



Sustainable Development Strategy

2018 – 2022



FORTEM



Mark Gelder
Director of Operations,
Director responsible for
sustainable development

500,000
people

165,000
homes and properties

£1,200,000
invested £1.2m in local communities

Introduction

Fortem works as a property solutions provider in over 165,000 homes and properties across the UK delivering services to over 500,000 people. Creating a legacy in local communities is at the heart of our business; in 2017 we invested £1.2m in local communities through volunteering, supplying materials, apprenticeships and fundraising.

While predominantly providing maintenance services for social housing partners, Fortem's market also includes public buildings, blue light services and education. In addition, we have industry-leading energy improvement expertise, specialising in making homes more energy efficient and cheaper and easier to heat, helping lift families out of fuel poverty and reducing carbon emissions.

Background

Increasingly the interest of local authorities, social housing partners and residents in social, economic and environmental performance is challenging the repairs and maintenance sector to become more transparent when it comes to performance and reporting. It is widely acknowledged that companies with a strong sustainability performance are more likely to have a strong financial performance.

We have been committed to sustainability since the origins of our business as part of the Willmott Dixon Group. In 2016 alone, we delivered a total value of benefits to society of £48.63m. Since 2010 Fortem has reduced its carbon emissions intensity by over 45% and enhanced the life chances of more than 2000 young people since 2012.

Sustainable Communities

Fortem differentiates itself by supporting clients to improve the performance of both their property assets and their services to residents. For us sustainability is about a strategic approach to the delivery of social value, transforming the lives of young people through apprenticeships and work experience whilst minimising our impact on the environment. Our approach is illustrated in Figure 1 and is detailed below.

Our Aim

Our aim is to make a real difference to people's lives by providing the best service possible when caring for clients' properties, looking after our people and enabling our clients to serve their communities in the most effective way.

Our Approach

We will make our aim a reality by tackling it under four themes comprising 15 outcomes. Within these themes there are 12 headline targets to be delivered in the period to 2022 that we will monitor particularly closely.

Figure 1 Aim, themes and targets.





Theme I Improving the communities where we work for the benefit of all who live, work and spend time in them.

We will deliver the following outcomes:

- Deliver our social value strategy
- Help residents live healthy and more sustainable and prosperous lives
- Secure our future workforce by investing in apprentices
- Expand the 4Life Academy model to deliver training to our apprentices and workforce and furthermore to use it for the benefit our clients, local businesses and the wider community
- Measure and report on the total value of benefits to society delivered through our contracts

Headline Targets

- £1.5m pa invested in communities by end 2021
- 25,000 work experience hours a year by end 2021
- Enhance the life chances of 3500 young people by 2020 (from 2012 baseline)
- Apprentices and trainees to represent 10% of our workforce by 2021

Theme II Growing and investing in our workforce to ensure that it is fit for the future.

We will deliver the following outcomes:

- Help our people fulfil their potential
- Database of existing employees' skills and talents in place
- New performance management approach in place

Headline Targets

- Expand our workforce to 1800 people by end 2021
- 100% of tradespeople to be multi-skilled by end 2022
- Maintain IIP Gold status and aim to achieve Platinum status by end 2018
- Reduce Accident Frequency Rate by 5% pa to end 2021

“ We will help our people fulfil their potential and expand our workforce to 1800 people by the end of 2021. ”

Theme III Developing a Total Property Asset Management Service and using our technical expertise to help our clients optimise the performance of their properties.

We will deliver the following outcomes:

- Deliver real-time information systems and management information to help our clients optimise the performance of their properties
- Achieve exemplary levels of client satisfaction
- Find opportunities for our clients to improve the energy performance of their buildings

Headline Targets

- Achieve a client satisfaction score of 90% on each contract
- Increase NPV for clients through the use of our Total Property Asset Management Service



Theme IV Being a responsible business by operating sustainably and embracing technology to deliver a sector-leading service.

We will deliver the following outcomes:

- Be a responsible and ethical business
- Be sustainable in our operations
- Embrace innovation and technology
- Benchmark ourselves and compete with the best

Headline Targets

- Reducing our carbon emissions intensity by 50% by the end of 2020 from a 2010 baseline
- Diverting 96% of non-hazardous waste from landfill by the end of 2020



Governance

The Fortem Board sets the Sustainable Development Strategy and has overall responsibility for its delivery. It reviews progress against the targets monthly and has one director who holds the sustainable development portfolio. This Sustainable Development Director will meet with the Re-Thinking sustainability consultancy at least every six months to review progress, extract learning and share best practice. The Fortem Board will in turn be represented on the Re-Thinking Board.

Each Regional Operations Hub will nominate a lead person to hold the sustainability portfolio supported by an HSE Manager. The Regional Operations Director will review progress against the key KPIs every month. Every contract will have a carbon champion (who may be the fleet champion), a waste champion and a community champion.

Reporting

Progress versus outcomes

Themed task groups agree, manage and monitor the delivery of actions to support the achievement of the outcomes and targets within the Strategy – see Figure 2.

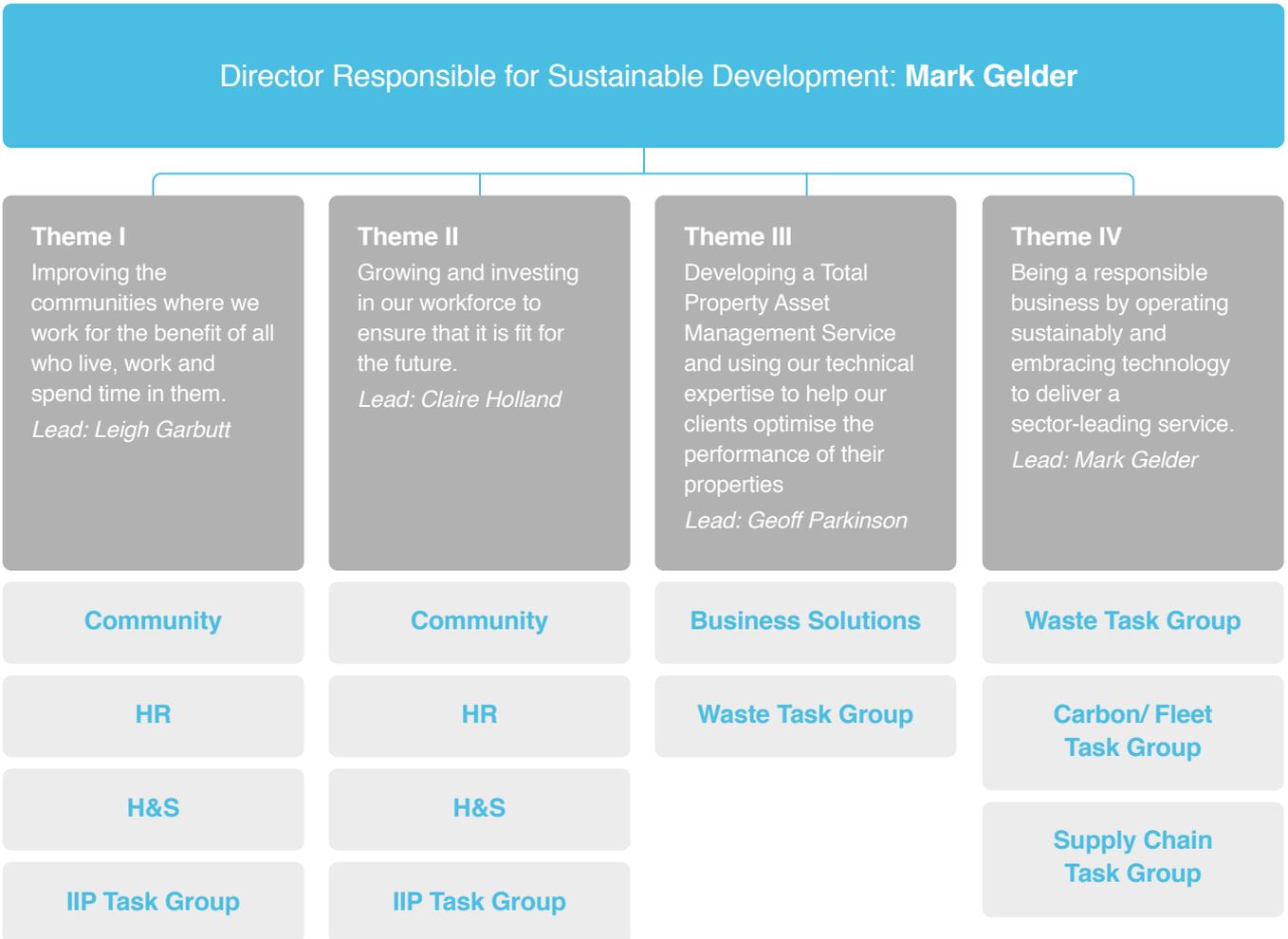
Performance

The Sustainable Development Director submits a Sustainable Development Performance Report to the monthly Fortem Board. Each theme lead is responsible for contributing performance versus target together with a summary of progress against actions (or cross referencing it elsewhere in the Board papers) to the timetable set by the Sustainability Director.

Review

This Strategy runs from 2018-2022. Progress will be reviewed and reported annually, and a new strategy will be published in due course to cover the period beyond 2022.

Figure 2 Theme leads and outcome delivery mechanisms.



“ The Fortem Board sets the Sustainable Development Strategy and is responsible for its delivery... Every contract will have a carbon champion, a waste champion and a community champion. ”

