



# The Hyelm Group

Quality living in London

## Strategic Plan 2019-2022

Making a real difference

### Our organisation

The Hyelm Group comprises Hyelm and The Ames House Trust. Both are housing charities.

They were founded in 1926 and 1890, respectively, and now work together in providing high standards of affordable, rented accommodation and services in the capital for up to 125 young people who are in employment or training but who cannot afford to rent or buy in the private sector.

We are the only organisation in London that sets out to understand the needs and to offer the type of accommodation and services that we do specifically to young people in entry level employment roles who have no support needs and who are unable to stay in the family network.

We add value and make a real difference to the lives of those whom we house by providing them with:

- The accommodation that they need and can afford at a time when they are starting out in their careers.
- Positive, stable, safe environments and strong communities in which lasting friendships can develop in an otherwise vibrant but challenging, and sometimes impersonal, capital city.
- Opportunities for further career training, personal development and growth.

In response to a considerable and ever-increasing demand, we have now embarked on an exciting new strategy to provide further housing and services for an additional 154 young people in the vibrant and emerging regeneration area of Colindale, North London. A site has been secured. The new scheme is scheduled to open in 2021.

### Our challenges

Over the last three years, The Hyelm Group has strengthened significantly its position as a modern, well run, financially sound and forward looking organisation that closely involves, understands and responds to the needs of those whom it sets out to house.

In developing this strategic plan, it has been recognised that these continue to be challenging times in which to make plans for the future.

For young people:

- Although the London economy is now in growth and levels of employment are high, incomes have, in general, reduced in real terms in recent years. Many jobs are of a temporary and/or part-time nature.
- There is a chronic shortage of affordable housing in the capital. Very few young people have access to social housing products. The only options that they have are to rent or buy in the private sector or to stay in the family home.
- Private rented accommodation is unaffordable for many young people in the capital. People of all ages are now also renting for longer than ever before as they struggle to save for a deposit and to find an affordable home of their own. Not every young person has the option to live with his or her family for a variety of reasons, including overcrowding, family breakdown or a need to move away from the family home to take up a work or training opportunity.
- Government research has shown that young people in the early stages of their careers who have no support requirements have a strong need for affordable accommodation that is close to the workplace, which offers a sense of place and community, an ethos of work and aspiration, positive role models, social areas, IT provision, opportunities for involvement and help with move-on.

For us:

- Our high value housing scheme in Hampstead was sold during 2015 as it no longer met the needs and expectations of those whom our organisation was set up to house. Our central aim now is to use the sale proceeds to part-fund the development of more contemporary accommodation for young people elsewhere in London. With this in mind, a site was purchased in the vibrant and emerging regeneration area of Colindale, North London, in 2018. We recognise the challenges associated with securing enhanced planning permission for the scheme that we now intend to build. We recognise the challenges associated with going on to deliver the scheme on time, on budget and in accordance of the high quality specification that we have set.
- Although the receipt from the sale of our Hampstead scheme has placed us in a strong financial position, the limited availability and ties that attach to grant funding and our capacity to raise additional private sector finance may affect the extent to which we can develop further accommodation during and beyond the delivery of the Colindale scheme.
- Delivering Value for Money is a key expectation of our regulators and stakeholders. Achieving and demonstrating Value for Money in everything that we do must now be a key focus.

We are confident that we are well placed as an organisation to meet the challenges of the environment in which we operate.

Our Strategic Plan for 2019-2021 builds on the significant achievements that we have already delivered, but also recognises that further work now needs to be done to further evolve and improve the way in which we do things to meet changing needs and the ever-increasing demand for the type of accommodation and services that we provide.

As an organisation, we are fully committed to making a real difference to the lives of those whom we house through the delivery of this plan over the next three years and beyond.

### Our vision

To meet the housing and community needs of all young people in the early stages of their careers.

### Our mission

To make a positive difference to the lives of as many young people as possible in the early stages of their careers through the provision of great places in which to stay and great environments in which to live.

### Our values

#### Quality:

*Delivering excellence, best value, continuous improvement and sustainability.*

#### Passion:

*Pursuing our cause with drive, enthusiasm and innovation.*

#### Integrity:

*Being honest, open and fair.*

#### Diversity:

*Including, involving and respecting all.*

### *Making a real difference through the delivery of key strategic objectives:*

#### **Our development programme and growth**

*Part-funded by the sale proceeds of our Hampstead property, we will further develop and expand our accommodation, services and facilities to help meet increasing demand and changing needs.*

*More specifically, we will:*

- *Develop and begin to provide high standards of affordable, rented accommodation, facilities and services for a further 154 young people on a site that we acquired during 2018 in the vibrant and emerging regeneration area of Colindale, North London.*
- *Research, adopt and begin to implement bold strategies for future growth and for the development of additional accommodation during and beyond the delivery of our Colindale scheme.*

#### **Our existing operation**

*Throughout the delivery of our development programme, we will continue to manage our existing operation in an efficient and effective manner.*

*More specifically, we will:*

- *Continue to provide high standards of contemporary, affordable, rented accommodation, facilities and services at our Old Street scheme that reflect the needs and expectations of those whom we set out to house.*
- *Continue to be a financially sound organisation with efficient systems, providing effective controls that reflect our requirements. Maximising value will continue to underpin our work.*
- *Use new technologies, IT and modern methods of communication to the optimum and most cost effective extent in our operation and in the delivery of our offer in a way that best meets the needs of young people.*
- *Secure suitable funding to support our strategic objectives.*
- *Offer a great place in which to work, attracting and retaining the most talented staff and Board members.*

#### **Our communities and people**

*We will promote positive, stable, safe environments in our housing schemes, ensuring that the sense of place and family and the supportive communities that we promote, which are so fundamental to what we do, are kept as we move from old to new.*

*More specifically, we will:*

- *Involve our residents closely in drawing up our plans for the future and in managing our affairs.*
- *Work with local community groups, training providers and employers to provide opportunities to enable young people to grow through further personal training and development.*
- *Develop strong and productive partnerships with a range of key strategic partners to ensure that we help those who are in greatest need.*
- *Deliver a programme of social and learning events and community development activities, making best use of our communal facilities as well as those within the local areas in which we operate, engaging our residents with the wider community.*
- *Work with each young person during their stay to help them to move on when they are ready.*
- *Actively encourage our residents to contribute to our communities and our organisation in a positive way once they have left our accommodation.*