



The Hyelm Group
Quality living in London

Annual Report

For the Year Ending 15th October 2012





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Key Facts

Corporate Status

The Hyelm Group comprises Hyelm and The Ames House Trust. Hyelm is a registered charity, a registered provider of housing and a company limited by guarantee. The Ames House Trust is a subsidiary of Hyelm and is a registered charity established under trust deed. Both are not-for-profit organisations.

Vision

Our vision is to be the housing charity of choice for the young people and priority groups that we set out to house.

Mission

Our mission is to understand and respond to the needs and to make a real difference to the lives of young people and those from priority groups who are:

- On low to moderate incomes.
- In need of affordable, rented housing.
- Looking to embark on or in the early years of their careers.
- In need of no to minimal levels of support but who could benefit from and contribute to living in positive, safe, stable, supportive environments and strong communities.

Priority groups are those groups of people to whom priority must be given for grant funded intermediate rent housing such as that provided at our Old Street scheme. They are defined by the government and by the local authorities in which we operate.

We try to make a real difference to the lives of those whom we house by providing positive, stable, safe, supportive environments and strong communities in which lasting friendships can develop in an otherwise vibrant but challenging, and sometimes impersonal, capital city.

Performance

Our overall performance is strong. We currently:

- Provide quality, affordable accommodation for 358 people.
- Provide high standards of services and facilities.
- Have a well-maintained housing stock.
- Place strong emphasis on resident involvement in the management of our affairs.
- Have high levels of resident satisfaction.
- Are committed to delivering value for money in everything that we do.
- Are in sound financial health with a history of strong financial management and planning.
- Have an impressive set of performance indicators.
- Are committed to placing diversity at the heart of our organisation.



History

Hyelm

Hyelm was founded in 1926 by the late Arthur J. West who, realising the great need, decided to provide a personal service accommodation club for young people coming to London to work or to study.

It started life in Tufnell Park, North London, where several properties were occupied and moved to a Victorian property in Hampstead in the early 1950s after increasing repair costs and war damage made it necessary to consolidate.

Funded mainly by grants from the Greater London Council, the Hampstead property was demolished during the 1970s to make way for Arthur West House, a purpose-built development, which now provides accommodation and facilities for up to 233 residents.

Construction began on a new Hyelm project in the Old Street area of London in 2006. The scheme opened during 2008 and now provides accommodation and facilities for up to 125 young people and those from priority groups.

Ames House

In 1996, Hyelm entered into merger negotiations with Ames House, which offered housing with support for 25 young women in Hampstead. Ames House was established in the late 1890s.

After negotiations with the Charity Commissioners, a group structure was formed whereby the two organisations retained their separate legal identities and Hyelm became the sole corporate trustee of Ames House.

The Ames House property was sold during 2004. A long-term lease of a portion of Arthur West House, currently comprising 68 bed spaces, was subsequently purchased from Hyelm with the sale proceeds.

Chair & Chief Executive's Review

Introduction

This has been a year of considerable progress for The Group.

It was a year that saw the successful delivery of the first stage of our ambitious new Strategic Plan for the three years to 2015.

It was a year that saw us become more outward reaching as an organisation and excellent progress being made in raising our profile within the housing and charity sectors.

It was also a year that saw good operational performance and much work being carried out in achieving our aim of bringing our Board and governance arrangements fully up-to-date.

Strategic Plan

An ambitious new Strategic Plan covering the three years to 2015 was adopted by the Board towards the end of 2011.

The Plan was drawn up following a fundamental review of the aims, objectives and ethos of the organisation.

The aim of the review was to ensure that The Group, and what it does, remains fully relevant to the modern day and, very importantly, that it continues to respond to modern needs in a way in which our founders would have intended had they been with us today.

Research carried out as part of the review demonstrated that there remains a real need for high standards of affordable, rented, contemporary accommodation, facilities and services for young people and priority groups in the capital today.

It also demonstrated that there remains a real need for safe, secure and supportive environments and for a sense of place and community to go with this housing.

The Plan has been widely distributed to our stakeholders and to other organisations within the housing and charity sectors. It can now also be viewed on our website.

Considerable progress was made in the delivery of the Plan during the year.

Links were established, in particular, with a variety of organisations that work with young people in need in the capital today. Referrals for our accommodation began to be accepted from them as a result.

This has enabled a number of young people moving on from supported housing environments to begin to benefit from the affordable accommodation and stable communities that we provide and to make further progress on their pathways towards full independent living.

Fresh approaches, strategies and action plans were adopted during the year in relation to advertising and marketing, value for money, resident involvement and scrutiny, local community engagement, environmental sustainability, events and activities, the provision of an apprenticeship scheme, information technology and communications both within the organisation and with our various stakeholder groups.

In addition, Board members and staff helped to further raise the profile of The Group by attending a variety of sector conferences, events, group meetings and open days.



Susan Parsonage
Chair

The focus of the Plan for the year ahead will be on the development of a strategy for the future of our Hampstead scheme and on the longer term direction of the organisation as a whole.

The aim is to place ourselves as the housing charity that offers the accommodation and communities that those who we set out to house want to live in rather than have to live in, due to there being a lack of affordable housing options elsewhere, and to do so at great prices and in great locations.

All in all, we are fully confident that The Group is well placed to meet the remaining challenges of the Plan and of the particularly challenging economic, funding and regulatory environments in which we now live.

Governance

It is vital for the continued health and progress of the organisation and from the point of view of our regulators that our Board and governance arrangements reflect best practice guidelines and are of the highest standards at all times.

With this in mind, the Board has adopted and now complies with all aspects of the National Housing Federation's most recent codes on best governance practice and conduct. Hyelm is a member of the Federation.

A detailed review of The Group's performance against the new regulatory standards of the Homes and Communities Agency was also carried out during the year. Full compliance with these standards has now been achieved.

In addition, a comprehensive Board and Board member appraisal process was put in



Keith Douglas
Chief Executive

place during the year. This led to the adoption of a governance development plan, which is now being implemented.

We would like to express our continual appreciation to all members of our Board who have contributed their time and effort during the year in performing their duties.

Operation

A set of impressive performance indicators in relation to the year demonstrated our continued strength in management and service delivery. These are highlighted on pages 17 to 19 and show that our performance compared extremely favourably with that of the sector as a whole.

The quality and standard of our housing stock, facilities and services remained high. Great emphasis continued to be placed on maintaining stable, safe and homely environments.

Our thanks go to all of our staff, whose commitment and dedication were the keystones to another successful year.

Summary

The Hyelm Group has a very positive story to tell in relation to its performance, plans and the quality of the accommodation and services that it provides.

We are confident that, in the years to come, it will continue to make a real difference to the lives of those whom it sets out to house by strengthening its position as a modern, dynamic, well run, financially sound and forward looking organisation that closely involves, understands and responds to the needs of its client groups.

Hyelm/Ames House Hampstead



Hyelm/Ames House Hampstead

Accommodation

Arthur West House is located in the heart of Hampstead Village, North London, and provides accommodation, services and facilities for up to 233 young people in fully furnished single and twin-bedded study rooms.

A selection of single rooms have en-suite shower facilities. Bathrooms and shower rooms are otherwise communal and are located on each floor.

165 of the bed spaces are owned and managed by Hyelm. These are reserved for young people on low to moderate incomes.

The remaining 68 are owned by Hyelm's subsidiary organisation, Ames House, and are located in a separate wing of the property. These are reserved for young women on low to moderate incomes and are managed by Hyelm in accordance with a management agreement.

All residents at Arthur West House have access to and enjoy the same level and standards of accommodation, services and facilities and are subject to the same rent and service charge scales, regardless of the wing in which their room is located.

Services

The following services are provided on an inclusive charge basis:

- A hotel-style reception desk, which is manned at all times of the day and night.
- Senior members of staff, who live on-site and who are always available to offer help and assistance.
- Meals of a high standard. These include breakfast and evening meals throughout the week with additional meals at weekends.
- The cleaning of bedrooms and communal areas by our domestic staff.
- A comprehensive housing management and maintenance service.

Facilities

Our social, sports and leisure facilities include:

- Licensed bar.
- Squash court.
- Sauna.
- Gym.
- Conference room.
- Study room with free internet access.
- Self-service launderette.
- Open plan communal lounges.



Supportive Environment

We promote a strong supportive environment at Arthur West House. For example:

- Help and information is given on a broad range of issues. All of our senior staff are trained in areas such as counselling, first aid, Health & Safety, drug awareness and health and welfare matters in general.
- Help is offered in identifying training or employment opportunities, using links that we have established in the local community.
- Work experience is given where there is scope to provide this.
- Direct financial assistance is offered in cases of extreme hardship.
- Help is given in moving residents on to more permanent accommodation, where this is required.



Hyelm Old Street



Hyelm Old Street

Accommodation

Close to Old Street Underground station on the Northern Line and with excellent transport links to the City and West End, Hyelm – Old Street offers a varied portfolio of housing types for rent, including one bedroom flats and two, three, four and six bedroom cluster apartments.

A cluster apartment is one in which a small number of bedrooms share a kitchen and dining room area.

Each bedroom is furnished to a high standard and has its own bathroom. It includes a double bed and is wired for connection to the internet, Sky and a BT landline, should residents wish to subscribe to such services.

Each communal kitchen and dining room is furnished and includes a fridge with freezer compartment, oven, hob, storage space and lounge furniture.

74 places within the project are reserved for priority groups. Priority groups are those groups of people to whom priority must be given for grant funded intermediate rent housing. They are defined by the government and by the local authorities in which we operate.

The remaining 51 places are for young people in work or study and include those moving on from our Hampstead scheme.



Services

The following services are provided on an inclusive charge basis:

- A hotel-style reception desk and lounge.
- Members of staff, who are available on premises and/or on call each day and night to offer help and assistance.
- The cleaning of certain communal areas by our domestic staff.
- A comprehensive housing management and maintenance service.

Facilities

State-of-the-art facilities include:

- Internet café.
- Gym.
- Sauna.
- Self-service launderette.
- Landscaped courtyard garden.
- Skyline roof terraces.
- Office and conference space.



Resident Involvement

Introduction

We recognise that involving residents in the management of our affairs represents good practice and is central to our aim of achieving best value and continuous improvement in the services that we provide.

Consultation, Involvement and Scrutiny

Our residents are formally consulted and involved in the following ways:

- Satisfaction surveys covering all aspects of our service delivery are carried out on a regular basis.
- Residents' meetings are held to scrutinise and obtain feedback on our performance, plans and policy statements.
- Two places are reserved on our Board for resident representatives.

More informal consultation and involvement takes place through regular face-to-face interviews with residents, monthly management bulletins, the operation of suggestion box schemes and annual performance reviews and reports.

Social Events and Activities

Programmes of social events and activities are organised to help promote a sense of community within our schemes and to reach out to the broader communities in which our properties are located.

The types of event that are organised include open days, quiz evenings, live music performances and sports and photography competitions.

These are attended by residents, Board members, staff and representatives of local community groups and the organisation with which we have formed links that work with young people in the capital today.



Accounts Hyelm

Income & Expenditure Account for years ending 15th October:

	2012	2011
	£'000	£'000
Income		
Rent & other housing activities	2,148	2,049
Interest and other income	7	5
Total Income	2,155	2,054
Expenditure		
Management costs	618	620
Service costs	775	735
Other costs	121	96
Interest payable	369	369
Depreciation - properties	203	203
Depreciation - other fixed assets	91	122
Total Expenditure	2,177	2,145
(Deficit)/Surplus for Year	(22)	(91)

Balance Sheet as at 15th October:

	2012	2011
	£'000	£'000
Fixed Assets		
Housing properties less grants	11,362	11,565
Other fixed assets	463	493
Total Fixed Assets	11,825	12,058
Current Assets		
Stocks	6	7
Debtors	158	94
Cash at bank and in hand	1,934	1,684
Less creditors	(647)	(548)
Total Net Current Assets	1,451	1,237
Assets less Creditors	13,276	13,295
Funds		
Long term loans	6,704	6,702
Designated reserves	91	91
Retained surplus	6,481	6,502
Total Funds	13,276	13,295

Accounts Ames House

Income & Expenditure Account for years ending 15th October:

	2012	2011
	£'000	£'000
Income		
Income from lettings	385	361
Interest and other income	6	9
Total Income	391	370
Expenditure		
Management costs	2	2
Service costs	350	318
Depreciation	14	14
Total Expenditure	366	334
Surplus for Year	25	36
Unrealised gains/(losses) on investment assets	2	(2)
Retained Surplus	27	34

Balance Sheet as at 15th October:

	2012	2011
	£'000	£'000
Fixed Assets		
Property, furnishings & fittings	2,548	2,562
Investments	0	51
Total Fixed Assets	2,548	2,613
Current Assets		
Debtors	240	215
Cash at bank and in hand	230	147
Less creditors	(57)	(41)
Total Net Current Assets	413	321
Assets less Creditors	2,961	2,934
Reserves		
Endowment fund	2,545	2,545
Retained surplus (general fund)	416	389
Total Reserves	2,961	2,934

The figures on these pages provide a summary of the financial performance of Hyelm and Ames House. Full copies of the audited financial statements can be made available on request.

The deficits shown in the Hyelm income and expenditure accounts reflect the financial models that we have adopted in relation to our housing schemes and arise primarily as a result of depreciation charges, which are non cash items, on the property element of our Hyelm - Old Street scheme.

The results for each organisation are as planned and are in accordance with the financial projections included within our business plan.

Our business plan helps to demonstrate the continued viability and financial health of each organisation and of The Group as a whole. Copies of this document can also be made available on request.



Performance

Bedspaces in Management at 15th October:

	2012	2011
Hyelm - Hampstead	165	165
Ames House - Hampstead	68	68
Hyelm - Old Street	125	125
Total	358	358
BM320 benchmark average	448	354

Lettings during the year:

	2011 - 12	2010 - 11
Hyelm - Hampstead	421	441
Ames House - Hampstead	159	179
Hyelm - Old Street	35	49
Total	615	669
BM320 benchmark average	108	80

Lettings to Black and Minority Ethnic Groups at 15th October:

	2012	2011
Hyelm - Hampstead	55%	48%
Ames House - Hampstead	70%	70%
Hyelm - Old Street	52%	52%
Total	57%	54%
BM320 benchmark average	49%	35%

Analysis of Lettings by Gender at 15th October 2012:

	Hyelm Hampstead	Ames House Hampstead	Hyelm Old Street
Female	47%	100%	47%
Male	53%	0%	53%
Total	100%	100%	100%

Analysis of Lettings by Vocation at 15th October 2012:

	Hyelm Hampstead	Ames House Hampstead	Hyelm Old Street
Students	74%	75%	14%
Priority Groups	0%	0%	59%
In other full-time employment	26%	25%	27%
Total	100%	100%	100%

Occupancy Rates during the year:

	2011-2012	2010-2011
Hyelm - Hampstead	98.4%	98.6%
Ames House - Hampstead	98.7%	99.2%
Hyelm - Old Street	99.9%	100.0%
Total	99.0%	99.3%
BM320 benchmark average	98.2%	98.2%

Rates are expressed as a percentage of capacity.

Rent Arrears at 15th October:

	2012	2011
Hyelm - Hampstead	0.08%	0.09%
Ames House - Hampstead	0.03%	0.18%
Hyelm - Old Street	0.54%	0.78%
Total	0.24%	0.35%
BM320 benchmark average	4.19%	4.47%

Levels are expressed as a percentage of rent collectable.

Average Length of Stay

	2011-2012	2010-2011
Hyelm - Hampstead	6.38 months	5.58 months
Ames House - Hampstead	7.05 months	5.75 months
Hyelm - Old Street	22.13 months	18.83 months
Total	11.9 months	10.1 months

Residents Formally Consulted

	2011-2012	2010-2011
Hyelm - Hampstead	424	295
Ames House - Hampstead	174	116
Hyelm - Old Street	115	86
Total	713	497

Methods of consultation included satisfaction surveys and residents' committee meetings.

Formal Complaints

	2011-2012	2010-2011
Hyelm - Hampstead	0	0
Ames House - Hampstead	0	0
Hyelm - Old Street	0	0
Total	0	0

Levels of Resident Satisfaction

	2011-2012	2010-2011
Hyelm - Hampstead	97%	97%
Ames House - Hampstead	97%	97%
Hyelm - Old Street	98%	94%
Total	97%	96%
BM320 benchmark average	88%	80%

Levels were deemed from satisfaction surveys that were carried out during each year.

Maintenance Performance during the year to 15th October 2012:

	Hyelm Hampstead	Ames House Hampstead	Hyelm Old Street	BM320 Benchmark Average
Emergency Repairs				
Number of requests for repairs reported	0	0	3	Not Available
Target response time	24 hours	24 hours	24 hours	22.4 hours
Repairs completed within target	n/a	n/a	100%	98.26%
Number of repairs outstanding	0	n/a	0	Not Available

Priority Repairs

Number of requests for repairs reported	18	8	16	Not Available
Target response time	5 working days	5 working days	5 working days	4.5 working days
Repairs completed within target	100%	100%	100%	96.18%
Number of repairs outstanding	0	0	0	Not Available

Routine Repairs

Number of requests for repairs reported	30	10	68	Not Available
Target response time	20 working days	20 working days	20 working days	20.6 working days
Repairs completed within target	100%	100%	100%	95.56%
Number of repairs outstanding	0	0	0	Not Available



Performance

Rent and Service Charges

Rent and service charges at our Hyelm /Ames House - Hampstead scheme were reviewed during the year in accordance with our Charges to Residents policy statement. An average increase of 5.8% was deemed necessary to take effect from January 2012.

The review took into account the ability of residents to pay as deemed from their average weekly income, rates of inflation, our own financial position and rents charged by competing organisations.

The weekly rent and service charge for longer-term residents subsequently ranged from £90.00 to £124.00 in a twin-bedded room and from £143.00 to £146.00 in a single room. The charges included:

- Accommodation.
- Breakfast and evening meals throughout the week with additional meals at weekends.
- Electricity and gas.
- Water.
- Council tax.
- The regular cleaning of residents' rooms and communal areas.
- Support.
- Free internet access.
- A comprehensive housing management service.

They also included VAT and were subject to a supplement for short stays and for the first four weeks of longer-term residences.

The weekly rent and service charge per bedroom at our Old Street scheme ranged from £118.82 to £133.72, which is below private sector market rates and at levels comparable to those charged by our competitors. It included:

- Accommodation.
- Electricity and gas.
- Water.
- The regular cleaning of certain communal areas.
- A comprehensive housing management service.

Rents and service charges were increased, on average, by 6.7% in January 2012. VAT does not apply to this scheme.

BM320 Benchmark Information

BM320 is a group of 15 small housing associations that share information for performance benchmarking purposes. Hyelm is a member. BM320 comparison figures have been included in this performance section where they are relevant and available.

Governance

Board members act in a voluntary capacity.

At 15th October 2012, the Board comprised:

Rebecca Begej	Robin Park
Lee Buss	Alex Sutton
Keith Douglas	Howard Webb <i>Treasurer</i>
Tunji Faleye	Bryony Willett
Arvinda Gohil <i>Chair</i>	Wayne Willis

The Board does not currently operate Sub-committees.

Management

At 15th October 2012, The Group employed 43 people. Hyelm employed 17 staff directly. A further 26 were employed indirectly in respect of catering, domestic and bar services that were out-sourced. Directly employed staff comprised:

Executive Management Team

Keith Douglas	Group Chief Executive
Martin Grundy	Finance Director /Consultant
Simon Wright	Group Director of Operations

Hyelm / Ames House - Hampstead

Gita Browning	Receptionist
David Buchanan	House Manager
Radek Chomiuk	Duty Manager
Robert Gillett	Night Manager
Jay Harvey	Night Manager
Gillian Oman	Office Manager

Central Operation

Frederick Bawua-Anipah	Finance Officer
Emma Johnson	Assistant to the Executive Management Team
Emilia Konopnicka	Services Manager
Marco Litto	Resident Involvement Manager
Sayed Rahmatullah	Audit Officer

Hyelm - Old Street

Mark Cleere	Scheme Manager
Phillip Lloyd	Duty Manager
Oliver Weston	Duty Manager



The Hyelm Group
Quality living in London

Contact Us



Hyelm/Ames House - Hampstead
Arthur West House, 79 Fitzjohns Avenue
Hampstead, London NW3 6PA

Nearest Underground Station
Hampstead (Northern Line - Zone 2)

For further information on this scheme, the resident eligibility criteria that apply, how to apply for accommodation and rent and service charge levels, please:

- Visit our website www.hyelm.com; or
- Email your enquiry to hampstead@hyelm.com; or
- Telephone **020 7435 8793**



Hyelm - Old Street
43 New North Road
London N1 6JB

Nearest Underground Station
Old Street (Northern Line - Zone 1)

For further information on this scheme, the resident eligibility criteria that apply, who qualifies for priority group housing, how to apply for accommodation and rent and service charge levels, please:

- Visit our website www.hyelm.com; or
- Email your enquiry to oldstreet@hyelm.com; or
- Telephone **020 7336 9000**

Other Information

In accordance with our Provision of Information policy statement and our commitment to openness and accountability, anyone is entitled, within reason, to receive information on our performance, plans and policies on request. This includes all Board papers and Minutes that are not confidential in nature.

If you would like to have any such information, please do not hesitate to contact us using any of the contact methods outlined above.