



Corporate Plan 2022-27

Improving lives and communities through our homes, care and support

From a position of strength expanding services, delivering value for money and business transformation.

Over the last two years the commitment, flexibility and creativity of staff has served our customers well as we navigated the COVID-19 pandemic.

The opportunities and challenges now facing Northern Ireland's social housing sector are considerable. The pandemic, local and international political instability and Brexit create uncertainty in our business environment. Coupled with price increases, rising interest rates and inflation these are troubling times for our customers, staff and delivery partners. Given our track record in adapting and innovating over the last 40+ years, we are confident we can rise to these challenges and provide support and stability to our customers.

We enter our new Corporate Planning Cycle in positive health with a Moody's A1 Stable rating; their highest award for a UK housing association. Following a highly successful private placement with UK and US investors, the first of its kind on the island of Ireland we now have £250m of private investment in place to enable us to achieve our purpose. We were awarded Housing Association of the Year by Social Enterprise NI and Radius Connect 24 secured a silver award for Innovation at the iESE Public Sector Transformation Awards. Meanwhile our care, housing and other key frontline staff hit new heights of dedication and professionalism in supporting our most vulnerable customers during the pandemic.

Over the next five years we will grow our housing stock to 15,500 homes, invest £125m in our existing homes and a further £25m in modernising and eradicating damp from our oldest homes. To make all these investments possible, we will return to the financial markets and secure the best lending option available for the benefit of all our customers.

Our business is all the better for more regular and effective dialogue with our customers, staff and business partners and we are proud to become the first local housing association to be awarded with the Tenant Participation Standard and see the accreditation process

as a pathway to even greater customer engagement in future years. We have a track record in supporting tenants who live in our most deprived communities with health, education and employment interventions. We support 12 'housing for all' projects, funded under the TBUC scheme through the Executive Office and have plans to expand further over the next five years.

We recognise the sizeable emissions targets facing social and private homeowners and the need to start as soon as possible on an achievable and affordable decarbonisation plan. Our interim sustainability plan for 2022/23 will evolve into a five year strategy with progress being demonstrated through our new Annual ESG (Environmental, Social and Governance) Report from 2022.

We are transforming our business and seeking to give our customers more choice. We have moved to more agile ways of working with staff responding positively to our working model. Through our People Culture Strategy and the Radius Academy we will recruit more staff and empower them with the skills and initiative to support our customers while co-designing the best possible services. We will provide assurance to all with robust risk management, compliance and governance systems that evolve with the needs of our customers, funders and business partners.

This Corporate Plan sets out our plans and priorities for the next five years against the short and long term needs of customers and against the backdrop of this challenging business environment. We have and continue to face many challenges, but with the resilience and positivity of our people consistently rising to the fore, their values and sense of purpose will ensure we continue to support our customers over the next five years while at the same time strengthening and transforming Radius.



Martin Pitt
Chairman



John McLean OBE
Chief Executive



Our Vision is to
provide homes that
build a better
place for all

Who we are and what we represent

Radius is the largest social enterprise and housing association on the island of Ireland managing over 13,500 homes and supporting close to 30,000 households.

Radius uniquely offers a range of housing support for general needs families, older people and those with disabilities and complex needs. We work with voluntary and charitable partners and Health and Social Care Trusts supporting homeless people and other marginalised groups.

We directly manage Housing-with-Care schemes for people with dementia. Meanwhile our sector leading Connect 24 business supports vulnerable people with a responsive 24 hour 365 day telecare service in 20,000 homes.

Ultimately through our work we seek to enable people to maximise their potential, live with dignity and contribute to their communities.

We firmly believe that everyone is entitled to a place they can call home. A place that is safe, secure and affordable. From this firm foundation their educational, employment, health and quality-of-life prospects will be greatly enhanced, enabling communities to thrive.

Our Purpose is to
improve lives and
communities
through our homes,
care and support

 **Managing over
13,500
Homes**

20,000+ **Radius** 
Customers CONNECT 24
**24/7 - 365
SERVICE**

**Supporting close to households
30,000**

 **£150million
Investment
in our existing homes**

Our Values

Everything we do is underpinned by our values.

These are our guiding principles and beliefs, defining the caring, supportive and accountable organisation we aspire to be.



Strategic Themes

Our Corporate Plan is centred on four strategic themes to ensure alignment of team and individual staff objectives across the organisation and to set a clear and cohesive direction of travel over the next five years.

Every priority and objective we outline in this plan feeds into one of these themes and ultimately back to our purpose.



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Customer First



Great Places



Empowered People



Assured Business





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**Customer
First**





Customer First

Our customers; their safety, security and the quality of service they experience is a top priority for Radius and our delivery partners. We share our responsibilities and aim to work together as one to provide a seamless service. We provide tailored support where needed, and will continue to develop, innovate and direct our services to those most in need.

Priority 1

Safe and secure homes

- We will prioritise safety, planned and cyclical works through our Fire Risk Assessments and stock condition surveys.
- We will closely monitor and prioritise servicing and investment decisions which are sustainable, keep our customers safe and ensure compliance.
- We will continue to learn and continuously improve through the work and oversight of our Health & Safety Committee.

Priority 2

Customer Service Centre manage 80% of enquiries

- We will continue to grow and embed our Customer Service Centre as our first point of contact for customers.
- We will invest in Data and CRM systems which help us know our customers better.
- We will develop digital solutions that enable customers to self-service.

23 Compliance PLUS Ratings
Customer Service Excellence Audit

Priority 3

Tenants shaping our services

- We will ensure regular and effective communication with tenants, residents, their family and advocates and with our supported housing joint partners.
- Our tenants will have a meaningful say in the delivery of our services via tenant engagement panels and feedback forums.
- We will work collaboratively with our customers to improve core processes and enhance services.
- We will seek regular feedback to ensure the 'lived experience' of all customers reflects our values and purpose.

Priority 4

Support to protect tenancies

- Our community investment team will expand their scope of services in support of vulnerable tenants.
- We will embed and expand our community investment offering to sustain tenancies.
- Our more agile and flexible teams will spend more time in communities.

Priority 5

Maximise independence and dignified living

- We will aim to put our SNMA funded HOusing with Care schemes on a firmer financial footing.
- We will expand our Staying Put home adaptation service, taking on more private-payers.
- We will expand our Floating Support offering on the back of demonstrable benefits for the community.
- We will explore new innovative dementia programmes and services through dialogue with UK and European partners.



**Great
Places**





Great Places

We have plans to invest up to £150m over the next five years across all our properties, equivalent to £11.5k per home.

We will build energy efficient homes and will continue to adopt modern methods of construction. A major dampness and regeneration programme will modernise our older stock.

Priority 1

Start 1,500 new sustainable homes

- We will target new development opportunities across Northern Ireland and in all communities in response to need, as identified through NIHE's Social Housing Development Programme.
- We will develop our key signature projects at Black's Gate, St Patricks, Ballymena, Gas Works, Sean Dolan and Hannahstown.
- We will employ Housing our Aging Population Panel for Innovation (HAPPI) principles across our new schemes for older people.
- We will aim to maximise the number of Housing for All / TBUC schemes.

Priority 2

Pathway to net zero

- We will calculate our carbon footprint & agree a pathway to net zero for Radius.
- We will consult with our tenants on new retro-fitting and heating methods as we reduce our carbon footprint.
- We will develop new and sustainable home heating options for tenants in advance of 2025 while seeking to reduce fuel poverty.

Priority 3

Modern Construction Methods & designs to EPC-A & NZEB

- We will lobby for added support in recognition of NZEB standards and liaise through NI, UK and European partners (EFL) on new eco-friendly design practices.
- New-build design specifications to EPC A.

Priority 4

£150m invested in existing homes

- We will eliminate dampness and regenerate 300+ older homes with an investment of £25m.
- We will partly offset the cost of damp and retrofitting works through private house sales via our Tealstone Development subsidiary.
- We will explore possible Direct Labour opportunities in pursuit of improved service and value for money.
- We will develop a new Care & Support Asset Strategy for future major investment in older schemes.

£6.4m

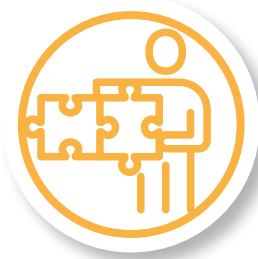
NEW investment towards 'HOUSING FOR ALL'



Empowered People



Social Enterprise NI Awards 2021 - Housing Association of the Year



Empowered People

Our staff showed great resilience and resourcefulness over the course of the pandemic. Almost overnight those in offices embraced home-working while those in supported and sheltered settings provided excellent frontline care and support.

Our transformation to a hybrid and more agile way of working was accelerated during this time and looking beyond the pandemic we have exciting plans to redefine our service model.

Priority 1

Managing out of Covid

- We will continue to risk-assess in response to the pandemic and will follow public health guidance.
- We will ensure our Staff Wellbeing support and interventions are 'best in class'.

Priority 2

Move to hybrid and agile working

- We will move beyond the pandemic towards a well-defined hybrid way of working where flexibility and agility will be aligned with internal/external customer needs.
- We will develop a People and Culture Strategy that enables and empowers staff to deliver the best possible customer services.
- We will engage coaching and mentoring providers to further integrate teams and support individuals through hybrid working.
- We will ensure Radius maintains competitive terms and conditions which aid staff retention.
- Our staff engagement body 'Employee Voice' will meet regularly and contribute to the enhancement of the staff working experience.
- We will continue to work constructively with our recognised union NIPSA in the interests of all our staff.

Priority 3

Radius Academy

- Our new Radius Academy will provide pathway opportunities into a career with Radius.
- We will review our Competency Framework against the needs of the new Corporate Strategy.
- Our Annual Leadership programme will empower managers to inspire their staff to deliver the best possible customer service outcomes.
- We will introduce family friendly initiatives for job experience, Duke of Edinburgh and other personal development experience opportunities.

Priority 4

Advocating for customers

- We will vary the working day to better tailor support for customers.
- We will revisit staff communication, support systems and processes to ensure staff work effectively together within and across business units for the benefit of customers.
- Target growth within our Connect 24 response centre.
- We will champion Equality and Diversity and will ensure an inclusive environment for all at Radius.

1,000 Staff working across
60 Towns
In Northern Ireland



04

Assured Business





Assured Business

We have a track record in helping make the sector stronger, innovating on behalf of our customers, regularly reviewing our risk appetite as we seek to maximise the impact of our resources.

We take our regulatory, statutory and legislative responsibilities extremely seriously and embed compliance and assurance at the heart of our business through sound management and systems of good governance.

Priority 1

ICT investments transforming core services

- We will review and select core IT systems which best meet our requirements for now and into the future.
- Our ICT Strategy and Disaster Recovery systems will be fit for purpose.
- We will seek data storage solutions which optimise possibilities for the processing and extraction of information.
- We will regularly test our cyber IT security and perform penetration testing checks on our business.
- We will ensure Radius complies with all relevant VAT and tax liabilities.
- We will ensure GDPR compliance and robust defence from viruses and cyber-attacks.

Priority 2

Value for money for all customers

- We will explore collaborative opportunities which benefit our customers and deliver savings.
- We will employ procurement methods which are fair to contracting partners, which enable Radius to manage risks and which provide the balance between best value and quality.

Priority 3

Long term financial resilience and risk scanning

- We will regularly monitor and report on KPIs, key financial ratios and covenant headroom through real time performance dashboards.
- We will annually determine our rent, service charge and heating charge uplifts, secure approvals and notify customers 30 days in advance.
- We will monitor 1-5yr and 30yr cashflows, BRIXX budgets and report on progress versus business plan.
- Our Treasury Strategy will ensure key business ratios and indicators are visible at all times.
- We will annually review the performance of our pension provider through an independent expert.
- We will review our risk appetite, risk strategy, scan our horizons and annually stress test the business.
- We will complete our Environmental Social and Governance report in conjunction with our Year End Report.
- We will refresh our Annual Internal Audit Programme as guided by the Radius Board.
- All business cases for investment, including new developments, will be approved in line with our scheme of delegation.
- Our Board will receive regular governance training.

Priority 4

Retain Moody's A1 rating

- We will prepare for our annual credit rating assessment and progress towards our next borrowing facility for future and quarterly updated treasury needs.



celebrating  years
born 2017



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Everyone has a place