



A REPORT ON OUR
**ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
PERFORMANCE**

OCTOBER 2025



BARNSBURY
HOUSING ASSOCIATION





Board chair
Richard Hill

INTRODUCTION

Barnsbury Housing Association is one of Islington's smallest housing associations, set up in 1967 to provide affordable homes for households on modest incomes.

This report gives data and commentary on our standards under three headings, social, environmental and governance.

Our standards conform to the new **sustainable reporting standard** for social housing landlords agreed in late 2020 and updated in 2023.

Barnsbury HA's 299 social rent homes include many restored heritage properties but also well-designed newly built properties on smaller sites or on small estates.

We are an Islington service so one objective is securing more sites in Islington to build new homes.

A more pressing priority is investing more in our older homes to make them more fuel efficient. This is being driven by climate change and the sharply rising cost for our tenants of household power bills.

We hope our report will give you a clear understanding of our purpose and standards and the factors - local and wider - that shape and influence them.

Richard Hill
Chair, Barnsbury HA board



Our strategic ambitions include fostering a culture of enquiry, creativity and resourcefulness as we plan for the future and meet changing needs.

A place to belong * A place to grow * A place where you can thrive

The long-lasting changes we seek will see us:

CONNECT

- ✓ listening to and being accountable to our residents
- ✓ being seen as a kind and trusted partner
- ✓ trying out new ideas and approaches
- ✓ doing our part to tackle homelessness

BUILD

- ✓ earning residents' trust with the quality of our services
- ✓ creating safe and supported communities
- ✓ helping shape places people are proud to call their home
- ✓ employing a resilient, adaptable and trusted team

ANTICIPATE

- ✓ with our residents, shaping a service fit for the future
- ✓ making our homes sound, secure and low energy
- ✓ staying financially secure through safe investments and sound judgment

The figures we have used and our commentary in this report follow the format set by the Sustainability Reporting Standard.



CLIMATE CHANGE

1 Distribution of EPC ratings of existing homes (those completed before the last financial year).

As of March 2025, 89% of our homes (266) had an EPC. Of these, 54% already meet the government target of EPC C or higher. The current EPC distribution of our homes is:

5.5%	EPC B
48.5%	EPC C
40%	EPC D
6%	EPC E

A Social Housing Decarbonisation Fund programme should bring 81 homes, 76 of them graded EPC D-F, up to EPC C in 2026.

2 Distribution of EPC ratings of new homes (those completed in the last financial year).

We did not complete any new homes in 2024/25. A plan to build six new general needs social rent homes is currently being retendered after an unsatisfactory explanation of costs given for an earlier costing exercise.

The plan will convert under-used undercroft garages on our main estate, transforming 40 garages into six new one and two bedroom flats. Our priority will be letting them to people needing a ground floor, accessible home. As well as making better use of under-used facilities, the project will improve the energy efficiency of homes above them.

3 Does the housing provider have a Net Zero target and strategy?

If so what is it and when does the housing provider intend to be Net Zero by?

We will shortly begin updating our 2022/25 sustainability strategy, using our newly completed stock condition survey to develop an investment plan to get us to Net Zero 2050.

4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

Following a successful bid in 2023/24 to the Social Housing Decarbonisation Fund along with detailed research and surveys and extensive tenant consultation, our Barnsbury Mews retrofitting project went on site in September 2024.

Our investment of £1 million in our coldest modern homes should uplift them to EPC C from an EPC D rating or lower. It also addresses a localised problem with damp and mould with concurrent installation of much better ventilation systems.

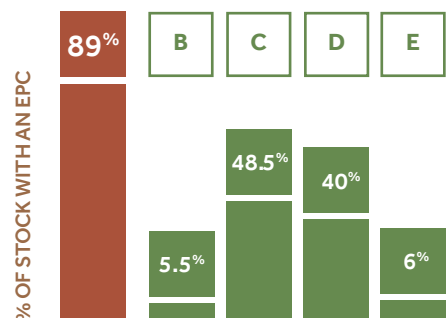
We are especially pleased to have raised our initial target of improving 63 homes to 81, also securing additional funding to cover this more ambitious target.

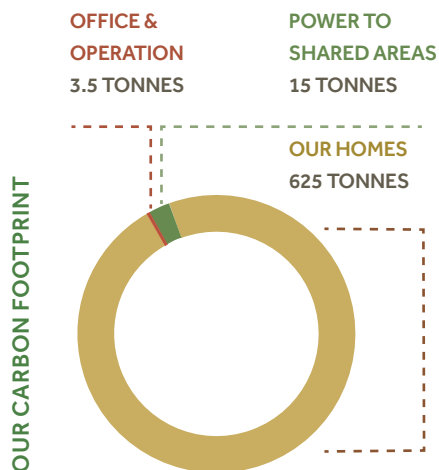
Work is still in progress, with one block's installation of a new heating system and the solar panels that will fuel it, still to come.

Tenants of homes where works have been completed tell us they can already feel the difference. EPC surveys of these first 18 homes are now being commissioned.



Replacing failed cavity wall insulation and extracting waste material we discovered left in the cavities is making homes much warmer and addressing a major cause of damp and mould. Hard to heat flats in one block will benefit also from free power supplied by new solar panels.





5 Scope 1, Scope 2 and Scope 3 green house gas emissions

We last measured our organisational carbon footprint in 2020. This found our scope 1 emissions were 3.5 tonnes, scope 2 were 15 tonnes and scope 3 were 625 tonnes.

The scope 3 emissions only include those from homes we own, not from suppliers.

In 2025 we commissioned sustainability specialists SHIFT to give us an updated measure of our carbon footprint.

6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

How is the housing provider mitigating these risks?

We have not yet carried out a mapping exercise but will be doing one with SHIFT in 2025.

All of our homes are in Islington, London, where flood risk is mitigated by the Thames Barrier.

On new developments we make sure we have sustainable drainage to lessen risks from heavy rainfall, as mandated by the London Plan.

On a practical level, we have experienced increased roof leaks due to excessive rainfall so have adopted a policy of frequent gutter clearance and installing larger capacity guttering on properties most affected.

As part of our plans for retrofitting, we looked at the risk of homes becoming overheated and our response was to design individualised retrofit plans for each building.



We are reinforcing roofs and adapting rainwater management systems to protect buildings against more intense rainfall and a higher frequency of extreme weather events.



On a practical level, we have experiencing increased roof leaks due to excessive rainfall so have adopted a policy of frequent gutter clearance and installing larger capacity guttering on properties most affected.

ECOLOGY

7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?

Green space is at a premium in Islington and we are proud of the high quality green space on some of our estates, including a ***park and football pitch*** on Barnsbury Mews and an ***extensive garden*** at Highbury View.

We re-tendered our garden maintenance contract in 2024, which included a ***requirement to upgrade planting*** on some estates. Improving biodiversity is part of our approach to sustainability.

We successfully applied for external funding under Islington Council's ***Greener Islington fund*** to improve an under-used courtyard garden at our scheme at Milner Square, involving residents in clearing and designing the revitalised space.

As part of our garage redevelopment proposal, we propose upgrading the landscaping on Barnsbury Mews to make it more ***biodiverse*** and ***wildlife friendly***.

Our sustainability strategy includes targets for improving biodiversity and we have an ambition to develop ***biodiversity plans*** for each of our buildings and estates. We are hoping to work with SHIFT to take forward these plans.

8 Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

If so, how does the housing provider target and measure performance?

We proactively manage damp and mould and asbestos as part of our obligation to manage building safety. Our approach to these is included within our compliance policies.

We have a COSHH policy and make sure our estate staff and contractors limit use of harsh chemicals and pesticides. We specifically required this when in 2024 we retendered the contract for our garden maintenance.



Barnsbury Mews' plant population got a boost this year when our estates coordinator donated flowers and saplings he bought from a stall at the Chelsea Flower Show.



New ground covering on part of the estate means upper floor tenants can now safely water their flower pots without causing problems for the flats below.



Relocating and creating new spaces for rubbish and recycling bins along with gentle reminders in newsletters have led to much better use of recycling facilities and a sharp drop in flytipping.



Our resourceful estates coordinator liaised with the council refuse department to improve a communal bin area after resident complaints about the state of their bins. The result was new, user-friendly bins, clearer signage and an area now spick and span.

RESOURCE MANAGEMENT

9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

If so, how does the housing provider target and measure performance?

As a very small housing provider working with small and medium-sized enterprises this is not an area where we have been able to make much of an impact. We hope to soon make more progress on this with key partner SMEs by addressing this in our updated sustainability strategy.

Our sustainability strategy has long included targets for maintenance materials (for example FSC-certified timber) as well as reducing the use of single use plastics and paper in our offices.

On new developments we specify that building materials should be sourced from sustainable sources.

10 Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

This is not an area of focus for us so far, partly as we do very little new build.

We have done a lot of work over the last year to improve recycling facilities on our main estate, including working with Islington Council's executive member for environment, air quality and transport to promote recycling.

24 Does the housing provider have a strategy for good water management?

If so, how does the housing provider target and measure performance?

We have not to date reported on water usage and we do not have a specific strategy. Measuring water usage will form part of our SHIFT assessments and we are hoping it will give us some tangible actions for improvement.

In addition our **BHA Home Standard** makes sure we use low water-use fittings in bathrooms when we refurbish a home. Under our **Green Voids Standard** we fit 'hippos' and other water-saving devices before reletting a property.



AFFORDABILITY AND SECURITY

12 For properties subject to the rent regulation regime, report against one or more affordability metric: rent compared to the median private rental sector (PRS) rent across the local authority or the local housing allowance (LHA)

Barnsbury Housing Association was established in 1967 to help keep a rapidly gentrifying Islington affordable to people on moderate incomes.

That remains our purpose, with Islington one of the most expensive areas of London in which to live. Our median rent is around **27% of market rent** levels and **39% of LHA** levels. **All of our homes are let at social rents.** We do not have any homes let at 'affordable rent'.

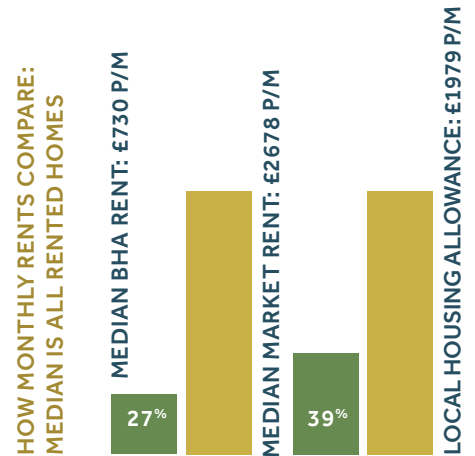
13 Share and number of existing homes (homes completed before the last financial year) allocated to:

general needs (social rent)	99.6%	299
other tenures	-	-
private rented sector	0.3%	1
other	n/a	n/a

BHA is committed to providing genuinely affordable homes in one of the most expensive areas of London. **99.6%** of our homes (299) are **general needs** and let at **social rents**. One home, representing 0.3% of our stock, is let at a market rent. It is the old Barnsbury Housing Association office.

Of our general needs homes, we have adopted a policy of letting bedsit and one bedroom homes to **key workers** on low to moderate incomes. They are currently charged social rents.

We also have one scheme which offers **independent living for older people**, called Highbury View.



Almost all of our Islington homes are let at social rents in a borough where the average monthly market rent for a three-bedroom property is £2812. The Barnsbury HA monthly median rent for a home that size is £805.



By spring 2026, 81 homes on our Barnsbury Mews estate will have an improved EPC rating. Residents of homes where the works are already finished tell us their home is now noticeably warmer.



Tenants of homes where the [retrofitting] works are already finished tell us their home is now noticeably warmer.

14 Share and number of new homes (completed in the last financial year) allocated to:

- general needs (social rent)
- other tenures

n/a

15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

We are mainly doing this by participating in the **Social Housing Decarbonisation Fund retrofit programme**. This is upgrading 81 homes on our Barnsbury Mews estate to EPC C or higher.

It is already making a real difference to residents' bills, helping address an issue identified in 2018, when 38% of our residents told us they were struggling to afford the cost of heating their homes.

Last year we helped a small number of residents with a one-off payment for their fuel bill from our tenant support fund. We helped other tenants apply to Islington Council for support with fuel poverty and, in another case, secure a winter fuel payment from the DWP. Another tenant was helped to negotiate a better 12-month tariff with their power supplier and had an existing debt written off.

16 How does the housing provider provide security of tenure for residents?

All of our homes (with the exception of one market rent property) are let on **secure or assured tenancies at social rents**.

BUILDING SAFETY AND QUALITY

17 Describe the condition of the housing provider's portfolio, with reference to:

% of homes for which all required checks have been done:

for gas safety

100%

for fire risk assessments

100%.

Funding allocated for replacement fire doors needed to mainly heritage properties in 2025/26.

for electrical safety

99.7%

for legionella risk assessments

100%

for asbestos management

97.9%

18 What % of homes meet the national housing quality standard?

At 31 March 2025, **98.7%** of our homes met the **Decent Homes Standard**.

Of those which fail, what is the housing provider doing to address these failings?

Four homes fell short of the standard due to damp and mould issues. Work was completed to two of these homes in the first quarter of 2025/26, with completion expected shortly on the other two.



19 How do you manage and mitigate the risk of damp and mould for your residents?

How many cases of damp and mould were reported in this period that required action?

Our leaflet for residents and our booklet ***Taking good care of your BHA home*** explain the causes of damp and mould in plain language. We also explain how we can help on our website and in our damp and mould service standard.

We ask residents to report problems with condensation, damp and mould in our newsletter, on our website and in our annual report.

We respond promptly and sensitively to each reported case and assess it with urgency. A first inspection is followed by a more in-depth inspection using tools that include an infra-red camera, hygrometer and damp meter.

During the last year we had 23 cases of damp and mould open for longer than three months. In some the cause was complex but in other cases we were unable to get access to a resident's home when needed. We have since recruited new contractors and have better controls for access and more robust systems for monitoring open cases.

Damp and mould is also an issue for homes undergoing retrofitting. As well as giving homes a far better standard of insulation we have fitted decentralised mechanical extractor systems in kitchens, bathrooms and cloakrooms. Trimming 10mm from internal doors is also helping airflow when doors are closed, keeping the system working efficiently.

We are testing ventilation as well in other homes where we have installed mechanical systems to check airflow meets the building regulations Part F standards.

All cases of damp and mould are entered onto a register, with progress monitored regularly while we investigate and remedy the cause, and repair any damage to our resident's decorations.

We provide a dehumidifier free of charge if needed and reimburse running costs for as long as the problem continues.

We make sure in each case our resident understands what caused the problem and how they can help mitigate future occurrences.

We monitor every case for six months after works are completed to make sure the problem does not return and the resident is satisfied with the outcome.

Seventeen cases of damp and mould were reported over the year.



Our service standard for damp and mould sets out our standards for responding to reports of the problem. Our leaflet also explains common causes of mould.



Our own homes standard determines the quality of decorating and materials we use in residents' homes and in shared parts of our buildings. One resident has told us she is delighted with her newly redesigned and fitted kitchen (pictured). 'It's not a natural kitchen space but it's looking great,' she said. 'I know it's difficult with listed buildings but the flat now looks so much nicer and modernised.'



I know it's difficult with listed buildings but the flat now looks so much nicer and modernised. The builders really excelled themselves. They did a lovely job and were very considerate.

THE BARNSBURY HA HOMES STANDARD

We aim for a standard more demanding than the *Decent Homes Standard* our regulator expects us to meet.

We follow this for every empty home before it is relet and when we replace kitchens or bathrooms.

It informs our maintenance and decorating work and priorities for investing in our properties.

We fit highly energy-efficient appliances and energy-saving fittings and systems.

Tenants' choices are broad and driven by quality, whether they opt for our materials or choose their own.

What each tenant gets is a home that is functional, comfortable, affordable and looks good.



Our resident engagement strategy includes a new target of getting more of our younger residents to speak up. Though the stocks are clearly hugely popular we have no plans, for now, to deploy them as an engagement tool.

RESIDENT VOICE

20 What are the results of the housing provider's most recent tenant satisfaction survey?

How has the housing provider acted on these results?

We will shortly get results of our 2025 tenant satisfaction survey. It is being done for us by Acuity, who also undertook our October 2023 survey. It found 72.7% of our tenants satisfied with services overall.

21 What arrangements are in place to enable residents to hold management to account for the provision of services?

Our new three-year **resident engagement strategy** gives a structured approach to this work.

We expect engaging with residents to be part and parcel of a typical working day for all our staff but now also offer a menu of 'engagement choices' so residents can pick and choose to suit their appetite.

It also gives us a consistent way to track, quantify and assess the impact and value to residents of our resident engagement tools.

It is not a precise science but helps us see what works and why and we can systematically evaluate what residents tell us before making an informed decision on how best to use that information.

Feeding into our strategy are the tools and structures our tenants use to communicate with us, from the **suggestion boxes** installed at key locations and checked weekly to events like our annual funday.

Members of the **BHA Resident Voice** again this year helped run our funday, which next year celebrates its 50th anniversary. The group's main role is helping shape policies and scrutinise services and it has been joined recently by new resident members and observers.

We have a very active **tenants association** at Highbury View, our independent living scheme. The TRA organises many events including a Christmas party and summer garden party. It meets monthly to discuss any issues including feedback relevant to our services. We support it by applying for funding and providing indoor and outdoor spaces for its meetings and events.

Our **annual report** for residents tells them how we have performed over the past year, how we compare with other housing providers and our priorities for improvement.

A recent **staffing restructure** has seen us bring all resident-facing services into one team located in offices close to the residents they serve. Our frontline coordinators hold very well-attended **weekly drop-in surgeries** for residents.

Our senior management team regularly holds drop-in cuppa and a chat sessions open to any residents wanting to talk to us direct.

Residents are invited to join staff on **estate walkabouts** but with turn out proving intermittent we are considering whether a different approach might get more interest.

Last but not least is our board's commitment to meaningful resident engagement. High on every agenda is **Customer voice**, updating the board on engagement activity and customer feedback on services.

Residents have been represented on our board since our early years. We have upheld this tradition with the usual checks and balances. We have **two board members** who are residents but also a third with lived experience of social housing.



22 In the last 12 months, in how many complaints has the national ombudsman determined that maladministration took place?

Four in 2024/25.

How have these complaints (or others) resulted in change of practice by the housing provider?

Staff have had training in specific areas of our business, we have made

sure all timelines for responses to complaints are inline with our handling code and template letters have been reviewed for consistency. Our process also now includes a senior member of staff reading a response before it is sent. For every complaint we do a thorough check to make sure we are completing all required landlord responsibilities

RESIDENT SUPPORT

23 What are the key support services that the housing provider offers to its residents?

How successful are these services in improving outcomes?

We run **weekly drop-in surgeries**, giving one-to-one expert advice and support with finances, welfare and personal support matters.

The surgeries offer a quick fix with a longer session agreed to help if more intensive support is needed. Take-up is consistently high, with 72 residents dropping by or booking an appointment since we started this service in July 2024.

Typically we find they need help with rent arrears, fuel and water bills, but also the cost of food, clothing/footwear, mobility issues, replacement household appliances.

Some we help directly, drawing on our tenant support fund and bursary or we make sure they get appropriate help from a council-run service, the DWP, charity HACT or a major utility like Thames Water.

The total value of our 2024/25 interventions is close to £26,000.

Through our **Staying Connected** visits we meet residents in their home prioritising those who rarely contact us. We get to know them a little, talk to them about their home and neighbourhood, and ask about communication preferences and the sort of information they find useful.

Importantly we have found many who told us they 'didn't want to be a problem' so failed to report a serious matter that has now escalated.

As well as helping residents the visits make **substantial savings for social care and health budgets** and we tackle repairs earlier and get better access to check homes for regulatory compliance.

CASE STUDIES

Having moved to a BHA flat 30 years ago, **90-year-old Dot** says our help, after a long hospital stay, has given her back her independence.

'The independent care allowance I now get helps with heating bills and shopping and I get regular home help. I am lucky to still live independently but with Colette to keep an eye on me.

'Independence is not just a matter of willpower. It is about having readily accessible help that will notice and act on your problems in time to do something about them.'

Angel, who was hospitalised for a year and is still unable to work, says that with our help she now gets personal independence payments and foodbank deliveries. We also paid a utility bill run up while she was in hospital. 'Nicky referred me to occupational therapy for a wet room as I now can't use the bath,' Angel adds. 'She is amazing, fitting me in even when she is busy.'



The tenants association of our independent living service holds a garden party every August for residents, family and neighbours. Chair Dot Gibson, *above left*, who turned 90 this year, credits independent living coordinator Colette for making it possible for her to continue living safely on her own in the flat she has called home for 30 years.



Independence is not just a matter of willpower. It is about having readily accessible help that will notice and act on your problems in time to do something about them.



Nicky referred me to occupational therapy for a wet room as I can no longer use the bath. She is absolutely amazing, always fitting me in even when she is busy.



Our annual funday, now in its 49th year, is held every summer in the park of our largest housing estate. Pictured below, Highbury View celebrates the 80th anniversary of VE Day.



PLACEMAKING

24 Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

As a small neighbourhood housing association, we feel a strong sense of responsibility for making sure our homes and estates make a positive contribution to the neighbourhood and streetscape.

We started out buying and refurbishing badly neglected homes on Barnsbury Street, preserving heritage properties and keeping a rapidly gentrifying area affordable for people on moderate incomes. Almost all our homes and buildings are in conservation areas, with many also in listed buildings.

We take great care to make sure all shared areas and facilities are well kept and welcoming for the local community.

On our main estate, Barnsbury Mews, we have a football pitch that has always been open to, and well used by, the local community, including the local primary, Thornhill School.

Once a year, in summer, the pitch and part of our adjacent park are given over to our annual funday for residents. The highlight for younger residents for the last two years has been the sporting events.

Last year the girls beat the boys in the tug of war. This year picking which side won without resorting to underhand tactics was trickier. The bean bag and egg and spoon races were joyfully chaotic, with the bean bags bigger than some contestants. No child was left without a goodie bag, or three.

We are hoping to also build at Barnsbury Mews a new community centre. This would have many uses, among them hosting coffee mornings, exercise classes, meetings and other activities.

It will be for our residents' use but will also be open to use by other local groups like the scouts.

The large and beautiful garden at Highbury View, our scheme for older people, is well used by the residents and they regularly use it for their get-togethers, including an annual summer garden party.

Residents also make regular use of the open plan meeting room and kitchen in a bungalow in the Highbury View garden.

Activities here in the past year have included taking part in a local history project run by local church St Andrews and two primary schools - St Andrews and Thornhill.

Some of our residents were interviewed for the project and shared stories of Islington past dating back to World War Two and even earlier. These stories and images, along with pictures by school pupils inspired by these tales, have been exhibited locally, including in Islington's Museum.

Highbury View residents visited Memory Lane again for the 80th anniversary of VE Day. Old family pics of relatives who served in the war formed part of an exhibition, along with tales of hardship and bravery spanning the continent, from forced labour in sweltering Burma to labour camps in the freezing north Russia.

The day ended on a happier note, with Finsbury's Pearly Kings leading a singalong.



GOVERNANCE

STRUCTURAL AND GOVERNANCE

25 Is the housing provider registered with the national regulator of social housing?

Yes, we are registered with the Regulator for Social Housing.

26 What is the most recent regulatory grading/status?

As a small provider with less than 1000 homes, we are not subject to regulatory judgements.

27 Which code of governance does the housing provider follow, if any?

Our board adopted the **National Housing Federation's** 2020 code of governance in April 2021 and our board monitors compliance with it every year.

28 Is the housing provider not-for-profit?

If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

We are a not-for-profit Cooperative and Community Benefit Society.

29 Explain how the housing provider's board manages ESG risks.

Are ESG risks incorporated into the housing provider's risk register?

Net Zero and climate change is one of the top risks in our **risk register**, including climate adaptation. The board reviews the risk register at every meeting and we have a monitored action plan in place to reduce our risk in line with our risk appetite.

30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No, we have not been subject to any adverse regulatory judgements.

An **independent governance review** completed this year has described BHA as exemplary for an organisation of our size.

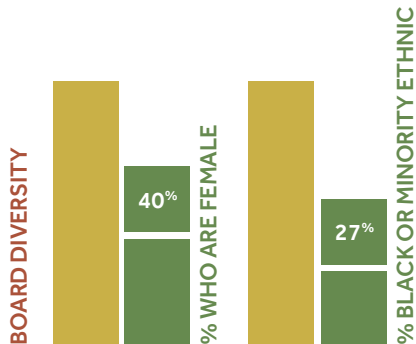
Separately, an **independent external audit** this year of our financial systems gave it a clean report, with no findings. This assessment was undertaken while our team of three part-timers was also getting a new financial system up and running.



Environmental, social and governance issues are discussed regularly at team meetings, with staff asked for their ideas and suggestions. Marius, standing, is our green champion.



The board reviews the risk register at every meeting and we have a monitored action plan in place to reduce our risk in line with our risk appetite.



Our leadership team is 100% female, with finance director Lynsey, *pictured right*, joining us in 2022 and operations director Cheryl, who joined us in 2023



We also have as a standard item on our board template a check to test how has the residents' voice been heard on this issue. This question is also asked in the board self-appraisals session at the end of each meeting.

31 How does the housing provider ensure it gets input from a diverse range of people into the governance processes?

Does the housing provider have policies that incorporate equality, diversity and inclusion (EDI) into the recruitment and selection of board members and senior management?

We are proud of the diversity of our board members and our board is broadly reflective of the community we work in.

40% women

27% BME

Average age of board members is 51 years

Average length of service is two years

Our last recruitment drive included advertising to the Women in Social Housing and Black on Board networks. In 2024/25 we adopted the National Housing Federation's Chairs Challenge, with an EDI session at our September 2024 board strategy day to kick this off.

Does the housing provider consider resident voice at the board and senior management level?

As well as having two residents on our board, the minutes of our resident voice panel are included on every board agenda.

We also have as a standard item on our board template a check to test *how has the residents' voice been heard on this issue*.

This question is also asked in the board self-appraisals session at the end of each meeting.

32 What % of the housing provider's board has turned over in the last two years?

Over the last two years to March 2025, we have seen a 20% turnover on our board. Two members retired after reaching the end of their terms and another resident board member stepped down in 2023/4 and more recently chair Sean McLaughlin and board members Chyrel Brown and Jonathan Bunt stood down. All had served the maximum six years of service.

What % of the housing provider's senior management team has turned over in the last two years?

Membership of the leadership team has remained stable. Finance director Lynsey van Aswegen joined us in October 2022 and operations director Cheryl Whittle joined in summer 2023. A 2025 staffing restructure meant the loss of one post on our senior management team. It now, with chief executive Susan French, has just three members.

33 Number of board members on the housing provider's audit committee with recent and relevant financial experience.

Our **audit, finance and risk committee** is now chaired by new board member Liz Curran. Liz is a chartered accountant and former chief finance officer in the social housing sector. She brings to this post her experience of finance, property and risk.

Matthew Smith, also a member of AFRC, is a chartered accountant with strategic financial experience including treasury, business planning, mergers and acquisitions and fundraising.

34 What % of the housing provider's board are non-executive directors?

None.

35 Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes, the board reviewed the **succession plan** and **skills audit** in 2025 and recruited three new members specifically to fill the skills gaps identified. We recruited again in May 2025 to replace chair Sean McLaughlin who in September 2025 completed six years of service on our board.

36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Auditors Price Bailey have worked with us for four years.

37 When was the last independently-run, board-effectiveness review?

We carried out internal board reviews in 2023 and 2024, followed by an external review in 2025.

38 How does the housing provider handle conflicts of interest at the board?

We have adopted the **NHF's 2022 code of conduct**. All board members must declare any interests and we maintain a register of interests.

39 Does the housing provider pay the Real Living Wage?

Yes, all of our team members are paid above the **London Living Wage**.



Liz Curran, newly appointed chair of our audit committee, is a chartered accountant and former chief finance officer in the social housing sector. Matthew Smith, who also sits on this committee, is also a qualified accountant.



Richard Hill took over as chair of our board in September 2025, taking over from Sean McLaughlin who served in this role for six years. Richard is chief executive of bpha, a housing association with properties spanning the Oxford to Cambridge arc. Richard has for two decades worked in leadership roles in the social housing sector, including at the Homes and Communities Agency and the Housing Corporation.



All staff meet in person or online every two weeks. Our customer-facing staff work mainly from an office at the heart of our largest housing estate or at our independent living service. Other staff use office space in Islington we rent from a larger social landlord. Most of the team work remotely part of the week, with schedules planned ahead to maintain a consistent staff presence.

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We now have an approved EDI policy and action plan that covers all areas of our work and are part of the Housing Diversity Network.

40 What is the housing provider's median gender pay gap?

The gender pay gap measures the difference in hourly pay between male and female members of staff. We are a small team of 13, including four part-timers, but recruiting to fill a fifth part-time and newly created management position. We employ eight women and five men.

Our *gender pay gap* at March 2025 was 18.3% in favour of women, and median 4.7% in favour of men. We have more women in the lowest and highest tiers, with an all-women senior management team, and men clustered in middle manager roles.

41 What is the housing provider's CEO: median-worker pay ratio?

The ratio of the chief executive's salary to the lowest paid employee remains unchanged at 3.4:1.

42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

In 2024, we set up an EDI group with three staff given responsibility for looking at any themes or trends relating to EDI within the tenant and staffing profile.

We now have an approved EDI policy and action plan that covers all areas of our work and are part of the Housing Diversity Network (HDN). All staff have get EDI training, with a mandatory update each year.

We are very proud of our progressive approach to hybrid and part-time working that enables female team members in particular to balance family and caring arrangements with work.

43 How does the housing provider support the physical and mental health of its staff?

We deliver a full training plan covering all core areas to support staff at work with mental health awareness and stress in the workplace. We also have staff health and wellbeing days that include essential advice, support and signposting.

We have a subsidised health plan for all staff which gives them employment assistance and a free advice line for any issues they might be facing.

We have a dedicated human resources staff member for staff to speak to in confidence and an external consultant who supports us with changes in regulations and law for human resources policies.

44 How does the housing provider support the professional development of its staff?

Staff training, including courses that will lead directly or indirectly to more professional qualifications, is written into daily schedules.

All members of the team have a tailored training plan which we deliver both in person (in house and externally) and via on online learning portal.

SUPPLY CHAIN

45 How is social value creation considered when procuring goods and services?

We are actively seeking to get better social value from our contracts. We are a very small landlord so work closely with three or four very small local contractors.

We are therefore realistic about what we can deliver. In 2023/24 we retendered our grounds maintenance contract, involving residents in the process.

Included in the selection criteria was a requirement that the new contractor provide social value opportunities for residents.

The contractor appointed committed to a number of constructive offers (*see right*).

46 How is sustainability considered when procuring goods and services?

What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Our procurement strategy includes a commitment to:

promoting and specifying the use of environmentally sustainable components

lowering the environmental impact of construction and maintenance work

when evaluating tenders including environmentally sustainable criteria.

For example, the contractor who bid successfully for our grounds maintenance work pledged to compost leaves and vegetation, use non-toxic herbicides and organic mulches, plant drought tolerant plants where needed and use electric, rechargeable tools.

Our facilities management considers environmental factors when ordering supplies, making best use of available products sourced from ethical providers.

We also are making better use of resources through collaboration, for example in 2022 we moved into a shared office space.

We are mindful that given our size, and that we work mainly with other local small to medium enterprises, there are limitations to our role. However, our medium-term goal is to push our core contractors to improve their contribution to sustainability, in turn helping us deliver our sustainability goals.



Groundscapes, which successfully bid for our grounds maintenance contract last year, is responsible for shared green spaces including this small park. Among the social value benefits we secured from this deal were a commitment to use environmentally responsible materials and practices and raise the standard of planting across our estates.

Barnsbury Housing Association is registered as a charitable association
and governed by a board of volunteers supported by two committees.

Registered with the Financial Conduct Authority (FCA): 18135R

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