

ANNUAL REVIEW

2023



Horton Housing Group has continued to grow and adapt its business in 2022-23 with new properties coming on board and changes to the way we deliver our services across Bradford, Calderdale, Kirklees and North Yorkshire. In the past year we have made major adjustments to our multiple needs service in Bradford which have involved changes to the use of our accommodation and offices.

We developed another 40 properties to provide more high quality homes for people we work with. This includes new homes for people in the rough sleepers' programme in Bradford, a newly refurbished property in Skipton containing six self-contained flats, dispersed properties in Harrogate to support our mental health contract there, and also a new, 14 pitch traveller site in York. We have continued our support for people from Ukraine and Afghanistan alongside our other work with refugees.

Sadly, the cost of living crisis and the lack of high quality affordable housing means that homelessness continues to be an issue in our area, as it is elsewhere in the country. We are continuing to look for new ways of supporting people to find quality homes and long term tenancies through our move-on programmes and tenancy support service.

We are in the process of rolling out a Strengths Based Approach to service delivery across the whole organisation – a way of working which will empower people in our services to recognise their strengths and talents and support them to achieve their goals.

I am delighted that in a recent satisfaction survey, 96% of our tenants said they were happy with the quality of our accommodation and 98% of the people who responded said they were happy with the way we worked with them.

I would like to take this opportunity to thank all my colleagues and volunteers at Horton Housing. They meet every challenge with passion, determination and resilience and I am sure will continue to do so in the year ahead.

Paul Gartland, Chief Executive Officer



The need for affordable and high quality supported accommodation is continuing to grow. Changes in legislation and political priorities present fresh challenges to Horton on an almost daily basis. We know that the best way to meet those challenges is to continue to deliver high quality services, to listen to the people we work with, and to continue to engage with our partners and the wider community to meet local need.

As the cost of living increases, more and more people are struggling to afford private, rented accommodation and meet the added pressure of rising food costs, utilities and other expenses. Many people are using food banks and facing homelessness for the first time. Young people, including those leaving the care system, are continuing to need our support.

We have responded to global crises by welcoming refugees from Afghanistan, Ukraine and other areas of the world and supporting them to adapt to their new lives in the UK. Our work with people who have experience of rough sleeping in Bradford and Calderdale is delivering fantastic outcomes. Tenants are moving on to more independent living and longer term tenancies. We are continuing to create more move-on accommodation in our districts to help this transition.

The move to a Strengths Based Approach means that we are putting people in charge of their own support, recognising them as experts in their own life. We are recruiting people with lived experience of the type of services we provide and continuing to engage tenants and people we support to ensure their voices are heard and that they help to shape our services. It's pleasing to see people who have experienced our services returning as volunteers and colleagues. We are also continuing to ensure that our Board members reflect the diversity of the areas in which we work and/or have lived experiences of the services we provide.

The work we do on a daily basis is changing people's lives: helping them to achieve their goals and to live the best life they can.

Huw Jones, Chair of Horton Housing Association Management Board



"I'm happy where I live and feel safe here while I am getting back on my feet."

Horton Satisfaction Survey, 2022-23

"You put a roof over myself and my daughter's head when we most needed it; you saved our lives."

Horton Satisfaction Survey, 2022-23



"Horton has made my life easier and I really appreciate the support I get with appointments."

Horton Satisfaction Survey, 2022-23

"Staff are supportive and understanding of me as a person. Finding supported accommodation with Horton has been beneficial in many ways. Now able to look to the future."

Horton Satisfaction Survey, 2022-23



"Staff are always there when we need to talk and they can make me laugh."

Horton Satisfaction Survey, 2022-23

"I can approach staff easily and as often as I like to talk about any concerns I might have."

Horton Satisfaction Survey, 2022-23



"I enjoy volunteering because I feel like it helps with my mental health. I have also made friends during my time with Horton."

Quote from volunteer

"Training and development at Horton is brilliant – an amazing training package, particularly for new starters, with lots of opportunities for staff development."

Colleague Survey, 2023



"I enjoy volunteering and meeting new people. That's why I love being out in the work van, collecting donations and getting to see people."

Quote from volunteer

"I enjoy Together with Tenants meetings and the opportunity to share my thoughts."

Horton Satisfaction Survey, 2022-23



"Horton Housing has made a huge difference to my life, giving me stability and focus as well as getting me off the streets."

Horton Satisfaction Survey, 2022-23

"I feel more confident and am more outgoing. I'm even in contact with family now."

Horton Satisfaction Survey, 2022-23



The renovation of most of our properties is completed by Chartford Housing Limited. Chartford Housing Limited is the development arm of Horton Housing Association and a Registered Provider (RP). As a Registered Provider, Chartford Housing Limited can access development funding from Homes England funding programmes.

In 2022/23, Horton Housing Association has also acquired and refurbished a number of properties in Harrogate directly without grant funding support for our schemes based there.

On the next page are some of the properties Chartford Housing and Horton Housing have developed in the past year.



Rough Sleepers' accommodation

We undertook the renovation of a former office into six units of modern accommodation for our scheme in Skipton.



Gypsies and Travellers, Roma and Showpeople (GTRS) site

Work was completed on a new GTRS site with 14 pitches near York.



Move-on/Rough Sleepers' dispersed accommodation

We bought and refurbished a number of individual units of accommodation for use as move-on properties or for people who have experienced rough sleeping. Seven are in Bradford and five are in Calderdale.



Mental Health Scheme Accommodation

We are acquiring 11 units of accommodation to support our Mental Health support service in Harrogate. As at 31 March 2023, 10 of these had been acquired.

We are making use of new technology to keep our properties energy efficient. We have started working towards the Government's target of all social housing being at least EPC C rated by 2030 and then we will move on to work towards the Government's Net Zero target by 2050. So far we have completed work on eight units to meet the 2030 target and gained future match funding to continue to improve the energy efficiency of our stock. This work will also reduce energy costs for our tenants.



Our finances...

Horton Housing Group's core financial strength enabled the Group to maintain most existing services, bid for new contracts, and develop new schemes.

In the year to 31 March 2023, the Group's turnover grew by 18% to £21.5 million. The Group generated an operating surplus of £2.2 million (2022: £1.8 million), although this included £1.8 million (2022: £1.1 million) of Social Housing Grant capital grants.

Net assets of the Group grew from £21.7 million to £24.1 million as the Group continued to undertake significant developments during the year with grant support.

The future funding position continues to be healthy.

Our Registered Provider subsidiary, Chartford Housing Limited, has continued to play an important role as the Group's development and landlord arm.

It has now developed £18 million of supported housing in its first seven and a half years of trading and further developments are due to complete before the end of 2023-24.

The Group now owns or manages 632 units of supported accommodation (13 of which are under development) at 31 March 2023, and its property portfolio is worth £32.3 million.

The Group employed an average of 365 staff (2022: 348) during 2022/23.

David Heels. Finance Director



The Year in Numbers

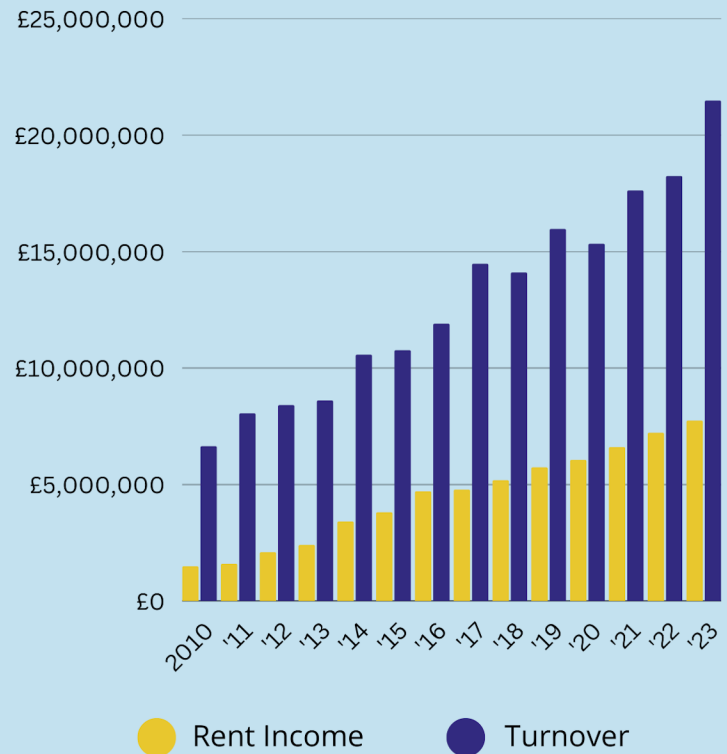
18% turnover increase
£2.2m operating surplus
£24.1m net assets
632 units owned
£32.3m property portfolio
365 staff employed

"The future funding position continues to be healthy."

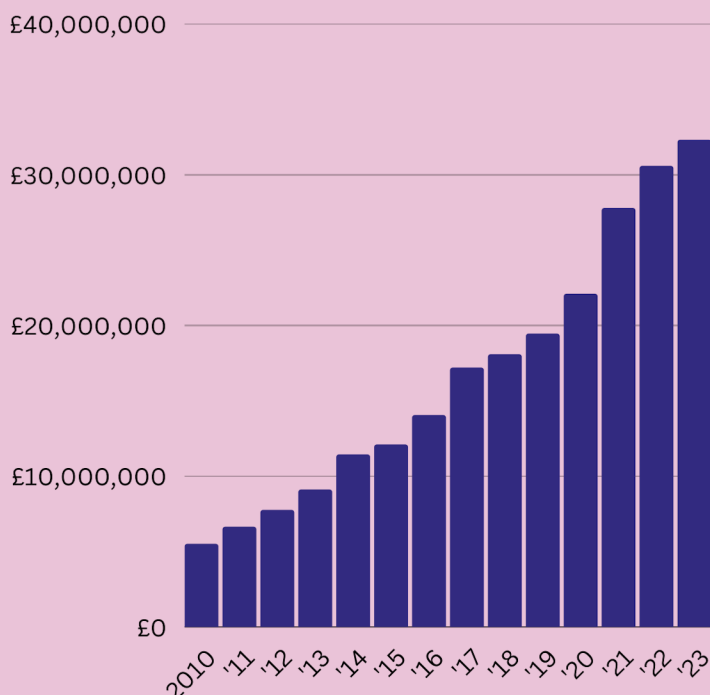
David Heels, Finance Director



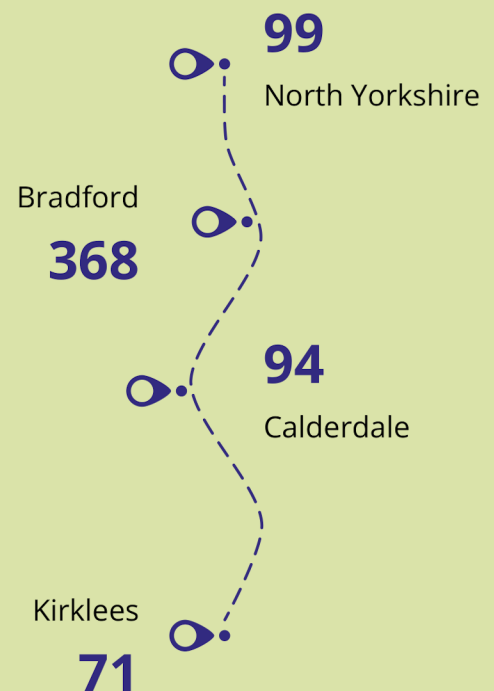
Rent Income & Turnover



Property Assets



Property Location



Our Year in Brief:



2,749

People received support



77%

Planned service departures



98%

Of those we support happy or fairly happy with the service they received



96%

Of tenants very happy or fairly happy with the overall quality of their home



93%

Of tenants very happy or fairly happy with the repairs we carried out in their home

Volunteering and Donations:



We had **32 volunteers** in 2022-23 giving **9,198 hours** of their time. We also had **18 student placements**. Between April 2022 and March 2023, **£2,971** was donated online and we received **199 donations** of goods such as beds, sofas, bedding, toiletries, clothes and curtains. We have directly supported **275 people** with donations.

We were also pleased to gain the **Investing in Volunteers** accreditation in 2022 and we opened our first **Owt for Nowt shop** in August 2022. This allows people in our accommodation to 'shop' for donated items free of charge.

Our Awards and Accreditations:



INVESTORS IN PEOPLE®
We invest in people Standard



FUTURE

As we move into 2023-24, there are many exciting challenges and initiatives ahead for Horton Housing.

We will continue to engage with people accessing our services. With support from our Together with Tenants Lead, we are creating more opportunities for people who access our services to have their say, tell us what they think of the services we provide and how they can be improved.

We have made it easier to raise a concern or to make a complaint so that we can address issues at the earliest opportunity. A new area of our website is being developed that will provide more information to people in our accommodation and, in time, offer self-service options.

We are continuing to roll out our Strengths Based Approach to more services. Strengths Based is a means of supporting people to use their talents and skills to reach their goals and it allows people to have much more say in the way we support them. Two more schemes – STARS and Spring Street in Kirklees – will soon start to integrate more trauma informed and Strengths Based practices into their services next year.

The recent Bradford Multiple Needs Contract transition involved our floating support and accommodation teams merging. This created free space at our Fieldhead offices, which we have now allocated for two new rooms for colleague training and an office for our Learning and Development team, improving the experience for colleagues engaging in training.

The new HomeMaster housing software system is now live and the Property Services Team are piloting mobile working. We aim to roll out the mobile working to all of the team at the end of the pilot. This will make it easier for jobs to be allocated to the maintenance team and repairs to be tracked. We were also pleased to welcome a new Health and Safety Compliance Lead to the team.



H O R T O N

We will complete the registration of our Group Living Services with OFSTED by October and we are looking forward to working with them to ensure we continue to provide safe, secure and supportive accommodation for young people aged 16 and 17 who are leaving care or looked after children. This includes unaccompanied asylum seeking children.

Similarly, we are delighted that our YPASS contract in Calderdale was renewed, and we look forward to introducing new ways of supporting young people and helping to prevent youth homelessness.

The Housing and Community Support Services in Bradford (HACS) are all settled in their new property scheme structures. Many of the properties have been or are in the process of being redecorated and new floor coverings installed to ensure a cheerful and welcoming place for our tenants.

The final few dispersed properties linked to our Fairmount Project have been handed over and are ready for our new tenants to occupy. This has increased the Fairmount provision from what was initially 18 units of accommodation to 34. We will be working with Bradford Council to provide a further 12 units of accommodation for single people or couples who have experienced rough sleeping. The Community Support Agency (CSA) and Bradford Homeless Partnership contracts have also been extended for a further year.

We are opening an additional four units of new accommodation in Skipton for people who have experienced homelessness. We are also pleased to open our new Gypsies and Travellers, Roma and Showpeople (GTRS) site in York. The site provides eight permanent and six transit pitches for people from the travelling community.

Sue Atkinson and Gudrun Carlisle, Service Directors





We would like to thank all our colleagues, volunteers, the people we support and people who support us with their generous donations for another successful year at Horton Housing Association.

If you want to find out more about the services we offer, referral routes and our latest news please visit our website at **www.hortonhousing.co.uk** or find us on social media on Facebook, LinkedIn, Instagram and X (formerly Twitter).

Chartford House, 54 Little Horton Lane
Bradford, BD5 0BS

01274 370689

headoffice@hortonhousing.co.uk

www.hortonhousing.co.uk

 @Horton Housing Association

 @HortonHousing

 @hortonhousing

 Horton Housing Association