







hornsey housing trust

Tenant Annual Report 2025/26

Contents

Introduction by the Chair and Chief Executive	4
HHT in numbers 2025/26	5
Our homes and neighbourhoods	6
Hornsey Housing Trust Properties 2026	7
Tenant voices	8
Tenant perspectives	9
How we spend your rent money	10
Our performance 2025/26	11
Celebrating diversity	12
Corporate plan progress	14
Investing in our homes	16
Our financial performance	17
Partnerships	18
Our people	19
Thank you	20






KING'S CROSS SQUARE
King's Cross Station
Underground
Taxis
Entrance
Exit only



Welcome to our Tenant Annual Report for 2025/26



We have made good progress in the second year of our five-year Corporate Plan, despite continued economic pressures, increasing regulatory requirements and rising costs. During the year, we continued to invest in our homes and services and delivered a surplus of £248,000, helping to ensure that HHT remains financially resilient and able to continue providing good-quality homes and services for the longer term.

Our Tenant Satisfaction Measures survey, completed in early 2026, showed encouraging improvements across several key areas. In particular, satisfaction with our repairs service increased following the decision to bring the service back in-house in 2024. Satisfaction with the maintenance of homes and communal areas also improved, while more tenants reported that they were treated fairly and with respect.

These improvements are encouraging, but we recognise that there is more to do.

We want to continue strengthening the way we listen and respond to tenants, improve our communication and develop a better understanding of individual needs.

During the year, our Tenant Engagement Group continued to help shape how HHT works in partnership with tenants, including developing a new Tenant Engagement Policy. The Tenant Quality Assurance Committee also provides an important opportunity for tenants and Board members to work together to scrutinise services and ensure that tenant voices influence our decisions. We welcomed four new members to the HHT Board, bringing additional skills and experience to support and challenge the organisation. Our Strategic Alliance with Hill Homes, a neighbouring housing association also founded by Margaret Hill, provides further opportunities to share knowledge and resources, improve efficiency and work together to achieve better outcomes for older people in Haringey.

In 2025/26 we delivered kitchen and bathroom improvements throughout the community and replaced windows in 30 homes. We also completed the refurbishment and reconfiguration of seven flats at Sheba Court and continued to progress our ambitions for new and more accessible homes that support independence and wellbeing in later life.

Thank you to our tenants, colleagues, Board members and partners for your continued support, feedback and contribution throughout the year. In particular, we thank those tenants who have given their time to help us improve our services. Your involvement is invaluable, and we look forward to continuing to work with you in the year ahead.

Susan Faridi
Chair, Hornsey Housing Trust

Euan Barr
Chief Executive, Hornsey Housing Trust

HHT in numbers 2025/26



Lettings and income

We owned and managed **386** properties across Haringey

We had **£4.5 million** of income

We successfully collected **100%** of rental income due in the year

We had **22** new lettings of homes



Improvements

We processed **2114** repairs in the year with **96%** completed on time

We replaced **8** kitchens and **14** bathrooms in our properties

We fitted new energy-efficient windows to **30** properties

We renewed heating systems to **11** properties

We refurbished and reconfigured **7** new flats at Sheba Court, Tottenham



People

The average age of an HHT tenant was **69**

We delivered **22** community events in the year across our hubs

We recruited **4** new members to our Board of Management, and **3** new members to our senior staff management

We engaged **8** new tenants with discussions on our Tenant Engagement Group



Property management

It took us an average of **185** days to re-let a vacant property

We handled **24** formal complaints in the year

We updated Energy Performance Certificates on **171** homes

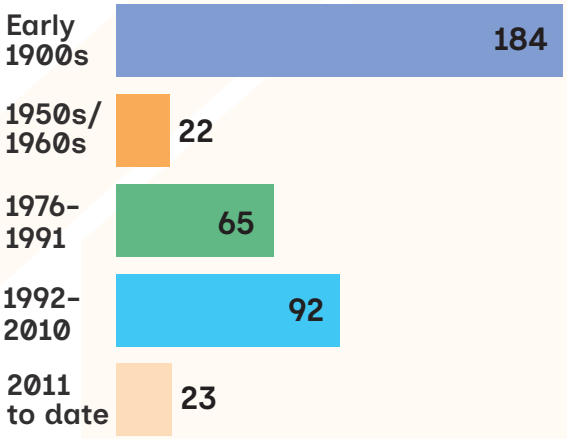
We kept up to date gas safety checks on **98%** of boilers in the year

Our homes and neighbourhoods

We own and manage almost 400 homes across Haringey

Our housing service covers allocations, rent collection, estate inspections, anti-social behaviour, health and safety checks and broader tenant engagement activities. We also provide an enhanced service for those who require wellbeing calls and additional support and assistance, with measures to help people to sustain their tenancies.

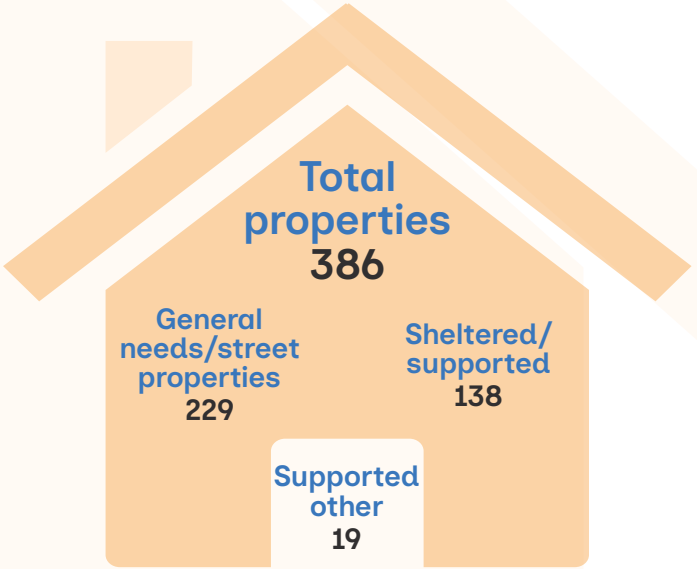
Age of properties



Housing sizes



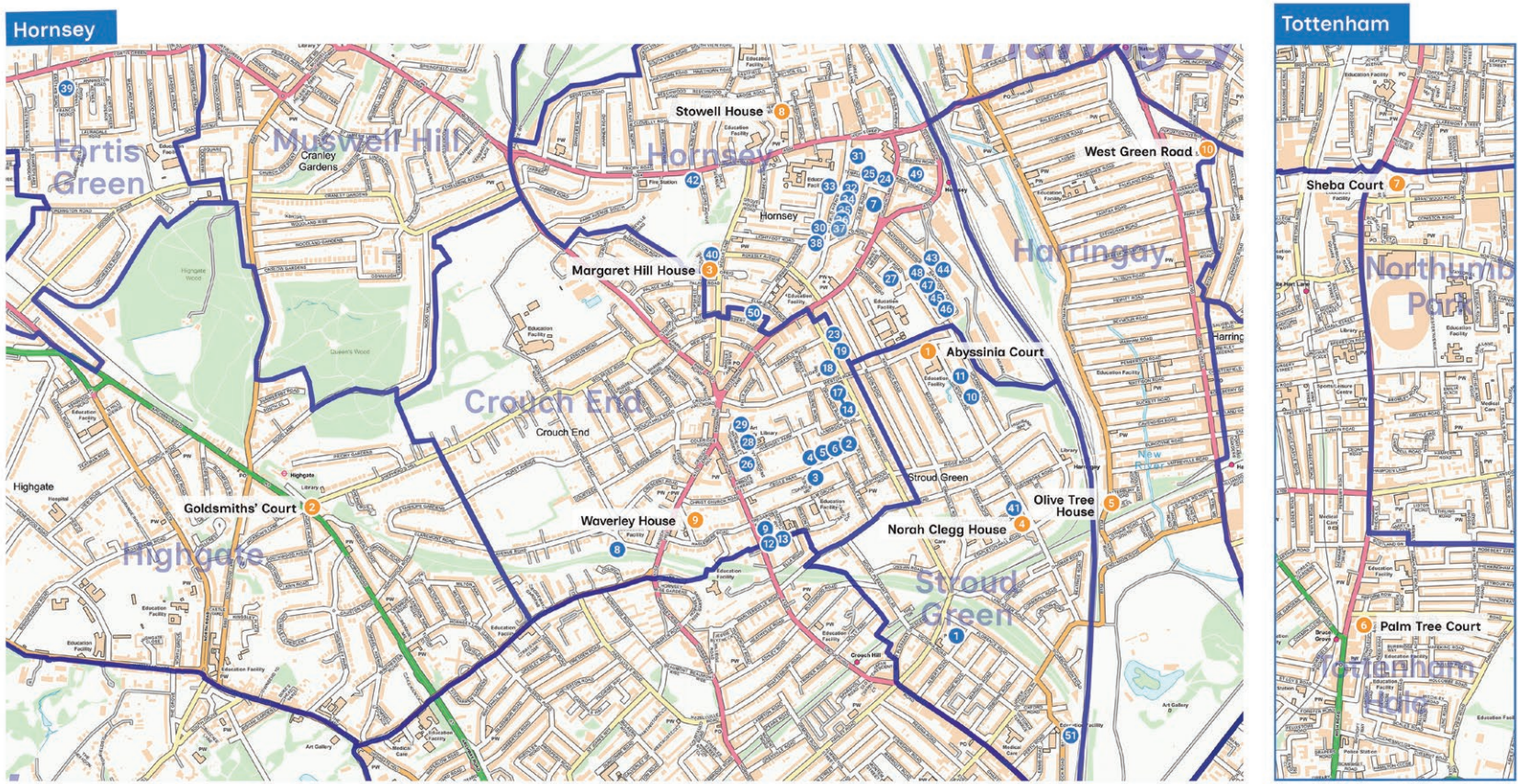
Housing stock



Accessibility



Hornsey Housing Trust Properties 2026



Housing schemes

1 Abyssinia Court, Weston Park, N8 9PL
2 Goldsmiths Court, Shepherds Hill, N6 5AE
3 Margaret Hill House, 77 Middle Lane, N8 8NX
4 Norah Clegg House, 49 Oakfield Road, N4 4LH
5 Olive Tree House, Cyprus Close, (Wightman Road) N4 1QB
6 Palm Tree Court, 4 Factory Lane, N17 9FFL
7 Sheba Court, Altair Close, N17 0DE
8 Stowell House, Pembroke Road, N8 7PH
9 Waverley House, Waverley Road, N8 9QS
10 461 West Green Road, N15 3PN

Street properties

1 50 Albert Road, N4 3RP
2 100 Cecile Park, N8 9AU
3 47 Cecile Park, N8 9AX
4 72 Cecile Park, N8 9AU
5 74 Cecile Park, N8 9AU
6 78 Cecile Park, N8 9AU
7 9 Church Lane, N8 7BU
8 3-5 Crescent Road, N8 8AZ
9 90 Crouch Hill, N8 9ED
10 46 Denton Road, N8 9NS
11 60 Denton Road, N8 9NT
12 1 Dickenson Road, N8 9EN
13 3 Dickenson Road, N8 9EN
14 117 Ferme Park Road, N8 9SG
15 123 Ferme Park Road, N8 9SG
16 125 Ferme Park Road, N8 9SG
17 127 Ferme Park Road, N8 9SG
18 149 Ferme Park Road, N8 9SG
19 238 Ferme Park Road, N8 9BN
20 242 Ferme Park Road, N8 9BN
21 248 Ferme Park Road, N8 9BN
22 254 Ferme Park Road, N8 9BN
23 258 Ferme Park Road, N8 9BN
24 8 Ferrestone Road, N8 7BX
25 12 Ferrestone Road, N8 7BX
26 36 Haringey Park, N8 9JD
27 30 Harvey Road, N8 9PA
28 2 Hatherley Gardens, N8 9JH
29 8 Hatherley Gardens, N8 9JH
30 110/112 Hillfield Avenue, N8 7DN
31 17 Hillfield Avenue, N8 7DU
32 47 Hillfield Avenue, N8 7DS
33 54 Hillfield Avenue, N8 7DT
34 55 Hillfield Avenue, N8 7DS
35 63 Hillfield Avenue, N8 7DS
36 75 Hillfield Avenue, N8 7DS
37 89 Hillfield Avenue, N8 7DG
38 116 Hillfield Avenue, N8 7DN
39 33 Lynmouth Road, N2 9LR
40 79 Middle Lane, N8 8NX
41 45 & 47 Oakfield Road, N4 4LH
42 26 Priory Road, N8 7RD
43 5 Rathcoole Gardens, N8 9ND
44 7 Rathcoole Gardens, N8 9ND
45 48 Rathcoole Gardens, N8 9NB
46 70 Rathcoole Gardens, N8 9NB
47 84 Rathcoole Gardens, N8 9PG
48 120 Rathcoole Gardens, N8 9PG
49 9 Ribblesdale Road, N8 7EP
50 38 Rosebery Gardens, N8 8SH
51 93 Woodstock Road, N4 3EU

Tenant voices



Throughout 2025 the Tenant Engagement Group (TEG) worked with our consultant Jim Dean and Head of Housing Rosie Butt to develop a new policy to commit HHT to working in partnership with tenants.

The key commitments of the policy include:

- Making and taking time for tenants
- Creating real opportunities
- Going at the right pace
- Ensuring good communication
- Encouraging and supporting tenants who want to be involved
- Making it everyone's job

The TEG also drafted an action plan to accompany the policy and prepared a description of roles and responsibilities for members of the group.

The tenant group sent a letter to all HHT tenants in September 2025 to appeal for more participation, and this generated interest from tenants who had previously not been involved. We held an introductory meeting in December 2025, along with HHT Board member Linmora Blair. In early 2026 the TEG considered further the most effective ways for tenants to be involved, deciding that tenant recruitment to the Tenant Quality Assurance Committee (TQAC) of HHT would be their priority.

The TQAC met in June 2026 for an informal discussion with tenants about engagement and meaningful involvement. It resolved to review the Terms of Reference and recruitment process for the committee, to ensure that it promotes tenant voices in the most effective and representative way.

Tenant perspectives

Phyllis Mills-Barnor



Phyllis has been a tenant at HHT's Palm Tree Court housing scheme since 2020. She previously lived with family in Tottenham, before which she lived in Barnet. She used to work in the offices of a property management company.

"I've made a point of getting to know the other tenants in the building and adding to the activities available. I organise a weekly seated exercise class at the scheme, using the internet-connected TV in the refitted communal area to access online lessons."

"From time to time, I also help other tenants around the building and sometimes contact HHT on their behalf."

She also informs HHT of any issues there might be in terms of the building, for example around facilities or security.

"I don't mind helping, it's my nature to help people, so if someone needs help I will help them."

"Helping people is something that I love to do."

Paul Little



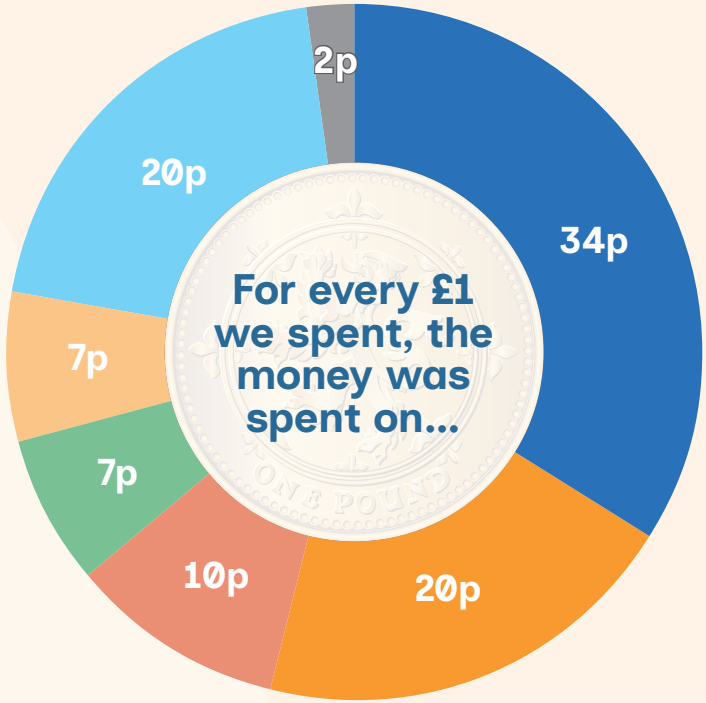
"I have been a tenant at Abyssinia Court since 2019 and I am a member of the Tenant Engagement Group (TEG), which aims to hold HHT accountable by informing the tenants of any important decisions or changes that affect the tenants' well-being while living in HHT properties.

Over the last two years, HHT has been consulting the TEG on changes being made regarding plans for development of new flats, on better security and work on the communal gardens to make them more attractive.

At the request of the Abyssinia Court tenants, the Abyssinia Court Cafe is restarting monthly, which shows that when HHT and tenants work as a team, things can be achieved, however big or small, to meet the tenants' needs."

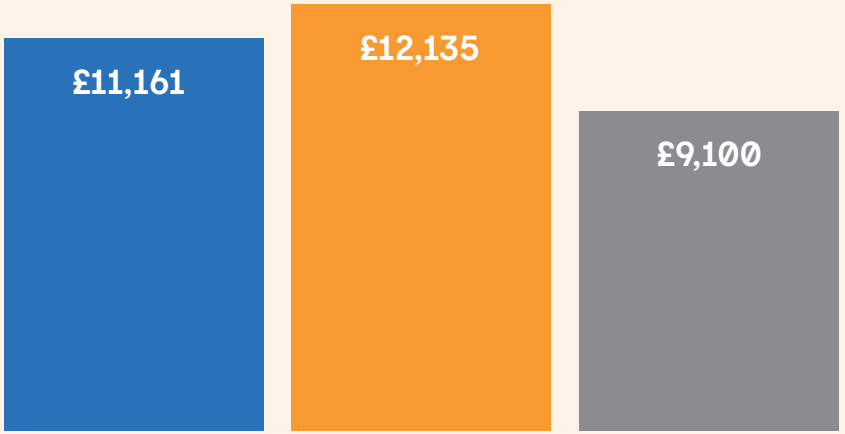
How we spent your rent money in 2025/26

Against a total income of **£4.5m**, we made a surplus in the year of **£248k**.



Housing, administration and management
Routine maintenance
Planned maintenance
Major repairs
Support expenditure
Depreciation on all assets
Other costs

We also report on "Cost per unit" - which is the average cost of providing all services to each home each year. You can see below what the figure was for 2025/26, against our target and the housing association group we compare ourselves to.



HHT social housing cost per unit 2025/26

Target for 2025/26

London and South East Benchmarking median

Our costs are higher than many other providers, due to being a small London-based organisation meeting significant regulatory demands to provide homes and services to older people, factors which cause higher unit costs.

Our performance in 2025/26

The Board of Hornsey Housing Trust reviews our performance on a quarterly basis to maintain scrutiny against the targets we set for letting our homes, collecting income and ensuring that our homes are safe and well looked after. The table below outlines how we have performed in line with our targets for the year, and compared with the previous financial year.

Financial Performance	2025/26 Target	2025/26 Actual	2024/25 Actual
Rent Arrears - £	£146k	£238k	£207k
Rent Arrears - %	3.5%	5.7%	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%	1.9%

*this includes recovery of arrears from previous periods

Health and Safety	2025/26 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	2025/26 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

Celebrating diversity

Throughout our long history, a key strength of HHT has been the diversity of its people, their backgrounds and lived experiences. We currently have a Board and staff group which reflects the ethnic diversity of our tenants and the wider Haringey community.

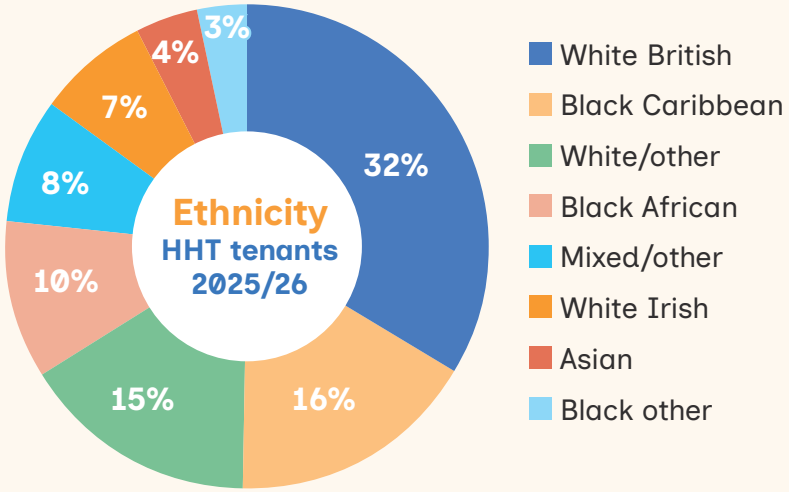
In 2025/26 we held events which celebrated the different cultures, needs and experiences of our community and we have also started work on a new Equality, Diversity and Inclusion Strategy which is focused on good knowledge of our people and their needs.

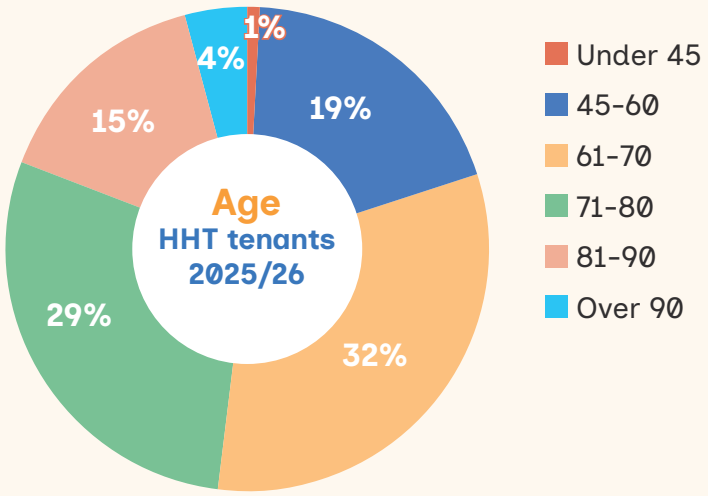


Maintaining an inclusive organisational culture

Developing person-centred services

Building our community network





Lloyd Young: Men's Health and Me



Lloyd Young has lived at HHT's Abyssinia Court scheme for over six years. He had previously had some difficult experiences, some linked to his being a gay man, and was glad to come to Hornsey Housing Trust, which became a "place of sanctuary - as an older person in an older persons' community I can live the life I want to".

He says: "I have also been involved in health issues in various ways, including co-production projects with Imperial College and Prostate Cancer UK."

"Co-production means working alongside organisations and bringing the voices of residents and the wider community together to work on strategies, projects and long-term plans around equality, diversity and inclusion (EDI). This includes the co-production Health Day that we held at the Trust on 15th May 2026."

"Building relationships is about trust. People need to listen and respond in a kind and friendly way. Older people have a lot of knowledge."

"I'm keen to work with HHT on more projects, one of the other male tenants suggested HHT having a 'Men's Shed', which is a popular way of getting men together to share stories and discuss matters in an environment where they feel comfortable".



Corporate Plan progress

2025 marked the second year of our five-year Corporate Plan, driven by our organisational values.

- We are caring – in our thoughts and actions
- We are collaborative – in our approach
- We are curious – about ways to improve
- We are committed – to achieving good outcomes

The themes which underpin our plan are as follows:

- We aim to provide better homes for the future
- We make a bigger difference by working together
- We need organisational strength and stability to succeed

hornsey housing trust

CORPORATE PLAN 2024-29



Our objectives and how we're doing



Supported tenants and well-managed neighbourhood

We increased our tenancy sustainment work in the year, which has enabled more tenants in financial difficulty to access benefit support with rent payments. We have also worked hard to improve our programme of visits to tenants' homes and to ensure that information about tenants' needs is kept up to date. We have also focused on closer management of our cleaning and grounds maintenance contracts to drive improvements or a change of service where required.



Safe, secure, energy efficient homes

We have maintained high performance against our property safety inspection and servicing targets and carried out planned maintenance to improve energy performance and lower running costs for tenants. We have tackled damp and mould across our stock and implemented a new process for dealing with Awaab's Law cases, including training for all staff.



Trusted and responsive services

Tenant satisfaction with repairs increased significantly in survey results in 2025, a year after introducing the in-house service. Our Head of Housing, recruited in 2025, has worked to drive more responsive and accessible tenant services, with an emphasis on learning from complaints, acting on feedback and using better digital tools to improve service efficiency.



New homes and partnerships

In the year we completed the refurbishment of the Sheba Court supported living scheme in Tottenham, prepared for development of new homes at Abyssinia Court and worked in partnership with the North River Alliance on securing grant funding for more homes. We also implemented our strategic alliance with Hill Homes to work more closely together for mutual benefit.



A healthy, diverse and connected community

In 2025 we delivered events throughout our community hubs to address loneliness and isolation and encourage tenants to bring creative skills to use. We undertook a wellbeing event at Abyssinia Court, led by tenants and involving a range of community partners. We also introduced the volunteering initiative GoodGym to our hubs and drafted a new EDI strategy to put more emphasis on celebrating diversity in our community.

Investing in our homes

Throughout 2025 we made improvements to kitchens, bathrooms and heating systems across our housing stock. We also undertook a window replacement project for three different sites and 30 homes in total, which has improved the thermal performance of each and should help to reduce heating costs in winter. In some cases, the properties are in conservation areas, which required us to replace the existing "sash and case" windows with new double-glazed timber versions of similar style.

Early in 2026 we started work on the Asset Management Strategy, which will set out our long-term maintenance plans for all homes and allow us to give you a clearer idea of when certain improvements will be happening to your building. As we progress with this exercise, we will ensure that tenants have the chance to select, within a range, which kitchen and bathroom options you would prefer within your home.



New windows at our property in Cecile Park, N8

Awaab's Law

A significant piece of new legislation was introduced in October 2025, following the death of Awaab Ashak in 2020, from a severe respiratory condition caused by prolonged exposure to mould. Awaab's Law requires social landlords to investigate hazards promptly, respond within required timescales, and protect residents from harm.

Emergency hazards must be investigated and made safe within 24 hours. Potential significant damp and mould hazards must be investigated within ten working days. Where a significant hazard is identified, relevant safety work must normally be completed within five working days of the investigation concluding. Tenants must also receive a written summary of the investigation within three working days. Further preventative works are subject to additional statutory timescales.

We have developed a procedure for dealing with Awaab's Law cases and will report to tenants on our performance against the regulations.

Our financial performance 2025/26

Statement of financial position	Mar-26 £	Mar-25 £
Housing Properties	**24,048,000**	**23,299,000**
Other fixed assets	341,000	285,000
Total fixed assets	**24,389,000**	**23,584,000**
Current assets		
Trade and other Debtors	412,000	534,000
Cash at bank and in hand	1,476,000	1,748,000
	1,888,000	**2,282,000**
Creditors: amounts falling due within one year	(1,618,000)	(1,368,000)
Net current assets	271,000	914,000
Total assets less current liabilities	**24,659,000**	**24,498,000**
Creditors: amounts falling due after more than one year	(11,634,000)	(11,622,000)
Defined benefit pension liability	(272,000)	(381,000)
Total net assets	**12,753,000**	**12,495,000**
Capital and reserves		
Called up share capital		
Revenue reserve	12,753,000	12,495,000
Total reserves	**12,753,000**	**12,495,000**



Statement of comprehensive income	2025/26 £	2024/25 £
Turnover	**4,562,000**	4,350,000
Operating expenditure	**(4,281,000)**	(4,573,000)
Surplus on the sale of fixed assets – housing	**0**	939,000
Operating surplus	**281,000**	716,000
Interest and financing	**(33,000)**	(5,000)
Surplus for the year	**248,000**	711,000

Partnerships

Throughout 2025, we developed our working partnership with Hill Homes, our sister organisation from Highgate also founded by Margaret Hill. Hill Homes has 66 homes and provides 'extra care' support for older tenants in the local area. We now have a Strategic Alliance commitment from the Board of each organisation, with a key aim of working together to enhance the services we deliver to our tenants and becoming stronger through shared activities and learning. We now share some back office space with Hill Homes. This allows closer liaison on future projects to benefit tenants and plan for more sustainable small scale community-based housing services.

Hornsey Housing Trust is a member of the North River Alliance, a partnership of small housing associations which gives us access to grant funding from the Greater London Authority to build new homes. This funding supports the HHT's key strategic aim of improving the quality of our stock and replacing older properties which may be more difficult to access, maintain and meet current standards.



HHT Board of Management at a risk training session, January 2026

Haringey Council has been our principal partner for many years, and we continue to have a nominations agreement with them for letting our new homes and some supported living projects which are Council funded. The 2026 elections resulted in significant change within Haringey Council. We have therefore been working to strengthen our relationship to help meet accommodation needs across the borough, through a consistent vision for good quality housing for older people in our community.

Our people

Our Board 2025/26

The work of the Hornsey Housing Trust is overseen by the Board, which is made up of suitably qualified individuals who give their time and expertise on a voluntary basis. It is responsible for making sure that HHT meets a range of statutory and regulatory requirements.

Susan Faridi Chair
Ian Roberts Deputy Chair
Anne Waterhouse Chair of Audit and Risk (stepped down in July 2025)
Dawn Matthews Chair of People and Governance
Linmora Blair Chair of Tenant Quality Assurance
Stephen Ross Chair of Tenant Quality Assurance (stepped down in July 2025)
Bekah Ryder Board Member
Jessica Bembridge Board Member
Matthew Bolwell Chair of Audit and Risk
Dillan Blake-Smith Board Member (joined July 2025)
Raymond Hylton Board Member (joined July 2025)
Natalie Carter Board Member (joined July 2025)
George Ellis Board Member (joined July 2025)

Our Tenant Engagement Group 2025/26

Sue Dudson, Andy Fletcher, Paul Little, Reuben Davies

Our staff 2025/26

Euan Barr Chief Executive
Lisa Boursnell Director of Finance and IT
Aidan Heed Head of Property
Rosie Butt Head of Housing, Support and Engagement
Aderonke Adams Repairs and Compliance Manager
Liz Hanley Business Support Manager
Vishwanee Ramtale Financial Controller
Barbara Moore Support and Engagement Coordinator
Allan Wing Assets Surveyor
Indje Shahin Housing Officer
Samson Sunmonu Housing Officer
Maria May Housing Officer
Jenella Jardine Tenancy Sustainment Officer
Ibrahim Ali Repairs Planner
Gelan Saleh Repairs Operative
Ronald Parkinson Repairs Operative
Reuben Edwards Housing Inspector
Casey Masters Business Support Assistant
Amriya Tarak Finance and IT Assistant

Thank you

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

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

If you have any ideas please contact us at **admin@hornseyht.co.uk**.



hornsey housing trust