



# Annual Report 2022

**HYELM**  
*Housing the future of London*

# ANNUAL REPORT

30 September 2022



Our Chair  
**Vanessa James**

## Chair and Chief Executive's welcome.

*At HYELM we pride ourselves on putting our residents at the heart of everything we do.*

We commissioned Acuity, who have been providing consultancy services to the social housing sector for over 25 years, to carry out a detailed survey of our residents to find out more about their circumstances and backgrounds as well as how satisfied they are with their homes and the range of services provided by HYELM. The questions were based on the new Tenant Satisfaction Measures, introduced by the Regulator of Social Housing, which are due to become mandatory from April 2023. In addition, we included questions about lifestyle, support issues and diversity characteristics.

The results show that HYELM compares well, sitting mostly in the top or second quartile when compared with other social landlords using the Tenant Satisfaction Measures questions. There are some areas, however, where we will look to make improvements over the next year.

The development of our site in Colindale has been paused. Construction cost inflation, the pandemic, the additional costs needed to deliver on fire, building defect and much needed refurbishment works at our Old Street development and the challenging financial market have all had an impact and stretched our available resources.

Over the next year our focus will be on the delivery of the improvement programme at Old Street and investigating partner opportunities to maximise the value we can obtain from the Colindale site.

A Waking Watch and enhanced temporary fire alarm system remains at our Old Street property to mitigate against the risk posed with the fire & other defect works that were identified during 2018. These will remain in place until such time that the risk has been reduced and have allowed us to keep the property open. The second phase of the fire remediation work has commenced but it will still be some time before this work is fully completed.

Finally, we would like to say a big thank you to all our Board members who contribute their time and energy on a voluntary basis, our staff for all their hard work and commitment and to our residents for their understanding during the refurbishment works taking place at Old Street.

*All the best,*

**Vanessa and Simon, Chair and Chief Executive**

# THINGS WORTH SHOUTING ABOUT FROM THE PAST YEAR.

- Overall resident satisfaction sits mostly in the top or second quartile.
- Following resident feedback, a self-service parcel storage system has been installed.
- Wi-fi coverage has been extended to resident's apartments. It is currently in the testing phase.
- A new post of Maintenance Officer has been created at HYELM – Old Street.

"I love living at HYELM and think it is brilliant. I feel safe, valued, secure, and looked after."

## Biggest things planned next...

- To review our strategic priorities and produce our strategic plan for the next three years.
- Review of the delivery options for our development opportunity in Colindale.
- To continue the programme of works to rectify the fire & building defects found at our Old Street property.
- To continue the programme of the refurbishment of the apartments at our Old Street property which will include the replacement of kitchens and bathrooms.
- The replacement of the lifts at our Old Street property once refurbishment works are completed (residents have requested that this is prioritised due to their increasing unreliability).

# OUR ORGANISATION

As a charity, HYELM's purpose is to provide safe, stable and secure affordable housing for young people entering the employment market. We have been operating in this way since being incorporated as a charity in 1926. Then, housing was provided to young apprentices' coming to London and a focus was on community living. Even though times have changed our research indicates that the need for this type of entry level accommodation is still very much needed today with young people often having to live in low quality house shares in areas with limited or long commutes to work.

We are a small charity, currently owning and operating only one housing development for 125 people in Old Street where we house two client groups. 74 spaces are allocated to London's key workers (as defined by the GLA) and are linked to the grant funding received at the development. The remaining 54 spaces are allocated to any working young person who meets HYELM's charitable objectives.

Our lead regulator is the Regulator of Social Housing. We are also regulated by the Charities Commission and Companies House.

We're also a member of the National Housing Federation and have adopted their Codes on both Governance and Conduct.

We continued to comply with all relevant regulatory requirements during the year.

## During the year the Board comprised:

**Andrew Brainin**  
*Ordinary member (Joined May 2022)*  
Accountancy, development

**Graham Briscoe**  
*Ordinary member (Retired April 2022)*  
Insurance, audit, ICT, governance

**Febechi Chukwu**  
*Ordinary member (Joined May 2022)*  
Law

**Christopher Forster**  
*Ordinary member (Joined May 2022)*  
Building services and maintenance

**Joanne Foster**  
*Ordinary member*  
Development, housing

**Ruth Goldfeather**  
*Ordinary member*  
Development, housing

**Joel Inbakumar**  
*Ordinary member*  
Finance, housing, governance

**Vanessa James**  
*Chair*  
Law, HR, governance

**Rhiannon Meredith**  
*Ordinary member*  
Development, housing

**Helen Taylor**  
*Vice-Chair (Retired June 2022)*  
Finance, audit, risk, anti-fraud

**Simon Wright**  
*Executive member (Joined May 2022)*  
HYELM Executive, housing, charity

## During the year we employed an average of 6.6 full time equivalent permanent staff.

**Sarah Armstrong**  
*Property Manager*

**Frederick Bawua-Anipah**  
*Finance Officer*

**Martin Grundy**  
*Finance Director*

**Nadeen Hassan**  
*Duty Manager (Left April 2022)*

**Cindy Lee**  
*Duty Manager*

**Peter Nemeth**  
*Maintenance Officer*

**Eva Sellick**  
*Duty Manager*

**Simon Wright**  
*Chief Executive*



# OUR AUDIT ARRANGEMENTS

**Our external auditors, Moore Kingston Smith LLP, completed their audit report. This is presented both to our Board and at the Annual General Meeting.**

**No fundamental issues were identified this year.**

**The Board has appointed internal auditors, Mazars, who are independent of the Board and Executive Team.**

Mazars acted as our independent auditors. They report annually to the Board on an agreed set of audit areas to provide the organisation with a level of assurance relating to the adequacy, effectiveness and reliability of the framework of our internal control and risk management processes.

**Their reports and the level of assurance that they have given this year is summarised below:**

| Area of Review | Level of Assurance   |
|----------------|--|
| Compliance     | Controls effective except for 5 moderate/minor recommendations |
| IT             | Substantial  |
| Complaints     | Substantial  |



*"HYELM offers affordable, clean and modern accommodation, having a private en-suite bathroom included in the price is a real plus."*

# OUR MONEY

The consolidated group accounts for the year ending 30 September 2022 report a surplus of £113,575. The surplus is due to the recovery of monies in relation to the Fire Safety work which is being undertaken to the Old Street building. Without these monies an operating deficit which was slightly higher than budgeted would have been incurred. The shortfall against budget at the operating level was due to lower than anticipated occupancy of the offices rented out to commercial tenants.

The enhanced fire safety measures at the Old Street building have continued to be in place whilst arrangements are made for the remediation works to be carried out. The second phase of these works is now underway, and the programme of works is likely to last another 3 years until all the works are satisfactorily completed. The cost of the fire safety works and enhanced fire safety measures during the year was £366,270 increasing the total cost incurred to date to £1,638,473.

Towards the end of the financial year the Board agreed that the construction contract for the Colindale site should be terminated. This was a difficult decision for the Board caused largely by the delay in obtaining relief from the Community Infrastructure Relief levied by the London Borough of Barnet. This relief has now been granted but during the delay building costs increased substantially, interest rates went up and our

proposed funders withdrew from the project. The combination of these factors made it unviable to continue with the project as planned and consequently the building contract was terminated. The termination of the building contract is still being negotiated but the abortive costs associated with the termination are estimated to be £2,510,398 to the end of September 2022.

The costs associated with the termination of the Colindale contract and on-going fire safety works at Old Street diminish the resources available for new development, but HYELM remains in a strong financial position with significant cash balances and a valuable investment site in Colindale. The challenge for the future remains how to best use these resources to expand the charitable benefit that HYELM delivers.

## What does it cost to live at HYELM?

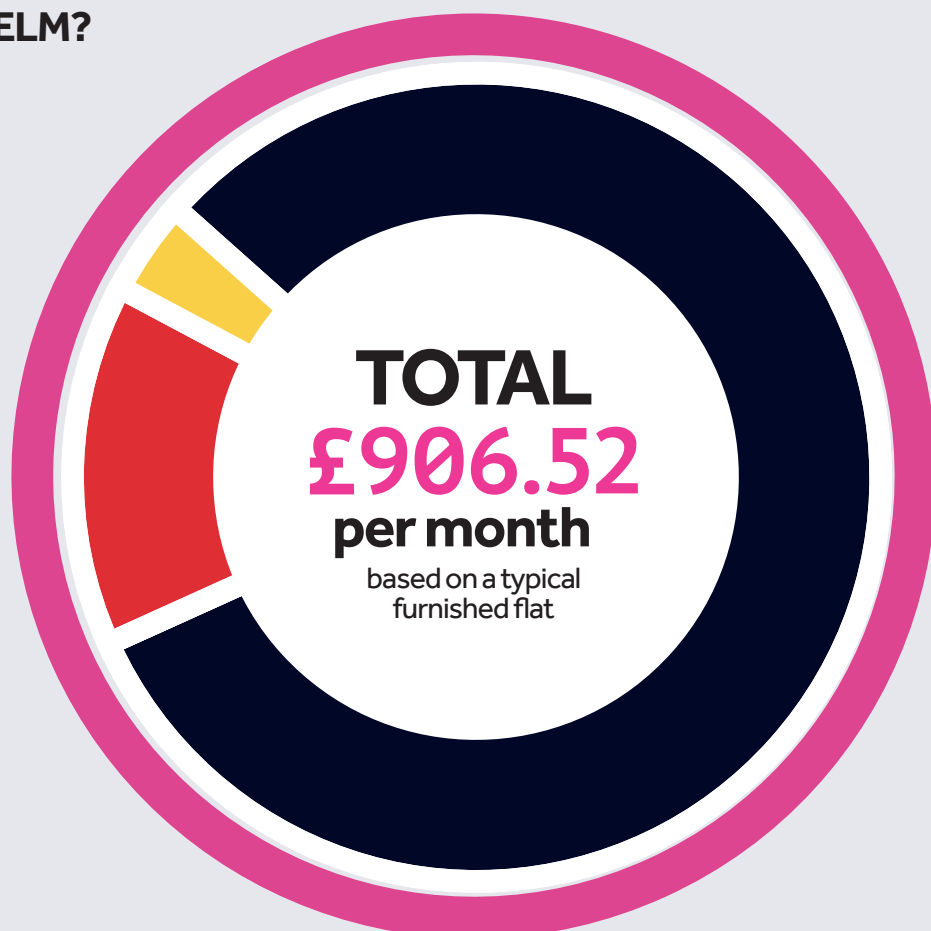
Our policy is to set our rents at levels that are no more than 80% of market rates.

As a result, the rent levels at our Old Street property are now equivalent to around 65% of the open market rent for comparable accommodation in the N1 area of London.

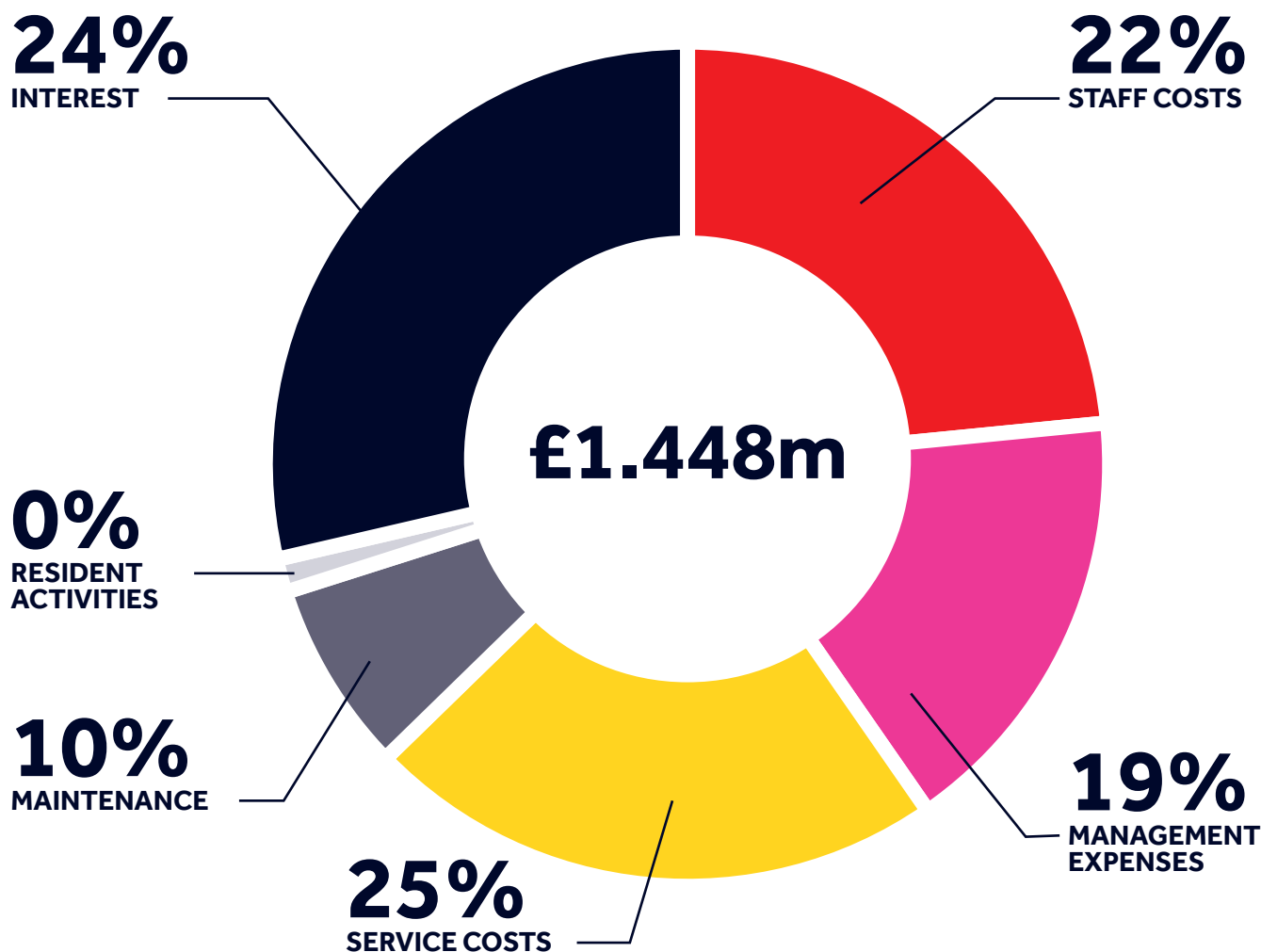
**RENT**  
£688.00

**SERVICE CHARGE**  
£175.97

**COUNCIL TAX**  
£42.55



# HOW WE SPEND OUR MONEY



**Rent lost due to voids**

Benchmark 1.3%



**Rent in arrears as % of annual rent debit**

Benchmark 2.1%

# OUR FINANCES

- Year ending 30th September 2022; £'000's
- Year ending 30th September 2021; £'000's

## Statement of Financial Position

Group

### Fixed Assets

Property, plant and equipment

Other tangible fixed assets

### Current Assets

Investments

Trade and other debtors

Cash and cash equivalents

Creditors falling due within one year

### Net current assets / liabilities

### Total assets less current liabilities

Creditors falling due after one year

### Total net assets

### Reserves

Unrestricted fund

Designated fund

Endowment fund

### Total Reserves

|  | 2022          | 2021          |
|--|---------------|---------------|
| Property, plant and equipment                | 26,182        | 25,667        |
| Other tangible fixed assets                  | 76            | 73            |
| <b>Total Fixed Assets</b>                    | <b>26,258</b> | <b>25,740</b> |
| Investments                                  | -             | -             |
| Trade and other debtors                      | 97            | 160           |
| Cash and cash equivalents                    | 18,126        | 16,721        |
| <b>Total Current Assets</b>                  | <b>18,223</b> | <b>16,881</b> |
| Creditors falling due within one year        | (4,808)       | (2,832)       |
| <b>Net current assets / liabilities</b>      | <b>13,415</b> | <b>14,049</b> |
| <b>Total assets less current liabilities</b> | <b>39,673</b> | <b>39,789</b> |
| Creditors falling due after one year         | (8,007)       | (8,236)       |
| <b>Total net assets</b>                      | <b>31,666</b> | <b>31,553</b> |
| Unrestricted fund                            | 25,458        | 25,346        |
| Designated fund                              | 98            | 98            |
| Endowment fund                               | 6,110         | 6,109         |
| <b>Total Reserves</b>                        | <b>31,666</b> | <b>31,553</b> |



The Hyelm Group accounts include HYELM, The Ames House Trust and Arthur West House Limited.

## Statement of Comprehensive Income

### Turnover

Operating expenditure

### Operating surplus /(deficit)

Loss relating to abortive costs

Abortive development costs

Interest receivable

Interest and financing costs

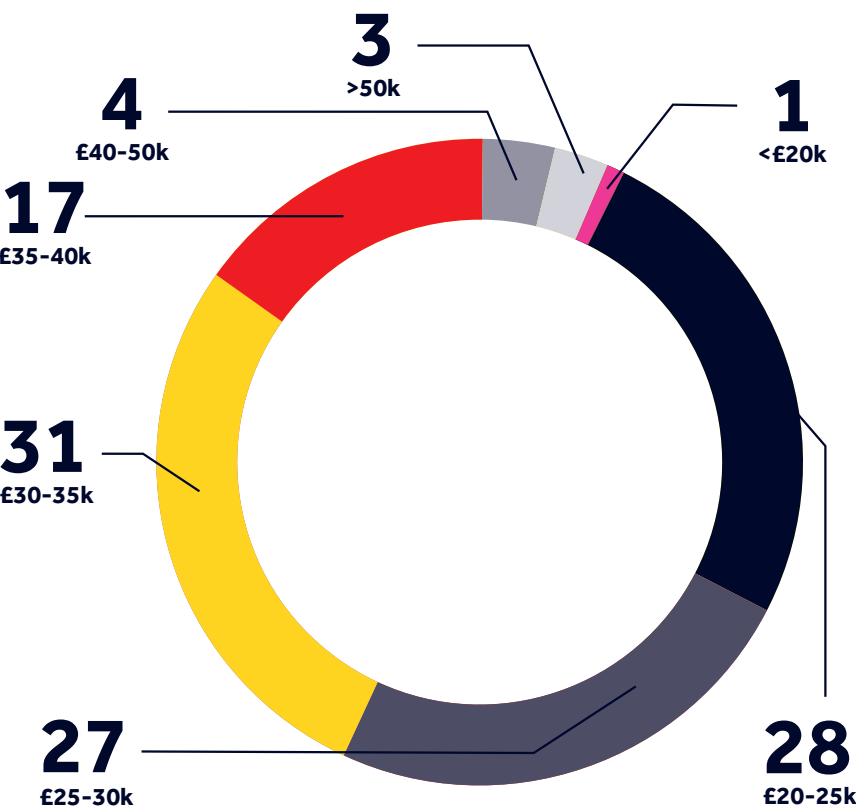
### Surplus/(deficit) before and after tax

|   | 2022         | 2021         |
|---|--------------|--------------|
| Turnover                                      | 4,767        | 1,298        |
| Operating expenditure                         | (1,467)      | (1,272)      |
| <b>Operating surplus /(deficit)</b>           | <b>3,300</b> | <b>26</b>    |
| Loss relating to abortive costs               | (366)        | (488)        |
| Abortive development costs                    | (2,510)      | -            |
| Interest receivable                           | 49           | 36           |
| Interest and financing costs                  | (359)        | (350)        |
| <b>Surplus/(deficit) before and after tax</b> | <b>114</b>   | <b>(776)</b> |

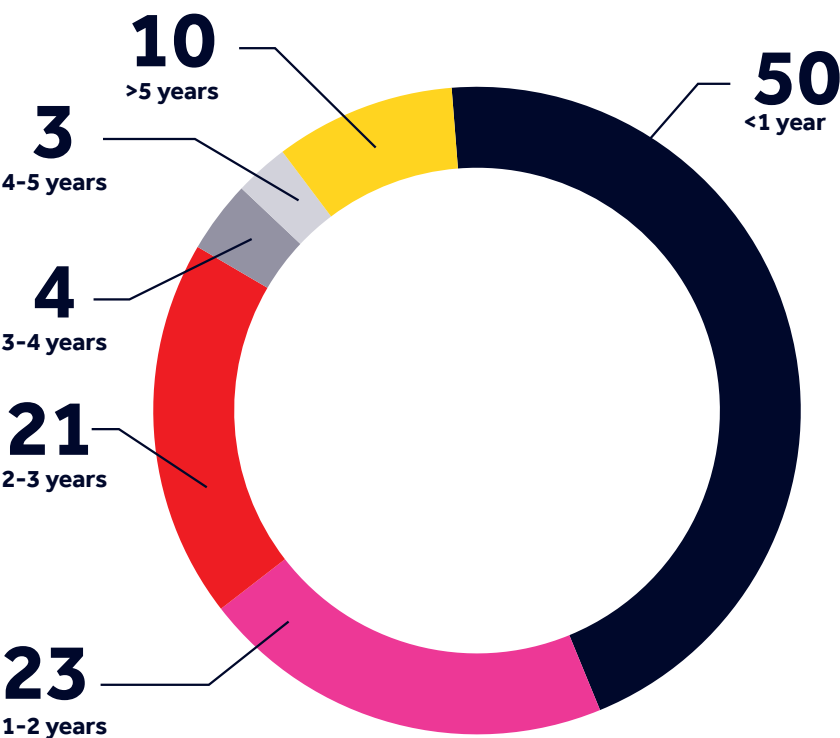


# OUR PERFORMANCE

Snapshot of current residents by salary band.



Snapshot of length of time current residents have been living at HYELM.



Snapshot of sectors where current residents are employed.

|    |                             |
|----|-----------------------------|
| 18 | Finance                     |
| 17 | NHS                         |
| 17 | Police                      |
| 14 | Retail                      |
| 10 | Administration              |
| 7  | Marketing, Advertising & PR |
| 5  | Creative Arts               |
| 5  | Teacher                     |
| 4  | IT                          |
| 3  | Property Management         |
| 3  | Third Sector                |
| 3  | Recruitment and HR          |
| 2  | Sports, Liesure, & Tour     |
| 1  | Legal                       |
| 1  | Scientist                   |
| 1  | Transport                   |



## HYELM RESIDENT

*"Prior to moving to HYELM I was living at home in Manchester working a full-time job. I've always wanted to combine working whilst studying and decided going down the degree apprenticeship route would work for me. Although there were some opportunities locally most are London based. This didn't faze me as I've always wanted to live and work in London.*

*After a long interview process, I was offered an amazing opportunity with Jacobs, a global construction and consultancy business. They gave me the choice of working either in the Northwest or in London. Having done my final interview at their offices in London Bridge I was sold on London. This offered me an opportunity that I didn't want to pass up on as this had been a goal of mine since I was 16. However, this did mean I would have to move to London on my own and on a relatively low starting salary.*

*Everything seemed to be working out perfectly until I started searching for somewhere to live. The process for flat hunting was extremely stressful as there were so many hurdles such as I must have passed probation at work before any landlord would let to me, the sheer cost of renting was going up month by month and this didn't include bills. Plus, where should I live, where I would feel*

*safe and would it be within commuting distance.*

*Not to mention all the posts you see about people being scammed or the accommodation being very poor. It became increasingly stressful as I couldn't accept the job offer until I had secured somewhere to live.*

*My parents had moved to London when they first started working so they knew about different kinds of accommodation available for young, working people which led me to applying to HYELM. Even though I needed accommodation urgently, the process was great, and the managers were so happy to help. They were quick to respond to me and invited me to visit and see the accommodation for myself before I committed to the tenancy. HYELM has been amazing, the location is fantastic in central London with public transport literally on the doorstep. Its affordable and because the bills are included, I'm able to do a monthly budget and feel comfortable it will still be affordable next year - even as living costs prices continue to rise.*

*I have my own room and bathroom, its warm and I feel safe here. Its also an opportunity to meet new people and explore London, a great springboard before I feel ready to live more independently.*

# OUR STATISTICS



## COMPLAINTS

No formal complaints have been received during the year.



## EVICTIONS

One resident was evicted during the year. This was due to theft of HYELM property.

## Maintenance



## 261 MAINTENANCE JOBS

|     |                             |           |
|-----|-----------------------------|-----------|
| ●   | Jobs completed on 1st Visit | 151 (57%) |
| ●●  | Jobs completed on 2nd Visit | 59 (23%)  |
| ●●● | Jobs completed on 3rd Visit | 51 (20%)  |



### Our repairs targets:

|                 |
|-----------------|
| 24 Hours        |
| 5 working days  |
| 20 working days |

### Number of requests over the year:

|     |
|-----|
| 18  |
| 36  |
| 207 |

# RESIDENT SATISFACTION

The Regulator of Social Housing has issued its new metrics for measuring performance and satisfaction. We will be required to report on these from next year, however, we included these within this year's survey and the charts below show the results against these new measures.

The results are generally good, with the highest ratings for treating residents fairly (93%) and the upkeep of the communal areas (91%). However, only 68% are satisfied with the positive contribution made by HYELM to the neighbourhood.



**91%**

of residents were satisfied with the upkeep of communal areas.



**93%**

of residents said they were treated fairly.



**68%**

of residents were satisfied with HYELM's contribution to the neighbourhood.

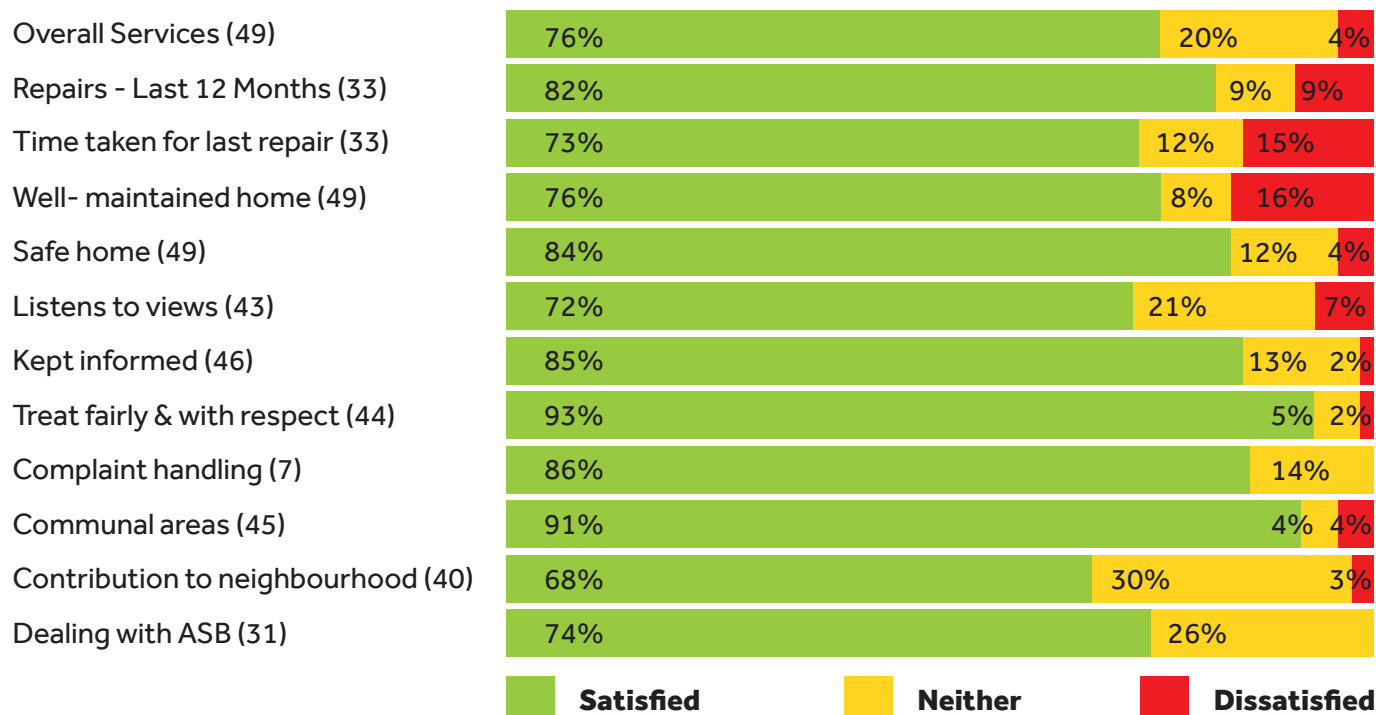


# TSM QUESTIONS

## The survey also asked about the residents' backgrounds and circumstances.

Most residents are female, aged between 25 and 35 and have been with HYELM for 1 to 3 years. A range of nationalities and ethnic groups are represented. A third of residents have no religion or are atheist and similar numbers are Christian. The remaining residents' are either Hindu, Muslim or preferred not to say. While a quarter of residents have a long-term health issue or disability, with 73% of these saying this reduces their ability to carry out day-to-day activities, either a lot (9%) or a little (64%).

The different characteristics and circumstances can affect satisfaction. Broadly it shows that whilst male residents are more satisfied overall, female residents are generally a little more satisfied across the range of services. Those aged 25 to 34 tend to be a little more satisfied than the other age groups. While those that have been with HYELM for between 1 to 3 years are the most satisfied, with satisfaction tailing off a little over a longer period. In addition, residents with a long-term illness or disability are generally less satisfied with their homes and the services and are more likely to be struggling financially and worried about their move-on options.



## Improvements

**Following the feedback received, we are looking to make improvements in:**

**Repairs & Maintenance** – Providing a well-maintained home is the key driver for satisfaction at HYELM. When asked what could be improved, residents most frequently mentioned the timescales for repairs and quality of work.

**Help & Support** – Providing the right help and support is also vitally important in making a difference in the lives of the young people coming to HYELM. In particular, residents are concerned about their move-on options, but some also want help with business skills and health issues.

**Struggling with Bills** – Whilst relatively few are currently struggling with their bills, a number are worried about the future. Of particular concern are residents with long-term illness or disability who seem to be struggling more than others.

**Long term illness or disability** – Long-term illness or disability has an impact on satisfaction. A greater understanding of the barriers faced by this group of residents is needed to ensure services can be adapted to meet their needs.

The image shows two orange and silver Mobike bicycles parked in front of a Hyelm building. The bicycles have orange frames, wheels, and fenders, with silver accents. They are parked on a paved area. In the background, there is a building with a large sign that reads "HYELM" in a stylized, colorful font. Below the sign, it says "Housing the future of London". The building has a modern, industrial look with a dark facade and large windows. A curved metal structure is visible in the foreground, and a tall building is in the background. The sky is blue with some clouds. The overall scene is urban and modern.

# HYELM

*Housing the future of London*

# HYELM

**HYELM**.com

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