



Transforming places. Improving lives.

Annual Report 2021/22

HMS is part of the Torus Group

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Welcome

To understand how far we have come as a business, we must first look back, and the past year has seen HMS continue to tackle unprecedented challenges and operate in an environment that is largely uncharted.

With the COVID-19 pandemic still impacting our communities, partners and supply chain, resilience and continued growth remained vital for not only HMS' success, but that of our third-party suppliers, subcontractors and partners.

The sector has never before been in such a state of constant flux and the resourcefulness of the team has been tested this year. The ever-changing availability of materials, skills and resources, along with the rise in costs has seen HMS have to be incredibly creative operationally to ensure targets were met and customers and clients satisfied.

Compounded by the impacts of the Coronavirus pandemic, the sheer volume of works the team have been managing – with an ever-dwindling supply chain and staff team – has highlighted HMS' unwavering commitment to delivery and excellence.

This drive to deliver consistently high-quality works – no matter the scale of the project – has seen HMS continue to grow. Backed by the stability of its parent Group, Torus, HMS has been able to expand even further this year and take over projects across the region, all while continuing to deliver support directly to our communities.

At its heart, HMS is a social investor and its dedication to serving those living in its communities is unwavering. At a time when costs are rising and our communities are really feeling the pinch, our work has never been more important and investing 100% of commercial profits into local social initiatives and outcomes has helped us continue to support people into employment and apprenticeships.

I opened by reflecting on where we've been and now, I will close by looking ahead to where we're going. We are more than a repairs and maintenance provider, or contractor. We create opportunities for local people and organisations to flourish and over the coming years will work to create sustainable solutions to the industry's current and upcoming challenges such as contributing to closing the skills gap, the retrofitting agenda, and becoming carbon neutral.

As we enter our second decade of operations, we do so with renewed vigor as we work to integrate new technologies, innovations and insight into how we operate. So, as I step down as Chair I do so with optimism and excitement at how this hardworking, passionate team will address these upcoming challenges and continue to shine as a regional leader in the industry.

I leave the role knowing my successor will only further HMS' success and I wish the new Chair and the entirety of the organisation all the best.



Paula McGrath
Chair, HMS Board

HMS at a glance

HMS Services



Property Maintenance



Residential Construction



Commercial Construction



Building Refurbishment



Facilities Management



Electrical installation and management



Gas installation and management



Property Adaptations

Operational Locations



Liverpool
St Helens



Warrington
North Wales



Birkenhead
Frodsham



Newton-le-Willows

Team Structure

001

Managing Director

002

Directors

014

Contract Managers

047

Team Managers

374

Skilled Operatives

199

Office-based colleagues

032

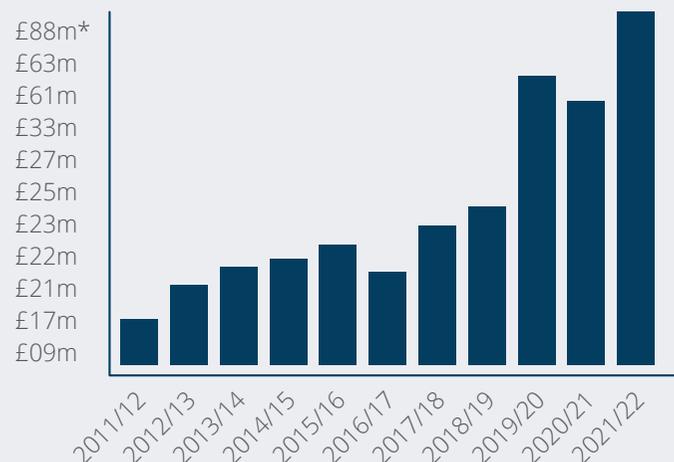
Schedulers

145

Agency Colleagues

Highlights 2021/22

Financial turnover



New Projects

- Ferrersfield, Knowsley** 131 homes
- Kingsway House, Warrington** 54 homes
- Station Mews, Liverpool** 47 homes
- Stadium View, St Helens** 42 homes
- Newton Hospital, Newton-le-Willows** 39 homes
- Gillars Green, St Helens** 26 homes
- Railway Hotel, Newton-le-Willows** 15 homes
- Alexander Court** 8 homes

Completed Projects

- Foundry Wharf, St Helens** 130 homes
- Sisters of Nazareth House** 51 homes
- Champions Court, St Helens** 28 homes
- Hardshaw House, St Helens** 24 homes
- Croxteth Grove, Liverpool** 16 homes
- Pensby, Birkenhead** 15 homes
- Riverside, Wirral** 13 homes
- Tarbock Road, Liverpool** 6 homes
- Charles Stephens Funeral Directors, Birkenhead** 4 homes

New Clients/Contract Wins



Construction Framework



Adaptation Framework



Repairs and Maintenance Contract



Building Back Fairer Framework

Operational highlights



Implemented Procore on all New Build sites



AICO x HomeLink Pilot installed in 100 homes



Celebrated our 10th birthday

Investing in Change & Building Communities of the Future

Undoubtedly, this year has hit the construction industry hard and against a backdrop of rising costs, limited material availability and an ever-widening skills gap, HMS has managed to continue following an upwards trajectory and keep growing – simply put, this is because we win work because clients like us and keep it because customers love us.

Operating in this context has been no easy feat and it is the professionalism, dedication and commitment of Team HMS that has ensured our continuation as a business. Alongside the works completed at an individual level, at an organisational level, our resilience and strength has been evident. The support of the Torus Group has ensured we continue to weather the storm created by a number of economic factors as well as the Coronavirus pandemic and with their backing we have stepped in to complete a number of projects after multiple contractors went into administration.

Alongside this, HMS has successfully completed a number of projects and built 200 new homes, won over £7.3 million of business and employed 221 new staff as well as created 45 apprenticeships across the business.

Although impressive, our business model stretches far beyond the bottom line. We make money for our communities and over the year have reinvested over £800,000 into initiatives run by the Torus Foundation. Given the external pressures impacting people across our communities, this investment has never been more pertinent and this year, we have incorporated Torus Foundation's offer into a number of our third-party contracts so their customers can benefit too.

HMS has always proactively invested in the communities it operates within to ensure people benefit from the profits we make – whether a direct customer of HMS or not. This commitment to our communities is the driving force behind all business decisions we make, and this year alone we have contributed over £800,000 into making a difference – whether that be through increasing access to financial support, creating employment opportunities and apprenticeships or helping with practical issues – and this will only continue with our expansion.

This year marked the launch of our 2021 – 26 Strategy and going forward, our commitment to becoming even more environmentally and socially responsible will see us research new technologies, processes and skills to become more sustainable and reach our net zero carbon goals and deliver even more social value for the people of the North West.

We stand with our communities and over the coming years, as society and the environment, continues to come to the fore of how businesses operate, we hope to lead the way as we continue to transform communities and improve lives, for everyone.



A stylized, handwritten signature in black ink, appearing to read 'Paul Worthington'.

Paul Worthington
HMS Managing Director

Building New Homes

Since launch in 2018, New Build is HMS' fastest growing workstream and now the team deliver over 200 homes per annum. Developing a strong pipeline of schemes across the North West, HMS has invested over £18.5 million in New Build in 2021/22.



55

Number of new homes completed



£18.5 million

invested in new build



9

Live sites



296

Homes under construction

Refurb projects



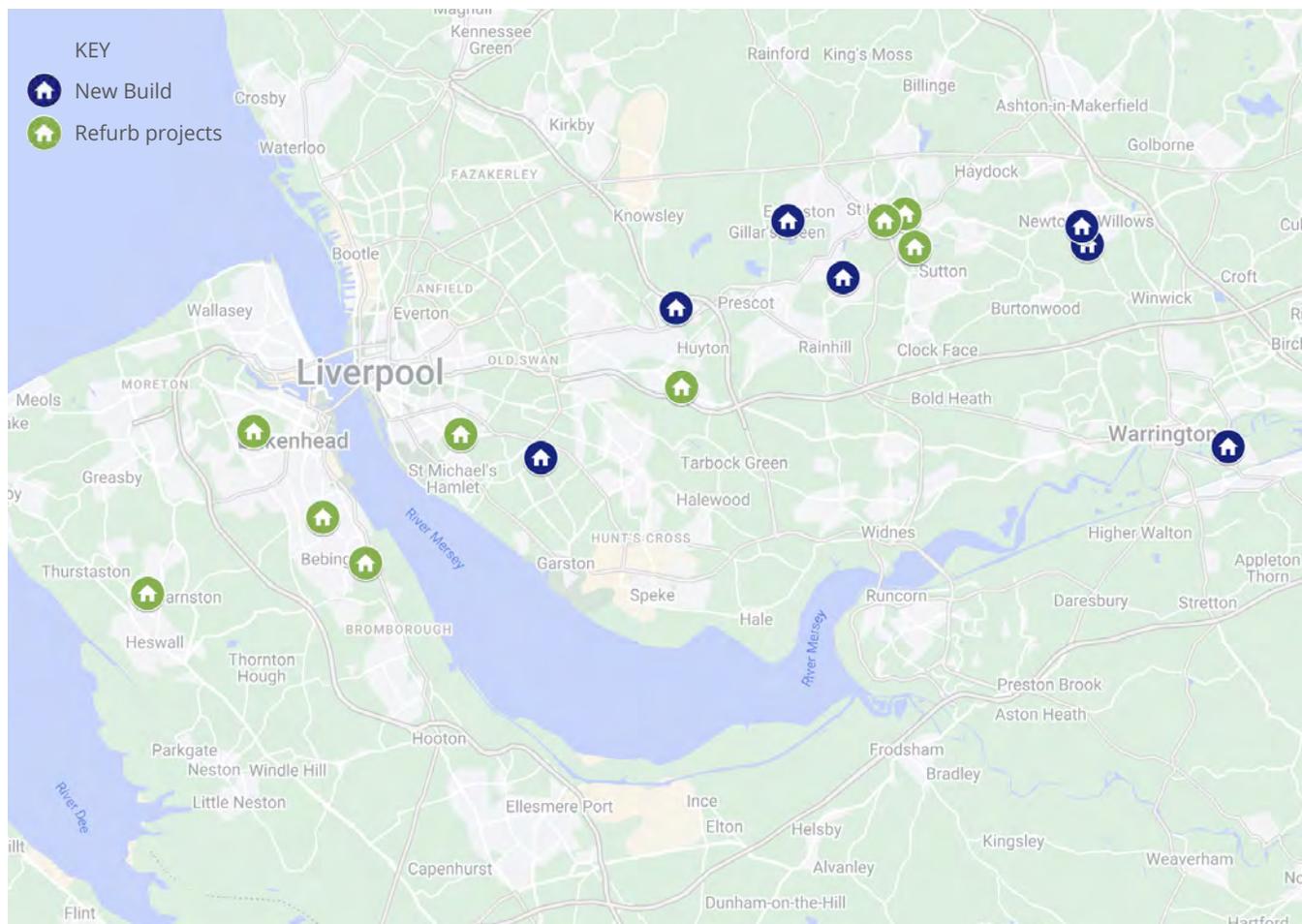
£13.9 million

Total value of refurbishment works



12,272

Total number of homes refurbished



Torus Developments: Case Study

Over the course of 2021/22, HMS has worked with Torus Developments on 9 New Build Schemes, handing over 2 and beginning works on 7 other sites.

Over the Financial Year, New Build has become the fastest growing workstream for HMS, seeing investment in works up 48% in comparison to last year. Highlighting Team HMS' resilience and strength, 2 projects were delivered to Torus Developments by HMS following the collapse of a number of other local contractors.

With the completion of Foundry Wharf becoming the largest development completed by HMS to date, New Build is going from strength-to-strength.

Looking ahead to 2022/23 and beyond, New Build will account for £28 million of HMS' turnover, equating to at least 296 of new homes built across the North West.

"HMS' resilience and ability to mobilise quickly has seen a number of sites that wouldn't have been completed, handed over this year. They have stepped in on multiple occasions to rescue projects that were abandoned and have started works on 2 more schemes than were planned at the beginning of the year."

The team's commitment and ability to react and adapt to an ever-changing operational landscape has been pivotal in seeing our development pipeline continue at the pace and scale planned for the year."

Chris Bowen, Managing Director of Torus Developments



Steve Biko Housing Association: Case Study

Converting a Victorian building into 6 new apartments, HMS transformed this scheme for Steve Biko Housing Association.

This £472,000 project was the first construction project undertaken by HMS for Steve Biko and built on the strong partnership created over the last 7 years, while HMS operated as Steve Biko's repairs and maintenance provider.

A key example of how we collaborate with partners and grow our service offer to meet their exact needs, Croxteth Grove signifies a key milestone for our partnership with Steve Biko.

"We have worked with HMS for a long time and there is good reason for that - the team is reliable, delivers high quality work and always puts our customers first. HMS is an extension of Steve Biko and we couldn't be happier with their work."

"Their dedication to a 'job well done' is clear. We're looking forward to welcoming tenants and seeing the positive impact this scheme will have on not only the people who live there, but the wider community."

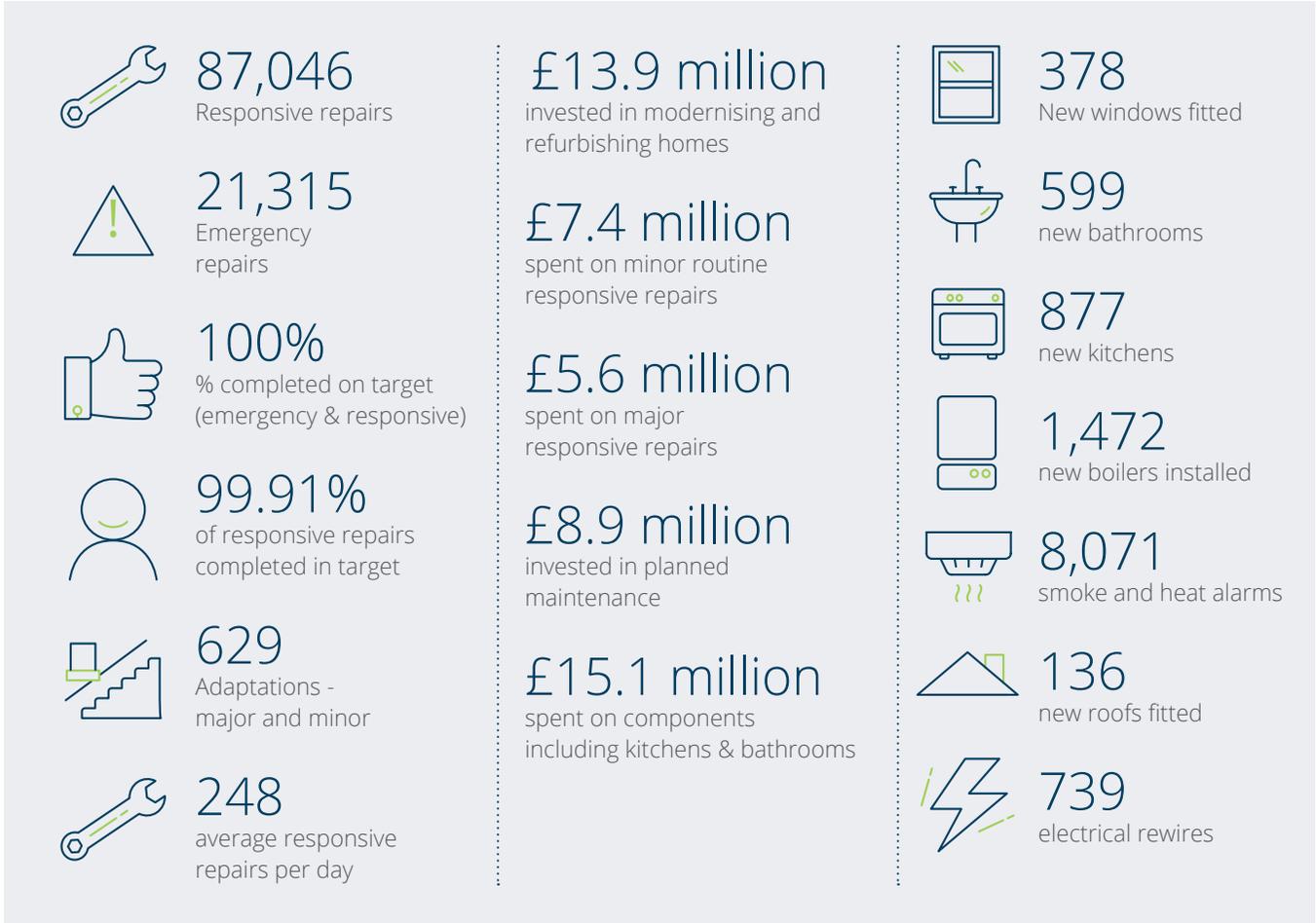
Tracey Gore, Director, Steve Biko Housing Association



Repairing & Maintaining Homes

Over 2021/22 HMS began providing Repairs and Maintenance services to two new organisations – Cobalt and Wirral Methodist Housing Association – seeing the team add 7,000 more homes to its housing maintenance portfolio.

With the continued growth of our Core Repairs and Maintenance workstream, and expansion into new geographical areas, it accounted for 73% of HMS' business in 2021/22 and continues to be the main work activity HMS delivers.



Torus: Case Study

Delivering Repairs and Maintenance services, inclusive of Voids and Planned Works, to Torus since July 2011, HMS has worked to deliver over £65 million in 2021/22 - £38 million being purely core repairs across Liverpool, St Helens and Warrington.

Working with an ever-changing supply chain and dealing with varying availability of materials and labour, this activity has been challenging to manage - especially in the wake of COVID-19. But through close collaboration with Torus colleagues, HMS has managed to continue to deliver at pace, bolstering communities access to safe, secure and affordable homes across the North West.

"Working closely with HMS has been more important than ever given the unforeseen challenges the industry has had to tackle. However, HMS has been a dependable and reliable partner and one that has consistently adapted to situations, ensuring our customers remain safe, secure and comfortable in their homes."

"It is clear to see HMS' commitment to our tenants in everything they do and there has been a definite increase in the number of positive compliments we have received – about their service and work, further showing the successes our partnership brings about."

Margaret Goddard, Group Assets Director, Torus



Adapting homes

With an ever-growing ageing population, adapting homes to meet the unique needs of customers is important to ensure people can live independently at home, for as long as possible. With contracts valuing in excess of £3.5 million this workstream is one HMS is actively looking to grow.

This year, HMS completed 200 major adaptations, such as large-scale adaptation extensions to wet rooms and ramped access. The team also completed 2,000 minor adaptations including installing handrails and grab bars to help customers remain independent and safe at home.



YMCA Together: Case Study

Providing an enhanced service to YMCA Together, HMS has been able to offer valuable services which go far beyond just repairs and maintenance activities.

Working with YMCA Together, HMS has leveraged its position within the Torus Group to offer YMCA Together customers access to work placements, training opportunities and connected them to the Torus Foundation who has provided wellbeing support, helping customers navigate often complex situations.

Maintaining and repairing all YMCA Together's properties across Liverpool and Sefton, HMS ensured that the organisation could provide safe, modern properties to support the 'Everybody In' strategy which took a proactive approach to supporting homeless people into accommodation. HMS scale and size ensured properties were made available quickly and the team's ability to work quickly and commitment to the community was clear as thanks to HMS, YMCA Together customers had full use of all facilities.

"We value our working relationship with HMS in supporting our aims to ensure that the accommodation we provide to people matches the high-quality care and support provided by our staff. Key to this is an effective and responsive repairs and maintenance service."

"Working with HMS we have been able to ensure that we are able to provide and maintain our accommodation to a high quality to help us create places that feel safe and welcoming for the people we work alongside."

Jon Metcalfe, Deputy Chief Executive YMCA Together



YMCA

Raising Health & Safety Standards

In the wake of the COVID-19 pandemic, HMS – like many other organisations – had to find a ‘new normal’ to ensure we kept everyone safe as we delivered services and adapted our Health & Safety practices to keep colleagues and customers safe. Therefore, we introduced Procore to all major projects across the business. A construction management tool, Procore not only streamlined operational processes, but ensured a consistent approach to health and safety across the board. Procore will become increasingly important as elevated Health and Safety requirements put forward in the Social Housing White Paper become regulatory.

As a business that is growing exponentially, having reliable, intuitive technology in place to support with upskilling colleagues across the business and recording performance is vital and Procore is actively helping HMS further mitigate risk, giving us clear visibility over what is happening on every site.

Alongside the implementation of Procore, our health and safety processes have become even more stringent following spikes of Coronavirus in our communities and what was once seen as going above and beyond is now our standard practice.

We work with a variety of individuals, with varying needs and requirements, which is why we will always strive to keep people safe in whatever ways possible. During the year we have had to upscale and mobilise quickly, adapting to the changing construction landscape – regionally and nationally – which has seen our Health & Safety processes tested like never before.

With shorter mobilisation timescales, we have proven how robust our health and safety processes are and will continue implementing all learnings into how we deliver health and safety works to ensure safety continues to come first and our processes are more than just ‘fit-for-purpose’ but exemplary.



Transforming Communities

With the mission of 'growing stronger communities', HMS has reinvested nearly £20 million into the work of Torus Foundation delivers across Liverpool, St Helens and Warrington. Committed to affecting real, positive change in the communities it works across, HMS invests in creating opportunities for people to thrive through its daily work.

Thanks to its symbiotic partnership with Torus Foundation, HMS' support and investment has seen:

 1,004
people helped into work

 552
people gaining qualifications

 45
apprenticeships created

 211
people employed

 £117,400
invested in creating
new apprenticeships

 2,960
people access health &
wellbeing initiatives



Cobalt Housing: Case Study

Commencing work with Cobalt this year, HMS not only provides a high-quality repairs and maintenance service to Cobalt's portfolio of 6,000 homes, it also supports the organisation's customers on a personal level.

Working with the Torus Foundation, HMS has been instrumental in creating opportunities Cobalt customers can access such as work placements, employment opportunities and apprenticeships. HMS and Torus Foundation is also supporting customers in hardship and helping them with their finances and wellbeing as well as giving customers access to digital training courses.

This joined up approach has seen Cobalt's customers benefit from safe, secure homes and person-centered, individual support to live well. .

"HMS have taken a proactive approach to their social value commitments, supporting us to create thriving communities through great partnership working beyond their repairs and maintenance service."

"With actions including the healthy neighbours project, careers carousel attendance and participation in community projects, we are working together to have a positive impact on our tenants' lives."

Dave Garster, Partnerships Manager Cobalt Housing



Looking ahead: 2022/23 and beyond

Throughout the year, the HMS New Build programme has continued to grow, with our largest site in Huyton at Knowsley Lane and Astley Road going live. With 131 homes being built, this has set the benchmark for our large-scale developments and in the coming years, will see us continue to upscale construction activity across the region.

With refurbishment and new build works also commencing at the former Fire and Police Station in Allerton, Liverpool, we continue forging ahead as a regional specialist in completing sensitive redevelopments. Leading the way in not only revitalising existing local assets, Allerton Fire and Police Station will also see HMS' first foray into sustainable, green technology.

Installing a modular Smartroof at Allerton, will see HMS explore new, innovative ways of building homes and play our critical role in the nationwide journey to net zero. The Torus Group's Environmental Net Zero Sustainability Strategy will further drive HMS' ambition to cut waste across the business and embrace more scalable, sustainable technologies.

With 9 of sites mobilised this year, including the Railway Hotel in Newton-le-Willows and the former Newton Community Hospital also in Newton-le-Willows, further Modern Methods of Construction will be explored and incorporated into the build to help create greener homes, that are ready for the future.

Expanding our Repairs and Maintenance service provision to cover Wirral and North Wales during the year, our focus remains on further growing our quality services and supporting even more customers to live well and safely at home, now and for years to come.



Building, repairing and maintaining homes is what HMS does and as an organisation with a social conscience, as we head into 2022/23 and beyond, we will further increase the positive ripples our work has for communities and the environment. With 277 jobs, apprenticeships and training roles created this year alone, we are leading the way in creating sustainable, skilled roles for the next generation which will ensure we are best placed to build a new, greener future for the people of the North West.





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