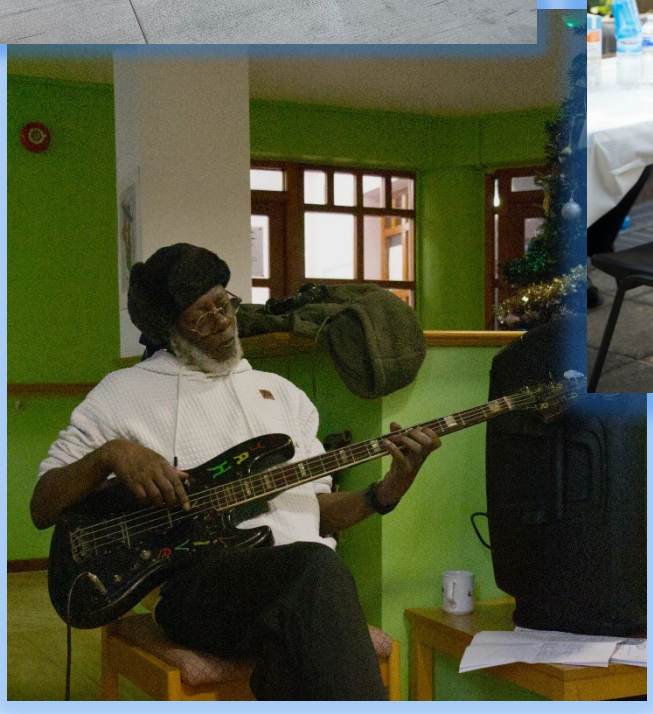
REGISTERED NUMBER: 11578R
REGULATOR OF SOCIAL HOUSING NUMBER: L0719

HORNSEY HOUSING TRUST LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026



hornsey housing trust

HORNSEY HOUSING TRUST LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026

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HORNSEY HOUSING TRUST
BOARD MEMBERS, SECRETARIES, ADVISORS AND BANKERS
YEAR ENDED 31 MARCH 2026

BOARD

Chair	Susan Faridi	
Deputy Chair	Ian Roberts	
Board Member	Jessica Bembridge	
Board Member	Linmora Blair	
Board Member	Matthew Bolwell	
Board Member	Dawn Matthews	
Board Member	Rebekah Ryder	
Board Member	Raymond Hylton	(joined 29 July 2025)
Board Member	George Ellis	(joined 29 July 2025)
Board Member	Natalie Carter	(joined 29 July 2025)
Board Member	Dillan Blake Smith	(joined 29 July 2025)
Board Member	Anne Waterhouse	(left 5 September 2025)
Board Member	Stephen Ross	(left 5 September 2025)

AUDIT & RISK COMMITTEE

Chair	Matthew Bolwell
Member	Dillan Blake Smith
Member	Ian Roberts
Member	Natalie Carter
Member	George Ellis

PEOPLE AND GOVERNANCE COMMITTEE

Chair	Dawn Matthews
Member	Raymond Hylton
Member	Rebekah Ryder
Member	Jessica Bembridge

TENANT QUALITY ASSURANCE COMMITTEE

Chair	Linmora Blair	Co-opted Tenant Member	Susan Dudson-Green
Member	Susan Faridi	Co-opted Tenant Member	Reuben Davies
Member	Raymond Hilton	Co-opted Tenant Member	Andrew Fletcher

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	
Director of Finance & IT	Lisa Boursnell	(from July 2025)
Interim Director of Finance & IT	Chenai Bvunzawabaya	(until July 2025)
Head of Housing, Support & Engagement	Rosie Butt	(from June 2025)
Head of Property	Aidan Heed	(from July 2025)
Director of Operations	Patricia Yusuff	(until April 2025)

REGISTERED OFFICE

62 Mayfield Road
London
N8 9LP
E-mail: admin@hornseyht.co.uk
Web: www.hornseyht.co.uk

HORNSEY HOUSING TRUST
BOARD MEMBERS, SECRETARIES, ADVISORS AND BANKERS
YEAR ENDED 31 MARCH 2026

EXTERNAL AUDITOR
S&W Audit
45 Gresham Street
London
EC2V 7BG

PRINCIPAL SOLICITOR
Devonshires
30 Finsbury Circus
London
EC2M 7DT

INTERNAL AUDITOR
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 No: 11578R
Registered by the Regulator of Social Housing No: L0719

External advisors and partners

Altair 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 systems of internal control, which is reported to the Audit and Risk Committee.

HORNSEY HOUSING TRUST
CHAIR AND CHIEF EXECUTIVE'S MESSAGE
YEAR ENDED 31 MARCH 2026

Welcome to the Hornsey Housing Trust annual report for financial year 2025/26.

Despite continued economic uncertainty, increasing regulatory requirements and wider global challenges affecting the housing sector, Hornsey Housing Trust has made good progress in the second year of its five-year Corporate Plan. During the year we invested in our homes, enhanced tenant engagement and delivered a surplus of £247,924, helping to ensure that the Trust remains financially resilient and well positioned for the future.

We carried out a second Tenant Satisfaction Measures (TSM) survey, which has given a good indication of progress with our services in the past two years. There have been improvements across several key areas of service, particularly tenant satisfaction with repairs following the decision to bring the service back in-house in 2024. It is also encouraging that tenants who responded feel they are treated fairly and with respect and that the quality of our communication continues to improve.

However, we recognise that there is still more work to do to strengthen how we listen to, respond to and act upon tenant feedback. A recent development in this area is the work of the Tenant Quality Assurance Committee, which involves tenants in partnership with Board members. In 2025 our Tenant Engagement Group worked to develop a new Tenant Engagement Policy. Since then, the group has worked further on identifying tenant priorities for HHT improvements.

We have continued to strengthen our governance, risk management and assurance arrangements to ensure the Trust remains well run, financially resilient and focused on delivering safe, high-quality homes and services for tenants. This year we formalised a Strategic Alliance with Hill Homes, a neighbouring small housing association also founded by Margaret Hill. The aim of this project is to work together to maximise our resources, improve business efficiency, learn from each other and work towards better outcomes for older people in Haringey.

In the year, we have been making improvements to properties, with several kitchen and bathroom upgrades and a window replacement project to make the homes warmer and cheaper to run. We have also been developing a new Asset Management Strategy to guide future investment decisions, ensuring our homes remain safe, well maintained, energy efficient and fit for the needs of current and future tenants. Our strategic plan has an objective to develop new homes that are safe, welcoming, accessible and designed to support independence and wellbeing in later life. This year we completed Sheba Court redevelopment and progressed plans for more homes at Abyssinia Court and Stowell House.

Our staff are of course central to our success. During the year we have continued to invest in staff wellbeing, development and collaboration, while maintaining a person-centred approach to supporting tenants. The Board remains committed to fostering a positive organisational culture, recognising that engaged and motivated colleagues are essential to delivering high-quality, value-for-money services and positive outcomes for tenants. We would like to thank our tenants, Board members, staff, volunteers and partners for their continued support and contribution throughout the year.

Susan Faridi
Chair

Euan Barr
Chief Executive

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

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
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

OUR CORPORATE PLAN

The 2024-2029 Corporate plan includes five Strategic Goals:

1. **SUPPORTED TENANTS, WELL MANAGED NEIGHBOURHOODS**
    - We listen to our tenants and respond to their needs
    - We have well managed residential environments
2. **SAFE, SECURE, ENERGY EFFICIENT HOMES**
    - 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
3. **A TRUSTED AND RESPONSIVE REPAIRS SERVICE**
    - 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 repairs team
4. **NEW HOMES AND PARTNERSHIPS**
    - 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
5. **A HEALTHY, DIVERSE & CONNECTED COMMUNITY**
    - We promote the health and wellbeing of our tenants and staff
    - We use our Hubs and communication tools to help tenants and staff feel more connected
    - We celebrate our strength in diversity and develop connections throughout our community

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

OUR DELIVERY AGAINST THE CORPORATE PLAN AND LOOKING AHEAD

The Trust continues to operate in a challenging environment, with both internal and external risks affecting the delivery of our Corporate Plan. As we enter the third year of the Plan, we anticipate another busy and important year as the Board and Leadership Management Team (LMT) remain focused on improving services for our tenants, strengthening our financial resilience, and delivering our strategic objectives.

During a recent Board Strategy Session, the Board and LMT reflected on progress made to date, considering both the key achievements and the challenges in delivering the strategy, which are summarised in the chart below along with the focus for the forthcoming year.

Ref	Strategic Aim	Achievements and delivery	Implementation Plans 26/27
1	**SUPPORTED TENANTS, WELL MANAGED NEIGHBOURHOODS**	The work of the Tenant Quality Assurance Committee amplified tenant voice around needs. Tenant Satisfaction Measures (TSMs) indicated higher satisfaction with communal areas. Developed relationships with external agencies regarding ASB cases.	Increase visits to tenants' properties to better understand their needs. Strengthen contract management on cleaning & grounds maintenance. Implement STAIRs process for management information.
2	**SAFE, SECURE, ENERGY EFFICIENT HOMES**	Strong compliance with property health & safety targets. Capital programme to improve energy ratings. Asset Management Strategy developed.	Proactive management of fire safety inspection issues. Prepare detailed plan for asset investment. Secure grants to future proof assets.
3	**A TRUSTED AND RESPONSIVE REPAIRS SERVICE**	TSMs indicate significant increase in satisfaction since the start of the in-house repairs service. New Repairs Policy implemented with tenant input. Improved staff engagement and retention.	Increase the productivity of the in-house repairs service to maximise cost efficiency. Improve the quality of information available to tenants. Invest in team building events and staff wellbeing.
4	**NEW HOMES AND PARTNERSHIPS**	Completion of Sheba Court development and consent for 2 more schemes (see below). Continued development of the Hill Homes partnership	Generate funds to progress with further development. Work with Haringey on our shared vision for Older Persons Housing and improve working protocols. Prepare a detailed plan of the projected outcomes of the partnership with Hill Homes.
5	**A HEALTHY, DIVERSE & CONNECTED COMMUNITY**	Programme of wellbeing events delivered within our hubs. Updated communication materials.	Development of an EDI Strategy. Increase staff presence at hubs. Supporting Haringey on Borough of Culture 2027

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

Sheba Court Learning Disabilities supported living

During the year, we completed the refurbishment and remodelling of Sheba Court, our supported living accommodation in Northumberland Park. The building, originally constructed in 2002 for young people leaving care, had become increasingly difficult to let due to the condition and configuration of the accommodation. We carried out a conversion to create 3 new well-proportioned flats for independent living in a supported setting. In addition, we refurbished the building inside and out, putting in a new lift for better accessibility and making the communal and garden spaces much better for our tenants.

As local Councillor John Bevan said upon visiting at completion – "these are homes of 5 star quality".

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.

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 ended the year with eleven non-executive members, however during the period between July and September the Board temporarily included thirteen members whilst new Board Members were inducted. 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. The work of the Board is strengthened through three committees, the Audit & Risk Committee, the People & Governance Committee and Tenant Quality Assurance Committee. Following an external Board effectiveness review in early 2025, we have made changes to optimise the committee structure. The People & Governance Committee developed its remit and the Tenant Quality Assurance Committee worked to maximise tenant involvement in our governance. In addition, we updated both the Terms of Reference and Standing Orders for Board. Our Board strategy day in 2025 included an item involving tenants who attended to present the new Tenant Engagement Policy.

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.

People and Governance Committee

Following the Board effectiveness review undertaken in the year the Terms of Reference of the former Nominations and Remunerations committee were expanded and as a result the committee was renamed the People and Governance Committee to reflect their broader remit. The purpose of the committee is to review the composition and membership of the Board, including training, skills analysis and appraisal. The committee is also responsible for making recommendations on staff pay, staff engagement and the appraisal process as well as reviewing Equality, Diversity & Inclusion across the organisation and promoting HHT's organisational culture. The committee also ensures that the remuneration and appraisal process for the Chief Executive is appropriate.

Tenant Quality Assurance Committee

The Tenant Quality Assurance Committee (TQA) involves both tenant and Board Members in joint scrutiny of operational policy and performance. It met quarterly in the year, prior to meetings of the Board of HHT. TQA provides an opportunity for tenant and Board discussion and review on HHT matters and amplifies tenant voice in the process. 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.

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 they ought to have taken as a Board Member in order to make themselves aware of any such relevant information and to establish that the Trust's auditors are aware of that information.

Risk Management

During the year the Board strengthened their Risk Management Framework through an improved Risk Register. As part of the implementation, the Board reviewed its risk appetite and considered ways to further embed this into their decision-making process.

The Trust's Principal Risk Register considers the risks which, if materialised, could have a detrimental impact on the Trust's ability to achieve their strategic objectives. The register categorises the risks referenced as:

PR1: Assets and Building Safety	PR6: Environmental & Regulatory
PR2: Financial Sustainability,	PR7: Partnerships & External Dependencies
PR3: People, Capacity & Organisational Resilience	PR8: External Environment
PR4: Tenants, Services & Reputation,	PR9: Data, Cyber & Technology
PR5: Governance, Assurance & Compliance	PR10: Strategic Direction & Growth.

The register details the activities involved to continuously monitor the environment for signs of a change in the likelihood of a risk presenting, and the key controls in place to mitigate the impact of the risk. The Principal Risk Register is underpinned by an Operational Risk Register, which is managed by the Leadership Management Team.

Principal Risks and Uncertainties

The sector continues to operate in a period of sustained financial pressure, increasing regulatory scrutiny along with greater expectations on tenant outcomes and there is a continued tension between investing in existing homes and progressing with our strategic aim to develop new homes.

The requirements to meet the new Decent Homes Standard, particularly improving the minimum energy efficiency requirements is a particular risk to the Trust as we have a proportion of older Edwardian Stock which will require significant investment to improve the overall energy performance rating.

Whilst the Trust welcomes the Consumer Standards requirement for senior staff to have appropriate qualifications, there is a risk that these enhanced expectations could increase recruitment and retention challenges. Following a period of high staff turnover, attracting and retaining experienced, high-performing employees remains a key priority, and there is a concern that the standard may lead to increased competition for suitably qualified individuals.

The local political landscape is adding further uncertainty and it remains to be seen what the impact of this could be for small registered providers in Haringey.

The Board hold an Annual Strategy Day which reflects on the key challenges facing the sector within the context of the current strategy. The Board considers the necessary stress testing that can be adopted in the business plan to assess the potential impact of these risks.

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

Board's 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 HHT's internal controls on selected areas of activity.

During 2025/26, the development of the 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 published by HQN in May 2025 to assess the effectiveness of the Board. In January 2026, the Board held an externally facilitated risk management session and as a result prepared a new Principal Risk Register with improved strategic focus, categorisation and oversight.

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 HHT. 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 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
- System access and system-based controls which ensure compliance with policies
- Treasury management policy, reporting monthly and quarterly cashflow forecasting and regular monitoring of loan covenants strengthened by external treasury support from Altair.
- 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 HHT 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

Fraud

During the year HHT incurred a financial loss (£9.6k) as a result of employee fraud, highlighting weaknesses in some internal control processes. The organisation followed its policy on fraud, fully investigated the matter and notified the relevant parties. As a result, we have strengthened our internal controls, including enhanced system controls, updated relevant policies and conducted staff training. This incident is not considered to have resulted in material financial loss to HHT, or to indicate any significant control failings.

Treasury Management Policy

The Trust's Treasury Management Policy sets out the parameters and controls governing all treasury activities and is subject to regular review and approval by the Board. The purpose of the policy is to ensure that the Trust's annual treasury strategy is aligned with its strategic objectives, while maintaining sufficient liquidity to meet obligations as they fall due. It also aims to minimise exposure to risk arising from interest rate volatility and to safeguard the Trust's financial assets. The policy defines the reporting requirements to the Board and establishes the parameters within which the Trust's business plan and associated cash flows must operate.

Loan structure

The Trust has drawn loan facilities of £864k (2024/25: £496k) from Lloyds Banking Group which are based on fixed and variable 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 of the financial statements.

Deposits

At the year-end, cash in hand and on deposit totalled £1.5m (2024/25: £1.7m). The Trust seeks to maximise returns on funds held on deposit while maintaining an appropriate balance between yield and risk. The Treasury Policy prescribes counterparty risk criteria governing where funds may be invested and ensures that deposits are structured to mature in line with the Trust's liquidity requirements.

Liquidity

The Treasury Management Policy requires that the Trust has sufficient funds available to meet operational cashflows as they fall due. To support compliance, the Board has in place Golden Rules of eighteen 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 2025/26.

Interest Rate Risk

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 as specified in Treasury Management Policy.

Credit Risk

The Trust's principal credit risk relates to tenant arrears which have increased over the past two years. The risk is managed by closely monitoring arrears during weekly focus meetings. The Housing Management Team support tenants with applications for housing benefit or universal credit and liaise with the London Borough of Haringey to follow up applications and notify them of changes in rent. The Trust consider the impact of an increase in tenant arrears when performing stress testing to the business plan and identify appropriate mitigating actions which can be implemented to protect the Trust's financial resilience.

Financial Performance

Turnover for the year ended 31 March 2026 was £4,562k, a rise of 4.8% from the prior year, (2024/25: £4,351k) which is predominantly the result of consumer price (CPI) indexed rent increases. Expenditure totalled £4,281k, which is a reduction of 6.4% from the prior year (2024/25: £4,573k), and is the result of a larger spend on planned maintenance in the prior year.

The Trust has generated an operating surplus of £281k (6%) which represents a decline from the prior year (2024/25: £717k), however the Trust's prior year results included surpluses on the disposal of properties of £940k. In the year ended 31 March 2026, the Trust has generated a net surplus of £248k without the proceeds of any disposals.

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

Financial Performance £000s	2025/26	2024/25	2023/24	2022/23	2021/22
Turnover	4,562	4,351	4,146	3,808	3,687
Operating Costs	4,281	4,573	4,157	3,461	3,416
Surplus on sale of properties	-	940	134	492	166
Operating Surplus	281	717	122	838	437
Net Interest and financing costs (1)	(33)	(6)	(13)	(38)	(49)
Surplus for the year (2)	248	711	109	800	388

(1) Net interest and financing costs includes pension interest

(2) Surplus for the year excludes pension movements

During the year the Trust incurred additional interest costs as a result of additional drawing of debt from the Lloyds facility, whilst receiving a lower level of interest receivable on deposits leading to an overall net interest cost of £33k.

Financial Position £000s	2025/26	2024/25	2023/24	2022/23	2021/22
Housing Properties at cost	37,337	36,190	34,902	34,593	34,529
Housing Properties at cost less depreciation	24,048	23,300	22,582	22,843	23,134
Loans	864	496	528	560	588
Deferred social housing capital grant/recycled capital grant fund	11,361	11,590	11,788	12,033	12,472
Cash in hand and on deposit	1,476	1,748	2,250	2,284	1,947
Reserves	12,754	12,497	11,730	11,716	11,032

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are regularly reviewed at Board meetings, enabling the Trust to monitor performance against its Corporate Plan objectives throughout the year. Performance is assessed against internal targets, historical results, and peer comparisons. The Trust also participates in the Acuity benchmarking group, which evaluates its performance against that of comparable organisations.

Performance and Benchmarking

The delivery of our Corporate Plan is underpinned by a set of key performance indicators (KPIs) agreed by the Board. These metrics are considered central to achieving our strategic objectives, as well as driving continuous improvement and further embedding value for money principles in our day-to-day operations. In addition to supporting performance management, many of our KPIs focus on tenant safety and satisfaction, which remain of paramount importance to the Trust.

The table below presents the Trust's actual performance against agreed targets, together with benchmarking against relevant comparator measures.

Financial Performance	Target	2025/26 Actual	Benchmark		2024/25 Actual
Rent Arrears - adjusted - £ (1)	£146k	£238k	-		£207k
Rent Arrears - adjusted - % (1)	3.5%	5.7%	4.9% (2)		5.3%
Rent Collection	101%	100.4%	-		91.7%
Number of voids	39	41	-		31
Void Average re-let time (days)	30	185	-		60
Void losses % income	1.1%	3.7%	1.8%(2)		1.9%

(1) Current tenant arrears was adjusted by **£123k** for timing differences of outstanding housing benefit and universal credit payments received in early April.
(2) Benchmark figure has been used from Global Accounts 2025

Income lost through void properties, and current tenant arrears are key performance indicators in assessing the operational efficiency of the letting and rent collection functions of the Trust.

Arrears
The Trust has continued to face challenges in managing rent arrears, which have gradually increased over the past two years. This is often due to delays in tenants receiving their benefit entitlements.

The Leadership team are strengthening policies and processes to improve early intervention on rent arrears, while simultaneously providing targeted tenant sustainment support for those experiencing higher levels of arrears. This is being undertaken with careful consideration of the Trust's older tenant base, who may have additional vulnerabilities.

Voids
The Trust has faced ongoing challenges in securing timely nominations from the London Borough of Haringey, particularly in relation to Sheltered schemes, which is partially the reason for the loss of £149k in rental income in the year (3.7%). Voids management will be a key area of focus for improvement in 2026/27. A detailed improvement plan will be implemented by the Leadership Team, working closely with the Council to strengthen joint processes and drive greater efficiency.

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 Board meets all the requirements of the National Housing Federation's Code of Governance 2020, which the Board formally adopted in April 2022. Early in the year, The Trust completed a review of Board effectiveness and governance against the code which recommended a review of Board Standing Orders and Terms of Reference, along with a process for regular effectiveness reviews, all of which have now been implemented. The Trust also reviewed its Policy register and made some key operational policy updates in the year.

Our People

We have a staff team of 18 covering our core and enhanced housing support, asset management and maintenance function as well as finance, back office and tenancy sustainment support. We are developing our hubs within each scheme over the forthcoming months to improve our on-site presence and engagement with our tenants. We are continuing to adopt a hybrid model of working with some of our back-office functions relocating to local serviced office space as well as an improved flexible working model to allow teams to work across our sites.

Our Performance Management Framework provides staff with annual objectives aligned with 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.

Health and Safety

Providing safe homes is the key strategic objective of the Trust. The Board places tenant safety above all other considerations and has a very low appetite for risk in this area. We therefore target 100% compliance with all statutory safety requirements and closely monitor performance throughout the year.

During the year, we experienced challenges in gaining access to a small number of properties to complete required safety inspections, alongside performance issues with some contractors providing specialist testing services. These factors impacted our ability to achieve full compliance in certain areas. To address this, we are strengthening contract management arrangements and will re-tender contracts where necessary to ensure service delivery meets our expectations. We also conducted internal audits focused on this area throughout the year, which has identified opportunities to further enhance controls and assurance processes. Management has developed an action plan to implement these improvements, with delivery and progress overseen by the Audit and Risk Committee. Through these improvements, we aim to strengthen compliance performance and provide greater assurance that our homes remain safe for tenants.

Health and Safety	Target	2025/26 Actual	2024/25 Actual
Valid gas safety certificates	100%	98%	97%
Valid electrical safety certificates	100%	98%	93%
Fire Risk Assessments up to date	100%	100%	100%
Asbestos management up to date	100%	100%	100%

Repairs Service

Our in-house repairs service has now been operating for two years, during which time we have continued to learn, develop and improve the service we provide to tenants. Overall, the service is delivering the benefits we anticipated, including greater control over service delivery, improved responsiveness and consistently high levels of tenant satisfaction. Despite this, we have experienced challenges in recruiting and retaining skilled operatives. The Leadership Management Team continue to monitor these challenges closely and are committed to strengthening our recruitment and retention practices to ensure we have the capacity and expertise needed to meet tenant expectations.

Repairs	Target	2025/26 Actual	2024/25 Actual
Repairs completed by HHT operatives	80%	76%	62%
Repairs completed within target time - Emergency	90%	100%	81%
Repairs completed within target time - Routine	85%	96%	85%
Overall tenant satisfaction with repairs service received (out of 5)	5	4.7	4.4

Asset Management Strategy

During the year the Trust has made significant progress in strengthening the management of our homes and investing in the long-term future of our properties. A comprehensive Asset Management Strategy is in development, providing a clear roadmap for investment over the next 30 years, ensuring that our homes remain safe, sustainable and fit for future generations. Aligned to this is a new Procurement Strategy designed to ensure we contract with high-performing suppliers, delivering better value for money and ensuring works are delivered in line with our commitment to quality services and tenant satisfaction.

Some of our achievements during 2025/26 are:

- Procuring a new supplier for servicing communal laundry equipment saving over £18k a year.
- Invested £609k in an extensive windows replacement project to improve the ventilation within our properties.
- Engaging an independent lift consultant to assist in the technical management of the lift maintenance contract and develop a long-term replacement programme.
- Performing a comprehensive survey of our tree stock and preparing a maintenance programme.
- We have arranged for 171 homes, almost half of our stock, to be surveyed to identify Energy Performance improvements as part of our preparation for the forthcoming Minimum Energy Efficiency Standards due to take effect in 2030.

Together, these achievements represent an important step in modernising the Trust's property service. By combining long-term strategic planning with practical operational improvements, we are creating a more resilient housing stock, delivering better value for money and ensuring that residents can continue to live in safe, well-maintained homes for many years to come.

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

Enhanced Housing Support and Tenant Engagement

We continue to provide support to our sheltered housing tenants through our Enhanced Housing Management service, funded via an eligible Housing Benefit service charge. Throughout the year, we have maintained a wide range of tenant engagement and wellbeing activities designed to reduce social isolation and strengthen community connections.

These have included regular coffee mornings and introducing monthly cafes across the Hubs that the Housing Officers are leading on. This is open to other general needs tenants, so they have the opportunity to get support and access rent arrears support with our Tenancy Sustainment Officer.

"just wanted to say it was a really good day! HHT, the future is positive! Great teamwork between the tenants and staff"
Paul – Tenant at Abyssinia Court

In addition, we host our annual summer BBQ and Christmas party, and following feedback from the survey in May 2026, we will increase our offer of 2 tenant outings this year, including a trip to the seaside and also a boat ride in London as these two results came back with the highest votes.

"Thank You all so much for yesterday's lunch time celebration. Beautiful Margaret Hill House never looks or feels better than when it's filled with nice folk having a great time"

Maureen – Margaret Hill House

Enhanced Housing Support and Tenant Engagement (continued)

Other local and social events across our sheltered housing schemes, including the Wellbeing Event to celebrate Mental Wellbeing week on the 15th May 2026. This was done as a co-production exercise with tenants from Abyssinia and in collaboration with local services including Mind, One Haringey, Reach & Connect, Peabody and many other providers.

In response to ongoing cost-of-living pressures, we have also made communal areas available as warm spaces, providing tenants with welcoming environments where they can stay warm, socialise, and access support. In addition, we have actively promoted available government grants, financial assistance schemes including joint working with “Step-Change”, and other sources of support to help tenants manage rising household costs and improve their overall wellbeing.

Value for Money

Delivering value for money (VfM) is key to the Trust's success and delivery of its business plan 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 vision is that "older people in Hornsey and Haringey can live in good homes which are genuinely affordable and promote independence, choice and inclusion."

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 through improved arrears and voids management
- Pro-active Asset Management as opposed to reactive works
- Targeting reduced social housing management cost per unit
- 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.

Value for Money Metrics

		Actual			Peer Group Average	Target	
VFM Metric	Measure	2024/25	2025/26	Move-ment		2025/26	2026/27
1	Reinvestment	4.7%	4.3%	(0.4%)	2.5%	6.4%	2.7%
2a	New supply – social housing	1.0%	0.0%	(1.0%)	1.0%	1.0%	1.3%
2b	New supply – non social housing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3	Gearing	(3.5%)	(1.7%)	1.8%	32.5%	(4.7%)	0.9%
4	EBITDA MRI Interest cover	441%	(263%)	(704%)	148%	(255%)	(192%)
5	Headline social housing cost per unit	£11,950	£11,161	(£789)	£9,100	£12,135	£12,162
6	Operating margin - social housing lettings only	(6.2%)	5.7%	11.9%	20.1%	2.1%	5.4%
6	Operating margin - overall	(4.2%)	7.2%	11.4%	22.6%	3.2%	5.9%
7	Return On Capital Employed	2.9%	1.1%	(1.8%)	3.3%	1.7%	1.1%

Definitions and Peer Review

The Regulator of Social Housing prescribes seven metrics that housing providers are required to report on, provided in the chart above, and explained below;

The Peer Group comparison provided is the average of three similar sized providers operating within London, providing additional support to tenants through both general needs housing and sheltered housing.

1. **Reinvestment % -** This metric considers the investment into our existing homes and in the new supply of additional homes. The Trust's performance for the last two years exceeds that of our peers and reflects the requirements of our recent stock condition survey. Our 2025/26 target of 6.4% reflected a higher expectation of development activity, which we have delayed while we re-assess our long-term business plan.

2. **New supply metrics –** These metric reports on the supply of new homes as a % of total homes. The Trusts' development plans for 25/26 were placed on hold whilst the business plan was revisited to ensure sufficient headroom was available to meet lender's covenants. While the Board maintains a balanced view of risk in relation to development activity, it recognises that such activity represents a higher-risk area for a small provider and consequently, development is committed to with appropriate caution.

3. **Gearing %.** This metric considers the level of debt held in relation to adjusted assets (being total housing properties less assets under construction). The Trust's gearing % is negative because of greater levels of cash held than debt owed. The Trust has a low capacity for debt due to potential restraints in meeting lenders interest cover covenants.

4. **Earnings before interest, tax, depreciation, amortisation (major repairs included) (EBITDA-MRI) – Interest Cover.** This metric considers the ability to cover interest payments with earnings during the year. The Trust's EBITDA-MRI/ Interest Cover metric compares poorly with last year's actual, the wider sector (Global accounts - 90%) and our selected peer comparison group. The negative performance in the year is reflective of the high level of investment in our properties. Whilst this measure is not a lender's covenant, the Board appreciates the importance of this metric and its relevance in assessing the overall financial viability of the Trust. We intend to strengthen our Golden Rules by introducing EBITDA–MRI/IC recovery parameters within the financial plan stress-testing framework. These parameters will establish clear investment affordability thresholds and provide a mechanism for assessing the recovery of financial resilience under adverse scenarios.

5. **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 Trust's costs per unit are 23% higher than our peers', however the 25/26 figure of £11,161 shows improvement from the target (£12,135) and the prior year (£11,950). During the year we have conducted analysis of other small providers' accounts to benchmark our costs against others. The focus for the forthcoming year is to scrutinise all expenditure and consider if economies can be achieved by re-tendering contracts or upskilling employees to bring outsourced functions in-house.

6. **Operating Margins** - The social housing lettings metric looks at the operating surplus from social lettings divided by income from social lettings and excludes fixed asset sales. The margin of 5.7% shows improvements from the prior year and the target however compares poorly with our peers. The overall operating margin considers the operating surplus as a percentage of turnover. The margin of 7.2% shows improvement from the prior year however also performs less well than the peer group. As explained above in relation to social housing cost per unit, the Trust acknowledge that more needs to be done to improve our performance in this area. Financial Resilience and Sustainability remain the key focus of the Board in setting the strategic direction of the Trust.

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 metric indicates weaker performance compared with our peers. As noted above, while the Board and Leadership Team's focus for the forthcoming year is to drive efficiencies and achieve economies, the Board also recognises the importance of continuing to enhance the tenant experience. The Trust remains committed to investing resources in supporting tenants through a strong on-site presence and a diverse and extensive programme of events and activities. The Board accepts that, to some extent, this commitment may result in lower profitability when compared with other organisations, but considers it an important part of delivering the Trust's wider objectives and maintaining high levels of tenant satisfaction.

HORNSEY HOUSING TRUST
REPORT OF THE BOARD
YEAR ENDED 31 MARCH 2026

Key Policies and Strategies

Rent Policy

The Board periodically review the Rent and Service charge policies to ensure compliance with the most recent legislation and sector guidance. The Board are responsible for approving the annual rent plan which details the rationale for the proposed uplift along with a thorough review of affordability and the actions taken to support tenants in sustaining their tenancies. At the end of the year, there were three properties where tenants had Secure tenancies (Fair rents). These rents were reviewed during the year and are reviewed biennially by the Valuation Office Agency. All other properties are let at social rent in line with government legislation.

The Board intends to review the effectiveness of the existing Rent and Service Charge Policies in advance of the implementation of Rent Convergence expected in April 2027.

The desired outcome of this review is to ensure that the policies continue to promote fairness, equity and transparency for tenants, while also supporting the Trust's ability to maximise the recovery of service charges and implement rent increases in line with current legislative and regulatory requirements.

Directors & Officers Insurance

The Trust maintains indemnity insurance for Board Members and senior staff**.**

Strategy & Policy review

During the year, the Trust conducted a review and update of several key strategies and policies to ensure alignment with regulatory requirements and best practice and supports with long term business planning. This included the development of the Asset Management Strategy, which will continue to be refined by the Asset Management Working Group over the coming months. The strategy will address the challenges associated with meeting forthcoming minimum energy efficiency requirements, while also incorporating a comprehensive review of the Trust's housing stock. This review will assess the extent to which some of the Trust's properties will meet our residents' needs in the longer term.

During the year the Trust has reviewed all policies relating to the health and safety of our tenants including fire, electrical, water, damp and mould and asbestos. In addition we have reviewed the Repairs policy to ensure that we continue to improve the services we deliver to tenants along with the Tenant Engagement Policy.

Susan Fardi (Sep 7, 2026 10:09:29 GMT+1)

For and on behalf of the Board

CHAIR

DATE 07/09/2026

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 2026 which 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 2026 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 Annual 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 Annual Report 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 10, 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 Trust'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 Trust 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.

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.

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. 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 section 87 of the Co-operative and Community Benefit Societies Act 2014. 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 Audit

S&W Audit
Statutory Auditor
Chartered Accountants

Date: 07/09/2026

45 Gresham Street
London
EC2V 7BG

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	2025 £
Turnover	2	**4,561,805**	**4,350,623**
Operating expenditure	2	**(4,280,560)**	**(4,573,305)**
Surplus on sale of fixed assets - housing	6	**-**	**939,706**
Operating Surplus		**281,245**	**717,024**
Interest receivable and other income	7a	**28,426**	**52,604**
Interest payable and similar charges	7b	**(61,747)**	**(58,142)**
Surplus for the year		**247,924**	**711,486**
Other comprehensive income for the year			
Actuarial gain on Defined benefit pension liability	10	**10,000**	**54,000**
Total comprehensive income for the year		**257,924**	**765,486**

The Trust's results relate wholly to continuing activities and the notes on pages 32 to 55 form an integral part of these financial statements

HORNSEY HOUSING TRUST
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 31 MARCH 2026

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2026

		Mar-26 £	Mar-25 £
TANGIBLE FIXED ASSETS			
Housing Properties	11	37,336,562	36,189,707
less: Property Depreciation	11	(13,288,966)	(12,890,337)
		24,047,596	**23,299,370**
Other fixed assets	12	341,022	284,681
TOTAL FIXED ASSETS		**24,388,618**	**23,584,051**
CURRENT ASSETS			
Debtors	13	412,413	534,127
Cash at bank and in hand		1,475,894	1,747,963
		1,888,307	**2,282,090**
CREDITORS: amounts falling due within one year	14	(1,617,534)	(1,367,666)
NET CURRENT ASSETS		270,773	914,424
TOTAL ASSETS LESS CURRENT LIABILITIES		**24,659,391**	**24,498,475**
CREDITORS: amounts falling due after more than one year	15,16	(11,634,011)	(11,621,874)
Defined benefit pension liability	10	(271,798)	(380,944)
TOTAL NET ASSETS		**12,753,582**	**12,495,656**
CAPITAL AND RESERVES			
Called up share capital	17	15	13
Revenue reserve	18	12,753,567	12,495,643
TOTAL RESERVES		**12,753,582**	**12,495,656**

These financial statements were approved by the Board and authorised for issue on 19 August 2026 and signed on its behalf by:

Susan Faridi (Sep 7, 2026 10:09:29 GMT+1)

CHAIR **BOARD MEMBER**

SECRETARY Euan Barr (Sep 7, 2026 10:31:43 GMT+1)

The notes on pages 32 to 55 form part of these financial statements

HORNSEY HOUSING TRUST
STATEMENT OF CHANGES IN RESERVES
YEAR ENDED 31 MARCH 2026

STATEMENT OF CHANGES IN RESERVES
YEAR ENDED 31 MARCH 2026

	Income & Expenditure Reserve	Major Repairs Reserve	Development Reserve	Total Reserves
	£	£	£	£
Balance as at 31 March 2025	12,495,643	-	-	12,495,643
Surplus from Statement of Comprehensive Income	257,924	-	-	257,924
Transfer between reserves	-	-	-	-
At 31 March 2026	**12,753,567**	**-**	**-**	**12,753,567**

	Income & Expenditure Reserve	Major Repairs Reserve	Development Reserve	Total Reserves
	£	£	£	£
Balance as at 31 March 2024	11,730,157	-	-	11,730,157
Surplus from Statement of Comprehensive Income	765,486	-	-	765,486
Transfer between reserves	-	-	-	-
At 31 March 2025	**12,495,643**	**-**	**-**	**12,495,643**

The notes on pages 32 to 55 form part of these financial statements

HORNSEY HOUSING TRUST
STATEMENT OF CASHFLOWS
YEAR ENDED 31 MARCH 2026

STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2026

		2026 £	2025 £
Net cash generated from/ (used in) operating activities	19A	**781,673**	**(100,584)**
Cashflow from investing activities			
Purchase and refurbishment of tangible fixed assets – housing properties		(714,568)	(1,182,563)
Purchase of other tangible fixed assets		(127,079)	(168,216)
Development expenditure		(53,941)	(420,079)
Reconfiguration of housing properties		(590,333)	-
Proceeds from sale of housing properties		-	1,044,901
Grant received		97,500	357,500
Interest received		28,426	52,604
Net cash generated from/ (used in) investing activities		**(1,359,995)**	**(315,853)**
Cashflow from financing activities			
Interest paid		(61,747)	(53,342)
Repayment of borrowings		(32,000)	(32,000)
Loan received		400,000	-
Net cash generated from/ (used in) financing activities		**306,253**	**(85,342)**
Net change in cash and cash equivalents		(272,069)	(501,781)
Cash and cash equivalents at start of the year		1,747,963	2,249,744
Cash and cash equivalents at end of the year		**1,475,894**	**1,747,963**

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 32 to 55 form part of these financial statements

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 2026/27 shows improved operating margins compared to the prior year driven by strengthened management actions to reduce rent losses from voids and arrears along with rigorous scrutiny of all areas of expenditure. A cashflow forecast has been prepared demonstrating compliance with the liquidity requirements outlined in the Treasury Management Policy and compliance with lender's covenants.

The long-term financial plan is updated twice annually, and stress tested to demonstrate financial viability. Following the Asset Management Strategy developed during the year, the Trust is expecting a high level of capital investment in our properties, potentially leading to additional borrowing requirements. Additionally, the Asset Management Strategy considered a programme of stock rationalisation as a means to unlock the capital required to ensure our homes meet the necessary regulatory standards, and energy performance. The long-term financial plan has been stress tested against various adverse scenarios and includes consideration of mitigating actions to be implemented in the event of unfavourable circumstances affecting the Trust's ability to meet obligations as and when they become due.

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.

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 assets

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 out 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.

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:

Asset	Life	Asset	Life
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:

Asset	Life
Freehold office premises	30 years
Commercial properties	50 years
Furniture, fittings and equipment	5 - 50 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.

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 loan outstanding less issue costs. 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 at 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.

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 dormant subsidiary Hornsey Care and Support Limited. The Group is partially exempt for VAT purposes.

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.

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 £644k (2025: £420k).

- **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 2026 was £13,289k (2025: £12,890k).

- **Bad debt provision**

  The rent and service charge debtors recorded in the Statement of Financial Position is £622k (2025: £572k) 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 £375k (2025: £331k).

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 (2025: £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 2025/26.

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

	Turnover	Operating costs	Surplus on sale of fixed assets	Operating surplus
	£	£	£	£
Year to 31 March 2026				
Social housing lettings (Note 3)	4,478,347	(4,221,231)	-	257,116
Other activities				
Surplus on disposal of fixed assets	-	-	-	-
Sundry Income	83,458	(59,329)	-	24,129
Total	**4,561,805**	**(4,280,560)**	**-**	**281,245**

	Turnover	Operating costs	Surplus on sale of fixed assets	Operating surplus
	£	£	£	£
Year to 31 March 2025				
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
Total	**4,350,623**	**(4,573,305)**	**939,706**	**717,024**

3. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	General Needs housing	Supported housing and housing for older people	2026 Total	2025 Total
	£	£	£	£
Rent receivable net of identifiable service charges	1,726,279	1,158,326	**2,884,605**	**2,852,938**
Service charge income	611,301	410,181	**1,021,482**	**850,507**
Support charges	76,433	51,286	**127,719**	**128,587**
Amortised government grant (SHG)	266,034	178,507	**444,541**	**438,041**
Net rental income	**2,680,047**	**1,798,300**	**4,478,347**	**4,270,073**
Turnover from social housing lettings	**2,680,047**	**1,798,300**	**4,478,347**	**4,270,073**
Management	(222,372)	(149,211)	**(371,583)**	**(260,518)**
Service charge costs	(640,888)	(430,033)	**(1,070,921)**	**(1,306,121)**
Support expenditure	(169,309)	(113,606)	**(282,915)**	**(208,908)**
Routine maintenance	(511,199)	(343,012)	**(854,211)**	**(876,575)**
Planned maintenance	(242,598)	(162,782)	**(405,380)**	**(712,771)**
Major repairs expenditure	(166,288)	(111,578)	**(277,866)**	**(236,658)**
Bad debts	(25,992)	(17,441)	**(43,433)**	**(47,382)**
Depreciation on all assets	(519,419)	(348,528)	**(867,947)**	**(848,991)**
Loss on disposal of fixed assets	(28,112)	(18,863)	**(46,975)**	**(37,523)**
Operating expenditure on social Housing Lettings	**(2,526,177)**	**(1,695,054)**	**(4,221,231)**	**(4,535,447)**
Operating surplus (deficit) from social housing lettings	**153,870**	**103,246**	**257,116**	**(265,374)**
Void losses	**89,284**	**59,909**	**149,193**	**74,059**

4. ACCOMMODATION OWNED, MANAGED AND IN DEVELOPMENT

	2025 Total	Additions/ (Disposals)	Other*	2026 Total
General needs housing social rent	219	-	-	**219**
Supported sheltered housing	158	-	(3)	**155**
Total social housing managed	377	-	(3)	**374**
Social housing units managed by others	12	-	-	**12**
Total owned units	389	-	(3)	**386**

During the year, the Trust reconfigured a supported housing block to enlarge the remaining properties to improve their size and suitability, resulting in the loss of 3 units.

5. OPERATING SURPLUS

The operating surplus for the financial year is stated after charging/(crediting) the following:	**2026**	**2025**
	£	**£**
Amortisation of deferred capital grants	**(444,541)**	(438,041)
Depreciation of housing properties	**800,458**	769,662
Depreciation of other fixed assets	**79,671**	86,416
Surplus on the disposal of tangible fixed assets	**-**	939,706
Auditor's remuneration including VAT		
In their capacity as auditors	**37,786**	37,664
In respect of other services	**-**	-

6. SURPLUS ON SALE OF FIXED ASSETS - HOUSING PROPERTIES

	2026	**2025**
	£	**£**
Disposal proceeds	-	1,060,360
Carrying value of fixed assets	-	(100,499)
Selling costs	-	(20,156)
Social Housing Grant previously amortised	-	-
Total	**-**	**939,706**

7A. INTEREST RECEIVABLE AND OTHER INCOME

	2026	**2025**
	£	**£**
Interest receivable on bank deposits	**28,426**	52,604
Total	**28,426**	**52,604**

7B. INTEREST PAYABLE AND SIMILAR CHARGES

	2026 £	2025 £
Pension Interest	**18,000**	23,000
Loan Interest and Finance Costs	**43,747**	35,142
	61,747	**58,142**

8. DIRECTORS REMUNERATION AND KEY MANAGEMENT PERSONNEL

Disclosure is required of directors' remuneration. For this purpose, directors are defined as the Chief Executive and the Leadership Management Team.

	2026 £	2025* £
The aggregate emoluments paid to Directors	**273,503**	272,149
The emoluments paid to the highest paid Director excluding pension contributions	**108,020**	103,865
Number of members of Leadership Management Team including Chief Executive	**4**	3

*The definition of directors has been changed from the prior year and extended to the Leadership Management Team listed on page 3. The prior year figure has been restated to allow comparison.

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 £8.6k (2025: £8.3k) was paid in addition to the personal contributions of the Chief Executive.

Key management personnel remuneration during the year was £325k (2025: £310k)

During the year, the Trust covered expenses incurred by one Board Member totalling £309 (2024/25: expenses incurred £0)

9. EMPLOYEES

	2026	2025
The average monthly number of persons (including the Chief Executive) employed during the year		
Administration (including the Chief Executive)	**7**	6
Housing Management	**3**	3
Repairs Team (including multi-skilled operatives)	**4**	4
Housing Officers	**3**	3
	17	**16**

	2026	2025
Staff costs during the year:	**£**	**£**
Wages and salaries	**754,121**	709,564
Social security costs	**89,513**	71,587
Other pension costs	**56,164**	45,645
	899,798	**826,796**

	2026	2025
Aggregate number of full-time equivalent staff whose remuneration exceeded £60,000 in the period:		
£60,001 - £70,000	**Nil**	1
£70,001 - £80,000	**Nil**	Nil
£80,001 - £90,000	**Nil**	Nil
£90,001 - £100,000	**Nil**	Nil
£100,001- £110,000	**Nil**	Nil
£110,001- £120,000	**1**	1

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 completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

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.

10. THE SOCIAL HOUSING PENSION SCHEME (continued)

Pension scheme liabilities recognised in the Statement of Financial Position

	2026 £	2025 £
Pension obligations recognised as Defined Benefit schemes	**271,798**	380,944
Pension obligations recognised as Defined Contribution schemes	**-**	**-**
Total pension scheme liabilities	**271,798**	**380,944**

Principal actuarial assumptions at the financial position date:

	2026 %	2025 %
Discount rate	6.02	5.77
Inflation (RPI)	3.33	3.11
Inflation (CPI)	3.02	2.78
Salary growth	4.02	3.78
Allowance of commutation of pension for cash at retirement	**75% of Maximum allowance**	75% of Maximum allowance

The mortality assumptions applied at 31 March 2026 imply the following life expectancies at age 65

	2026
Male retiring in 2026	**20.9**
Female retiring in 2026	**23.2**
Male retiring in 2046	**22.2**
Female retiring in 2046	**24.6**

Amounts recognised in the Statement of Comprehensive Income

	2026 £'000	2025 £'000
Net interest on deferred benefit liability	**18**	23
Expenses paid	**4**	4
Total expenses	**22**	**27**

10. THE SOCIAL HOUSING PENSION SCHEME (continued)

Amounts recognised in Other Comprehensive Income

	2026 £'000	2025 £'000
Experience on plan assets – gain(loss)	**21**	(158)
Experience gains(losses) arising on the plan liabilities	**(10)**	(59)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligations-gain (loss)	**(21)**	-
Effects of changes in financial assumptions underlying the present value of the defined benefit obligations-gain (loss)	**20**	271
Actuarial gain/(loss) recognised	**10**	**54**

Statement of Financial Position

	2026 £'000	2025 £'000
Fair value of plan assets	**2,289**	2,142
Present value of funded retirement benefit obligations	**(2,560)**	(2,523)
Net liability	**(271)**	**(381)**

Reconciliation of movements on the defined benefit obligation	2026 £'000
Defined benefit obligation at the start of the period	**2,523**
Interest cost	**142**
Actuarial gains(loss) due to scheme experience	**10**
Actuarial gains(loss) due to changes in demographic assumptions	**21**
Actuarial gains(loss) due to changes in financial assumptions	**(20)**
Expenses	**4**
Benefits paid	**(120)**
Defined benefit obligation at the end of the period	**2,560**

10. THE SOCIAL HOUSING PENSION SCHEME (continued)

Reconciliation of movements on the fair value of plan assets

	2026 £'000
Fair value of the Plans' assets at the start of the period	**2,142**
Interest income	**124**
Experience on plan assets - loss	**21**
Contributions by the employer	**122**
Benefits paid	**(120)**
Fair value of plan assets at the end of the period	**2,289**

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 are set out in the following table.

Categories of plan assets

	2026 £'000	2025 £'000
Bonds	**767**	685
Equity	**259**	242
Property Infrastructure	**112**	108
Absolute Return	**-**	-
Alternative Risk Premia	**-**	-
Insurance-Linked Securities	**3**	7
Others	**1,148**	1,100
	2,289	**2,142**

We were notified by the Trustee of the Scheme in previous years 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 remains unresolved. 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.

10. THE SOCIAL HOUSING PENSION SCHEME (CONTINUED)

As part of preparing for this Court case in 2025 the Trustees, Verity Trustees Limited, also considered the outcome of the Court of Appeal judgment in Virgin Media vs NTL Pension Trustees II Limited and had added some questions to the Court documents to gain clarity on the points arising. Amendments to help pension schemes deal with historic issues arising from the Virgin Media judgement were made to the government's Pension Scheme Bill, as it passed through the House of Commons. However, the drafting meant that any court cases underway which asked questions related to these issues at the point the Bill would become law, would be excluded from these helpful measures. Following the Bill becoming law in April 2026 (becoming the Pension Schemes Act 2026), and having not yet received the Court's judgment, the Trustees now have a potential opportunity to again ask the Court to consider the Virgin Media questions, to provide clearer guidance on how to administer member benefits. Therefore, after taking legal advice, an application will be made to Court to ask the judge to decide whether the Virgin Media questions can be answered as part of the Verity case alongside the original questions (without affecting the Scheme's ability to use the helpful measures in the new Act). If allowed, the answers will form part of the eventual judgment. This process is therefore still 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. As a result, no adjustment has been made in these financial statements in respect of this potential issue.

11. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

	General needs housing	Supported housing and housing for older people	Housing Properties in the course of construction	Total
	£	£	£	£
Cost				
At 1 April 2025	**14,316,136**	**21,398,340**	**475,231**	**36,189,707**
Component Additions	847,638	107,389	-	955,027
Development Additions	-	-	53,941	53,941
Reconfiguration Additions	-	-	590,333	590,333
Transferred on completion	-	815,635	(815,635)	-
Component Disposals	(37,875)	(414,571)	-	(452,446)
At 31 March 2026	**15,125,899**	**21,906,793**	**303,870**	**37,336,562**
Depreciation				
At 1 April 2025	**5,074,779**	**7,815,558**	-	**12,890,337**
Charged in the year	317,222	483,236	-	800,458
Released on disposal	(20,921)	(380,908)	-	(401,829)
At 31 March 2026	**5,371,080**	**7,917,886**	**-**	**13,288,966**
Net book value (NBV)				
At 31 March 2026	**9,754,819**	**13,988,907**	**303,870**	**24,047,596**
At 31 March 2025	**9,241,357**	**13,582,782**	**475,231**	**23,299,370**

	2026 Cost £	2026 NBV £	2025 Cost £	2025 NBV £
Housing properties comprise:				
Freehold land and buildings	33,537,503	20,728,978	32,530,118	20,085,460
Long leasehold land and buildings	1,895,888	1,415,447	1,862,507	1,416,828
Total expenditure on existing properties	1,599,301	1,599,301	1,321,851	1,321,851
Housing Properties in the course of construction	303,870	303,870	475,231	475,231
	37,336,562	**24,047,596**	**36,189,707**	**23,299,370**

12. TANGIBLE FIXED ASSETS - OTHER

	Commercial properties	Freehold Offices	Furniture fixtures & fittings	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2025	41,821	252,100	1,070,850	259,315	**1,624,086**
Additions	-	-	123,129	12,883	**136,012**
Disposals	-	-	-	-	**-**
At 31 March 2026	**41,821**	**252,100**	**1,193,979**	**272,198**	**1,760,098**
Depreciation					
At 1 April 2025	21,748	246,725	837,175	233,757	**1,339,405**
Charge in year	836	2,265	60,426	16,144	**79,671**
Released on disposal	-	-	-	-	**-**
At 31 March 2026	**22,584**	**248,990**	**897,601**	**249,901**	**1,419,076**
Net book value (NBV)					
At 31 March 2026	**19,237**	**3,110**	**296,378**	**22,297**	**341,022**
At 31 March 2025	**20,073**	**5,375**	**233,675**	**25,558**	**284,681**

13. DEBTORS

	2026	2025
	£	£
Due within one year		
Rent and service charges	**621,533**	572,281
Provision for bad and doubtful debts	**(374,617)**	(330,574)
Net rent and service charge debtor	**246,916**	241,707
Other debtors	**92,106**	96,228
Prepayments and accrued income	**73,391**	196,192
	412,413	**534,127**

14. CREDITORS: amounts falling due within one year

	2026 £	2025 £
Housing loans	**40,000**	32,000
Contracts for certified works and retentions unpaid	**38,946**	17,646
Trade creditors	**196,042**	292,284
Other creditors	**30,017**	25,855
Accruals	**556,360**	135,654
Deferred income other	**55,325**	62,545
Social Housing Grant	**444,541**	439,153
Recycle capital grant fund	**-**	120,547
Rent and service charges received in advance	**256,303**	241,982
	1,617,534	**1,367,666**

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

	2026 £	2025 £
Housing loans	**824,000**	464,000
Social Housing Grant	**10,795,844**	11,148,274
Recycling Capital Grant Fund	**120,547**	-
Capitalised loan fees	**(106,380)**	9,600
	11,634,011	**11,621,874**

16. HOUSING LOANS

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

	2026 £	2025 £
Other housing loans repayable:		
In one year or less	**40,000**	32,000
Between one and two years	**40,000**	40,000
Between two and five years	**182,095**	80,000
In five years or more	**601,905**	344,000
	864,000	**496,000**

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

17. CALLED UP SHARE CAPITAL

	2026 £	2025 £
Allotted and issued at 31 March	**15**	13

14 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

	2026 £	2025 £
Brought forward at 1 April	**12,495,643**	11,730,157
Surplus for the year	**257,924**	765,486
Carried forward at 31 March	**12,753,567**	**12,495,643**

19A. NOTES TO THE CASH FLOW STATEMENT

	2026	2025
Operating Surplus for the year	**281,245**	**717,024**
Depreciation of tangible fixed assets	880,129	856,078
Deficit/(Surplus) on the disposal of Fixed Assets	47,636	37,837
Government Grants amortised in the year	(444,541)	(438,041)
Surplus on disposal of tangible fixed assets	-	(939,706)
Increase in Debtors	121,713	54,202
Decrease in Creditors	(104,509)	(387,978)
Net cash generated from/ (used in) operating activities	**781,673**	**(100,584)**

19B. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2025	Cashflows	Non Cashflows	31 March 2026
Cash	**1,747,963**	(272,069)	-	**1,475,894**
Bank loan due within one year	(32,000)	32,000	(40,000)	(40,000)
Bank loans due after more than one year	(464,000)	(400,000)	40,000	(824,000)
Total	**1,251,963**	**(640,069)**	**-**	**611,894**

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 2026 or in 2025.
Key management personnel are those persons having authority and responsibility for planning, controlling and directing the activities of the Trust. In the opinion of management, key management are the Board and the Leadership Management Team. Key management personnel remuneration is disclosed in note 8.

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

	2026 £	2025 £
Capital expenditure that has been contracted for but has not been provided for in the financial statements	-	1,344,503
Capital Expenditure that has been authorised by the Board but has not yet been contracted for	1,169,246	2,468,608
	1,169,246	**3,813,111**

The Trust currently has a secured loan facility with Lloyds Bank available to draw (£3,000k) which will be used to support the capital expenditure budgeted in the next financial year in addition to cash generated from operating activities.

24. FINANCIAL INSTRUMENTS

The Trust's financial instruments are analysed as follows:

	2026	2025
Financial Assets	**£**	**£**
Cash at bank and in hand and short-term deposits	**1,475,894**	1,747,963
Trade Debtors	**621,533**	572,281
Other Debtors	**92,106**	96,227
Accrued Income	**20,864**	19,907
Financial Assets held at amortised cost	**2,210,397**	**2,436,277**

Financial Liabilities	**£**	**£**
Bank Loans	**864,000**	496,000
Trade Creditors	**196,042**	292,284
Accruals	**556,360**	135,654
Other Creditors	**189,510**	270,375
Financial Liabilities held at amortised cost	**1,805,912**	**1,194,314**

25. POST BALANCE SHEET EVENTS

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