

# Transforming places. Improving lives.

Annual Report 2020/21



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# Welcome

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This year has tested the industry like never before with the Coronavirus pandemic dramatically changing how we work, how we collaborate with clients, suppliers and partners, and how we all view our homes and personal safety.

As an organisation, adapting to change is embedded in our DNA, so the unprecedented challenge presented by COVID-19 was just the latest challenge HMS responded to – and overcame.

It's clear we're leaving this financial year in a landscape that is relatively unknown and one which will continue to develop in ways we cannot yet predict. However, what is certain is that HMS will continue to operate as the agile, resilient and customer-focused organisation it has been for the past decade.

As part of diversified growth and regeneration group, Torus, HMS had the backing of a stable parent company that helped ensure operations could continue, uninterrupted, so we could support our communities.

But it's not just how we have operated over the past year that has characterised HMS throughout the pandemic; our commitment to keeping sites, services, staff and customers safe, supporting new talent and diversifying our workstreams are equally tangible measures of success.

Diversification and launching a succession of new, productive workstreams over the last 10 years has underpinned consistent growth over the last decade – and helped to make HMS one of the North West's fastest growing contractors\* and the largest commercial contracting organisation owned by a housing group in the UK.

The success of HMS is a culmination of the effort, hard work and commitment each member of the team has shown since 2011 and it is the people – in our offices, on sites and in our communities – that continue to make a difference, not just to our customers and partners, but to the people who call the properties we build, maintain and repair home.

\*Plimsoll, 2019

This something that I am truly proud to represent in my role as Chair. Our commitment to reinvesting in our communities and supporting others to succeed. Whether that's through creating job opportunities, apprenticeships or funding local organisations and the important work Torus Foundation does, our mission has never been more pertinent.

So, here's to another 10 years of transforming places and improving lives through delivering award-winning services and investing in our people and communities.



**Paula McGrath**  
Chair, HMS Board

# Surviving and Thriving with Communities during COVID-19

There is no doubt that COVID-19 has forever changed how we work – with ‘flexibility’ and ‘adaptability’ being the words of the past year – but despite the ‘how’ changing, the ‘why’ never did.

As an organisation that partners with communities and a spectrum of commercial clients for the long-term, our ‘why’ was the same as always - keeping people safe, happy and healthy in their homes – which meant that we had to ensure our already robust health and safety standards were up to the challenge of not only keeping people safe, physically, but comfortable when we were completing works in their homes.

As a customer-centric business, HMS strives to put people at the heart of everything we do, so we had to adapt, and adapt fast, to ensure during lockdown we could continue providing emergency and compliance works across our communities to our customers and on behalf of our clients. Working with a number of partners during this time also saw us provide essential, frontline services that covered the region and helped the industry keep going.

This saw us work like never before – with great success – embedding new principles into our day-to-day working life and utilising technology to connect with team members, customers and partners. This ensured everyone HMS came into contact with, whether in their homes, on site or in the office, was protected, supported – and most importantly – didn't contract or transmit COVID-19.

Outside of the logistical changes we made to help our communities through a time none of us thought we'd ever encounter, we worked closely with Torus Foundation to deliver food parcels, repaired vital community buildings and donated much needed funds and services to charities.

*“Thank you to all your painters for carrying out some brilliant work. The whole tower looks amazing! The team are a credit to your company - nothing was too much trouble. On behalf of the residents committee and all the tenants a massive thank you.”*

Email from tenants

Our ability to operate as more than just a commercial contractor, but as a pivotal part of a larger group, has been a lifeline to many. With the pandemic far from over, we will continue working intelligently, in a way that puts people's wellbeing at the forefront of operations and collaborate with Torus colleagues and partners to make sure no one in our communities is left behind in the wake of Coronavirus.



**Paul Worthington**  
HMS Managing Director

## HMS in Numbers: COVID-19



51  
homes completed



325  
homes currently being built



37,948  
essential gas safety checks



151,699  
emergency and essential repairs



3,760  
properties made available for people in need



90  
food hampers delivered



6  
foodbanks supported



# Health & Safety During COVID-19

HMS has always been a 'Safety First Always' organisation and no matter where Team HMS is working, health and safety is the primary concern.

This has seen HMS record consistently high levels of compliance and minimal levels of near misses and accidents over the past 10 years.

From the outset of the Coronavirus pandemic, all health and safety procedures were consistently reviewed to ensure they met guidance issued by the Government and Construction Leadership Council and most importantly, kept our team, customers, clients and subcontractors safe.

This approach ensured that when construction activities could recommence in May 2020, works could begin uninhibited and quickly seeing the team complete two new build sites – Pensby and Notre Dame – and mobilise on others quickly.

Alongside new build activities, our ability to quickly adapt to ever-changing guidance saw us continue repairs and maintenance activities largely uninterrupted and deliver:

## Key H&S Stats



Accident Frequency Rate\*:

0.56



HMS Benchmarking standard\*\*:

0.76



Number of accidents:

69 (-22% vs 2019/20)



Number of RIDDORS:

6 (-33% vs. 2019/20)



No. of training courses completed:

3,297



Number of H&S site audits:

79

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

\*\*Benchmarked against industry standard



# HMS in Numbers

## New Homes



51  
Number of new homes built



£12.5 million  
Invested in building new homes



7  
Number of live sites



329  
Number of homes in the pipeline



12  
Number of partners for new build and refurbishment works



# HMS in Numbers

## Repairs, Maintenance and Adaptations

 57,587  
Responsive repairs

 22,064  
Emergency repairs

 99.95%  
% completed on target  
(emergency & responsive)

 98.85%  
of non-emergency repairs  
completed in target

 629  
Adaptations -  
major and minor

 151,669  
Repairs performed

 372  
average responsive repairs per day

 £15.1 million  
invested in refurbishing homes


 £6.2 million  
routine responsive day to day repairs

 £26.9 million  
Value of planned works


 £23.6 million  
Value of responsive repairs


### During the year we installed

 2,828  
Metres of fencing

 492  
new bathrooms

 619  
new kitchens

 1,538  
new boilers

 4,376  
smoke and heat alarms



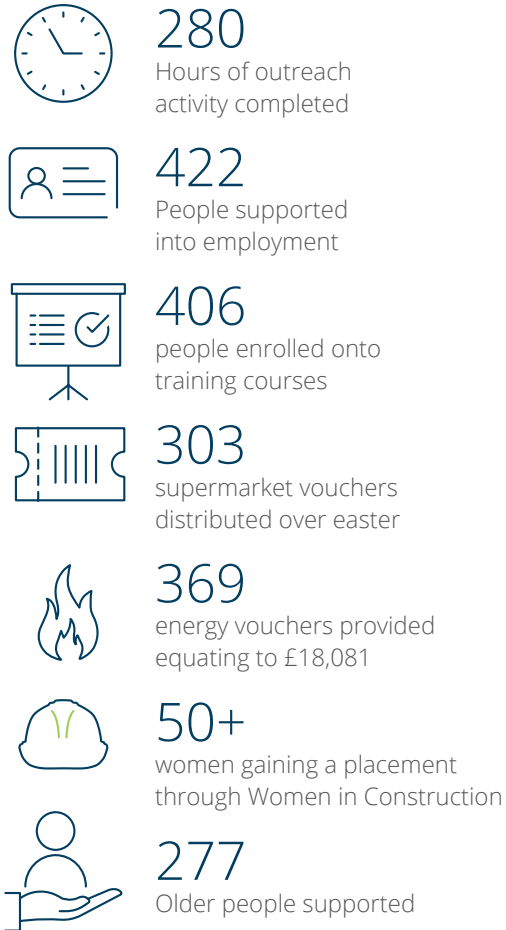
# HMS in Numbers

## Transforming Communities

As a social entrepreneur and part of the Torus Group, all commercial profits are reinvested into vital work the Torus Foundation delivers in communities across the North West.

Working to build stronger communities, Torus Foundation provides a range of health and wellbeing initiatives and supports people into training or employment and its work has been more invaluable than ever this year.

HMS is proud to fund projects that bring people together and change lives and since the beginning of the COVID-19 pandemic, our support has seen:





## HMS and Torus Foundation; Partnership in Action

Molly Fildes, Apprentice Electrician

Molly was first introduced to HMS through its partnership with Torus Foundation and its Women in Construction programme, which gave her a 3-week introduction to different career opportunities.

On completing the course, Molly was offered a six-month training contract and, most recently, an Electrician Apprenticeship with HMS.

Speaking about her journey so far, Molly said:

*“Before the Women in Construction sessions, I had never considered a career in construction. But the programme gave me the chance to try new things and explore my options – which I’m so glad I did! Before Women in Construction, I had no idea what was available, and it has put me on a career path that I didn’t expect, but love.”*

\*Information from A new age [Social Impact Report](#).





# Highlights 2020/21



New build development has continued to be a big focus for HMS and despite construction activity being paused for 3 months due to the first national lockdown, HMS still completed two new build developments this year; Notre Dame and Pensby.

Handing over 91 homes across the two sites to housing group, Torus, both completions marked a £10.3 million investment for HMS and actively supported people to find appropriate, affordable housing during the pandemic.

HMS construction pipeline also grew this year, and works started on our biggest site to date, Knowsley and Astley, and at the iconic Allerton Fire and Police Station.





Alongside new build activity, major refurbishment works have continued on Nazareth House in Birkenhead, which has seen the team extend the care home to create new rooms and amenities for residents and update and modernise the existing building.

Despite the challenges presented by COVID-19 this year has still provided much to celebrate and we also launched a new partnership with YMCA, seeing us provide repairs and maintenance services to their property portfolio, continued working with St Helens RFC and welcomed 12 trainees to the team.

So, as we head into the next financial year, we do so with cautious optimism that we will continue on our growth trajectory, so we can continue to deliver for our partners and ultimately, our communities.





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