



Transforming places Improving lives

Strategic Plan 2021 – 2026

Our five-year vision



In July 2011, HMS launched as a Liverpool-based home repairs, maintenance and refurbishment specialist.

10 years on, we are an established and diversified construction, repair and maintenance enterprise for the North West and beyond.

We believe in good, ethical contracting that provides the best possible service, benefits customers and clients alike; unlocking sustainable opportunities for the communities we serve.

'Transforming Places, Improving Lives'* celebrates a decade of successful delivery and looks forward to the next five years, with a strong vision of purposeful growth.

Our purpose

We will provide efficient, cost-effective and competitive construction, maintenance and repairs services on behalf of our clients.

We'll work every day to exceed customer expectations whilst achieving sustainable commercial returns to fund meaningful social initiatives.

* 'Transforming Places, Improving Lives' is part of Torus Group's family of Strategic Plans for 2021 – 2026'

Welcome



Successful commercial contractors are those that respond to changing markets and evolving need. Over the last 10 years, the fundamental drivers that are central to how we respond – efficiency, customer satisfaction and dedication to a ‘job well done’ – have transformed HMS from a repairs and maintenance business into a multi-skilled construction contractor with a diverse and growing client base across our region.

Diversification and staying true to our core values has not only built HMS into an agile and resilient enterprise driven by industry-recognised standards of excellence. It also means we can generate profit for purpose on behalf of our parent, Torus Group, for reinvestment into community social wealth building. We are proud to have given back around £20 million to our communities over our first decade and this is just the beginning of what we hope to achieve.

Over the next five years, we will be operating in an unknown economic environment, which will be recovering and changing in a ‘living with COVID’ landscape. However, we are confident that we can continue to grow: maintaining our position as a partner of choice; meeting our own, as well as our clients’ operational targets.

Fundamentally, it’s the internal culture of excellence and care that runs throughout HMS that defines 10 years of success and our vision for the future. Everyone – from an operative fixing a boiler to the senior leadership team and Board – genuinely cares about making a difference.

We will continue to build, repair and maintain property assets, so we can help build and sustain healthy, thriving and sustainable communities across the North West for the next five years and beyond.



Paula McGrath
Chair, HMS Board



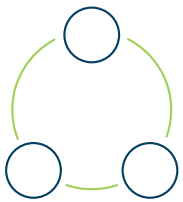
Paul Worthington
HMS Managing Director

About us

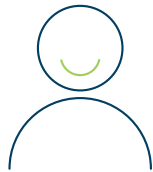
HMS is an award-winning, North West based, construction company and contractor.

We partner with clients across sectors such as public and private housing, education and healthcare to deliver quality construction and contracting outcomes, on time, on budget and to the highest standards, always putting safety first.

The HMS way



We build positive relationships



We put the customer first



We are strong and stable



We put our profits into social purpose





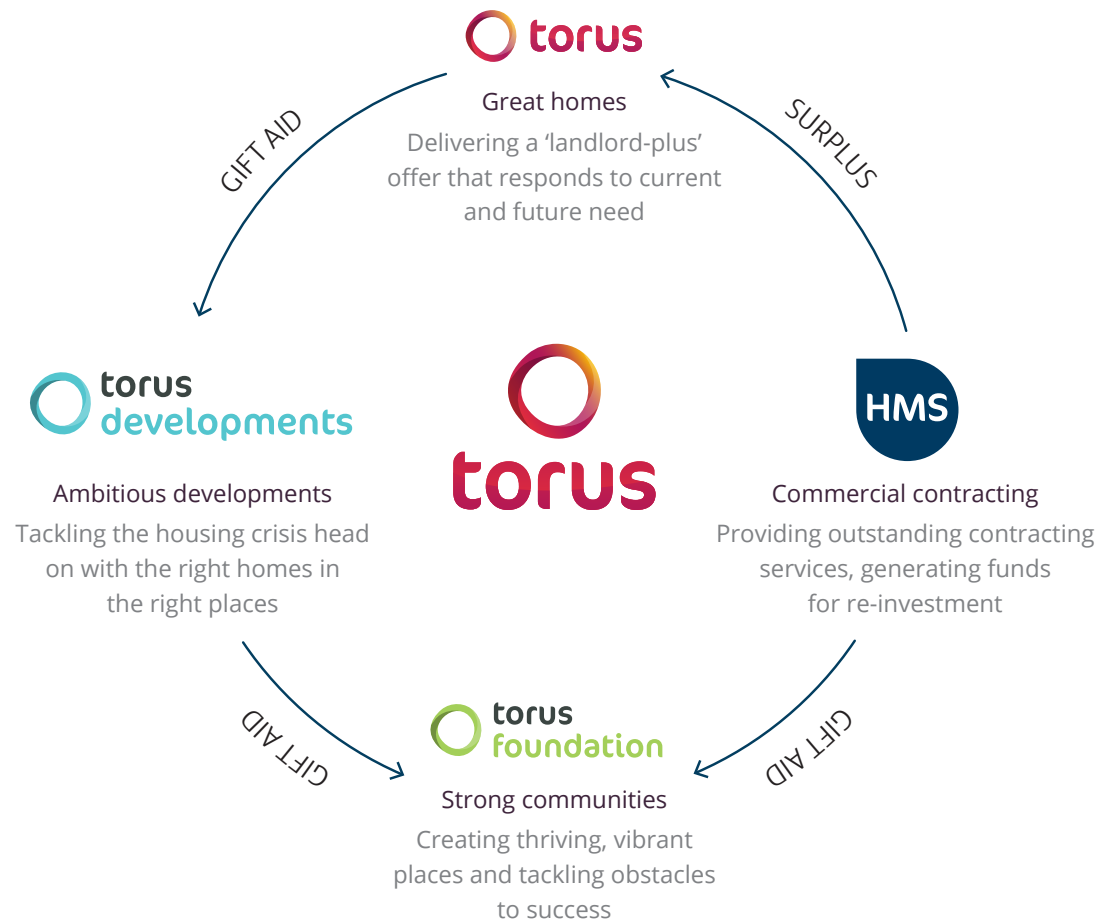
Stronger Together

HMS is the commercial arm of Torus, a dynamic growth and regeneration group with a strong social purpose. Torus works in partnership with the Liverpool City Region and the wider North West to improve lives and create thriving, vibrant communities through support, investment, development and regeneration.

Commercial profits made by HMS and fellow group member Torus Developments are reinvested into Torus Foundation, a community anchor institution, to fund projects that build social capital and fulfil the mission of **'growing stronger communities'**.

As a Torus Group member we are:

-  Backed by a resilient, diversified organisation
-  A stable partner that will stand by clients as a trusted specialist, from project inception to completion



The HMS difference

Profit with purpose



£20m
Gift aid for reinvestment
in social projects since 2011

Supporting people to:

- Move into employment or training
- Build essential life skills
- Maintain independence
- Improve health and wellbeing



82,000
People benefited last year

→ To see the difference our funding makes to communities, click here to view the latest [Torus Foundation Social Impact Report](#).

HMS in numbers



46,268
Number of properties
maintained



325
Homes currently in
construction



80,000+
Emergency and routine repairs
completed per year

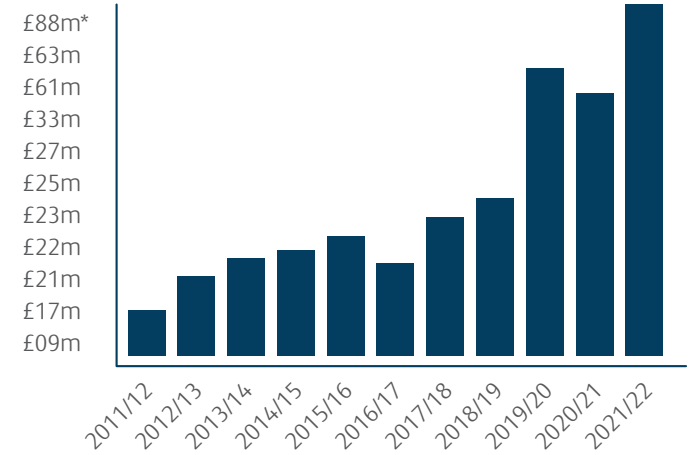


>90%
customer satisfaction
with our services

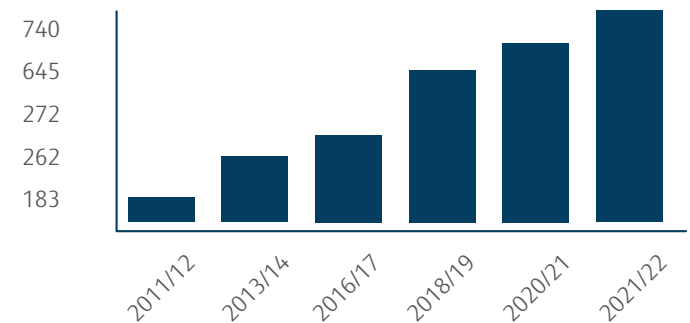


165
Apprenticeships
created since 2011

Turnover



Employees



* Projected figure

The HMS Portfolio

Our Service Areas



Property Maintenance



Residential Construction



Commercial Premises



School Modernisation



Adapted Living



Facilities Management



Mechanical & Electrical

We are proud to have delivered projects in partnership with:



Our accreditations include:



10 years of growth

HMS has a proven track record of success since establishment on 4th July 2011. Here are some of our highlights:

2011



Created to Repair and Maintain LMH homes

- 183 staff
- 13,000 properties managed
- £9m turnover



2012



Expansion into green space and facilities management

2013



Planned maintenance added to our portfolio

2014



Corporate Social Responsibility Strategy launched

- Investors in People GOLD accreditation

2015



LMH Repair & Maintenance contract resecured

- AGSM Gas Safety Award winner
- 14,980 properties managed



2016



Business plan created to develop external partnerships

- Trade Warehouse opens
- Customer Service Excellence award winner

10 years of growth

2017



- £10m total gift aid reached
- Major refurbishment at Wellington Rd, Liverpool
- Housing Heroes Development Maintenance Contractor Award
- 15,700 properties managed

2018



- First new-build project – Ogden’s Place
- Regional Business Awards, Outstanding Charity Support



2019



- Amalgamation with Torus drives expansion
- New Wrexham base
- New homes completed at Leighton Dene, Liverpool
- 645 staff
- 37,000 properties managed
- £63m turnover

2020



- Essential services adapted to support communities through Covid-19
- Stepped in to complete two disrupted new-build schemes: Notre Dame, Liverpool and Foundry Wharf, St Helens
- Largest new-build project to date commences – Knowsley & Astley (£17m)

2021



- Major expansion works at HMS Liverpool, responding to growth
- Five-year Strategic Plan delivered, aligned to the Torus Group Corporate Plan 2021-26
- Reached gift aid milestone total of £20m
- Forecast turnover: £88m

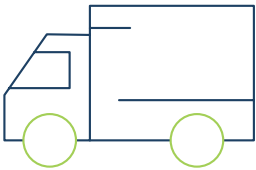


The journey to net zero

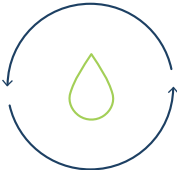
Construction and contracting businesses have a critical role to play in the transition to a low and, by 2050, net zero carbon economy. Our ambition to help to set the pace for change means we will strive to cut carbon, materials and waste across the business, and to embrace scalable, value-adding innovations that benefit people, places and the planet.

This renewed commitment began in 2021 with the analysis and benchmarking of carbon outputs across the business. Later in 2021, Torus Group will launch its new five-year Environmental Net Zero Sustainability Strategy. This will set a consistent set of expectations for all group members, as well as suppliers and subcontractors, as we play our part in moving to a net zero economy.

Sustainability priorities



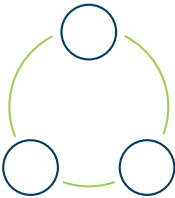
Fleet & business administration



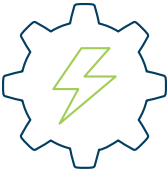
Waste, water & recycling



Materials, products & warehousing



Supply chain



Renewables



The next five years

Launched in June 2021, the Torus Group Corporate Plan sets out four key Strategic Focuses that will define the whole organisational approach to improve lives and grow stronger communities over the next five years.

HMS' Strategic Plan goals (shown on the next pages) link to these focuses: **INVESTMENT, RESILIENCE, INTELLIGENCE AND INFLUENCE.**

All activities build from our core commitment to service excellence and partnership working, to make sure we're continually making a difference.



The next five years

INVESTMENT

We will invest in communities, in new and existing homes, and in our people, business infrastructure, supply chains, partnerships and services.

By regularly reviewing our commercial processes, systems and team structures, and by listening to our clients, we will deliver continual improvement.



We will:

1. Deliver excellent services, driven by quality, value for money and changing demand.
2. Embed exemplar standards of safety across working environments.
3. Prioritise carbon reduction initiatives across all business activities.
4. Embrace innovation and technology to drive efficiency and business improvement.

We're committed to:



Maintain Customer Service Excellence accreditation



Reduce Accident Frequency Rates year on year



Exploit mobile and video technology solutions across all HMS teams

The next five years

RESILIENCE

Our activities will focus on increasing the resilience of communities across the geographies in which we operate and within our own business operations.

Now more than ever, it is vital that we equip communities and our business to withstand difficulties and be future ready.



We will:

1. Utilise the group's strength to support business growth.
2. Establish good business practices and robust supply chain arrangements.
3. Deliver sustainable activities that complement community regeneration.
4. Foster partnerships to achieve mutual business objectives.

We're committed to:



The Fair Payment Charter, ensuring our supply chain is always paid on time



Develop a Net Zero Strategy in 2021/22



Support Torus Foundation Employment projects including Women in Construction

The next five years

INTELLIGENCE

Putting intelligence at the heart of our business, we will use data, insight and experience to drive decision-making. Intelligence will help us learn, adapt and evolve.

Optimising data-led insight, trend analysis, experience and impact monitoring, we will evaluate and respond more effectively to community and market conditions.



We will:

1. Use market intelligence to future proof workforce needs.
1. Drive effective organisational performance.
2. Work closely with client groups to ensure activities reflect need.
3. Use data and trends to create opportunities and continuous improvement.

We're committed to:



Investing in technology and performance reporting, including Power BI and Telematics



Support the North West supply chain, working in partnership with local Chambers

The next five years

INFLUENCE

We will maximise our influence across sectors and at community and regional levels, developing strategic partnerships that deliver intelligently and effectively.

Operating as an ethical, future-focused business gives us a clear steer on our direction of travel and how we will meet our ambitions.



We will:

1. Maximise reinvestment of commercial profits into social purpose.
2. Embed partnership-working to deliver effective business growth.
3. Become a commercial contractor of choice that achieves sustainable business growth.
4. Enhance reputation at regional and local levels with a focus on sustainability, future skills and good business practices.

We're committed to:



A gift aid target of £5m per year



Working with partners with aligned aims and values



Apprentice and trainee recruitment, with over 30 new starters in 2021/22 alone

Looking ahead to 2021/22

Here are some of our key priorities for this financial year:

We pledge to...

- Expand quality management arrangements to cover all workstreams
- Refine our approaches to Fire Protection and Green Technologies
- Develop a five-year Warehouse Management Business Plan
- Review and refine our subcontracting and supply chain arrangements
- Implement new Out of Hours services, ensuring even better availability for emergencies
- Meet our annual growth and retention plans
- Achieve the Social Value quality mark, underlining our status as a good, ethical business



Pride in People

Central to HMS and our success as an organisation is our people.

Without the team's commitment to excellence and to HMS' customers, the organisation would not be where it is, celebrating 10 years of success and growth.

By nurturing and supporting talent, upskilling the team and investing in construction's next generation through training and apprenticeship opportunities, HMS supports people to achieve, learn and flourish.

This makes HMS a place where people can grow their careers and make their mark. Here are some of our many success stories:

Molly Fildes, Apprentice Electrician

Molly was first introduced to HMS through its partnership with Torus Foundation and its Women in Construction programme, which gave her a 3-week introduction to different career opportunities.

On completing the course, Molly was offered a six-month training contract and, most recently, an Electrician Apprenticeship with HMS.

Speaking about her journey so far, Molly said:

"Before the Women in Construction sessions, I had never considered a career in construction. But the programme gave me the chance to try new things and explore my options – which I'm so glad I did!"

Before Women in Construction, I had no idea what was available, and it has put me on a career path that I didn't expect, but love."



Pride in People

Barry Ebdon, Fleet, Plant & Waste Manager

Working at HMS for eight years, Barry is a prime example of how HMS nurtures talent. Starting as a cleaner in 2013, Barry now manages a team of four, a 484 van fleet, 5,000 pieces of plant and hundreds of skips and waste products.

“

Their belief in me is something I want to pass onto people in my team.

Discussing his journey at HMS, Barry said:

“I started at HMS providing cleaning services and saw an opportunity as a Plant & Transport Assistant and applied.

I didn't have the experience needed for the role at the time, but that didn't stop me – or HMS believing that I could do it – and I was offered the position.

I really worked hard and developed my knowledge and created new processes.

After that, I just continued to develop – with the support of my Managers – and got to the stage where my knowledge was integral to how the team operated.

HMS gave me a chance and I'll be forever grateful for that. Their belief in me is something I want to pass onto people in my team, so they have the chance to grow their careers at HMS too.”





HMS Liverpool
Unit 4
Stonebridge Park
Liverpool
L11 0EL

call
email
web
twitter
linkedin

0800 678 1894
info@hmsworks.co.uk
www.hmsworks.co.uk
[@hmsinfo](https://twitter.com/hmsinfo)
[/hmsworks](https://www.linkedin.com/company/hmsworks)



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