



# The Hyelm Group

Quality living in London

### 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 and those from priority groups 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 apprentices and to other young people in entry level employment roles who have no support needs and who are unable to stay within 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 develop and provide further housing and services for an additional 250 young people in great London locations by 2019.

### Our challenges

Over the last three years, we strengthened considerably our position as a modern, dynamic, well run, financially sound and forward looking organisation that closely involves, understands and responds to the needs of those whom we set out to house.

In developing our strategic plan for the period 2016-2019, we recognise that these continue to be challenging times in which to make plans for the future.

For young people:

- Although the economy has now returned to growth and levels of youth unemployment have begun to fall, all forms of homelessness have risen due to a shortage of affordable housing and the on-going effects of welfare reform. This problem is exacerbated in London by the overheated housing market, the extension of the Shared Accommodation Rate to benefit recipients up to 35 years of age in private sector accommodation, a freeze in working age benefits for the next four years and the exclusion of young people between 16 and 21 years of age who are not in work from accessing housing benefit.
- Not every young person has the option to live with his or her family for a variety of reasons, including overcrowding, safety, family breakdown or a need to move away from the family home to take up a work or training opportunity.
- Private rented accommodation is mostly unaffordable for many young people in the capital. On top of this, people of all ages are now renting for longer than ever before as they struggle to save for a deposit and find an affordable home of their own.
- Government research has shown that young people in employment, training or apprenticeship roles who have no support requirements are in need of affordable accommodation that is close to their workplaces, which offers a sense of place and community, an ethos of work and aspiration, mentors and positive role models, partnerships with local employers, evening classes and talks, social areas, IT provision, residents' committees and help with move-on. There is a chronic shortage of this type of housing in the capital.

For us:

- Our high value housing scheme in Hampstead was sold towards the end 2014 as it no longer met the needs and expectations of those whom we were setting out 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. We have since identified and are now exploring a number of new opportunities but recognise the challenge of securing suitable sites in a land market that continues to strengthen and at a time when construction costs continue to increase.
- A new regulatory requirement to decrease rents for grant funded accommodation by 1% each year for the next four years could affect our capacity to borrow to part-fund our new development projects. For the same reason, applying for additional or recycled capital grant funding has now become a less attractive proposition. Although the receipt from the sale of our Hampstead scheme has placed us in a very strong financial position, making us less dependant on capital grant funding, these factors may still affect the extent to which we can develop further accommodation.
- Other new political issues such as the extension of the Right to Buy scheme to housing association properties have also emerged as a further threat to the future supply of affordable housing.
- Delivering Value for Money is now a key expectation of our regulators and other stakeholders. Achieving and demonstrating Value for Money in everything that we do must 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 now operate.

Our Strategic Plan for 2016-2019 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

Our vision is to live in a world in which the work that we do is no longer needed.

### Our mission

Our mission is to provide housing and to make a positive difference to the lives of as many young people as possible.

### Our core values

- > Integrity.                      > Accountability.                      > Respect.                      > Dynamism.
- > Transparency.                      > Quality.                      > Responsiveness.                      > Sustainability.

### Our way of working

We strive to raise the profile of the work that we do and to influence decision makers to better meet the needs of young people.

We work hard to maintain a close understanding of the housing, housing pathway and other needs of young people so that we can deliver the services and facilities that best meet their needs.

### Changing lives for the better through the delivery of key strategic objectives:

#### Our development programme

Funded by the sale proceeds of our Hampstead property and additional borrowing, we will further develop and expand our provision to help meet increasing demand and changing needs.

More specifically, we will:

- Develop and provide high standards of affordable, rented accommodation, facilities and services for a further 250 young people in two or more new housing schemes in great London locations.
- Establish with our local authority planners the scope to provide additional affordable accommodation for rent at our Old Street scheme through change of existing office/commercial use and/or through extension to the property and develop further accommodation, as appropriate.

#### 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.
- Maximise, in particular, the value that we get from the office and communal spaces at our Old Street scheme.
- 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 each of 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.