparable housing providers in the Small Providers Benchmarking Group (SPBM) and the National Housing Federation's G320 group.

We benchmark our performance with Acuity the national smaller housing association (less than 1,000 homes) benchmarking network. The group works collaboratively, often sharing performance information and underlying issues openly. This enables members to target improvement based on best practice shared within the group. Acuity work in partnership with House Mark, who are the leading data and insight company providing benchmarking and trend analysis to the housing sector.

**REVIEW OF THE YEAR**

**Enhanced Housing Support and Tenant Engagement**

We continue to provide extra support to our sheltered housing tenants which is funded through an eligible housing benefit Enhanced Housing Management service charge. We have continued to hold tenant activities including coffee mornings, a weekly café at Abyssinia, creative art classes and had summer barbeques and various other events at our main schemes. We also offered warm spaces for our tenants in the Trust's communal areas during the cost-of-living and energy crisis to help reduce day to day living costs as well as promote government grants to our tenants.

**Housing Management Services**

We welcomed 20 new tenants to the Trust during the year at our schemes and street properties. Many of our new tenants were supported in making applications for housing benefit and universal credit claims as part of the new tenancy sign up process. Around 70% of the Trust's rent is paid through housing benefit and universal credit. Our housing management team provide support to new and existing tenants in making new housing benefit and universal credit claims plus where there has been notification of a change of circumstances.

Reducing rent arrears and rent collection are two key performance indicators that are monitored by the Board quarterly and by management more regularly. We work collaboratively with tenants to help them maximise their income which also helps our tenants stay up to date with rent payments and sustain their tenancies. For the Trust, it means a more reliable cash flow, which enables delivery of operational and strategic works including investing in our existing homes and homes for the future.

Rent arrears were £80k above target. This was primarily due to senior staff turnover within the housing management team, which led to some standard follow-up procedures not being implemented. Since then, the Trust has appointed a Tenant Engagement Officer who is closely monitoring arrears and working collaboratively with tenants to establish affordable payment plans.

**Managing voids and new lettings**

Over the year we had 31 void properties of which 22 were re-let and there has been 4 long-term voids due to; major works; keeping a property open due to hospitalisation and; nominations from social services. One particular property was let twice due to the sensitivity of the case and Housing Ombudsman involvement. Voids are regularly monitored to minimise losses to the Trust and the void overall turnaround times. Average number of days to re-let all, excluding long term increased by 3 days. The London Borough of Haringey nominate people over 45 for our street properties and over 55 for our sheltered accommodation which can take longer than expected to let. To reduce this risk and continue to let at social rent, we continue with our ongoing partnership with Haringey's Private Rented lettings team.

**HORNSEY HOUSING TRUST LIMITED**  
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**REVIEW OF THE YEAR (continued)**

**Asset Management**

**Day to day repairs**

The repair service has now been brought back in-house with the inclusion of a direct labour team. The new approach is already delivering anticipated benefits, including closer relationships with tenants, improved knowledge of our homes, and a more responsive service — all contributing to increased satisfaction levels.

**Compliance with Landlord Obligations**

The Trust takes its Health and safety obligations seriously as a landlord and one of its foremost priorities is to ensure our homes, estates and neighbourhoods are safe and secure for our residents and their families and members of the public. Our main compliance functions are around gas safety, electric safety, asbestos management, fire safety, lift management and water hygiene.

**Investment in our homes**

The Trust infused significant capital into various parts of our homes in 2024/25 financial year.

- We invested £607k in the financial year in the renewal of 28 kitchens and 44 bathrooms.
- We renewed 13 heating system boilers and plant, at a cost of £129k including one commercial boiler at 117 Ferme Park Road costing £74k. This will make our homes warmer, more efficient, and cleaner in terms of energy consumption and fuel usage.
- We renewed the intercom systems in 24 street properties. 107 tenants benefitted from an upgrade of their intercom system.
- Ensuring we maintained the internal and external appearances of our buildings as this remains an important aspect of delivering good neighbourhoods to our tenants. To this end, we carried out the redecoration of the internal communal and external areas at 110-112 Hillfield Avenue and 1-16 Sheba court, in this financial year. We also redecorated the internal spaces of 8 of our street properties
- We have established the baseline for preparing our stock for a decarbonisation strategy by completing 98% of the EPC assessment of our homes. Based on the returns from the Energy Performance Certificates, we identify properties that require new windows, and these are included in the replacement programme for 2025/2026. The data is also linked to tackling damp and mould within our stock and we will use it to develop a retrofit strategy and access social housing decarbonisation (Warm Homes) funding with our partners.
- As of this reporting period, 12 schemes under review have been confirmed as 100% compliant in recent Fire Risk Assessment (FRA) inspections. This reflects a continued commitment to safety standards and regulatory adherence across the 12 Schemes. Contractors are completing the remedial works promptly and efficiently, with several actions closed ahead of schedule. At present, there are no compliance risks or pending FRA issues across the 12 schemes. The current performance reflects a strong collaborative approach between internal teams and external contractors, with a focus on safety and accountability.

**HORNSEY HOUSING TRUST LIMITED**  
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**LOOKING AHEAD – FINANCIAL YEAR 2025/26**

We expect a busy year and the Board, and the Leadership Management Team will continue to strive to deliver improved services to our tenants, management of our assets and financial resilience. As we enter the second year of our corporate plan, our Board and LMT will be reporting on the vision and strategy for the next 5 years.

STRATEGIC OBJECTIVE	AIMS
<b>1. Supported Tenants, well-managed neighbourhoods</b>	We listen to our tenants and respond to their needs
	We have well-managed residential environments
	We are proactive in addressing property misuse and anti-social behaviour
<b>2. Safe, secure, energy efficient homes</b>	We ensure that our homes are safely and securely managed and maintained
	We reduce home running costs and increase comfort for tenants
	We work towards environmental sustainability in managing our assets
<b>3. Trusted and responsive services</b>	We have a repairs service which our tenants can rely on
	We offer a person- centred approach to delivering repairs
	We have a motivated and high performing team
<b>4. New homes and partnerships</b>	We develop new homes to replace old and improve conditions for tenants
	We have a co-produced vision of quality in new homes for older people
	We develop partnerships to maximise our potential to provide better homes and services
<b>5. A healthy, diverse and connected community</b>	We promote the health and wellbeing of our tenants and staff
	We use our Hubs and communication tools to help tenants and staff to feel more connected
	We celebrate our strength in diversity and develop connections throughout our community

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
**31 MARCH 2025**

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## **VALUE FOR MONEY**

Delivering VfM is key to the Trust's success and delivery of its business plans objectives. It is a measure used to assess the level of Economy, Efficiency and Effectiveness given the resources available.

- **Economy:** minimising the cost of resources used while having regard to quality
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them
- **Effectiveness:** the extent to which objectives are achieved and the relationship between intended and actual impacts.

VfM metrics are used as a tool to measure and improve business health, asset management, and growth, protecting and investing in assets and delivering customer satisfaction. Delivering value for money has been challenging this year due to competing demands for resources and the implications, financial and otherwise, of other economic shocks.

### **The Value for Money Approach and Statement**

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."

The Board's approach to delivering value for money included the adoption of a Value for Money Statement that focused on the Purpose, Priorities, Outcomes and Targets of the Trust. The Trust's Value for Money Statement aligns to the Trust's business plan and sets our clear priorities and outcomes to support its mission statement which are noted below.

### **Value for Money Purpose:**

VfM is an integral part of the business plan 2024-29. Our approach to achieve successful delivery of the plan, was to agree four VfM priority areas which are shown below.

### **Value for Money Priorities:**

- Maximising the Trust's income
- Pro-active Asset Management
- Target to maintain our social housing management costs at the median peer group
- Providing services that satisfy our customers as well as delivering social value.










### **Value for Money Outcomes and Targets**

The Regulator of Social Housing's Value for Money Standard and accompanying Code of Practice came into effect in April 2018. The standard includes a requirement to publish a robust self-assessment which is transparent and accessible to stakeholders on how VfM is achieved.

Our measures of success include delivery of the budget and business plan objectives incorporating the VfM priorities. The Trust has also used the Regulator's seven VfM metrics alongside benchmarking against our peers to assess performance as shown in the table overleaf.

**HORNSEY HOUSING TRUST LIMITED**  
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**Value for money, performance and development during the financial year**

Measure <sup>(1)</sup>	2024/2025	2023-2024	2022-2023	Change from last year	Target Budget 2024-25	Value for money metrics and reporting (Median)2024 <sup>(2)</sup>	Regulator of Social Housing Metric reference <sup>(3)</sup>
<b>Business Health</b>							
EBITDA MRI interest cover <sup>(4)</sup>	441%	157%	1189%		(369%)	121.7%	4
Operating margin % social housing lettings only	(6.2%)	(1.1%)	7.9%		(3.67%)	20.4%	6a
Operating margin % overall	(4.2%)	0.6%	9.6%		(0.6%)	18.5%	6b
<b>Growth</b>							
New supply delivered - social housing homes	1%	0%	0%		0%	1.4%	2
New supply delivered - non-social housing homes	0%	0%	0%		0%	0.0%	2
Gearing %	(3.5%)	(4.9%)	(5.0%)		(7.1%)	45.6%	3
Headline social housing cost per unit £	11,950	9,698	8,327		8,619	5,136	5
<b>Asset Management</b>							
Return on Capital Employed (ROCE)	2.9 %	0.5 %	3.5%		0.2%	2.8%	7
<b>Growth</b>							
Reinvestment % Development	4.7%	1.7%	1.9%		1.24%	7.7%	1

(1) Descriptions of all measures are shown on page 23

(2) Value for money metrics and reporting 2024 - Median

(3) Regulator of Social Housing (RSH), reference to the RSH metric numbers and definitions are shown on page 23

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

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**VALUE FOR MONEY (continued)**

**Definitions**

The Regulator of Social Housing has identified a number of metrics that Housing Providers need to report on and has defined them as below:

1. **Earnings before interest, tax, depreciation, amortisation and major repairs investment (EBITDA-MRI)** - This metric compares the surplus generated in the year together with investment in major repairs against the amount of interest payable. The results for 2024/25 are strong and reflect the low level of borrowings of the Trust. However, EBITDA-MRI increased compared to 2023/24 which is mainly attributed the gains on disposal of housing properties of £939,706.
2. **Operating Margin (Social housing lettings only) %** - This metric looks at the operating surplus from social lettings divided by income from social lettings and excludes fixed asset sales. This metric shows margins have decreased compared to 2023/24 due to a loss mainly because of the increase in spend on investment in our properties. This is offset by the increased income from rent and service charges.
3. **Operating Margin (overall)** - This looks at operating surplus including any gain/ (loss) on fixed asset sales, divided by all income. HHT's operating marginal (overall) performance is lower for 2024/25 (4.2%) compared to 0.6% in 2023/24.
4. **New Supply metrics** - This metric reports no percentage movement on new homes. The Trust has now commenced its journey on building a development programme with one scheme on site and a small pipeline of other schemes identified.
5. **Gearing** - This looks at debt that the Trust carries in relation to the value of its housing properties. The Trust has traditionally had low levels of borrowing and financed its current development from cash reserves, grant and fixed asset sales therefore gearing has remained low. As capital repayments have continued with no new borrowing to date gearing has remained constant.
6. **Headline social housing cost per unit** - This considers the cost of running social housing units and includes all repairs, maintenance, service charge and capital costs divided by the number of housing units. The results show an increase in costs driven by an increase in day-to-day repairs and on planned maintenance activities as well as the impact of inflation.
7. **Return on capital employed (ROCE) %** - This metric reports on operating surplus (including any gain / loss on disposal) divided by total assets, less current liabilities. This has improved from 0.5% in 2023/24 to 2.9%.
8. **Reinvestment %** - This considers the level of investment into the business; this increased against target reflecting the increasing level of investment in our existing assets during the year.

**HORNSEY HOUSING TRUST LIMITED**  
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**VALUE FOR MONEY PRIORITIES**

The priorities achieved and identified are:

<b>Priorities</b>	<b>2024/25</b>	<b>2025/26</b>
<p><b>1. To maximise the Trust's income</b></p> <ul style="list-style-type: none"> <li>➤ Effective rent &amp; Service Charge collection</li> <li>➤ Identify properties better suited for sale providing funds to re-invest</li> <li>➤ Recovery of housing management service costs</li> <li>➤ Supporting the sustainment of tenancies for residents.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continual focus on rent collection and sustaining tenancies.</li> <li>➤ Sale of identified properties in line with budget</li> <li>➤ Review Service Charges to ensure cost is being fully recovered</li> <li>➤ Re-procurement of the Gas Servicing contract. Engaging our tenants again in the process will be undertaken to deliver better value for money and customer service</li> </ul>	<ul style="list-style-type: none"> <li>➤ We remain focused on rent collection and have introduced more effective debt recovery procedures to help reduce tenant arrears.</li> <li>➤ The recently signed gas servicing contract, along with our gardening and in-house repairs teams, will deliver better value for money and improved customer service.</li> </ul>
<p><b>2. Pro-active asset management</b></p> <ul style="list-style-type: none"> <li>➤ Redevelopment opportunities</li> <li>➤ Reinvestment in poorer performing assets, funded via sales where assets are uneconomical to retain</li> <li>➤ Reinvestment in assets to ensure homes are safe and comply with all legislative requirements</li> <li>➤ Active management of planned and major repair requirements phased where appropriate.</li> <li>➤ Focus on the management of day-to-day repairs service</li> </ul>	<ul style="list-style-type: none"> <li>➤ Management of Palm Tree Court development to ensure timely completion, budgets adhered to, and final grant is received</li> <li>➤ Implementation of cashflow forecasting process, collaboration between Finance and Development to obtain VfM</li> <li>➤ Mobilisation of the new repairs service</li> <li>➤ Agreement of KPI's and review to ensure high performance and management of costs</li> </ul>	<ul style="list-style-type: none"> <li>➤ We have committed to the recommended works from the Stock Condition Survey, with work scheduled to begin in Q4 2025/26.</li> <li>➤ All financial and operational KPIs continue to be closely monitored to ensure high performance and effective cost management.</li> </ul>

**HORNSEY HOUSING TRUST LIMITED**  
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**VALUE FOR MONEY PRIORITIES (continued)**

Priorities	2024/25	2025/26
<p><b>3. To provide services that satisfy our stakeholders as well as deliver social value</b></p> <ul style="list-style-type: none"> <li>➤ Introduce social value impact assessments</li> <li>➤ Use customer feedback to review quality of service provision.</li> </ul>	<ul style="list-style-type: none"> <li>➤ We will gather information on customer satisfaction on our new repairs service and act accordingly.</li> <li>➤ We will also aim to strengthen our profile and partnership with Haringey Council as a quality provider of older persons housing in the borough.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Trust continues to conduct tenant satisfaction surveys to ensure we are serving our customers well, particularly in areas where new services have been introduced.</li> <li>➤ We continue to strengthen our relationships and partnerships with Haringey Council and other key stakeholders.</li> </ul>

**STATEMENT OF BOARD'S RESPONSIBILITIES**

The Co-operative and Community Benefit Societies Act 2014 and related social housing legislation require the Board to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Trust and of the surplus or deficit for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in business.

The Board is responsible for keeping proper accounting records and disclosing with reasonable accuracy at any time the financial position of the Trust, to enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, and the Accounting Direction for private registered providers of social housing 2022. The Board has a general responsibility for taking reasonable steps to safeguard the assets of the Trust and to prevent and detect fraud and other irregularities.

So far as each board member is aware, there is no information relevant to the audit of which the organisation's auditors are unaware and each Board member has taken all of the steps that he/she ought to have taken as a Board member in order to make himself/herself aware of any such relevant information and to establish that the Trust's auditors are aware of that information.

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
**31 MARCH 2025**

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**GOING CONCERN**

The financial statements have been prepared on the basis that the Trust is a going concern and will be able to continue operating for the foreseeable future.

The budget for 2024/25 and the long-term financial plan are both updated annually, and stress tested to demonstrate financial viability. The housing sector is still experiencing high cost of living, high energy prices, inflation, increased voids losses and rent arrears have all been taken into account. The long-term financial plan has been stress tested against various scenarios and sensitivity testing. The plan included consideration of mitigations where material changes occurred thereby ensuring a robust plan was built. The budget and long-term financial plans were tested against the Lender's financial covenants, the Trust's internal Golden Rules and key Value for Money metrics.

The Board after due consideration is of the view that there is a reasonable expectation that the Trust has adequate resources to continue in operation for the foreseeable future, being at least twelve months after the date on which the annual report and financial statements are signed. Accordingly, the Trust continues to adopt the going concern basis in preparing these financial statements.

**RSH Regulatory Framework**

The Board has received and reviewed the Chief Executive's annual review of the effectiveness of the system of internal controls. The Board confirms the Trust's compliance with the Regulator of Social Housing's governance and financial viability standards.

**NHF Code of Governance**

The Trust has identified areas where we can strengthen over the course of the next year. The Board meets all the requirements of the NHF (National Housing Federation) Code of Governance 2020, which the Board formally adopted in April 2022.

**STATEMENT ON THE TRUST'S SYSTEMS OF INTERNAL CONTROL**

The Board acknowledges its overall responsibility for establishing and maintaining the system of internal control and for reviewing its effectiveness. It recognises that no system of internal control can provide absolute assurance or eliminate all risks, and the internal control framework is designed to manage and reduce rather than eliminate the risk of failing to achieve key business objectives.

The internal control framework and risk management processes are subject to review by the Board with delegated authority given to the Audit and Risk Committee to review and report to the Board.

These processes are strengthened by the appointment of TIAA as internal auditors who have an annual programme to audit the Trust's internal controls on selected areas of activity.

**HORNSEY HOUSING TRUST LIMITED**  
**REPORT OF THE BOARD**  
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**STATEMENT ON THE TRUST'S SYSTEMS OF INTERNAL CONTROL (continued)**

During 2024/25, the establishment of a Tenant Quality Assurance (TQA) Committee provided further scrutiny, with tenant involvement, on policy measures introduced by HHT and operational results against key performance indicators. Furthermore, an independent governance review was undertaken by Housing Quality Network in early 2025 to assess the effectiveness of the Board. The senior staff team has changed significantly in the year, initially due to restructure and also as a result of some new staff members not succeeding in post. HHT has been proactive in dealing with such situations, the CEO working closely with Board.

In meeting its responsibilities, the Board has adopted a risk-based approach to internal controls, which are embedded within management and governance processes. This includes regular evaluation of the nature and extent of risk to the Trust. Key elements of the control framework include:

- Rules and standing orders
- Board approved terms of reference and delegated authorities for the Audit and Risk and TQA Committees
- Risk management framework overseen by the Audit and Risk Committee and reported to Board
- During the year the Board has reviewed and improved its risk management framework. There is a formal process for reviewing and updating the risk register, which is regularly reported to the Audit and Risk Committee
- A framework of written policies and procedures
- Financial reporting systems including reviews and approval of the long-term financial plan, budgets, forecasts and management accounts by Board
- Treasury management policy, reporting monthly and quarterly cashflow forecasting and regular monitoring of loan covenants
- Internal Audit is provided by TIAA. Internal audit reports are monitored by the Audit and Risk Committee together with an annual independent assurance report
- Codes of conduct and registers of hospitality and declaration of interests
- Annual review of financial standing orders
- Retention of a fraud register
- Reports of business and minutes from committees and the Board

The Board confirms that there is an ongoing process for identifying, evaluating, and managing significant risks faced by the Trust which has been updated over the course of the year. The Board confirms that this Strategic Report has been prepared in accordance with the principles set out in Para 4.7 of the 2018 SORP for Registered Social Housing Providers.

For and on behalf of the Board



Susan Faridi (Sep 1, 2025 11:53:40 GMT+1)

**CHAIR**

**Date:**

**HORNSEY HOUSING TRUST LIMITED**  
**AUDITOR'S REPORT**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORNSEY HOUSING TRUST LIMITED**

**Opinion**

We have audited the financial statements of Hornsey Housing Trust Limited (the 'Trust') for the year ended 31 March 2025 comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Trust's affairs as at 31 March 2025 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORNSEY HOUSING TRUST LIMITED**

### **Other information**

The other information comprises the information included in the Report and Financial Statements, other than the financial statements and our auditor's report thereon. The Board members are responsible for the other information contained within the Report of the Board and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 require us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Trust has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.

### **Responsibilities of the Board**

As explained more fully in the statement of Board's Responsibilities set out on page 25, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORNSEY HOUSING TRUST LIMITED**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

We obtained a general understanding of the Trust's legal and regulatory framework through enquiry of management concerning their understanding of relevant laws and regulations and the entity's policies and procedures regarding compliance. We also drew on our existing understanding of the Trust's industry and regulation.

We understand that the Trust complies with the framework through:

- Updating operating procedures, manuals and internal controls as legal and regulatory requirements change;
- A risk assessment framework and register that includes regular review and scrutiny by the Board and the Audit Committee;
- An annual assessment of compliance with regulatory standards as applied to Registered Providers and enforced by the Regulator of Social Housing;
- The Board's close oversight through regular board meetings and compliance reporting; and
- A programme of internal audit performed by an independent firm of internal auditors.

In the context of the audit, we considered those laws and regulations: which determine the form and content of the financial statements; which are central to the Trust's ability to conduct its business; and where failure to comply could result in material penalties. We identified the following laws and regulations as being of significance in the context of the Trust:

- FRS 102, the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022, in respect of the preparation and presentation of the financial statements;
- Health and safety regulations; and
- Regulatory standards as applied to Registered Providers and enforced by the Regulator of Social Housing.

We performed the following specific procedures to gain evidence about compliance with the significant laws and regulations above:

- Performed a review of board minutes to identify any indicators of known or suspected non-compliance with significant laws and regulations;
- Reviewed any correspondence between the Regulator of Social Housing and the Trust; and
- Reviewed internal audit reports

The senior statutory auditor led a discussion with senior members of the engagement team regarding the susceptibility of the Trust's financial statements to material misstatement, including how fraud might occur. The key area identified as part of the discussion was with regard to the manipulation of the financial statements through manual journal entries, overstating accounting estimates, and incorrect recognition of non-rental income.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORNSEY HOUSING TRUST LIMITED

The procedures carried out to gain evidence in the above areas included:

- Testing of a sample of manual journal entries, selected through applying specific risk assessments applied based on the Trust's processes and controls surrounding manual journal entries;
- Assessing accounting estimates in accordance with ISA540, including testing the appropriateness of the estimates by obtaining evidence from events post year end or testing how the accounting estimates were made; and
- Testing a sample of non-rental income transactions from accounting records to underlying documentation and vice versa.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Trust's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Trust's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's members as a body, for our audit work, for this report, or for the opinions we have formed.

*S&W Partners Audit Limited*

**S&W Partners Audit Limited**  
Statutory Auditor  
Chartered Accountants

45 Gresham Street  
London  
EC2V 7BG

01/09/2025

**HORNSEY HOUSING TRUST LIMITED**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £	2024 £
<b>Turnover</b>	2	<b>4,350,623</b>	4,145,626
Operating expenditure	2	<b>(4,573,305)</b>	(4,157,497)
Surplus on the sale of fixed assets – housing	6	<u>939,706</u>	<u>134,045</u>
<b>Operating surplus</b>		<b>717,024</b>	122,174
Interest receivable and other income	7a	<b>52,604</b>	48,429
Interest payable and similar charges	7b	<u><b>(58,142)</b></u>	<u>(61,439)</u>
<b>Surplus for the year</b>		<b>711,486</b>	109,164
<b>Other comprehensive income for the year</b>			
Actuarial gain/(loss) on Defined benefit pension liability	10	<b>54,000</b>	(95,000)
<b>Total comprehensive income for the year</b>		<u><b>765,485</b></u>	<u>14,164</u>

**The Trust's results relate wholly to continuing activities and the notes on pages 36 to 59 form an integral part of these financial statements**

**HORNSEY HOUSING TRUST LIMITED**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2025**

**TANGIBLE FIXED ASSETS**

		Mar-25 £	Mar-24 £
Housing Properties	11	36,189,707	34,902,329
less: Property Depreciation	11	(12,890,337)	(12,320,748)
		<b>23,299,370</b>	<b>22,581,581</b>
Other fixed assets	12	284,681	355,673
<b>TOTAL FIXED ASSETS</b>		<b>23,584,051</b>	<b>22,937,254</b>

**CURRENT ASSETS**

Debtors	13	534,127	588,329
Cash at bank and in hand		1,747,963	2,249,744
		<b>2,282,090</b>	<b>2,838,073</b>

<b>CREDITORS:</b> amounts falling due within one year	14	(1,367,666)	(1,666,883)
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<b>NET CURRENT ASSETS</b>		914,424	1,171,190
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<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>24,498,475</b>	<b>24,108,444</b>
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<b>CREDITORS:</b> amounts falling due after more than one year	15,16	(11,621,874)	(11,850,162)
Defined benefit pension liability	10	(380,944)	(528,112)
		<b>12,495,656</b>	<b>11,730,170</b>

<b>TOTAL NET ASSETS</b>		<b>12,495,656</b>	<b>11,730,170</b>
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**CAPITAL AND RESERVES**

Called up share capital	17	13	13
Revenue reserve	18	12,495,643	11,730,157
		<b>12,495,656</b>	<b>11,730,170</b>

These financial statements were approved by the Board and authorised for issue on 29 July 2025 and signed on its behalf by:

**CHAIR**



Susan Faridi (Sep 1, 2025 11:53:40 GMT+1)

**SECRETARY**



**BOARD MEMBER**



The notes on pages 36 to 59 form part of these financial statements

**HORNSEY HOUSING TRUST LIMITED**  
**STATEMENT OF CHANGES IN RESERVES**  
**YEAR ENDED 31 MARCH 2025**

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	Income & Expenditure Reserve	Major Repairs Reserve	Development Reserve	Total Reserves
	£	£	£	£
<b>Balance as at 31 March 2024</b>	11,730,157	-	-	11,730,157
Surplus from Statement of Comprehensive Income	765,485	-	-	765,485
Transfer between reserves	-	-	-	-
<b>At 31 March 2025</b>	<b>12,495,642</b>	-	-	<b>12,495,642</b>

	Income & Expenditure Reserve	Major Repairs Reserve	Development Reserve	Total Reserves
	£	£	£	£
<b>Balance as at 31 March 2023</b>	11,715,993	-	-	11,715,993
Surplus from Statement of Comprehensive Income	14,164	-	-	14,164
Transfer between reserves	-	-	-	-
<b>At 31 March 2024</b>	<b>11,730,157</b>	-	-	<b>11,730,157</b>

The notes on pages 36 to 59 form part of these financial statements

**HORNSEY HOUSING TRUST LIMITED**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
<b>Net cash inflow (used in)/generated from operating activities</b> 19(a)	<b>(100,584)</b>	<b>412,832</b>
<b>Cashflow from investing activities</b>		
Purchase and refurbishment of tangible fixed assets – housing properties	(1,182,563)	(492,910)
Purchase of other tangible fixed assets	(168,216)	(86,851)
Development expenditure	(420,079)	(105,622)
Proceeds from sale of housing properties	1,044,901	200,013
Grant received	357,500	78,077
Interest received	52,604	48,429
<b>Net cash used in investing activities</b>	<b>(315,853)</b>	<b>(358,864)</b>
<b>Cashflow from financing activities</b>		
Interest paid	(53,342)	(56,639)
Repayment of borrowings	(32,000)	(32,000)
<b>Net cash used in financing activities</b>	<b>(85,342)</b>	<b>(88,639)</b>
Net change in cash and cash equivalents	(501,781)	(34,671)
Cash and cash equivalents at start of the year	2,249,744	2,284,415
<b>Cash and cash equivalents at end of the year</b>	<b>1,747,963</b>	<b>2,249,744</b>

Both FRS102 and the Housing SORP 2018 requires a net debt reconciliation note. This has been included within Note 19b of the financial statements.

The notes on pages 36 to 59 form part of these financial statements

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES**

**Legal Status**

The Trust is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 number 11578R and is registered with the Regulator of Social Housing, number L0719 as a Private Registered Provider of Social Housing. The registered office is 62 Mayfield Road, London N8 9LP.

**Basis of Accounting**

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered social housing providers: Housing SORP 2018.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The accounts are prepared on the historical cost basis of accounting and are presented in sterling £.

The Trust is a public benefit entity, as defined by FRS 102 (3.3A) and the financial statements have been prepared in compliance with FRS102.

**Basis of consolidation**

The subsidiary company, Hornsey Care and Support Limited is not consolidated on the grounds of immateriality, as the company had no activity in the current or prior period.

**Going concern**

The financial statements have been prepared on the basis that the Trust is a going concern and will be able to continue operating for the foreseeable future.

The budget for 2024/25 and the long-term financial plan are both updated annually and stress tested to demonstrate financial viability. The impact of the recent rent cap, the Russian invasion of Ukraine, cost of living crisis, energy prices, inflation, voids losses, rent arrears and changes to the benefit systems as well as capital investment in stock and access to funds has all been taken into account.

The long-term financial plan has been stress tested against various scenarios and sensitivity testing. The plan included consideration of mitigations where material changes occurred thereby ensuring a robust plan was built. The budget and long-term financial plans were tested against the Lenders financial covenants, Golden Rules and key Value for Money metrics.

The Board after due consideration is of the view that there is a reasonable expectation that the Trust has adequate resources to continue in operation for the foreseeable future, being at least twelve months after the date on which the annual report and financial statements are signed. Accordingly, the Trust continues to adopt the going concern basis of accounting in preparing these financial statements.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**Turnover and revenue recognition**

Turnover represents rental and service charge income receivable, amortised capital grant, income from the sale of properties and other income and is recognised in relation to the period when the goods or services have been supplied.

**Rental Income**

Rental income is recognised when the property is available for letting, net of voids.

**Property Sales**

Income from property sales is recognised on legal completion.

**Enhanced Housing Management Charges**

Enhanced Housing Management Charges are support charges for tenants in supported housing. This income included in the rent is included in the Statement of Comprehensive Income from social housing lettings note 3 and matched against the relevant costs.

**Service charges**

Service charge income and costs are recognised on the accruals basis. The Trust operates fixed service charges for all properties. The Trust does not operate a service charge sinking fund.

**Tangible fixed assets and depreciation**

**Depreciation of fixed asset**

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

**Impairment of non-financial assets**

Reviews for impairment of housing properties are carried in accordance with FRS102 when a trigger has occurred. Any impairment of a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Following a review of both the existing housing stock and property in development, none of the indicators identified in Section 27 of FRS 102 and section 14 of the Housing SORP have been triggered and therefore no impairment has been identified.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**Depreciation of housing properties**

Freehold land is not depreciated. Depreciation of buildings is charged so as to write down the net book value to the estimated residual value, on a straight-line basis, over the useful economic lives in the business.

Major components are accounted for separately and depreciated over their individual useful economic lives, or the lives of the structure to which they relate, if shorter, at the following rates:

<b>Asset</b>	<b>Life</b>	<b>Asset</b>	<b>Life</b>
Boilers	15 years	Central Heating systems	30 years
Kitchens	20 years	Electrics	40 years
Lifts	25 years	Roofs	50 years
Bathrooms	30 years	Host Structure	50 years
Windows	30 years		

Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

Properties held on long leases are depreciated over their estimated useful lives (less than 50 years), or the remaining term of the lease, if shorter. The Trust depreciates housing properties held on long term leases in the same manner as freehold properties, except where the unexpired lease term is shorter than the longest component life envisaged, in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

**Other tangible fixed assets**

Depreciation is charged on other tangible fixed assets on a straight-line basis over the expected economic useful lives which are as follows:

<b>Asset</b>	<b>Life</b>
Freehold office premises	30 years
Commercial properties	50 years
Furniture, fittings and equipment	5 years
Computer equipment	3 years

The Office at West Green Road is categorised as a commercial property as it is used for social purposes and not as an investment property.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**Investment property**

The Trust does not hold any investment property.

**Cash and cash equivalents**

Current assets include cash and funds on deposits invested for periods of more than three months.

**Short-term debtors and creditors**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Comprehensive Income in other operating expenses.

**Interest Income**

Interest income is recognised using the effective interest rate method.

**Loan finance issue costs**

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income account in the year in which the redemption took place.

**Loan interest costs**

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

**Social Housing and other government grants**

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. Social Housing Grant (SHG) received specifically for items of cost written off in the Statement of Comprehensive Income is included as part of Turnover.

SHG must be recycled by the Trust under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by the Regulator of Social Housing and Greater London Authority. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Social Housing and other grants relating to housing properties are amortised over the life of the Host structure, 50 years.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**Recycling of capital grant**

Where Social Housing Grant is recycled, as described above, the SHG is credited to a fund which appears as a creditor until used to fund the acquisition or development of new properties. Where recycled grant is known to be repayable it is shown as a creditor within one year. Recycling capital grant can, in certain circumstances be abated when sale proceeds are less than the original cost.

**Employee benefits**

A liability is recognised to the extent of any employee benefits including unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted cost to the employees of the future holiday entitlement and accrued at the balance sheet date.

**Retirement benefits**

The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefiting from the employees' services.

**Pension and other post-employment benefits**

The Trust operates a defined contribution pension scheme which is part of a multi-employer scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension costs included in these financial statements represent contributions payable by the Trust to the fund, which in turn represent a regular pension cost over the average service lives of employees.

The Trust has material obligations under a defined benefit pension scheme, the Social Housing Pension Scheme (SHPS). In the Statement of Financial Position, the assets of the scheme are measured at fair value and the liabilities are measured on an actuarial basis, discounted at a rate equivalent to yields on "high quality" corporate bonds of appropriate duration and currency, or a suitable proxy. The resulting net asset or liability is then presented separately on the face of the balance sheet as a provision. Current service costs and net financial returns are included in the Income Statement in the period to which they relate. Any actuarial gains or losses for the year are taken to other comprehensive income within the Statement of Comprehensive Income.

**Taxation**

The Trust's activities are charitable and are therefore not subject to corporation tax to the extent that they are applied for charitable purposes.

**Value Added Tax**

The Trust is registered for VAT and is part of a VAT group with its subsidiary Hornsey Care and Support Limited. The Group is partially exempt for VAT purposes.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**Financial Instruments**

All financial instruments are initially measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the Trust may incur on sale or other disposal.

**Financial instruments held by the Trust are classified as follows:**

- Cash is held at cost
- Financial assets such as deposits and other receivables are classified as loans and receivables and held at amortised cost using the effective interest method.
- Financial liabilities such as loans are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.

**Impairment of Financial Assets**

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately. The following financial instruments are assessed individually for impairment:

- All equity instruments regardless of significance; and
- Other financial assets that are individually significant.

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured at cost or amortised cost as follows:

- For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in the Statement of Comprehensive Income immediately.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**SIGNIFICANT JUDGEMENTS AND ESTIMATES**

**JUDGEMENTS**

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- **Capitalisation of property development costs**

Distinguishing the point at which a project is more likely than not to continue, allowing capitalisation of associated development costs, requires judgement. After capitalisation management monitor the project/asset and consider whether changes indicate that impairment is required, or costs should be written off as abortive. The total amount capitalised for development in the year was £969k (2024: £106k).

- **Identification of housing property components**

The Trust accounts for its expenditure on housing properties using component accounting. Under component accounting, the housing property is divided into those major components which are considered to have substantially different lives. Judgement is used in allocating property costs between land and the individual components and in determining the useful lives of each component. The identification of such components may therefore have a material impact on the depreciation charge as a result.

**ESTIMATION UNCERTAINTY**

Information about estimates and assumptions that have most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different and examples of these include:

- **Useful lives of depreciable assets**

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to decent home standards which may require more frequent replacement of key components. Accumulated depreciation for housing properties at 31 March 2025 was £12,890k (2024: £12,321k).

- **Bad debt provision**

The rent and service charge debtors recorded in the Statement of Financial Position is £572k (2024: £444k) and comprises a relatively large number of small balances. A full line by line review of trade debtors has also been carried out and whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The provision net of write offs in the year has been increased to £331k (2024: £283k).

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**1. PRINCIPAL ACCOUNTING POLICIES (CONTINUED)**

**SIGNIFICANT JUDGEMENTS AND ESTIMATES (CONTINUED)**

- **Housing property impairments**

Housing properties are annually assessed for impairment indicators. Where indicators are identified, an assessment for impairment is undertaken comparing the asset's carrying value net of amortised grant to its recoverable value. Recoverable amounts are based either on future cash flows or, for assets held for their service potential, depreciated replacement cost. The assessment of whether an asset is held for its service potential is a matter of judgement and in making that judgement the Board considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

Recoverable amounts for assets held for their service potential is assessed as the depreciated replacement cost which is the lower of (a) the cost of purchasing an equivalent property on the open market; and (b) the land cost plus the rebuilding cost of the structure and components. The Trust has no history of acquiring or selling properties from or to other registered providers. Where the carrying value of an asset is deemed to exceed its recoverable value, the asset is written down to its recoverable value. The resulting impairment loss is recognised as expenditure in the Statement of Comprehensive Income. No impairment charge was recognised against housing properties in the year (2024: £nil).

- **Defined benefit pension obligation**

Various estimates are in the calculation of the defined pension liability, such as discount rate, inflation, salary growth and mortality rates. The Pension Trust provided base assumptions which the Trust has reviewed for accuracy and appropriateness in calculating its share of net liabilities for the Social Housing Pension Scheme (SHPS); the assumptions are set out in note 10. In determining the appropriate discount rate, consideration of the interest rates of corporate bonds with at least an AA rating. Inflation is set by considering market expectations, salary growth is set by aligning with Trust's business plan and mortality rates have been adjusted to allow for any expectations of higher or lower life expectancy of scheme members due to geographic, socio-economic or demographic factors. The value of the provision is highly sensitive to relatively small changes in assumptions. Management have concluded that it was not necessary to adjust the base assumptions used in the scheme for the financial year 2024/25.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**2. PARTICULARS OF TURNOVER, COSTS OF SALES, OPERATING COSTS AND OPERATING SURPLUS**

	Turnover	Operating costs	Surplus on sale of fixed assets	Operating surplus
	£	£	£	£
<b>Year to 31 March 2025</b>				
Social housing lettings (Note 3)	4,270,073	(4,535,447)	-	(265,374)
Other activities				
Surplus on disposal of fixed assets	-	-	939,706	939,706
Sundry Income	80,550	(37,858)	-	42,692
<b>Total</b>	<b><u>4,350,623</u></b>	<b><u>(4,573,305)</u></b>	<b><u>939,706</u></b>	<b><u>717,024</u></b>

	Turnover	Operating costs	Surplus on sale of fixed assets	Operating surplus
	£	£	£	£
<b>Year to 31 March 2024</b>				
Social housing lettings (Note 3)	4,067,562	(4,111,752)	-	(44,190)
Other activities				
Surplus on disposal of fixed assets	-	-	134,045	134,045
Sundry Income	78,064	(45,745)	-	32,319
<b>Total</b>	<b><u>4,145,626</u></b>	<b><u>(4,157,497)</u></b>	<b><u>134,045</u></b>	<b><u>122,174</u></b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**3. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS**

	<b>General Needs housing</b>	<b>Supported housing and housing for older people</b>	<b>2025 Total</b>	<b>2024 Total</b>
	£	£	£	£
Rent receivable net of identifiable service charges	1,694,161	1,158,777	<b>2,852,938</b>	<b>2,706,988</b>
Service charge income	505,057	345,450	<b>850,507</b>	<b>802,997</b>
Support charges	76,359	52,228	<b>128,587</b>	<b>118,425</b>
Amortised government grant (SHG)	260,122	177,919	<b>438,041</b>	<b>439,152</b>
<b>Net rental income</b>	<b><u>2,535,699</u></b>	<b><u>1,734,374</u></b>	<b><u>4,270,073</u></b>	<b><u>4,067,562</u></b>
<b>Turnover from social housing lettings</b>	<b><u>2,535,699</u></b>	<b><u>1,734,374</u></b>	<b><u>4,270,073</u></b>	<b><u>4,067,562</u></b>
Management	(154,704)	(105,815)	<b>(260,519)</b>	<b>(264,646)</b>
Service charge costs	(775,615)	(530,507)	<b>(1,306,122)</b>	<b>(1,071,876)</b>
Support expenditure	(124,056)	(84,852)	<b>(208,908)</b>	<b>(82,469)</b>
Routine maintenance	(520,537)	(356,038)	<b>(876,575)</b>	<b>(1,039,724)</b>
Planned maintenance	(423,265)	(289,506)	<b>(712,771)</b>	<b>(457,066)</b>
Major repairs expenditure	(140,535)	(96,123)	<b>(236,658)</b>	<b>(283,672)</b>
Bad debts	(28,137)	(19,245)	<b>(47,382)</b>	<b>(54,680)</b>
Depreciation on all assets	(504,157)	(344,834)	<b>(848,991)</b>	<b>(822,396)</b>
Loss on disposal of fixed assets	(22,282)	(15,241)	<b>(37,523)</b>	<b>(35,223)</b>
<b>Operating expenditure on social Housing Lettings</b>	<b><u>(2,693,288)</u></b>	<b><u>(1,842,161)</u></b>	<b><u>(4,535,448)</u></b>	<b><u>(4,111,752)</u></b>
<b>Operating deficit / surplus from social housing lettings</b>	<b>(157,587)</b>	<b>(107,787)</b>	<b>(265,374)</b>	<b>(44,190)</b>
<b>Void losses</b>	<b><u>43,979</u></b>	<b><u>30,081</u></b>	<b><u>74,059</u></b>	<b><u>91,782</u></b>

**4. ACCOMMODATION OWNED, MANAGED AND IN DEVELOPMENT**

	<b>2024 Total</b>	<b>Additions</b>	<b>Disposals</b>	<b>2025 Total</b>
General needs housing social rent	222	-	(3)	<b>219</b>
Supported sheltered housing	156	2	-	<b>158</b>
<b>Total social housing managed</b>	<b><u>378</u></b>	<b><u>2</u></b>	<b><u>(3)</u></b>	<b><u>377</u></b>
Social housing units managed by others	12	-	-	<b>12</b>
<b>Total owned units</b>	<b><u>390</u></b>	<b><u>2</u></b>	<b><u>(3)</u></b>	<b><u>389</u></b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**5. OPERATING SURPLUS**

	<b>2025</b>	<b>2024</b>
	£	£
<b>The operating surplus is arrived at after charging/(crediting) the following:</b>		
Grant Amortised	<b>(438,041)</b>	(439,152)
Depreciation of housing properties	<b>769,662</b>	760,999
Depreciation of other tangible assets	<b>86,416</b>	70,547
Surplus on disposal of tangible fixed assets	<b>939,706</b>	134,045
Auditor's remuneration		
fees payable for the audit of annual accounts	<b>37,664</b>	34,852

**6. SURPLUS ON SALE OF FIXED ASSETS - HOUSING PROPERTIES**

	<b>2025</b>	<b>2024</b>
	£	£
Disposal proceeds	<b>1,060,360</b>	200,013
Carrying value of fixed assets	<b>(100,499)</b>	(58,378)
Selling costs	<b>(20,156)</b>	(7,590)
Social Housing Grant previously amortised	-	-
<b>Total</b>	<b>939,706</b>	<b>134,045</b>

**7a. INTEREST RECEIVABLE AND OTHER INCOME**

	<b>2025</b>	<b>2024</b>
	£	£
Interest receivable on bank deposits	<b>52,604</b>	48,429
<b>Total</b>	<b>52,604</b>	48,429

**7b. INTEREST PAYABLE AND SIMILAR CHARGES**

	<b>2025</b>	<b>2024</b>
	£	£
Pension Interest	<b>23,000</b>	24,000
Loan Interest and Finance Costs	<b>35,142</b>	37,439
	<b>58,142</b>	61,439

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**8. DIRECTORS REMUNERATION**

Disclosure is required of directors' remuneration. For this purpose, directors are defined as members of the Board and the Management Team.

	<b>2025</b>	<b>2024</b>
	£	£
The aggregate emoluments paid to or receivable by Executive Directors	<u><b>125,252</b></u>	<u>110,345</u>
The emoluments paid to the highest paid Director excluding pension contributions	<u><b>116,943</b></u>	<u>103,011</u>
Number of members of Management Team including Chief Executive	<u><b>1</b></u>	<u>1</u>

The Chief Executive is an ordinary member of the pension scheme. The pension scheme is a defined contribution scheme funded by annual contributions by the employer and employee. No enhanced or special terms apply. There are no additional pension arrangements. A contribution by the Trust of £8.3k (2024: £7.3k) was paid in addition to the personal contributions of the Chief Executive.

The Board members received no remuneration from the Trust during the year. Directors (key management personnel) are defined as members of the Board, the Chief Executive and any other person who is a member of the Leadership Management Team or its equivalent. The above remuneration relates to one executive staff post.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**9. EMPLOYEES**

	<b>2025</b>	<b>2024</b>
The average monthly number of persons (including the Chief Executive) employed during the year		
Administration (including the Chief Executive)	<b>6</b>	<b>5</b>
Housing Management	<b>3</b>	<b>4</b>
Repairs Team (including maintenance skill operatives)	<b>4</b>	<b>-</b>
Housing Officers	<b>3</b>	<b>4</b>
	<b>16</b>	<b>13</b>

	<b>2025</b>	<b>2024</b>
Staff costs during the year:	<b>£</b>	<b>£</b>
Wages and salaries	<b>709,564</b>	603,593
Social security costs	<b>71,587</b>	57,760
Other pension costs	<b>45,645</b>	43,822
	<b>826,796</b>	<b>705,175</b>

	<b>2025</b>	<b>2024</b>
Aggregate number of full-time equivalent staff whose remuneration exceeded £60,000 in the period:		
£60,000 - £70,000	<b>Nil</b>	1
£70,000 - £80,000	<b>1</b>	1
£80,001 - £90,000	<b>Nil</b>	Nil
£90,001 - £100,000	<b>Nil</b>	Nil
£101,000- £110,000	<b>1</b>	1

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**10. THE SOCIAL HOUSING PENSION SCHEME**

The Trust's past employees are deferred members or pensioners of the Social Housing Pension Scheme (SHPS). Further information on this scheme is given below.

With effect from September 2012, all active membership of the defined benefit pension schemes was ceased.

The Trust currently contributes to one defined contribution pension scheme, operated by SHPS.

**Social Housing Pension Scheme (SHPS)**

The Trust participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK. The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2017. This valuation revealed a deficit of £1,522m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026.

The scheme is classified as a 'last man standing arrangement'. Therefore, the Trust is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

Previously, the administrator of the scheme was unable to allocate the scheme assets to individual employers and hence was unable to determine the deficit attributable to each employer. As a result, historically SHPS has been accounted for as a defined contribution scheme, with a liability being recognised in respect of the present value of the contributions payable to fund the deficit. This is consistent with the accounting treatment required by FRS 102 for all schemes of this nature. Although this treatment continues to apply for other multi-employer schemes that exist, the accounting for SHPS changed for the year ended 31 March 2019. The change has arisen because of a method of allocation being developed by the administrator that will allow each employer to recognise their share of assets and liabilities.

For accounting purposes, actuarial valuations for the scheme were carried out with effective dates of 30 September 2020, 30 September 2022 and 30 September 2023. The liability figures from each valuation were rolled forward to the relevant accounting dates, if applicable, and are used in conjunction with the Trust's fair share of the Scheme's total assets to calculate the Trust's net deficit or surplus at the accounting period start and end dates.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**10. THE SOCIAL HOUSING PENSION SCHEME (continued)**

**Pension scheme liabilities recognised in the Statement of Financial Position**

	<b>2025</b> <b>£'000</b>	<b>2024</b> <b>£'000</b>
Pension obligations recognised as Defined Benefit schemes	381	528
Pension obligations recognised as Defined Contribution schemes	-	-
<b>Total pension scheme liabilities</b>	<b>381</b>	<b>528</b>

**Principal actuarial assumptions at the financial position date:**

	<b>2025</b> <b>%</b>	<b>2024</b> <b>%</b>
Discount rate	5.77	4.89
Inflation (RPI)	3.11	3.17
Inflation (CPI)	2.78	2.77
Salary growth	3.78	3.77
Allowance of commutation of pension for cash at retirement	<b>75% of Maximum allowance</b>	75% of Maximum allowance

**The mortality assumptions applied at 31 March 2025 imply the following life expectancies**

	<b>2025</b>
Male retiring in 2025	20.5
Female retiring in 2025	23.0
Male retiring in 2045	21.7
Female retiring in 2045	24.5

**Amounts recognised in the Statement of Comprehensive Income**

	<b>2025</b> <b>£'000</b>	<b>2024</b> <b>£'000</b>
Net interest on deferred benefit liability	23	22
Expenses paid	4	4
<b>Total expenses</b>	<b>27</b>	<b>26</b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**10. THE SOCIAL HOUSING PENSION SCHEME (continued)**

**Amounts recognised in Other Comprehensive Income**

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Loss on plan assets	(158)	(166)
Experiences gains(losses) arising on the Plans' liabilities	(59)	43
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligations-loss	-	28
Effects of changes in financial assumptions underlying the present value of the defined benefit obligations-loss	271	-
<b>Actuarial gain/(loss) recognised</b>	<b>54</b>	<b>(95)</b>

**Statement of Financial Position**

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Fair value of plan assets	2,142	2,255
Present value of funded retirement benefit obligations	(2,523)	(2,783)
<b>Net liability</b>	<b>(381)</b>	<b>(528)</b>

**Reconciliation of movements on the defined benefit obligation**

	<b>2025</b>
	<b>£'000</b>
Defined benefit obligation at the start of the period	2,783
Interest cost	132
Actuarial losses due to scheme experience	59
Actuarial gains due to changes in demographic assumptions	-
Actuarial gains due to changes in financial assumptions	(271)
Expenses	4
Benefits paid	(184)
<b>Defined benefit obligation at the end of the period</b>	<b>2,523</b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**10. THE SOCIAL HOUSING PENSION SCHEME (continued)**

**Reconciliation of movements on the fair value of plan assets**

	<b>2025</b> <b>£'000</b>
Fair value of the Plans' assets at the start of the period	2,255
Interest income	109
Experience on plan assets - loss	(158)
Contributions by the employer	120
Benefits paid	(184)
<b>Fair value of plan assets at the end of the period</b>	<b>2,142</b>

As permitted by section 28 of FRS 102, the Trust have not presented comparative information for either of the above two reconciliations.

The fair values of each main class of assets held by the Fund and the expected rates of return for the ensuing year are set out in the following table.

**Categories of plan assets as a percentage of the total plan assets are as follows:**

	<b>2025</b> <b>£'000</b>	<b>2024</b> <b>£'000</b>
Bonds	685	1,102
Equity	242	227
Property Infrastructure	108	334
Absolute Return	-	88
Alternative Risk Premia	-	72
Insurance-Linked Securities	7	12
Others	1,100	420
	<b>2,142</b>	<b>2,255</b>

We were notified by the Trustee of the Scheme in the previous year that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing and the matter is unlikely to be resolved before the end of 2025 at the earliest. It is recognised that this could potentially impact the value of scheme liabilities, and the current best estimate of this impact to the trust is currently estimated at £91,000, though until Court directions are received, this amount cannot be confirmed.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**10. THE SOCIAL HOUSING PENSION SCHEME (CONTINUED)**

As part of preparing for this Court case, the Trustees have also been considering the outcome of the Court of Appeal judgment in Virgin Media vs NTL Pension Trustees II Limited and have added some questions to the Court documents to gain clarity on the points arising. This process is also on-going, and the matter is unlikely to be resolved for a number of months. It is recognised that this could also potentially impact the value of the Scheme liabilities, but until the clarification has been provided, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. Furthermore, the government has indicated that it will introduce legislation to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards, something that if introduced would remove the potential for the above further liability to arise.

No adjustment has been made in these financial statements in respect of this potential issue.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**11. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES**

	General needs housing £	Supported housing and housing for older people £	Housing Properties in the course of construction £	Total £
<b>Cost</b>				
At 1 April 2024	<b>14,069,562</b>	<b>20,704,086</b>	<b>128,681</b>	<b>34,902,329</b>
Component				
Additions	377,098	279,687	-	656,785
Development				
Additions	-	-	1,011,616	1,011,616
Transferred on				
Completion	13,715	651,351	(665,067)	-
Property Disposals	-	(160,673)	-	(160,673)
Component				
Disposals	(144,239)	(76,111)	-	(220,350)
<b>At 31 March 2025</b>	<b>14,316,136</b>	<b>21,398,340</b>	<b>475,231</b>	<b>36,189,707</b>
<b>Depreciation</b>				
At 1 April 2024	<b>4,891,201</b>	<b>7,429,547</b>	-	<b>12,320,748</b>
Charged in the year	305,536	464,126	-	769,662
Released on				
disposal	(121,958)	(78,115)	-	(200,073)
<b>At 31 March 2025</b>	<b>5,074,779</b>	<b>7,815,558</b>	-	<b>12,890,337</b>
<b>Net book value (NBV)</b>				
<b>At 31 March 2025</b>	<b>9,241,357</b>	<b>13,582,782</b>	<b>475,231</b>	<b>23,299,370</b>
<b>At 31 March 2024</b>	<b>9,178,361</b>	<b>13,274,539</b>	<b>128,681</b>	<b>22,581,581</b>
		<b>2025</b>	<b>2025</b>	<b>2024</b>
		<b>Cost</b>	<b>NBV</b>	<b>Cost</b>
		£	£	£
<b>Housing properties comprise:</b>				
Freehold land and buildings		32,530,118	20,085,460	32,292,584
Long leasehold land and buildings		1,862,506	1,416,829	1,988,154
Total expenditure on existing properties		1,321,851	1,321,851	492,910
Housing Properties in the course of construction		475,231	475,231	128,681
		<b>36,189,706</b>	<b>23,299,371</b>	<b>34,902,329</b>
		<b>22,581,579</b>		

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**12. TANGIBLE FIXED ASSETS - OTHER**

	Commercial properties £	Freehold Offices £	Furniture fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>					
At 1 April 2024	330,188	252,100	936,215	225,734	<b>1,744,237</b>
Additions	-	-	134,635	33,581	<b>168,216</b>
Disposals	(288,367)	-	-	-	<b>(288,367)</b>
<b>At 31 March 2025</b>	<b><u>41,821</u></b>	<b><u>252,100</u></b>	<b><u>1,070,850</u></b>	<b><u>259,315</u></b>	<b><u>1,624,086</u></b>
<b>Depreciation</b>					
At 1 April 2024	156,486	237,793	773,861	220,426	<b>1,388,566</b>
Charge in year	836	8,932	63,314	13,331	<b>86,413</b>
Released on disposal	(135,574)	-	-	-	<b>(135,574)</b>
<b>At 31 March 2025</b>	<b><u>21,748</u></b>	<b><u>246,725</u></b>	<b><u>837,175</u></b>	<b><u>233,757</u></b>	<b><u>1,339,405</u></b>
<b>Net book value (NBV)</b>					
<b>At 31 March 2025</b>	<b><u>20,073</u></b>	<b><u>5,375</u></b>	<b><u>233,675</u></b>	<b><u>25,558</u></b>	<b><u>284,681</u></b>
At 31 March 2024	<b><u>173,702</u></b>	<b><u>14,307</u></b>	<b><u>162,355</u></b>	<b><u>5,309</u></b>	<b><u>355,673</u></b>

**13. DEBTORS**

	2025 £	2024 £
<b>Due within one year</b>		
Rent and service charges	572,281	444,403
Provision for bad and doubtful debts	(330,574)	(282,796)
<b>Net rent and service charge debtor</b>	<b>241,707</b>	<b>161,607</b>
Other debtors	96,228	91,783
Prepayments and accrued income	196,192	334,939
	<b><u>534,127</u></b>	<b><u>588,329</u></b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**14. CREDITORS:** amounts falling due within one year

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Housing loans	<b>32,000</b>	32,000
Contracts for certified works and retentions unpaid	<b>17,646</b>	15,596
Trade creditors	<b>292,284</b>	408,086
Other creditors	<b>25,855</b>	402
Accruals	<b>135,654</b>	505,531
Deferred income other	<b>62,545</b>	-
Social Housing Grant	<b>439,153</b>	439,153
Recycle capital grant fund	<b>120,547</b>	-
 Rent and service charges received in advance	 <b>241,982</b>	 266,115
	<b><u>1,367,666</u></b>	<b><u>1,666,883</u></b>

**15. CREDITORS:** amounts falling due after more than one year

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Housing loans	<b>464,000</b>	496,000
Social Housing Grant	<b>11,148,274</b>	11,349,362
Capitalised loan fees	<b>9,600</b>	4,800
	<b><u>11,621,874</u></b>	<b><u>11,850,162</u></b>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

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**16. HOUSING LOANS**

Fixed interest loans are payable at 4.99%. Capital repayment instalments are due as follows:

	2025 £	2024 £
Other housing loans repayable:		
In one year or less	32,000	32,000
Between one and two years	40,000	32,000
Between two and five years	80,000	80,000
In five years or more	344,000	384,000
	<u>496,000</u>	<u>528,000</u>

The above housing loans are secured by fixed charges on the Trust's properties.

**17. CALLED UP SHARE CAPITAL**

	2025 £	2024 £
Allotted and issued at 31 March	<u>13</u>	<u>13</u>

12 elected members of the Board each hold one share of £1. An additional share of £1 is owed by one non-board member.

The shares of the Trust do not carry rights to dividends or other income and therefore relate to non- equity interests.

**18. REVENUE RESERVE**

	2025 £	2024 £
Brought forward at 1 April	11,730,157	11,715,993
Surplus for the year	765,485	14,164
Carried forward at 31 March	<u>12,495,642</u>	<u>11,730,157</u>

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**19a. NOTES TO THE CASH FLOW STATEMENT**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Reconciliation of operating surplus to net cash from operating activities</b>		
Operating surplus	717,024	122,174
Depreciation charges	856,078	831,545
Deficit on disposal of components	37,837	35,613
Grant amortisation	(438,041)	(439,152)
Surplus on the disposal of properties	(939,706)	(134,045)
(Increase)/decrease in debtors	54,202	(209,148)
Increase/(decrease) in creditors	(387,978)	205,845
<b>Net Cash (used in)/generated from operating activities</b>	<b>(100,584)</b>	<b>412,832</b>

**19b. ANALYSIS OF CHANGES IN NET DEBT**

	<b>At 1 April 2024</b>	<b>Cashflows</b>	<b>31 March 2025</b>
Cash	2,249,744	(501,781)	1,747,963
Bank loan due within one year	(32,000)	-	(32,000)
Bank loans due after more than one year	(496,000)	32,000	(464,000)
	<b>(528,000)</b>	<b>32,000</b>	<b>(496,000)</b>
Total	<b>1,721,744</b>	<b>(469,781)</b>	<b>1,251,963</b>

**20. LEGISLATIVE PROVISIONS**

The Trust is incorporated and registered under the Co-operative and Community Benefit Societies Act 2014, number 11578R. It is also registered with the Regulator of Social Housing as a Registered Provider of Social Housing under the Housing and Regeneration Act 2008, registration number L0719.

**21. RELATED PARTIES**

The Trust did not have any Directors' loans as at 31 March 2025 or in 2024. There are no transactions with key management personnel and their close family.

**HORNSEY HOUSING TRUST LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**YEAR ENDED 31 MARCH 2025**

**22. SUBSIDIARY UNDERTAKING**

The Trust has a subsidiary undertaking, Hornsey Care and Support Limited, which is now dormant.

Hornsey Care and Support Limited is a subsidiary of Hornsey Housing Trust Limited by virtue of Hornsey Housing Trust Limited having power to appoint and remove directors from Hornsey Care and Support Limited's Board.

**23. CAPITAL COMMITMENTS**

	2025 £	2024 £
Capital expenditure that has been contracted for but has not been provided for in the financial statements	1,344,503	378,323
Capital Expenditure that has been authorised by the Board but has not yet been contracted for	<u>2,468,608</u>	<u>2,451,780</u>
	<u>3,813,111</u>	<u>2,830,103</u>

The capital commitments will be paid for by using our present cash balance of £1.4m.

**24. FINANCIAL INSTRUMENTS**

	2025 £	2024 £
The Trust's financial instruments are analysed as follows:		
<b>Financial Assets</b>		
Cash at bank and in hand and short-term deposits	1,747,862	2,249,744
Trade Debtors	572,281	444,403
Other Debtors	116,134	110,685
Financial Assets held at amortised cost	<u>2,436,277</u>	<u>2,804,832</u>
<b>Financial Liabilities</b>		
Bank Loans	496,000	528,000
Trade Creditors	292,284	408,086
Other Creditors	406,030	282,113
Financial Liabilities held at amortised cost	<u>1,194,314</u>	<u>1,218,199</u>

**25. POST BALANCE SHEET EVENTS**

There have been no material events after the year-end that require disclosure.