



Improving lives together

# ANNUAL REVIEW

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# 2021

## A thank you from Paul Gartland, Chief Executive Officer

**I would like to take this opportunity to thank everyone for their hard work and commitment this year as we coped with the impact of the COVID-19 pandemic.**

Everyone has done their bit to look after each other and keep our services as safe as possible in what can only be described as a challenging year.

You have proved that Horton is able to adapt quickly to constantly changing circumstances with many of you working very differently to usual.

However, I would particularly like to thank those staff who, because of their job role, have not been able to work remotely, but have had to attend work very much as normal, to deliver vital support, housing management and frontline services to clients. You have done an amazing job.

One of the highlights of the year was winning the UK Housing Award for Best Supported Housing Landlord. We could not have done this without the commitment of all our staff to delivering high quality services.



**WINNER**



You have all reinforced the values Horton holds dear: helping people; outstanding service; ready, willing and caring; training and developing; open to new ideas and never giving up.

Sadly, the pandemic is not over yet but hopefully the lessons we have learned this year will stand us in good stead for the future.

*Paul Gartland,  
Chief Executive Officer*

**Helping people**



**Outstanding service**



**Ready, willing and caring**



# Reflections from Huw Jones, Chair of Horton Housing Association

**It is fantastic that even under these challenging circumstances, we have been able to continue to grow the business and develop new services.**

**I would like to thank all staff and volunteers for their commitment, compassion, care and hard work.**

In 2020-21 we opened new accommodation in Keighley, Skipton, Shipley, Bradford, Halifax, Huddersfield and Brighouse. We created new services for people who have experienced rough sleeping in Bradford and Calderdale.

One of our longest running services, Spring Street in Huddersfield, celebrated its 30th anniversary this year.

We were one of the earliest signatories to the Together with Tenants Charter, a commitment to making sure that we listen to the people we work with, provide good quality homes and make it easy for our clients to get involved with shaping and improving our services.

We were proud to retain the Investors in People standard and the Investors in Diversity stage two award.



In recognition of the stresses and strains our staff have been working under, we appointed a wellbeing lead within the organisation and we moved from a 40-hour to a 35-hour working week. Many of our employees are working more flexibly as a response to the pandemic and we aim to retain some of the benefits of these new ways of working as we move into the year ahead.

*Huw Jones,  
Chair of Horton Housing Association Management Board.*



## Helping people



'It has given me the chance to build up my confidence and be able to interact with people on a better level. Gave me hope when I was in a bad place.'

Comment from the Annual Client Satisfaction Survey, December 2020 - January 2021

'Great experience, thoroughly enjoyed it. I will be volunteering more in the years to come.'

Comment from Volunteer Survey, December 2020

## Outstanding service



'My support worker is so professional and knowledgeable and so supportive and easy to get along with.'

Comment from the Annual Client Satisfaction Survey, December 2020 - January 2021

'I feel well informed about the organisation and where it's going. There are various ways information gets filtered down but we are regularly updated.'

Comment from Investors in People report, February 2021

## Ready, willing and caring



'Good service, I feel safe and secure. I like welfare checks and seeing staff.'

Comment from the Annual Client Satisfaction Survey, December 2020 - January 2021

'It's very caring and open. Everything is very positive and the work we do is rewarding even through it is difficult and challenging.'

Comment from Investors in People report, February 2021



'They are very good at training and development and want people to move up. You are encouraged to go on whatever training you can.'

Comment from Investors in People report, February 2021

'Good place to start for people with low confidence.'

Comment from Volunteer Survey, December 2020



'I think Horton have been proactive and flexible in their approach [to COVID-19]. There is a clear commitment to keeping staff as safe as possible balanced with meeting the needs of people we support.'

Comment from COVID-19 survey, February 2021



'I like that it's one to one support in your own home and it has helped me keep my new tenancy.'

Comment from the Annual Client Satisfaction Survey, December 2020 - January 2021



## Improving lives together

Despite the pandemic, Chartford Housing has been busy developing and renovating new homes for the people we work with.

- We completely renovated a former care home into modern accommodation for our young people in Bradford.
- We transformed another former care home in Shipley into accommodation for people who have experienced rough sleeping.
- We opened new accommodation in Halifax for people who have experienced rough sleeping.
- A Victorian building in Keighley was transformed into move-on accommodation for people ready for independent living.
- We created four units of move-on accommodation for people in Skipton.

We ensure that our new developments are future-proofed and that we make use of new technology to keep them energy efficient and inexpensive for our tenants. We have also been improving our existing stock to ensure they are fit for purpose and meet the Decent Homes standard.

In total, we spent £5.9m on additions to our housing stock, with £2.8m supported by grant funding from Homes England and £3.1m funded by borrowing from our lenders.

When asked about service provided by Horton as a Landlord, 94% of tenants were either Very or Fairly Happy – Annual Client Satisfaction Survey, December 2020 – January 2021



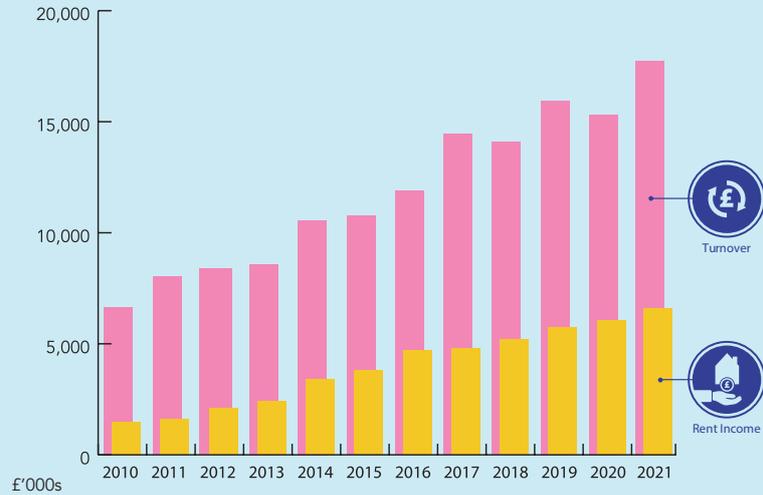


# Our finances

The Association continued to oversee the growth of the Horton Housing Group. In the year to 31 March 2021, the Group's turnover grew by 15% to £17.60 million, although significantly aided by the £2.87m of grant income received in the year. Net assets grew by over 30% to £19.10 million, particularly with the increase in the amount of property owned, and supported by the grant noted previously. Subsidiary company, Chartford Housing Ltd., which is a Registered Provider, has played an increasingly important role as the Group's development and landlord arm. It has now developed £14.0 million of dedicated supported housing in its first five and a half years of trading and has several more developments planned to start in 2021-22. The Group now owns or manages 617 units of supported accommodation and owns property worth £27.80 million. The Group continues to do well at winning new support contracts and protecting existing services. The Association employed an average of 324 staff. The consolidated financial statements of Horton Housing Association can be found on our website [www.hortonhousing.co.uk](http://www.hortonhousing.co.uk).



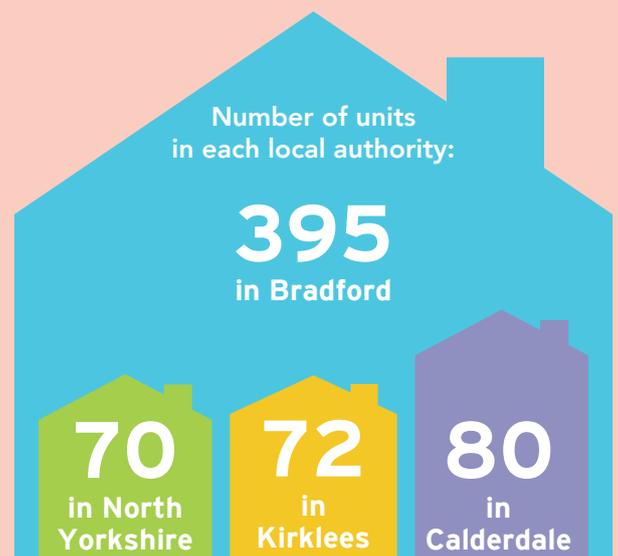
## Turnover and Rent Income



## Property Assets



## Property Location



# Our year in brief...



**2,945**  
people received support



**617**  
units  
(accommodation & sites)



**79%**  
planned departures from our services



**65**  
units developed 2020



**97%**  
of clients were very or fairly happy with the overall service they received from Horton.

## Our volunteers ...



**40**

is the average number of volunteers per month who supported our services in a wide range of activities. We created new volunteer roles to support clients differently during lockdown.

## Our awards and accreditations

**INVESTORS IN PEOPLE**  
We invest in people Standard



Achieved.  
Valid Until  
June 2022



Accredited Contractor  
CHAS.co.uk



# Looking to the year ahead

The last year has seen many changes in the way we work at Horton, with employees moving to a 35-hour-week and more people working flexibly, from home or on a rota basis.

With the support of our wellbeing lead, we will continue to focus on the wellbeing of our employees. This will include continuing to consult with employees about the way we work and, where possible, adopting a more flexible approach to help employees achieve an improved work/life balance.

We look forward to the reopening of our community cafes in the Selby district, which have been closed during lockdown, and the opening of a new service in Harrogate for people needing support with their mental health.

A significant development will be Horton Housing adopting a Strength-Based way of working. This exciting approach is a way of working that focusses on people's strengths, skills and ambitions. It asks what people can do rather than what they can't do.

Adopting a Strength-Based approach will shape everything we do at Horton, from how we interact with people to the types of support and services we offer.

We will continue to provide high-quality accommodation, training and support for the people we work with and strive for excellence. Our commitment to the Together with Tenants Charter and our new focus on Strength-Based approaches will ensure that we listen to the people we work with and put them at the heart of everything we do at Horton.

*Sue Atkinson and Gudrun Haskins Carlisle, Services Directors*



# THANK YOU

Thank you to all our employees and volunteers for their commitment and hard work which play a key role in helping us to improve the lives of the people that we support.

We are very grateful to the many individuals and organisations, which enable us to make a positive impact on people's lives by generously supporting us financially or by giving their time or donations.

# OUR SERVICES

At Horton Housing, we offer a wide range of high quality housing and support services which includes supported housing, move-on properties, floating support, education, employment and training services.

Full details at  
<https://hortonhousing.co.uk>



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