

# 2024

## Annual Review



# Introduction from

**Gudrun Haskins Carlisle,**  
*Chief Executive Officer of Horton Housing*

---



It has been a busy few months since I took over as CEO in April 2024. Paul Gartland, our previous CEO, is now enjoying his retirement and we wish him well.

The business continues to thrive as we fulfil our commitment to providing high quality housing, training and support services to people in Bradford, Calderdale, Kirklees and North Yorkshire.

In 2023-24 we continued to develop and roll out strengths-based, trauma informed approaches across the organisation. With training, consultation and reflection, we are adopting strength based trauma-informed principles into the way we support the people we work with while ensuring that their voices are heard and listened to.

In the past year, we have bought and renovated ten houses in the Bradford district. These properties are mainly for the Single Homeless Accommodation Programme (SHAP) for people who have experienced rough sleeping.

We were delighted to see our contracts extended for Harrogate Stay Well and the Horton Wellbeing Cafes in Selby. We were also re-awarded contracts for the rough sleeper pathway scheme and our Young Persons' Prevention and Support Service in Calderdale.

We were pleased to achieve or maintain the following accreditations: Investors in People, the Housing Diversity Network's (HDN) Diversity Network Accreditation, CHAS, Disability Confident and the training centre was reaccredited with the Matrix Standard. Our Group Living Services were registered with OFSTED.

We held a consultation on our new Values and Principles which involved colleagues, tenants, volunteers and people we work with. We asked people to come up with some phrases to sum up what Horton means to them. This work was consolidated into a new set of Values and Principles that were launched at the Horton conference in June 2024.

We also held a Communications Review to find out how we could improve communications internally and a Wellbeing Appreciative Inquiry to delve deeper into how we can better support our colleagues' wellbeing. Suggestions from these consultations are now being implemented into the business.

We made two new appointments to the Senior Management Team. Ann Kendall was appointed as Services Director and Liz O'Connor was recruited as Housing Director. We also welcomed five new Board members to the Chartford Housing Limited Board.

I would like to thank all my colleagues, volunteers, Board members and the people we work with for their continuing support. The achievements in this report are testimony to their dedication, hard work and passion for improving lives together.

**Gudrun Haskins Carlisle, CEO**

# Introduction from



Huw Jones,

*Chair of Horton Housing Association's Management Board*

---

It is with great sadness that I will be stepping down from my role as Chair of the Horton Housing Association's Management Board this year. However, I look forward to watching the organisation grow and thrive under new leadership.

I welcome Gudrun into the role of Chief Executive Officer. Gudrun has been with the organisation for many years and comes with a wealth of experience in supported housing. She will provide a steady hand, and much expertise, as the organisation continues to meet the challenges ahead.

The economic situation in the UK remains difficult and it will clearly be some time before things start to get easier.

With a new Labour government in place, there will be many changes to come and new policies are promised. The new Government had made a welcome commitment to build 1.5 million new homes within the next five years, including the provision of more affordable and social rented homes. There are also much-needed promises to tackle homelessness and inequality.

In the past year we have already seen new regulations for social housing which ensure that tenants have a greater say in the services we provide. This is something Horton Housing has been committed to since its inception. We know that engaging and involving our tenants in our decisions is the best way to provide high quality services and accommodation that meet the needs of people we work with. We will always look for new ways to engage our tenants and where possible co-produce our services.

Access to high quality housing and longer-term tenancies continues to be a problem in our districts and one we are looking to tackle with the provision of move-on properties for our tenants.

We also look to address the underlying causes of homelessness including inequality, poverty and access to support services. We try to prevent homelessness with early intervention and mediation, particularly for young people, and provide trauma-informed support to help people into longer-term tenancies.

Sadly, there is still conflict around the world and increased tension on a global level which shows no sign of abating. We are proud to support people who have left areas of conflict to start a new life in the UK.

I have thoroughly enjoyed my time as Chair of Horton Housing Association and have immense pride in the work that it does. I would like to thank my fellow Board members and the Senior Management Team for their support over the years. I would also like to thank all the colleagues, volunteers and people we work with at Horton Housing for their invaluable contribution. Together, we are making a significant difference to people's lives and long may that continue.

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

# Our new Values and Principles

After extensive consultation with colleagues, people we work with and other stakeholders, we have agreed a new set of Values and Principles.

The new Values represent our Strengths-Based Approach and underpin everything we do. They are:



## Be Supportive

We are kind, helpful and caring.  
We create safe spaces where people are listened to with compassion, empathy and understanding.



## Be Respectful

We are inclusive and approachable. We work together in an open and transparent way to build trust and understanding.



## Be Bold

We are positive, empowering and resilient.  
We are ambitious and work flexibly to provide opportunities for growth.

## Our Principles

**Strength:** We focus on strengths, potential and what matters most to people.

**Relationships:** We focus on building trusting and respectful relationships.

**Safety:** We focus on providing safe and supportive spaces.

**Collaboration:** We focus on working together.

Almost 90% of respondents believe that Horton is a good place to work.

**Colleague Survey 2024**

“Volunteering is enjoyable and getting out of the house is brilliant.”

**Volunteers Survey, November 2023**

“I’m very happy with the way Horton Housing deals with things.”

**Tenant Satisfaction Survey, November 2023**

94% of tenants are satisfied that Horton Housing listens to their views and acts upon them.

**Tenant Satisfaction Survey, November 2023**

“I feel fully involved in all aspects of the organisation.”

**Colleague Survey 2024**

“Volunteering has had a major impact on my health and wellbeing as well as learning new skills.”

**Volunteers Survey, November 2023**

92% of tenants are satisfied that Horton Housing provides them with a home that is well maintained.

**Tenant Satisfaction Survey, November 2023**

“Almost 90% of respondents felt that Horton was an inclusive employer where diversity is valued.”

**Colleague Survey 2024**

“My support worker has been exceptional in understanding my needs and limitations.”

**Tenant Satisfaction Survey, November 2023**

More than 80% of respondents would recommend Horton as a place to work.

**Colleague Survey 2024**

92% of tenants are satisfied that Horton Housing provides them with a home that is well maintained.

**Tenant Satisfaction Survey, November 2023**

“I think it’s good that people are being listened to and that these items are being considered and talked about more – it can lead to improvements and better understanding in future.”

**Colleague Survey 2024**

# New accommodation and refurbishments: 2023 to 2024

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 2023/24, Horton Housing Association has acquired and refurbished the final five of a small number of properties in Harrogate directly without grant funding support for our scheme based there.



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

## **Rough Sleepers Accommodation**

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

## **Move-on/Rough Sleepers Dispersed Accommodation**

We bought and refurbished ten further individual units of accommodation for use as move-on accommodation or to house former rough sleepers receiving support in Bradford.

## **Mental Health Scheme Accommodation**

We acquired the final five of 11 units of accommodation to support our Mental Health support service in Harrogate, and completed the refurbishment of the others we had bought in the prior year.



We make sure that our new developments are future-proofed and that we make use of new technology. This is done to keep our properties energy efficient and affordable for our tenants.

We are working through a programme to upgrade the thermal efficiency of our existing stock. We are working towards the Government's targets of achieving "EPC C" rating for all our stock by 2030, and "Net Zero" by 2050. We are utilising government grant support to assist in funding this programme where available.

We have improved the energy rating to at least an EPC C for 36 units to date, and have a further 58 units as at 31 March 2024 where the rating is below a C. We have gained future match funding to continue to improve the energy efficiency of our stock, whilst reducing the energy fuel cost 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 2024, the Group's turnover was stable compared with 2023 at £21.6 million. The Group generated an operating surplus of £2.2 million (2023: £2.2 million), although this included £0.8 million (2023: £1.8 million) of Social Housing Grant capital grants in the year.

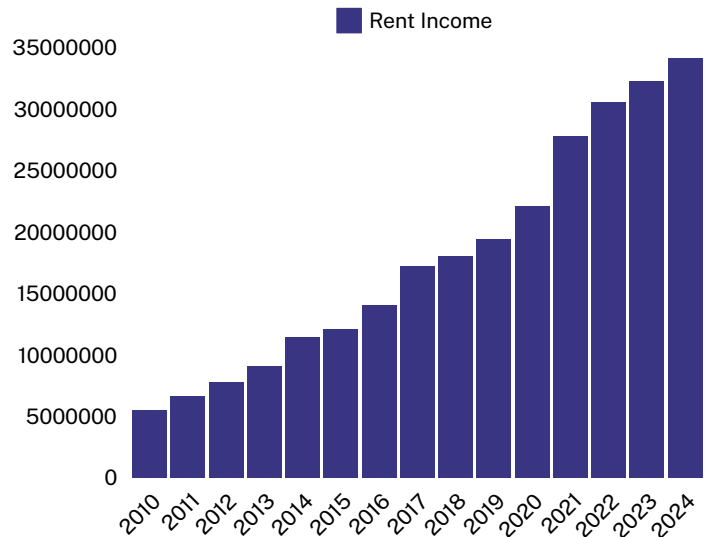
Net assets of the Group grew from £24.1 million to £28.2 million as the Group continued to undertake significant developments during the year with grant support, and also recognised a £2m revaluation surplus following reassessments of the value of many of our properties by professional valuers during the year. The future funding position continues to be healthy.

The 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 or acquired nearly £19.0 million of dedicated supported housing since it commenced trading in 2015, with more than £2m of further acquisitions and developments due to complete before the end of 2024-25.

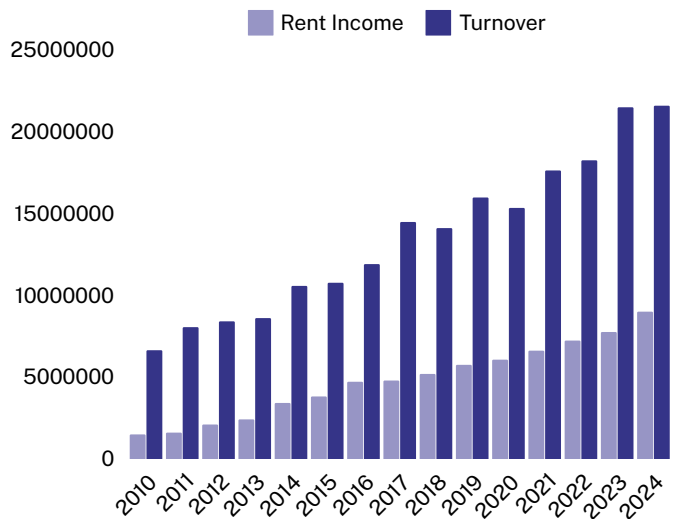
The Group now owns or manages 642 units of supported accommodation (1 of which was under development) at 31 March 2024, and its property portfolio is worth £34.2 million.

The Group employed an average of 355 staff during 2023/24.

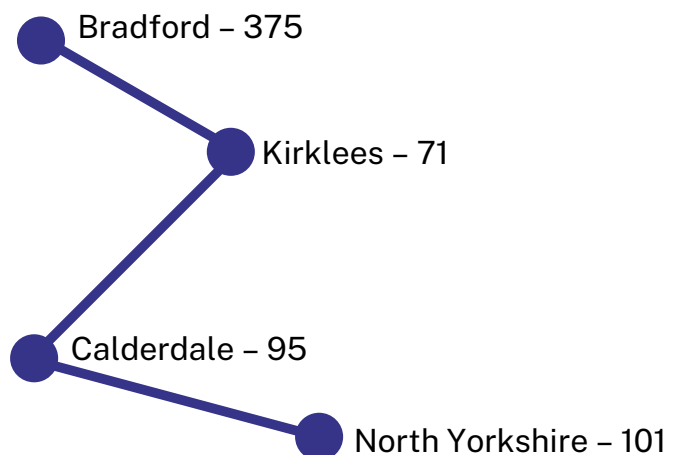
## Property Assets



## Rent Income & Turnover



## Property Location



# Our year in brief

# 3,402

**People received support**

## 642

Units (accommodation and sites)

## 95%

of people were very or fairly happy with the overall service received

## 21

new properties

## 85%

of departures from our services were planned

## Volunteering and donations

Between April 2023 and March 2024 we had 47 volunteers giving 3,687 hours of their time. We also had 12 student placements.

For this period, we received 238 donations of goods such as sofas, beds, wardrobes, baby items, toys, bedding, toiletries, clothing, shoes, curtains and white goods. We also supported 515 people with donations.

## Awards and Accreditations

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



# Looking at the year ahead

---

We have restructured our Senior Management Team (SMT) and made two new appointments. The members are:



Gudrun Haskins Carlisle,  
Chief Executive Officer



Sue Atkinson, Services  
Director (Bradford)



Ann Kendall, Services Director  
(Calderdale, Kirklees and  
North Yorkshire)



David Heels,  
Finance Director



Liz O'Connor,  
Housing Director

SMT will continue to look at ways to grow the business including developing new services and acquiring new properties.

We will be moving one of our Group Living Services for Care Leavers from existing accommodation in Bradford to a new property in Keighley. The new property provides more room and private space for the young people. We are also looking to replace our current accommodation for single men experiencing homelessness in Kirklees.

We will continue to roll out our Strengths Based Approach across the organisation and embed our new Values and Principles.

We will also continue to meet our commitment to involve our tenants in improving our services and seek new ways to engage and involve the people we work with in the services we provide.

The wellbeing of our colleagues continues to be a priority and we also want to ensure that everyone feels safe in the workplace and when living in our accommodation.

# Our priorities over the coming year

---

- 01** Introduce a new Wellbeing and Recognition Team to provide wellbeing and recognition initiatives to our colleagues
- 02** Introduce a Tenant Incentive Scheme
- 03** Continue to embed the new Values and Principles
- 04** Roll out Strengths-Based Principles across the whole organisation
- 05** Pursue Ofsted accreditation for Training Services
- 06** Explore opportunities to develop Group Living Services in other areas
- 07** Introduce an extra team of supernumerary colleagues to support teams with staff shortages
- 08** Implement, develop and train colleagues to use our new housing management software
- 09** Review and act on results arising from the new Tenant Satisfaction Measures
- 10** Continue to work towards achieving EPC 'C' for all owned properties by 2030.

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.

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](http://www.hortonhousing.co.uk)** or find us on social media on Facebook, LinkedIn, Instagram and X.



[www.hortonhousing.co.uk](http://www.hortonhousing.co.uk)



Chartford House, 54 Little Horton Lane, Bradford, BD5 OBS



[headoffice@hortonhousing.co.uk](mailto:headoffice@hortonhousing.co.uk)



Horton Housing Association



HortonHousing



hortonhousing



Horton Housing Association