



**TRANSFORMING PLACES**

**IMPROVING LIVES**

Annual Report 2023/24



Part of the Torus Group

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## Welcome from our Chair

Being fully embedded in HMS for a complete financial year now has demonstrated just how hard the team work to provide a professional and consistent service to not just HMS customers but the wider community in a bid to truly transform places and improve lives.

There has been a renewed focus on not only what we do, but how we do it and we have been working to refresh our policies and processes to become more effective, and ultimately more efficient. Set against a tumultuous operating background affecting businesses around the globe, HMS has unfortunately not escaped the impacts of rising costs and increased inflation rates so becoming as efficient possible as a business has never been more important.

The adage of 'looking after the pennies so the pounds look after themselves' has never been more apt as we head into a period which will see us continue to respond to increased demand as well as new regulations and responsibilities in the wake of the introduction of Awaab's Law.

Our Repairs and Maintenance Services has seen a huge increase in demand this year and although HMS already takes an exceptional approach to addressing problems in people's homes, there is always room for improvement and for the Leadership Team and the Board, that starts with looking at how we can work smarter to deliver better for every one of the 40,000 homes we serve.

It will not be easy, but it is a task we are all committed to and one which will see us reaffirm our commitment to excellence, at all levels.

Despite the difficulties felt across the sector as a whole, there have been a number of highlights for HMS over the year including completing and handing over 251 new homes in a single quarter, winning at The Northern Housing Awards and the North West Regional Construction Awards respectively, retaining our Customer Service Excellence accreditation as well as starting, in earnest, our journey to being a green organisation with our new PAS2030 and MCS accreditations.

Although the coming year will see us all work hard to redress the deficit felt across all workstreams in terms of availability of resources, profitability and incorporating more green technologies, as standard, it is a year that will build on the foundations set and will help HMS continue to flourish as a sector-leading contractor and construction company.



David Young  
HMS Chair



# HMS at a glance

## HMS SERVICES



PROPERTY MAINTENANCE



RESIDENTIAL CONSTRUCTION



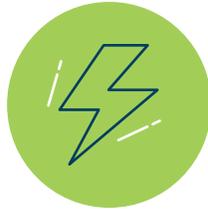
COMMERCIAL CONSTRUCTION



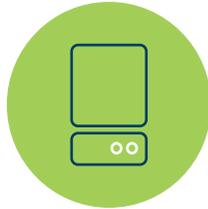
BUILDING REFURBISHMENT



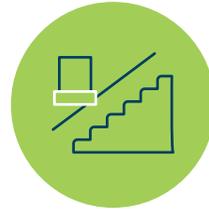
FACILITIES MANAGEMENT



M&E INSTALLATION AND MANAGEMENT



GAS INSTALLATION AND MANAGEMENT



PROPERTY ADAPTATIONS

## OPERATIONAL LOCATIONS



- LIVERPOOL
- ST HELENS
- WARRINGTON
- KNOWSLEY

- NORTH WALES
- NEWTON-LE-WILLOWS
- WEST LANCASHIRE

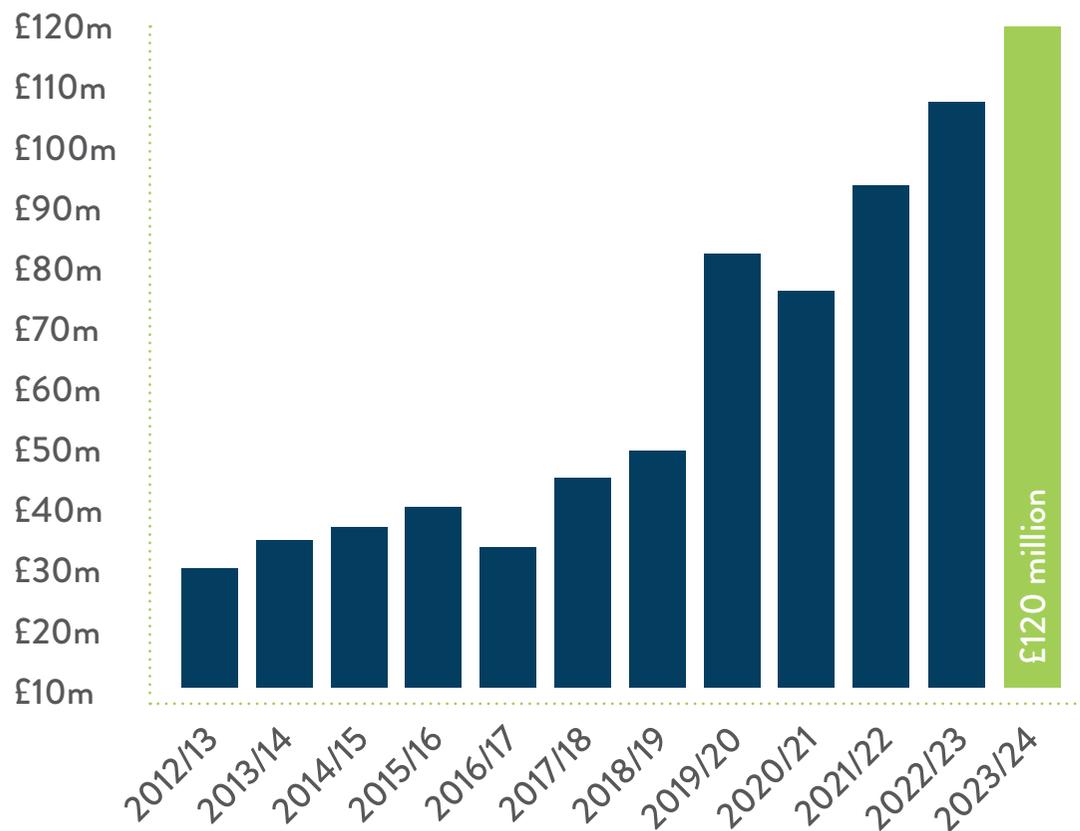
## TEAM STRUCTURE\*

1	MANAGING DIRECTOR	0% ↓
2	DIRECTORS	0% ↓
4	HEADS OF SERVICE	+100% ↑
11	CONTRACT MANAGERS	-9% ↓
65	TEAM MANAGERS	+25% ↑
707	SKILLED OPERATIVES	-5% ↑
52	OFFICE-BASED COLLEAGUES	0% ↓
28	SCHEDULERS	-3% ↓
76	APPRENTICES	+36% ↑

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

# Highlights 2023/24

## FINANCIAL TURNOVER



## OPERATIONAL HIGHLIGHTS



HMS SECURES WIN AT NWRC AWARDS



GOING GREEN WITH PAS2030 AND MCS ACCREDITATIONS



HMS WINS NORTH WEST LOCAL HERO AT TOP 100 WOMEN IN CONSTRUCTION AWARDS



HMS WINS TWICE AT NORTHERN HOUSING AWARDS



HMS WINS CUSTOMER SERVICE EXCELLENCE ACCREDITATION



NEW COMMERCIAL DIRECTOR JOINS TEAM HMS

# Construction Projects

## PROJECTS STARTED ON SITE



Somerset Street, St Helens	40 homes
Rutland Street, St Helens	77 homes

## ONGOING PROJECTS



Alexander Court, St Helens	8 homes
The Vaults, Liverpool	64 homes
Lineria Fields, Burscough	52 homes
Newton Hospital, Newton-le-Willows	39 homes
Morgan House, Warrington	20 homes
Ferrersfield, Knowsley	131 homes

## COMPLETED PROJECTS



Ecclesia Park, St Helens	36 homes
Station Mews, Liverpool	47 homes
Kingsway House, Warrington	53 homes
Brookside Close, Liverpool	24 homes
Railway Court, Earlestown	15 homes
Grange Park, Warrington	30 homes



## Recommitting to our communities, customers and colleagues

This financial year has been a difficult one for HMS, and like many other businesses, working to manage the impacts of rising costs, reduced availability of materials and skilled labour has impacted on our efficiency and profit margins.

However, despite the challenges presented by the wider national and global market, HMS has managed to remain viable and deliver for its clients, communities and customers, reinvesting £3.6 million into the Torus Foundation. This will go onto support people with their health and wellbeing, into training and employment opportunities and access financial support and benefits during this difficult time.

Ultimately, although HMS is a Construction and Maintenance contractor, our true purpose is to use our skills and services to generate income to benefit the communities we work in.

Undeniably, despite this year being a challenging one, it is one I am proud to have got through and still have reinvested a substantial amount into our communities and the important work Torus Foundation delivers. Recommitting to our communities and continuing to invest in vital services and support – which have unfortunately been hardest hit through the cost-of-living-crisis – is something I, and the Leadership Team, is incredibly proud of.

Despite the challenges we have experienced, there has been moments of celebration this year and alongside recommitting to the communities we serve, we have recommitted to providing excellent services and getting works ‘right first time’ in a bid to not only be more efficient, but more effective.

This has seen an increase in not only customer compliments, but in the number of awards and accreditations we have received over the year, confirming that our ‘back to basics’ approach is paying dividends.

As a business, we still have a long way to go to get back to pre-pandemic performance, however, our strong foundation has shown that we are capable of success, and we will continue building on what we have achieved this year. We will continue working tirelessly to build new homes and thriving communities, provide a repairs and maintenance service that is second-to-none and generate profit for purpose.

That is what drives us and is our underlying motivation; helping people to thrive.

We are looking forward to building momentum across the business to continue combatting the effects of the past year, both internally and externally and through transforming places, I know we will continue to improve lives.



Paul Worthington  
HMS Managing Director

# A Place Where Everyone Belongs

As part of the Torus Group, HMS is dedicated to cultivating an organisation that truly reflects and respects the diverse nature of the communities we serve, and this year saw us build on the work we started to create an inclusive, diverse, equitable and equal place to work.

This year has seen us build momentum and make inroads on our journey to meeting our inclusion goals and we have actively been working with colleagues, customers and our communities to understand how we can tackle and address practical barriers to being fully inclusive and create a place where everyone belongs – whether you work with HMS and the Torus Group, or are someone we exist to serve and support.

Over the year, we have celebrated a number of annual events including Eid and Black History Month, learning more about different cultures, religions and listening to a spectrum of voices to understand how we can become a better, stronger and more responsive organisation.

Pride, Neurodiversity Awareness Week, Disability Pride Month, International Women’s Day and International Men’s Day were also celebrated throughout the year with colleagues encouraged to learn more about other people’s lived experiences and share their own.

Although we have built on our inclusion commitments over the year, we recognise that there is still work to do and look forward to accelerating our progress. However, reflecting on what has been a brilliant year, and one which has seen us grow so much, I’m delighted to share the first ever Torus Group Inclusion Report, which you can see here.

We passionately believe in the power of inclusion and diversity, and I look forward to updating you further on our journey to creating a place where everyone belongs.



Catherine Murray-Howard  
Torus Chief Operating Officer



**JUNE 2023**  
PRIDE



**JULY 2023**  
Disability Pride Month



**OCTOBER 2023**  
Black History month  
  
Gail Farley wins Local Hero at National Federation of Builder’s Top 100 Women in Construction Awards



**NOVEMBER 2023**  
International Men’s Day



**FEBRUARY 2024**  
Celebrating Eid



**MARCH 2024**  
International Women’s Day  
Neurodiversity Week

## Following our Customer's Lead

Throughout the mobilisation and implementation of the new Repairs and Maintenance contract, we worked proactively with customers and the Torus Tenant Voice team to ensure the voices of people who benefit from our services were heard, actively contributed to and shaped this latest iteration of the repairs and maintenance contract and how HMS delivered it.

This saw us reach out to people who were dissatisfied with the services they had received from HMS – not just to rectify the problem at hand but to understand how we can improve and learn from customers' experiences. Creating this open, cyclical feedback loop has not only reduced complaints across all workstreams but improved customer confidence in HMS and saw them feel respected, valued and like they had made a difference.

For HMS, creating a culture of continuous improvement is central to ensuring that not only are we delivering high quality services but working in ways that support and enhance our customer's experience and our understanding of what is important to the people we serve.

This desire to consistently improve year-on-year has seen us maintain our Customer Service Accreditation – a hallmark of quality we have now maintained for over a decade – thanks to our commitment to understanding our customers and giving them the platform to inform the services they receive.

As a customer-first organisation and one that consistently works to improve, this year has seen us learn more about our customers than ever before and as well as giving us an insight into how we can ensure equity of access across our workstreams our approach is helping us identify customers that may benefit from wider social, emotional and financial support. 'Acting as clients' eyes and ears in people's homes means Team HMS do more than just their 'day jobs'. They act as frontline services and community connectors helping people access the support they need to live well and thrive'

Our mission to transform places and improve lives is not just a mantra, it is something that every HMS colleague lives by and to know that we have made a difference to hundreds of people, ensuring they receive the support, advice and guidance they need to address a number of challenges is the crux of why HMS exists.

Going forward, our commitment to our customers and communities remains steadfast and as we continue developing and refining our approach to customer service and excellence, we do so knowing that we are heading in the right direction, guided, as ever, by our customers.

**CUSTOMER  
SERVICE  
EXCELLENCE**



**CSE**



## Managing Change at Scale

This year saw HMS mobilise and launch its largest Repairs and Maintenance contract to date and continue supporting Torus to repair, maintain and manage its housing portfolio. Further extending this partnership, collaboration has been at the heart of this latest contract to ensure that problems are not just practically resolved but lessons are learnt and implemented so we continuously adapt, improve and deliver for our customers and communities.

But there is no denying that businesses like HMS have experienced a number of challenges in recent years that have impacted local, national and international supply chains, availability of skilled labour and customer demand and although, as an organisation, we have worked hard to maintain the excellent service we are known for while adapting to the ever-changing landscape of the sector, it has been difficult.



There has been exponential growth in the demand for our services so to ensure we manage the increased number of works we have had to look at our processes, procedures and team structure. Internally, this saw us focus on recruiting even more quality tradespeople to ensure that the unprecedented levels of repairs logged were being addressed appropriately and in a timely manner and that we were taking a proactive approach to addressing customers issues. Over the year, we have doubled the size of our Responsive Repairs team and now have 240 operatives delivering a raft of repairs and maintenance services – pretty impressive, even if we do say so ourselves!

Communication with customers has been vital this year to make sure everyone felt informed, listened to and respected as we worked to manage the workload and mobilise the new, improved contract. This has seen us maintain our customer satisfaction levels well – at 90% - and once again showcase our commitment to working with people to deliver in a way that works not only for the team, but for customers too.

We pride ourselves on being a customer-first organisation and one that actively works to improve people's experience of HMS, as well as their perception of our competency and reliability so to know we are making a positive difference to the people we are here to serve is testament that we are delivering as we should.



Although this year has been challenging, it has been rewarding and one that has highlighted HMS' commitment to excellence, performance and improvement. As a business we have overcome a number of mitigating and unprecedented circumstances, outside of our control, and what is apparent is that where there's a will, there's a way! This ability to adapt and react has helped us succeed over the year and will continue to support us as we begin incorporating new regulations into our processes and delivery in the wake of Awaab's Law being introduced.

Although the coming year will once again test our ability to respond to regulatory changes and once again step up as a contractor, we do so knowing we are capable of effectively managing change and bringing our clients, customers, colleagues and communities along with us on the journey.



152,300

Repairs completed



44,811

Emergency repairs



99.59%

Emergency repairs completed in target



99.35%

Non emergency repairs completed on time



99.06%

of all repairs resolved on target



91.42%

of repairs completed Right First Time



400

average number of responsive repairs per day



90%

of customers satisfied with the repairs service



£16.9 million

spent on minor routine responsive repairs



£8.6 million

spent on major responsive repairs



3,540

major and minor adaptations completed



£3.5 million

spent on aids and adaptations to homes



292

New windows fitted



345

new bathrooms installed



620

new kitchens fitted



740

new boilers installed



378

new roofs fitted



940

electrical rewires completed

## Building on Strong Foundations

Since 2018, HMS has been working to grow its Construction workstream and despite challenges presented by the wider market following the COVID-19 pandemic, the team has achieved its best year ever, with 251 homes handed over in a single quarter!

Completing some truly iconic sites this year, including Station Mews at the former Allerton Fire and Police Station – a building synonymous with The Beatles classic, Penny Lane – and the £6.4 million refurbishment of Kingsway House in Warrington, Team HMS have expedited its development programme with 242 homes handed over – a 256% increase on last year.

Also responsible for getting 4 other sites over the line, representing a further £12.6 million investment in building new homes across St Helens, Newton-le-Willows and Prescot, HMS has had a monumental year in terms of the number of new homes it has built.

Expanding its geographical footprint through working with Torus to complete projects that were at risk due to the original contractors falling into administration, HMS is now live on sites in Lancashire and the Wirral and has also grown its development programme to include larger New Build sites. With 472 homes under construction and evidencing incremental growth, year-on-year, HMS continues to highlight its resilience and robustness as a reliable contractor and development partner.



242  
New homes completed



£20.9 million  
invested in new build homes



8  
Number of live sites



472  
Homes under construction



£28.5 million  
Value of refurbishment works

## Looking ahead: 2024/25 and beyond

The coming year will see HMS focus internally to continue delivering high-quality services and support externally. This means the team will further review and test its processes and procedures to ensure we continue to remain viable, robust and efficient in the face of the ever-growing costs associated with running and managing an organisation as large as HMS.

In a time where the cost of materials, labour and resources are soaring, efficiency is king, and we are working hard behind the scenes to manage, overcome and address the issues caused by rising inflation rates and demand for services. This has seen us take a 'back to basics' approach this year and look at what can be controlled instead of what can't. This will continue to be our guiding principle for the coming year as we work to navigate a return to pre-pandemic rates and a more stable operating environment.

With the year seeing HMS achieve several of the goals set for 2023/24, such as becoming PAS 2030 and MCS accredited, the team will build on the foundations established this year and continue its journey to becoming a greener, leaner and more sustainable outfit. As a provider, HMS delivers a raft of services and therefore searching for efficiencies across the business will take many forms and see the team go onto deliver even more services in-house, acting as a 'cradle-to-grave' partner for its clients.

From providing award-winning new build, refurbishment and of course, repairs and maintenance services to now installing quality-assured, industry-leading green technologies, HMS is continuing to focus on the breadth of services it can offer and help lead the regional and national journey to carbon neutrality across the sector, ultimately embedding future standards into our portfolio now.

The social housing sector is under scrutiny in a way it has never been before and as part of the Torus Group, every team at HMS has committed to once again level up for its customers. As an organisation dedicated to quality and excellence, the challenge to meet and exceed the new legislative guidelines coming in as part of Awaab's Law and the 2025 Future Homes Standard are factors that will unequivocally change how we deliver services.

However, despite being challenging and meaning we will again have to adapt how we deliver to ensure we are not only compliant, but exceeding expectations, it is something the team are up to and will undoubtedly make huge progress in attaining in the coming year.

As always, any changes will be made with the experience of customers as a primary concern - ensuring we continue delivering a service that is fit-for-purpose and future proofed. As a customer-first organisation, this has been HMS' ethos

since its inception in 2011 and has seen the company not only flourish and grow but remain true to its roots. Clear in the compliments we receive from our customers day-in-day-out and the maintenance of our Customer Service Excellence accreditation for over a decade, we will head into this coming year safe in the knowledge that however we respond to new regulations, we will do it in a way that continues positively benefiting the people and places we serve.



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