



TRANSFORMING PLACES

IMPROVING LIVES

Annual Report 2022/23



torus

Part of the Torus Group



“

Arrived on time, very friendly and got the job done perfectly all while being very professional. I'm really happy with the service both plumbers provided.

”

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HMS at a glance

HMS Services



Property Maintenance



Residential Construction



Commercial Construction



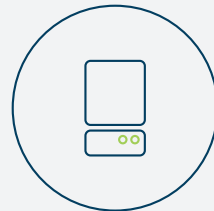
Building Refurbishment



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
- Wirral
- Cheshire West & Chester

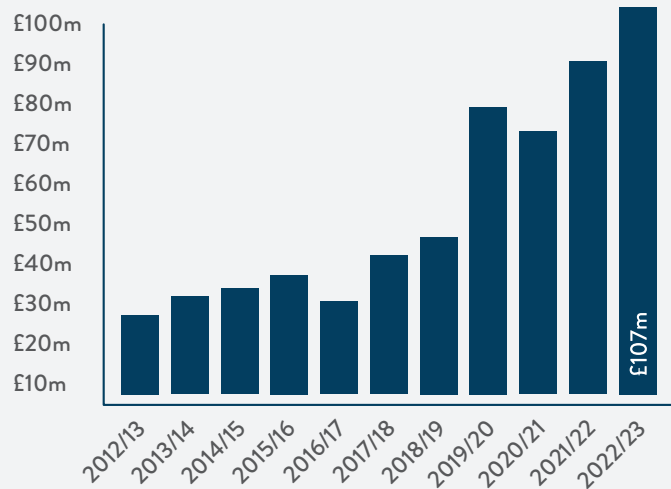
Team Structure*

Managing Director		1
Directors		2
Heads of Service	⬆️ +100%	2
Contract Managers	⬇️ -14%	12
Team Managers	⬆️ +11%	52
Skilled Operatives	⬆️ +98%	741
Office-based colleagues	⬇️ -74%	52
Schedulers	⬇️ -9%	29
Apprentices	⬆️ +24%	56

*Difference in figure year-on-year represents a recategorisation of some roles

Highlights 2022/23

Financial turnover



New Clients / Contract Wins



Repairs & Maintenance Framework



WIRRAL
Methodist
HOUSING
ASSOCIATION

Wirral Methodist Housing Association

Operational highlights



Winner RoSPA Award for Health & Safety



Joined the Women's Trade Network



3 colleagues join Top 100 Women in Construction

Torus wins Skills and Employability Award at Liverpool Chamber

New Chair joins the HMS Board



HMS construction projects

New Projects

Newton Hospital, Newton-le-willows	39 homes
The Vaults, Liverpool	64 homes
Lenaria Fields, Burscough	52 homes
Kingsway House, Warrington	54 homes
Alexander Court, St Helens	8 homes
Brookside Close, Liverpool	24 homes
Morgan House, Warrington	20 homes

On Site / Completed Projects

Higher Heyes, Frodsham	15 homes
Garston Old Road, Liverpool	27 homes
Lyndale Avenue, Eastham	28 homes
Mill Lane, Liverpool	34 homes
Knowsley and Astley, Huyton	131 homes
Allerton Fire Station, Liverpool	47 homes
Gillars Green, St Helens	26 homes
Railway Hotel, Newton-le-Willows	15 homes
Alexander Court	8 homes



Welcome from our New Chair

This year, I was honoured to join HMS and learn about the fantastic work the team delivers – day in, day out – to customers across the region. Not only does HMS support people practically through delivering excellent repairs, maintenance and construction services, but with a number of issues that impact on their health and wellbeing. This complete, wrap around service is something I am incredibly impressed by and I don't think it's an exaggeration to call colleagues on the ground heroes.

The number of examples of excellence I have witnessed since joining the HMS Board are too many to count, but what is clear is the strong social conscience that runs through the organisation and how 'above and beyond' is the norm.

This drive and passion for its communities and customers saw HMS gift £2.2 million to the Torus Foundation, this year. Representing thousands of hours of hard work, and my first duty as Chair, it was fantastic to see HMS' business model in action and to understand what an investment of this scale means to local people and communities.

Already responsible for funding and supporting a multitude of community initiatives, HMS' Gift Aid represents an ongoing commitment to helping its local area thrive and I am proud to support a company that is not only commercially sound, but socially aware.

HMS is a shining example of how diversification and growth can positively impact local communities and I am impressed by how much the organisation has achieved in a relatively short space of time. By expanding its areas of operation over the past two years to cover Wirral, Lancashire and Cheshire, it is creating a ripple effect that is helping negate the impacts of the cost-of-living crisis like creating more jobs for local people, bolstering access to trade and business apprenticeships and investing directly into the local supply chain and economy.

HMS' ever-expanding footprint is supported by its reputation for being an ethical organisation and one which helps its customers in a multitude of ways. Supporting its customers on-the-ground ensures a symbiotic growth with clients and has seen the organisation appointed to Torus' largest Repairs & Maintenance Framework to-date, in a deal worth £450 million, and take on three additional New Build sites – The Vaults, Linaria Fields and Brookside Close – this year alone.

This impressive commercial fortitude represents over a decade of commitment from the team – at all levels – and I am thrilled to be joining HMS at this exciting time, taking over from Paula, who helped the organisation get to this point. In my new role, I promise to continue her work and help HMS maintain its crown as one of the North West's fastest growing contractors.



A stylized, handwritten signature in black ink, appearing to read 'David Young'.

David Young
HMS Chair



“

The electrician was professional, hardworking and fast. They completed a job that was also scheduled in the future to save a second call out.

”

Growing for our Customers, Communities and Colleagues

The foundation stone of HMS is its customers and regardless of the business' scale or scope, that is what everything comes back to. Our success is built on one simple formula - seeing ourselves as a customer services organisation that provides repair, maintenance and construction services. Putting customers at the heart of every decision, service and workstream has seen us grow, expand and ultimately be able to support people and communities to live well and thrive.

This year, in a bid to neutralise, as much as possible, the negative impacts the cost-of-living crisis is having on our customers, we have renewed our commitment to generate even more profits for the vital services the Torus Foundation delivers. Increasing our Gift Aid by 175% this year alone, we are making a concerted financial effort to help Torus Foundation support people into training and employment, manage their health and wellbeing and provide safe places people can visit.

Directly proportionate to the commercial growth we have recorded this year is the increased resilience and capacity we have demonstrated as a business. This ability to collaborate with Clients and provide the services they need, where they are needed – all while gaining consistent levels of positive feedback from customers – has seen us win some large contracts this year, not least being appointed to the Torus Repairs and Maintenance Framework as a Tier 1 contractor.

The largest framework ever launched by the housing Group, HMS has been awarded a £450 million contract and will be providing the majority of repairs and maintenance services for the next three years. Building on our established partnership, we're thrilled to continue growing with Torus and to keep their 40,000 plus properties – and the people who call them home – safe.

This year we have also taken on three extra New Build developments above and beyond our agreed development pipeline and have started works on The Vaults in Liverpool, Linaria Fields in Burscough and Brookside in Prescot. It is fantastic to see this workstream grow and the team's efforts recognised in the wider marketplace. HMS is fast becoming a leader in the New Build and Construction sector regionally, and to be able to evidence, using multiple examples, our ability to step in and deliver, where others can't, is something we're all proud of.

Alongside some operational and commercial highlights, this year has also seen HMS credited by The Royal Society for the Prevention of Accidents (RoSPA) and receive the Gold Award for our Health and Safety performance as well as the team collect over 25,000 compliments from our customers on our newly-installed customer feedback platform, Delighted. Reconfirming our commitment to a job well done, our customers and keeping people safe, these milestones underpin our work and evidence that our attention to detail is clear in everything we do.

So, as I reflect on what has been a landmark year in a number of ways, I am reminded of our commitment to transform places and improve lives and I am pleased with the consistent inroads we are making as a team to live up to that mission statement.

For us, the golden thread of excellence that runs throughout the business gives us a stable base for growth and galvanising true, lasting social change. So, against a backdrop of ever-increasing challenges which are being experienced by our customers, communities and colleagues, I am proud to spearhead an organisation committed to making positive changes.



Paul Worthington
HMS Managing Director

Laying the Building Blocks for a Diverse Organisation

At HMS, we know that people are our biggest asset, and we aim to build an inclusive organisation and promote a culture where people can thrive, and do work that motivates and inspires them, reflecting the customers and the communities we work with.

We are committed to attracting, recruiting and developing people at all levels, bringing diverse experiences and working together to support a culture that is inclusive and reflective of our values and purpose.

The Torus Group's Inclusion Strategy 2021-2024 shapes our approach to support the right mindset to make change happen across three phases of delivery, namely meet our duties, embed day-to-day and lead best practice.

An action plan has been developed with stretching goals and commitments. We will work to:

1. Ensure succession planning is inclusive and equitable for HMS' Board.
2. Roll out new procedures to make sure we remove barriers to accessibility for our customers.
3. Improve our understanding of the demographic of HMS colleagues and our customer types, including a deeper insight into individual requirements.
4. Refresh recruitment processes to actively attract talent from underrepresented groups.
5. Implement a robust internal development process to promote inclusivity at all levels.
6. Create an inclusive culture where every employee has at least one inclusion goal.
7. Publish annual Gender Pay Gap and Inclusion reports.

We look forward to reporting on this work in next years annual report.

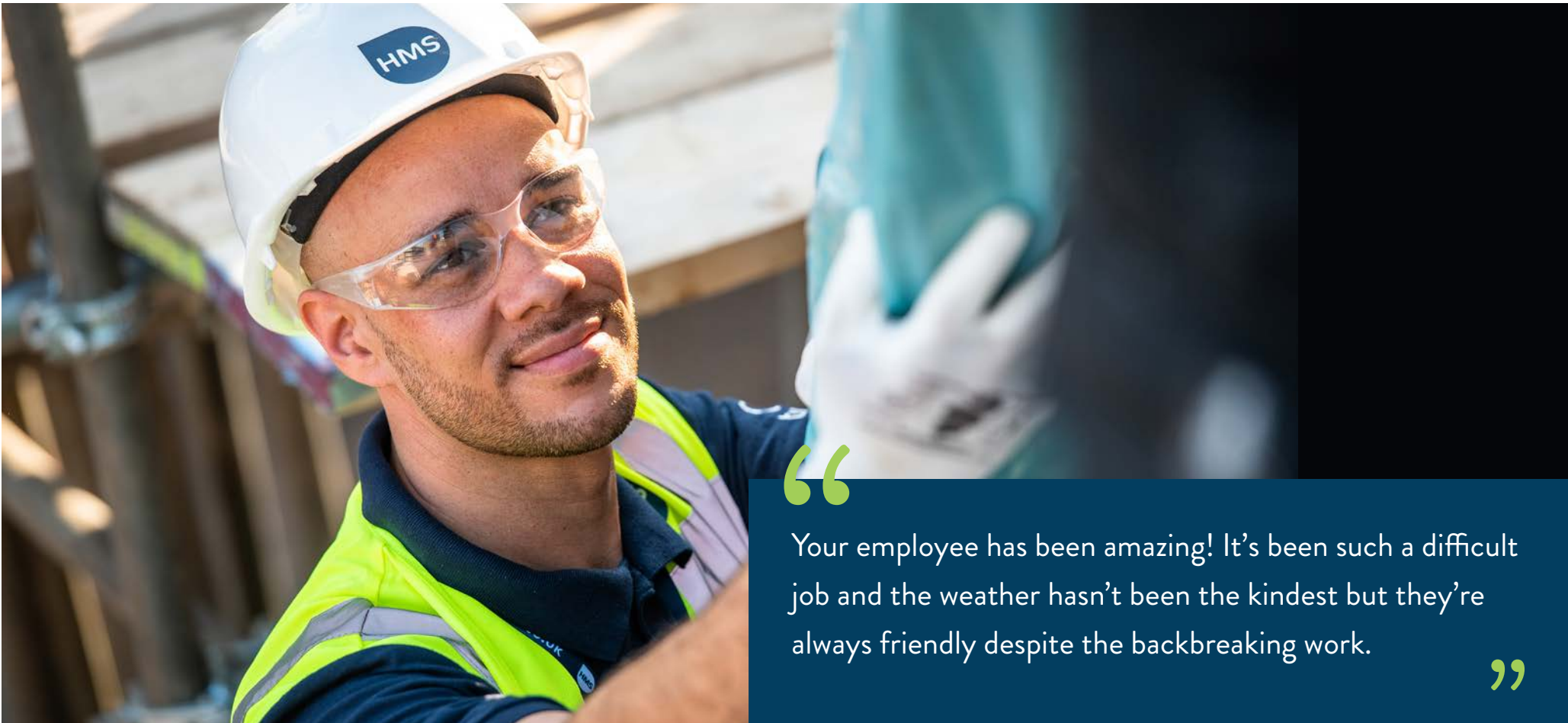
A new Inclusion Lead role was created in 2022 to support the delivery of the Group's Inclusion Strategy 2021 - 2024. The key focus of this role is to develop and support inclusive mindsets, skillsets and relationships including delivering equitable and transparent structures, processes and practises that work for colleagues and customers.

This is an active drive to execute behavioural and structural change and create a Torus Group culture that is authentically inclusive by rethinking the traditional dimensions of identity and inclusiveness.



A handwritten signature in black ink, appearing to read 'Catherine Murray-Howard'.

Catherine Murray-Howard
Torus Chief Operating Officer



“

Your employee has been amazing! It's been such a difficult job and the weather hasn't been the kindest but they're always friendly despite the backbreaking work.

”

Growing Customer Satisfaction with our R&M Services

Against a backdrop of rising costs, decreased access to labour, materials and resources, and the ongoing implications of Brexit and COVID-19, this year has been difficult for the entire industry.

Despite the impact the external market had on services, HMS has still managed to perform well and maintain a 100% compliance rate throughout the year. Maintaining this performance, the team also recorded a First Time Fix rate of 93% and a customer satisfaction rate of 90.2% - no small feat when managing in excess of 48,000 properties.

Along with the logistical ask that comes with providing a complete repairs and maintenance service, this year, we have increased our focus on the wider social support we can provide customers and clients by upskilling every one of our operatives in recognising and reporting the signs of a number of safeguarding concerns. Rolling out a complete Safeguarding and Customer Service Training package, we have been able to act as more of a front-line service and connect people to support services that help with wider issues impacting health and wellbeing.

Thanks to our renewed focus on customers welfare and safeguarding, there has been a 415% uplift in the number of ABC Respond concerns raised. Able to flag a number of concerns in an instant – from hoarding to domestic abuse and anti-social behaviour – ABC Respond has enabled us to continue being the ears and eyes in people's home and get them the support they need to live well and thrive.

Although the year has been challenging due to a number of factors outside of our control, there has been much to celebrate with HMS being awarded a £450 million contract to continue delivering repairs and maintenance services to Torus' 40,000 homes. Appointed as a Tier 1 contractor on Torus' largest framework to date, we will officially launched the renewed service in April and work to continue delivering high quality services to tenants and communities.

Continuing our focus on supporting customers and creating an adaptive, reliable and resilient workstream, we have been working to grow our internal resource and are actively employing more skilled operatives and investing more heavily in back-office teams to ensure our service is as streamlined and efficient as possible. This has also seen us review the materials we source and suppliers we work with.

Dedicating time to research alternative products, materials and suppliers, we have begun in earnest our journey to becoming a more sustainable operation. Currently, we are in the process of researching how to become less reliant on international suppliers, make uniforms and PPE 100% reusable and make our fleet completely electric.

These seemingly small steps we are taking to become greener operation is already paying dividends as we are continually investing in new materials, training and technology in order to futureproof our services and continue operating in a way that is good for customers and good for the planet.

Ultimately, at HMS, we work with and for customers to provide the services they want, need and deserve – a repairs and maintenance service that is effective, efficient but also cares. Our culture of implementing learnings and taking decisive action is one that has helped us grow and become a trusted contractor for many.





206,553
Responsive repairs



27,111
Emergency repairs



99.99%
of emergency repairs completed in target



99.80%
of responsive repairs completed in target



1,618
Adaptations - major and minor



567
average responsive repairs per day

£1.77 million
spent on adapting homes

90.58%
of customers satisfied with the repairs service

£21.6 million
invested in modernising and refurbishing homes

£11.3 million
spent on minor routine responsive repairs

£6.27 million
spent on major responsive repairs

£8.9 million
invested in planned maintenance



281
New windows fitted



666
new bathrooms



474
new kitchens



1,317
new boilers installed



594
new roofs fitted



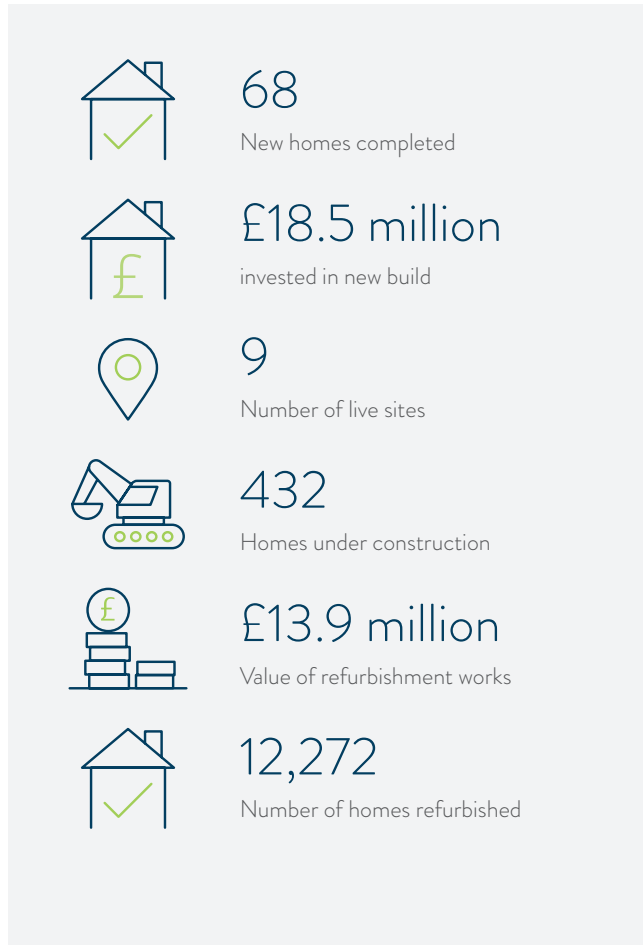
426
electrical rewires

Opening the Door to More New Homes

This year marked a major milestone for HMS' New Build workstream as the team completed over 65 homes and handed over 4 sites to Torus. The number of properties under construction saw a 46% uplift in activity with over 250 units due for handover in 2023/24 showcasing HMS' ability to react and adapt to the changing needs of its clients and the wider market.

Taking on three extra sites, on top of its planned programme of activities, HMS mobilised The Vaults in Liverpool, Linaria Fields in Burscough and Brookside in Knowsley equating to a further 140 New Build homes and a £16.5 million investment for the team.

With unprecedented changes and fluctuations in the market throwing into focus HMS' resilience and versatility, we have worked closely with partners to remobilise sites following the dismantling of original contractors. This has seen us step up as Torus' contractor of choice.



Delighting our Customers

Customers have always been central to how we operate and this year we have been working to actively improve and enhance their experience of HMS by incorporating their real-time feedback into how we deliver services.

Through the implementation of our new customer services system, Delighted, we have been able to track our performance and have gained over 25,000 compliments since implementation in August.

Showcasing the value we place on collaboration with our customers, we have created a process that allows people to share their experiences directly with us so we can improve, develop and respond quickly to our customers' needs. This has been integral to us sustaining our 90.2% customer satisfaction rate and Customer Service Excellence accreditation and a further 10 Compliance Plus Points for ensuring customers remain a priority, implementing and keeping up to date with Government guidelines and making sure our values underpin everything we do.

In a further bid to provide more resources and support to customers, we launch a number of ['how to' videos](#) in order to give people access to instant support to help with smaller issues such as resetting a boiler or fuse board. These can be accessed directly via a QR code on stickers that will be fixed to boilers and fuse boxes. For HMS, we felt it essential to give customers knowledge they can use, if needed, to quickly rectify common problems and restore power in their homes.

As we actively work to embrace new technologies and ways of doing things, we want to ensure anything we introduce is beneficial to the end customer, so invited Torus tenants to our Stonebridge office to introduce the process to them.

It was well received and gave us a platform to engage with the people we work for – the people of Liverpool, Warrington and St Helens.

“

What a credit to HMS your engineer is! Very polite, very professional and patient throughout the work

”

CUSTOMER
SERVICE
EXCELLENCE



CSE



Transforming Places Improving Lives

As a values driven organisation, working with and for our customers and communities is essential to how we operate, which sees us maximise profits for Torus Foundation and multiple other local causes. Over the year, this dedication to investing in communities has seen us gift over £2 million to multiple causes, enabling charities and small non-profits to continue delivering essential services and support to thousands of people.

Committed to truly changing and positively influencing the communities we work across; we have continued working in partnership with Torus Foundation to run even more Women in Construction sessions, which has seen a number of women introduced to the industry and a potential new career path.

Our investment in running programmes such as Women in Construction is a small drop in the ocean as our Gift Aid also enables Torus Foundation to support people into training and employment opportunities, access financial support, improve their health and wellbeing and create safe environments for children and young people to enjoy.

Also, this year, in light of the increased pressures smaller community clubs and teams were feeling in light of rising prices, we also ran a competition to find 6 new kids sports clubs to donate £500 to. This money has since gone onto fund new kits, equipment and competition and transport fees.

At HMS, we understand that enabling true community change requires an integrated approach that offers support at multiple levels and we actively pursue and develop partnerships that strive to encourage true equity across communities.

“We are grateful for the hard work of HMS colleagues which has resulted in another incredible gift from HMS. The ongoing support from HMS is invaluable and very much needed. With support such as this from HMS, the Foundation will continue to reach more people with a range of opportunities, enabling communities to thrive and become stronger in this challenging environment.”

Kate Shone, Managing Director, Torus Foundation



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



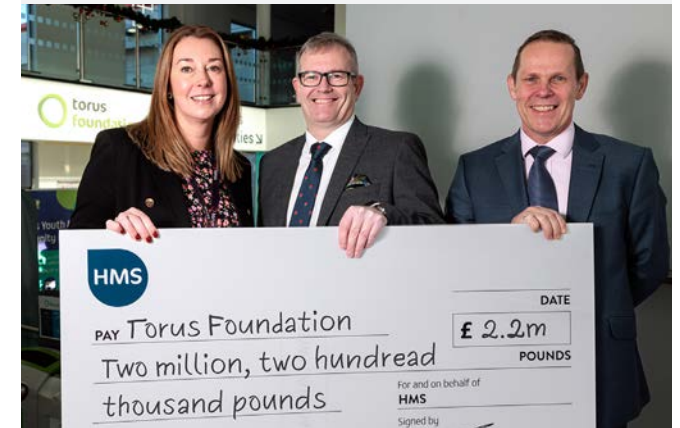
£2.2 million
invested in Torus Foundation



£500
gifted to 6 children's sports clubs



30
apprenticeships created





“

I saw the benefits an apprenticeship gave me – above and beyond what a degree could – and working at HMS, I have already learnt so much.

”



Gold Standard Health & Safety Services

As a 'safety first, always' organisation, the health, safety and wellbeing of our colleagues, customers and communities is central to everything we deliver at HMS and our dedication to incorporating and maintaining high standards has, this year, been recognised by the Royal Society for the Prevention of Accidents (RoSPA).

After receiving a RoSPA Gold Award for our health and safety practices and procedures, the team has had confirmation that our approach to continuous learning and improvement is appropriate and one that has a proven success rate in reducing accidents and incidents.

Health and safety has always been at the heart of all our workstreams and services and to receive an internationally recognised accolade is testament to how hard we have worked to create and sustain a health and safety culture rooted in best practice, experience and proactivity.

As part of the Torus Group – a two-time RoSPA Gold Award winning organisation – HMS is embedded in an organisation that prioritises health and safety, so to receive a RoSPA Gold Award on our own merits is something we're incredibly proud of and will continue to strive for going forward.



0.34*

Accident Frequency Rate
(-26% vs 2021/22)

0.56**

HMS Benchmarking standard



131

Number of accidents
(+16% vs. 2021/22)***



5

Number of RIDDORS
(-17% vs 2021/22)



122

H&S site audits
(+2% vs 2021/22)

* Accident Frequency Rate (AFR) = number of RIDDOR incidents x 100,000 / number of hours worked that month by all staff

** Benchmarked against industry standard

*** Although increased vs. 2021/22, employee levels have almost doubled, which reflects this slight uplift

Looking ahead: 2023/24 and beyond

Exponential growth leads to an increase in positive outcomes and as we head into the new Financial Year, we're looking to continue investing in our customers and communities to further extend the support we offer the people we come into contact with daily. Already, we have seen the positive impact we can have on our communities through investing financially, emotionally and socially into local causes and support networks so through strategically growing our New Build workstream and Repairs and Maintenance activity via the new Torus Repairs and Maintenance contract we hope to further expand our reach.

Throughout the next Financial Year, we will be leveraging our links with the Torus Group and Torus Foundation to continue creating more apprenticeships and sustainable employment opportunities that support people into long term careers as well as supporting initiatives that improve people's health, wellbeing and social connections. We believe that we are a catalyst for good and through close collaboration with multiple partners are working to address the inequalities that are evident across the places where we work.

April will also see the launch of the renewed Repairs and Maintenance contract for Torus and with it, our rebranded fleet of vans. Hitting the road, the new fleet represents our ongoing partnership with Torus and our ever-growing scope as we continue to provide a complete service to their portfolio of over 40,000 homes. Representing another three years of partnership, this latest contract showcases HMS' dedication to providing high-quality services that clients and their customers can completely depend on.

With 2030 getting ever closer, we are continuing our efforts to be a more environmentally sustainable business and we will build up our offer of 'green' products as a priority in 2023/24.

A fundamental aspect of this activity will be developing our knowledge and practical skills base regarding low-carbon products and installations, with a focus on retrofit. To enable this, we will be applying for PAS 2030 and MCS certification.

PAS 2030 is the industry specification for which all energy efficiency installers must be certified to, and compliant with, when carrying out energy efficiency measures under government-led and funded initiatives. By attaining certification, HMS will be able to show that we have the capabilities to install energy efficiency measures in-house.

Similarly, MCS is an industry-led quality assurance scheme which demonstrates the quality and reliability of approved products and installers. Being MCS certified will give HMS' current and prospective clients assurance that we install low carbon retrofit technologies to a clearly defined level of quality.

Next year, we will continue focusing on what our customers truly need and providing services that work for them and their unique situations. We have already started this work and consistently incorporate feedback from clients and customers into how we deliver services to ensure we remain partner of choice for a number of organisations. But our commitment to high performance will see us continue to evolve to ensure we remain one of the region's best customer services organisations, who just happen to provide a spectrum of repairs, maintenance and construction works.





“

They arrived early and both worked hard, doing an excellent job. They were pleasant and polite and cleaned up after themselves - I am very pleased with the outcome of their work and positivity!

”

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Part of the Torus Group