

RECRUITMENT INFORMATION PACK

Board Members

Are you looking for a new challenge? The Horton Housing Group have an exciting opportunity for people to join our Horton Housing Association and our Chartford Housing Limited boards. The positions are voluntary and you do not need to have previous board experience.

Hours:	Board Meetings 5 x 3 hours per annum (hybrid) 2 x away days (in person) If also joining a committee, 5 x 2-hour meetings per annum
Salary:	This is a non-renumerated volunteer role but all reasonable out of pocket expenses will be reimbursed. There is also opportunity to access relevant training and/or conference opportunities.
Location:	We welcome applications from across the country, all board meetings are hybrid. However, we do expect board members to attend at least two of the regular board meetings in person. The business planning days and joint board meetings are held in person. The committee meetings are via Teams. In-person /hybrid meetings are usually held at our head office in Bradford. Our away days are usually held in Leeds.
Closing Date:	29 th May 2025
Interviews:	4 th , 5 th and 6 th June 2025

Be
Supportive



Be
Respectful



Be
Bold

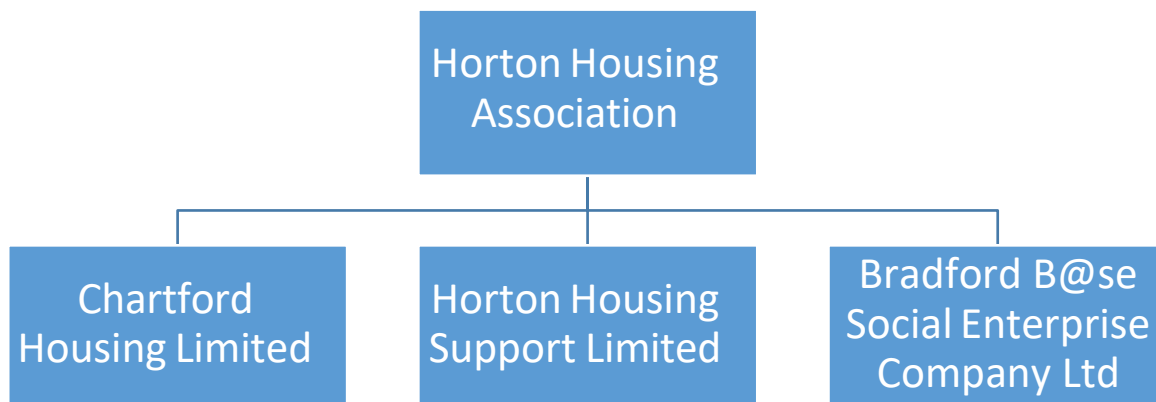


Being part of an organisation that makes a difference - Horton Housing Group

Group structure

The Horton Housing Group is comprised of four companies:

- Horton Housing Association is charitable and is a registered society under the Co-operative and Community Benefits Societies Act 2014.
- Horton Housing Support Limited – a private limited company established in 2005 as a tax efficient method of delivering contracts for services on behalf of HHA through the implementation of support services agreements.
- Bradford B@se Social Enterprise Company Limited – Established in 2008 as a charitable company limited by guarantee. This company focuses on delivering education, training and employment related activities for the vulnerable client groups that HHA supports.
- Chartford Housing Limited – a private limited company established in 2013 and registered with the Regulator of Social Housing in order to provide a range of properties for vulnerable people who receive intensive/additional housing management and housing related support services from HHA, its subsidiaries and other housing related support agencies.



We have approximately 350 employees and over 50 volunteers across the organisation.

The Group manages more than 30 different housing, training and support services across Bradford, Calderdale, Kirklees and North Yorkshire.

We work with people experiencing a wide range of circumstances, including homelessness, drug and/or alcohol issues, ill-health, unemployment and domestic abuse.

We have a wide range of accommodation schemes in the community. We also provide specialist accommodation, including a home from hospital scheme, Gypsy and Traveller sites in North Yorkshire and Group Living Services for young people. We offer support for people living in their own homes and we run a training centre that helps people find work or develop skills for everyday life.

The Group is committed to equality, diversity and inclusion and providing services that are inclusive and accessible for everyone.

Our Boards

The Horton Housing Group is governed by two boards:

- The Horton Housing Board (HHA) governs Horton Housing Association, Horton Housing Support Limited and Bradford Base Social Enterprise Company Limited
- The Chartford Housing Board (CHL) governs Chartford Housing Limited

Each board is made up of independent members who are not paid by the organisation but are interested in its work. The boards are responsible for setting the overall direction of the organisation and monitoring its performance. Board members review performance measures for the organisation, set standards, monitor finances and make key strategic decisions for the organisation. The Senior Management Team are responsible for implementing those decisions.

The boards are supported by several committees that focus on particular areas of governance,

- The Group Audit & Risk Committee (GARC) assist the Group's Boards in fulfilling their oversight responsibilities for governance, values, ethics, financial reporting, risk management, compliance and internal control, and for the Group's relationship with the internal and external auditors
- The Group Asset Management & Development Committee (GAMDC) consider strategic and operational asset management and development activities of the Horton Group and act as an advisory Committee making recommendations to the HHA and CHL Boards on areas including the Asset Management Strategy, Development Strategy and investment priorities and opportunities
- The Group Policy & Resources Committee (GPRC) assist the Group's Boards in fulfilling their oversight responsibilities for policies relating to people, finance, resources and service delivery and development. The GPRC also agrees the terms and conditions of employment and the remuneration packages for the CEO and Senior Management Team

We have a number of vacancies across the two boards, and we are also looking to replace board members who are having to retire in the near future because they have reached the end of their maximum term of office. We welcome applicants from a wide variety of people, we are particularly, but not exclusively, looking for people with experience and skills in finance, law and IT.

We also invite applicants, should they be successful, to consider if they wish to sit on one or more of the committees.

You can find out more about our Boards and Senior Management Team by visiting

[Our Boards - Horton Housing](#)

[Our Management - Horton Housing](#)

Role Description – Board Member

Responsible To: Board Chair

Role Summary

Working under the leadership of the Chair, and in partnership with the Senior Management Team, the board member's role is to ensure that the organisation is managed efficiently, effectively and in accordance with the relevant legislation, regulations and best practice.

Key Responsibilities

The collective responsibilities of the board are to:

- Demonstrate a commitment to the organisation's vision, values, aims and strategic objectives, working in accordance with the Board Code of Conduct at all times
- Demonstrate commitment to ensuring and promoting equality and diversity, treating others with dignity and respect at all times
- Approve the future strategic direction of the organisation through the strategy and business plan process, ensuring effective plans are in place to achieve goals and targets
- Monitoring and evaluate performance in relation to strategies, plans, budgets and controls
- Ensure that the business of the organisation is conducted lawfully and in accordance with generally accepted standards of performance, probity, good practice and regulatory requirements
- Satisfy itself as to the integrity of financial and other information, approve annual statutory accounts prior to publication and approve each year's budget and financial plans, ensuring financial stability
- Ensure the effective and efficient administration of the organisation
- Establish and oversee an effective scheme of delegation and systems of internal control and assurance
- Establish and oversee a framework for the identification, management and reporting of risk, in order to safeguard the assets of the organisation
- Ensure that a robust asset management strategy is in place and monitor performance against it
- Agree and ratify policies and decisions on all material matters or matters that might create significant financial or other risk to the organisation
- Be responsible for the appointment of the Board Chair and the Chief Executive Officer
- Bring constructive challenge, impartiality and objectivity to discussion and decision making
- Contribute to the work of the Committees, either through representation on a Committee or through providing constructive input and feedback
- Comply with the Health & Safety policies in operation within the organisation
- Ensure compliance with relevant data protection legislation

This is not an exhaustive list of responsibilities and may be revised in light of the changing needs of the Board and/or the organisation

Person Specification

Skills, knowledge & Experience

Individual Board Members will have one of more of the following:

- Knowledge and/or experience of housing related support services
- Knowledge and/or experience of the social housing sector
- Experience in property development and/or investment
- General management experience at a senior manager level gained in any sector
- Professional background in a specialist area such as Finance, Legal, IT, Marketing, Communications or HR
- Knowledge or experience of accessing accommodation or services similar to those provided by the Group
- Lived experience and/or personal insight into the challenges faced by the people we work with
- Knowledge of the existing and emerging social, political and economic environment the organisation operates in

Essential for the Role

- A willingness to commit the time necessary to prepare for and attend Board and Committee meetings, Annual General Meetings, training sessions and away days

Benefits

Our board positions are unremunerated volunteer roles.

- Reasonable travel expenses for attending meetings, training events, away days, etc. are reimbursed.
- Board members are invited to take part in a 360° appraisal process for both the individual and the boards. This process takes place in September/October each year, facilitated by an external development consultant. Board members are invited to input into the appraisals for their fellow Board members and receive individual personal feedback in a one-to-one feedback and coaching session with the consultant.
- A combined board away day is scheduled annually in October. Further learning and development opportunities are provided on an ad-hoc basis as needs are identified.



Commitment

Board meetings are held quarterly in March, June, September and December with an additional Board Meeting in July to review and agree the financial accounts,

- CHL board meetings are usually held on Tuesday evening from 4.30pm – 7.30pm
- HHA board meetings are usually held on Wednesday evening from 5.00pm – 8.00pm

In addition to the board meetings, there is an annual Strategy Away Day in January each year. Should you also join one of our Committees, meetings are generally held as follows,

- Group Audit & Risk Committee – meet 5 times a year in February, May, July (Accounts only), September and November. Meetings are usually on Friday mornings from 9.45am – 12.45pm
- Group Asset Management & Development Committee – Meet quarterly in February, May, September and November. Meetings are scheduled for 2 hours at a time to suit attendees
- Group Policy & Resources Group – Meet quarterly in April, July, October and December. Meetings are usually held on Friday mornings from 9.45am – 12.30pm

Currently, nearly all meetings are 'hybrid' and people can attend in person or remotely via Microsoft Teams. The committee meetings are all on Teams and face-to-face meetings are held at our Head Office in Bradford.

In addition to the above, it is expected that you will,

- Maintain professional boundaries
- Have a commitment to Equality, Diversity and Inclusion
- Are willing to undertake any further training required
- Willing to participate in a full 360 appraisal each year with an external consultant



Horton Housing Group Business Plan 2025 – 2028

Executive Summary & Business Overview

Introduction – this is a Group Business Plan and covers all the subsidiary companies that comprise the Horton Housing Group including Horton Housing Association, Horton Housing Support Limited, Bradford Base Social Enterprise Company Limited and Chartford Housing Limited. It should be noted that Chartford Housing Limited has its own specific Business Plan, sitting under this overarching Group Business Plan.

Key Focus -The key focus of Horton Housing Group is to provide housing, training, care and support services, to a range of people experiencing difficult times particularly those who have difficulty in accessing existing resources.

People we support and Geographical Locations - The people we support require help and support with a variety of different experiences and circumstances. We have developed effective services designed to deliver significant improvements in individuals life-chances by developing strengths-based, trauma informed responses that are built around prevention, assessment of individual needs and support planning mechanisms are person lead and co-produced with the individual.

Since the establishment of Horton Housing Association in 1985 the Group has grown to a point where it is able to deliver a range of innovative and successful services to a wide number of needs groups across West and North Yorkshire. The people served by us include: people experiencing, homelessness, mental health difficulties, substance misuse problems, young people, Gypsy and Travelling people; people with physical disabilities, people with a history of offending, refugees, and people experiencing multiple and complex needs.

Growth over last 10 years:

Since 2013/14 the turnover of the Group has grown 104% from £10.6 million to £21.6 million in 2022/23.

During the same period the value of property owned by the Group has grown 200% from £11.4 million to £34.2 million by 31 March 2024. The net assets of the Group at 31 March 2024, after taking borrowing into account, stood at £28.2 million, compared to £7.4 million at 31 March 2014, an increase of 281%.

Projected growth - During the 4 year life of this plan it is expected that our turnover (excluding Homes England grants) will only increase by around 8% to c. £21.7m, with losses in contract income being balanced out by income and property growth in other areas. Net assets are expected to increase by approximately 15% over the same period to c. £32.5m, as some further development with grant support is expected.

Registration and Governance

Horton Housing Association (HHA) was established in 1985 and registered with the Registrar of Friendly Societies as an Industrial and Provident Society (Reg. No. 25057R). The Association is an exempt charity, Inland

Revenue Reference No. XR39484. Under the Cooperative and Community Benefits Societies Act 2014 Horton Housing Association is now described as a Registered Society.



Early in 2005 HHA formed a group structure with the formation of a wholly owned subsidiary trading company, Horton Housing Support Limited (HHS), company number 5353586. The subsidiary delivers the contractual elements of the Group's work, including housing related support and housing management contracts.

In 2009 HHA established a charitable subsidiary named Bradford Base Social Enterprise Company Limited (Base) to deliver training and social enterprise activities, charity registration number 1128217.

A further subsidiary, Chartford Housing Limited (CHL), was formed in 2013 (company number 08662400) and was registered with the Homes and Communities Agency (HCA) on 1 October 2015, registration number 4821 and is a registered charity, number 1162562.

To enable the Group to access Homes England grant, from mid-2021, CHL became a member of the Unity Development Consortium (previously it was a member of the Accent Group Development Consortium). Additionally, CHL has obtained Investment Partner status, in its own right, with Homes England, and is using this route to obtain grant support for some specific projects.

The group structure was created to reduce risk, enable diversification of income and increase financial efficiency. HHA has agreed to cooperate with and support CHL in accordance with the terms set out in the Intragroup Agreement between the two organisations.

Governance of the Group is the responsibility of the Horton Housing Association's Board of Management. The implementation of policy is delegated to the Senior Management Team led by the Chief Executive Officer



Chartford Housing Limited Business Plan 2022-2025

Executive Summary & Business Overview

Introduction

Chartford Housing Limited (CHL) is a charitable company that is registered with the Regulator of Social Housing (RSH) as a 'Registered Provider' (RP). It commenced trading from 1 October 2015 and is part of the Horton Housing Group of Companies (The Group), and is a wholly owned subsidiary of the parent, Horton Housing Association (HHA).

Governance

Governance arrangements are in place to ensure that CHL operates effectively as an independent body within The Group, but also benefits from the support of the other members of The Group.

Activities

The main activities of CHL from 1 October 2015 to 12 January 2025 have included:

- The purchase and development of 236 housing units available to tenants in need of support
- Taking on the short-term leases of 262 homes for use as supported housing provision across Yorkshire
- Acting as the Registered Provider landlord for non-registered providers, including HHA

Growth

CHL aspires to grow to meet unmet needs, and to utilise the opportunities afforded by being a Registered Provider to do so, prioritising developing supported housing and acting as a landlord for supported housing provision.

From 1 October 2015 to 31 March 2024, CHL's annual turnover excluding grant income has risen to £1.5m, and grant income in 2024 was £1.5m, giving total income of £3.0m. Reserves have increased in the eight and a half years of operation to £6.6 million. CHL-owned property assets have grown to a valuation of £18.6 million. These results provide a solid financial foundation from which to continue to grow.

Whilst development plans are inevitably "lumpy", the financial plan envisages underlying turnover excluding grant increasing to £1.8m in the life of this plan, together with £1.7m of grant income being recognised in 2028. Property assets are forecast to grow to £26.0m (40%) from the current value over the same period, and this does not allow for any property revaluations which have been excluded from our forecasts.

Financial Viability

Based on current activities, thirty-year financial projections have been developed to support this Plan. These demonstrate the long-term financial viability of CHL



Any new activities taken on, such as a new development, will be thoroughly financially appraised, including considering the effects on the thirty-year financial projections, to ensure that CHL remains financially viable.

No external lending into CHL is currently envisaged in the Plan. The Horton Group put £5m of further bank funding in place during 2022 to enable the continued growth through development of Horton, and CHL in particular. Whilst the availability of this expires at the end of January 2025, we are negotiating with our external funder to extend the availability of this facility. However it is not anticipated to be needed in the immediate future as Horton is currently holding significant cash reserves. Necessary loan funding for CHL is being provided via an inter-company loan from HHA. Should proposals come forward to grow CHL with external funding, they will be thoroughly appraised in accordance with Group policy and procedures before being undertaken.

Business Overview

Chartford Housing Limited was incorporated as a Company Limited by Guarantee, registration number 8662400, on 23 August 2013. It registered with the Charity Commission as a charity, registration number 1162562 on 7 July 2015, and registered with the Regulator of Social Housing as a Registered Provider (RP), registration number 4821, on 1 October 2015. The company began trading on 1 October 2015.

CHL is a wholly owned subsidiary of Horton Housing Association (HHA). HHA is a charitable association and has been established since 1985 and it and its subsidiaries deliver housing and support services to people experiencing problems and challenges in their lives. CHL's mission is to provide high quality social housing including for people with support needs. CHL was created to form an arm of The Group that would have three primary activities:

- Identify and develop new supported housing and other provision, where there is unmet need that could benefit from Homes England Social Housing Grant (SHG), where appropriate.
- Offer to become the Registered Provider landlord for supported housing owned by non-registered providers, including for homes owned or leased by HHA.
- Explore additional business opportunities to support the overall aims and objectives of the organisation and/or Group.



Our Values



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 Culture Statement

- We believe in a culture of positivity, inclusion, and kindness. Where celebrating diversity and respecting and supporting one another is the norm.
- We embrace an open and honest approach. Placing value on the little things, and encouraging creativity and curiosity.
- We work together to do the right thing. Celebrating quality, personal accountability, and excellence.
- We embrace change, seek out potential, and place no limit on opportunities to learn, grow, and develop.
- We are passionate about making a difference, and committed to making things happen.

Our Commitment to Equality, Diversity and Inclusion

HHA aims to be an equal opportunities employer. HHA is committed to ensuring that no job applicant or colleague receives less favourable treatment on the grounds of a protected characteristic, criminal history or any factors irrelevant to a person's ability to do a job, at any stage of the recruitment process or in the terms and conditions offered. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where everyone belongs. To achieve this we are committed to actions that will increase diversity and to encourage applications from candidates who are underrepresented in sections of our workforce. We are a Disability Confident and Clean Sheet Employer.



How to Apply

If you would like an informal conversation about the role and organisation, or if you have any other questions to help you decide whether to apply, please email our Head of Administration, Helen Searle (helen.searle@hortonhousing.co.uk) and Helen will arrange for you to speak to the relevant Chair.

Please note you can either apply to one or both Boards but you can only be appointed to one.

To apply for this role, please submit a CV and covering letter explaining the skills and experience you have that would make you a good board member. Please put 'Board Application' as the subject and send to hr@hortonhousing.co.uk

Contact us

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