



SOCIAL IMPACT STRATEGY

2019/2024





**INVESTING IN
COMMUNITIES
IS IN OUR DNA**

At HMS, we don't just deliver great projects across the North West and beyond; we're also deeply committed to the communities in which we operate. Our Social Impact Strategy supports the group's vision to be a positive Social Entrepreneur, growing stronger communities.

An experienced and award-winning building and maintenance company for the North West, HMS is one of the region's fastest growing contractors. Unlike other businesses operating in our sector, we see ourselves as a customer services company delivering Construction, Refurbishment, Mechanical, Electrical and Facilities Maintenance activities.

HMS is part of the Torus group, a diverse and ambitious social purpose organisation committed to unlocking potential and creating sustainable, stable, thriving communities.

Our commercial activities are designed to achieve more than consistent service excellence. By gift aiding 100% of our commercial profits to organisations like the Torus Foundation – the group's charitable arm – we generate a sustainable annual 'social dividend', which is reinvested locally into meaningful social projects.

This positive distinction means HMS contributes to the communities in which we work more than traditional contractors.

At HMS, all activities are guided by experience and a commitment to innovation and responsibility. We are a social, commercial organisation – **with customers at the heart of everything we do.**

VISION

Providing Outstanding Contracting Services

OBJECTIVES

Operating as a contractor of choice, we work to:

- Exceed the expectations of customers and clients
- Undertake projects and services that add value and are sustainable
- Deliver value for money and predictable pricing
- Engage with and invest in local communities





HELPING TO TACKLE

THE REGION'S

ECONOMIC

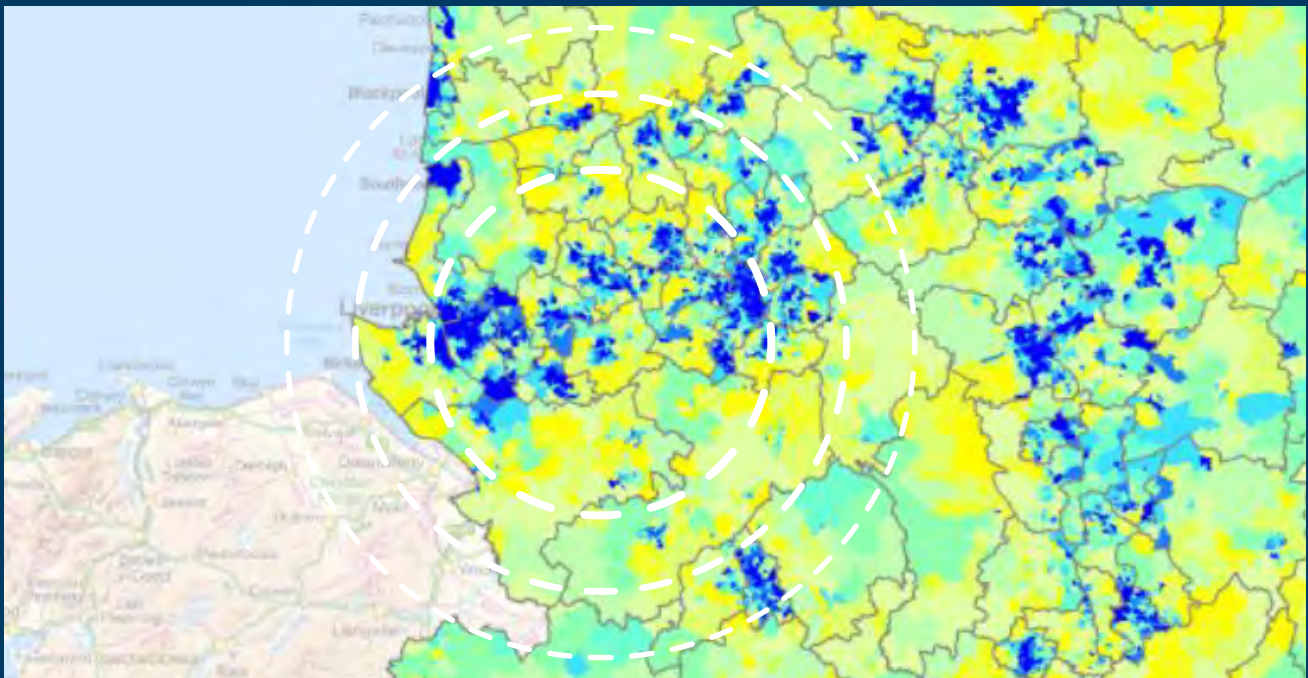
CHALLENGES

Communities across the North West continue to face significant challenges. Levels of employment and work-based qualifications are below the national average, the region continues to lag behind on digital and financial inclusion and health inequalities remain a major issue, particularly in large urban areas.

We are committed to unlocking the potential that exists across communities and empowering the people who live in them.

According to the latest Office of National Statistics report ‘The English Indices of Deprivation 2015 - Results for the North West’:

- **19.6% of neighbourhoods** in the region are in the **top 10% most deprived** in England.
- Deprivation tends to be concentrated in large urban conurbations, areas that have historically had large heavy industry, manufacturing and/or mining sectors, and coastal towns. There are also isolated pockets of deprivation surrounded by more affluent areas.
- Health and employment deprivation are **particularly concentrated in the North West**.



Most deprived 10%

Least deprived 10%

Torus at a glance

As a **large and diversified social purpose organisation** – simultaneously landlord, property developer, commercial contractor and social entrepreneur – Torus group members strive to deliver shared ambitions and unlock potential **to create sustainable, stable, thriving communities.**

The group's four core distinct business areas are:



In order to generate the resources required to support, invest in, develop and regenerate communities, Torus must act in the most efficient and effective manner possible, with a **strong business ethic** and a **focus on value for money**. In practice, this means always striving to maximise commercial outcomes and minimise cost in the same way as other commercial businesses, whilst remaining anchored by **social purpose and clear values**.

Unlike those other businesses however, the group does not pay dividends to shareholders. The objective is to create a **'social dividend'** which is gift aided to fund meaningful projects at neighbourhood level.

HMS then, is commercially astute, but driven by different priorities - to **address deprivation, promote inclusion and grow stronger communities**.

Supporting the group's objectives

Torus' Corporate Plan 2019 – 2024 is built around 11 fundamental objectives, spread across four key themes:

Influence.
Investment.
Resilience.
Intelligence.

This Social Impact Strategy is designed to fulfil the following group objectives:

- We will support customers and communities, providing opportunities that enhance life skills, employment opportunities and health & wellbeing outcomes.
- We will provide vital support to communities, helping to build resilience at a local level. We will increase strategic partnerships with a focus on health and social care.

By engaging with and investing in local communities directly and by **gift aiding 100% of the profits** we make to the group's charity, HMS continually works to make a positive difference in line with Torus' broad-based social goals and aspirations.



Click here to view
the Torus Corporate Plan
2019 – 2024

STRATEGIC AIMS

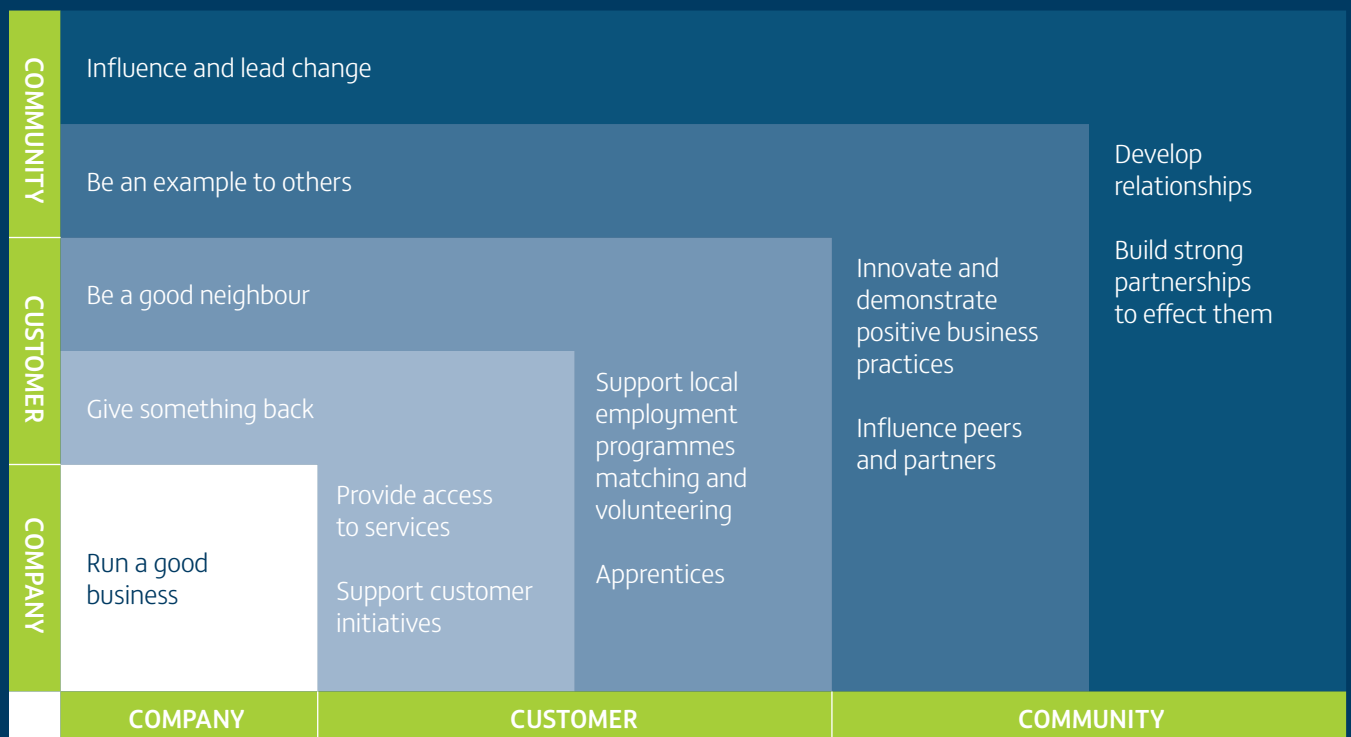
AND OBJECTIVES



HMS' Social Impact approach sets out a framework for the business that is both effective and intrinsically ethical.

Our primary targeted outcomes are to:

- Contribute to the **group's social purpose**
- Ensure we **listen to and learn** from clients and customers
- Establish and contribute to **community partnerships**
- Enhance our reputation with **partners and stakeholders**
- Maximise economic wealth across the **communities** in which we operate
- Boost local **employment opportunities**
- Leverage **supply chain opportunities** for the benefit of customers and stakeholders
- **Minimise environmental impacts** throughout the business



THREE CORE THEMES DIRECT OUR SOCIAL IMPACT APPROACH



COMPANY



CUSTOMER



COMMUNITY



COMPANY

This theme focuses on building and sustaining an effective, forward-thinking business. The more successful HMS is, the more we can contribute to meaningful social activities wherever we operate. The more stable and prosperous our staff and stakeholders are, the more we contribute as a collective to the local and regional economies.

We will:

1. Be efficient - delivering a positive Rate of Return to ensure stability of employment
2. Develop people - focusing on skills building and development across the workforce, which in turn ensures the highest standards of customer service
3. Be inclusive – making sure our recruitment processes reflect Equality & Diversity fundamentals and address historic areas of under-representation
4. Build partnerships – working closely with our suppliers and contractors to align their CSR strategies with our Social Impact approach
5. Invest in growth – including new work streams, materials, ICT, fleet and infrastructure
6. Embed a Social Impact ethos – recognising colleagues who undertake community work across our governance and appraisal systems



CUSTOMER

Customers are at the heart of everything we do at HMS. A ‘customer’ can be a client, a tenant or homeowner, or a person living in a community in which we operate, so a broad-based approach is required to ensure the full range of positive impacts are achieved.

We work closely with clients, our parent Torus and its charitable subsidiary to contribute to their diversified social aims and add value to existing services and opportunities, to benefit both current and potential customers.

We will:

1. Go the extra mile – through excellent customer service and signposting customers in need of support to relevant wider services
2. Invest in training – with a focus on apprenticeships, placements and mentoring opportunities
3. Build skills – holding DIY and skills workshops that open new pathways into construction
4. Support wider initiatives – including funding for the Torus Foundations’ Health & Wellbeing, Financial Inclusion and Digital Inclusion projects
5. Work in partnership - with commissioners to design and deliver meaningful social activities that serve the needs of their targeted communities



COMMUNITY

Contributing positively to communities and groups across our active operational areas is a core part of HMS’ ethos. We review our Social Impact activities on a regular basis to ensure contributions designed to improve lives and local neighbourhoods are effective, relevant and meaningful.

We will:

1. Tackle local unemployment – partnering with the Torus Foundation to support people to find jobs and build work-ready skills
2. Create and sustain partnerships – working with local SMEs to deliver a range of operational activities
3. Support a nominated local charity each year – by donating funding linked to every customer compliment received
4. Participate in local impact events – promoting services and supporting client groups
5. Sponsor local causes – including community groups or local sports teams
6. Be environmentally responsible – achieving the stringent environmental targets set out in the **HMS Environmental Policy**
7. Partner with schools – to build awareness of HMS and future careers in the construction industry



Giving people and places a platform for **real, lasting change**



Who we are

Launched in April 2019, the Torus Foundation fulfils a core charitable function within the Torus group - a socially-driven housing provider that also comprises Torus (delivering leading landlord services through the Liverpool Mutual Homes, Helena Partnerships and Golden Gates Housing Trust brands in Liverpool, St Helens and Warrington), HMS and Torus Developments.

The Torus Foundation works to make a positive difference to communities and improve lives across the region, ensuring that the people who live in our communities have access to the best life chances and opportunities.

At a local level, projects range from skills and employment training to business start-ups and support, money advice services to health and wellbeing initiatives. On a wider scale, the Torus Foundation maximises resources to establish links with external employers and a broader employment market.

The Foundation is committed to:



Helping people to **get online**, by providing free hands-on digital training sessions to build essential ICT skills



Assisting customers with **money and benefits**, helping people to maximise their income and access to affordable credit



Supporting people into **jobs and training** opportunities, with a target of unlocking 3,000 opportunities by 2020



Providing **health and wellbeing** activities so that people of all ages can reach their full potential

**All projects are
funded through
HMS gift aid**

For more information:

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