

# Annual Review & Accounts 2017-18

# 2017/18 Performance Review



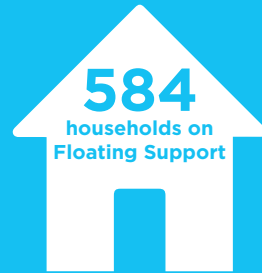
Supporting **33,000**  
households



over  
**1,000**  
staff



**609** New Homes on Site



**584**  
households on  
Floating Support



**21,311**  
Telecare connections



**1,222,387**  
Telehealth monitored days



Over  
**400**  
adaptation works



£16.4m Surplus



Housing  
Voids 2.22% Arrears 9.25%



Housing with Care  
Voids 3.0% Arrears 4.02%



**609** Homes under  
construction



£18m property investment



**509**  
Staying Put approvals



**73,328**  
website hits

# Our Purpose

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**To make a difference by providing homes, support and care for people, building neighbourhoods and empowering communities.**

## **REGISTERED OFFICE**

Radius House  
38 - 52 Lisburn Road  
Belfast  
BT9 6AA

## **BANKERS**

Bank of Ireland  
82a Main Street  
Bangor  
BT20 4AE

First Trust Bank  
Donegall Square North  
Belfast  
BT1 5GB

Barclays Bank  
Donegall Square North  
Belfast  
BT1 5LU

Ulster Bank  
Donegall Square East  
Belfast  
BT1 5UB

Danske Bank  
Donegall Square West  
Belfast  
BT1 6JS

## **SOLICITOR**

Wilson Nesbitt  
33 Hamilton Road  
Bangor  
BT20 4LF

## **INTERNAL AUDITOR**

KPMG  
Stokes House  
17-25 College Square East  
Belfast  
BT1 6D4

## **EXTERNAL AUDITOR**

PricewaterhouseCoopers  
Waterfront Plaza  
8 Laganbank Road  
Belfast  
BT1 3BN

## **REGISTRATIONS, AFFILIATIONS AND MEMBERSHIPS**

Registered under the Industrial and Provident Societies Act (NI) (No IP169)

Registered with the Charity Commission for Northern Ireland (NIC102575)

Registered with the Inland Revenue for Charitable Status (XN 48778)

Registered with the Fair Employment Commission (499)

Registered under the Data Protection Act

Regulated by the Department for Communities in Northern Ireland

VAT Registration (No 791 7838 74)

A Member of the Northern Ireland Federation of Housing Associations

A Member of Advice NI Independent Advice Network



# Foreword

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Welcome to our first Annual Review charting our progress since the formation of Radius on the 1st April 2017. It has been a very busy year bringing together two of Northern Ireland's leading housing associations whilst maintaining normal business operations for our 33,000 customers. In our first 12 months we managed to integrate people, systems and processes thereby creating a solid base for future business transformation, growth and an increased customer offering.

We launched Radius in the heart of the community in April. Tenants, school children, staff and business partners joined us at the Aquinas School, Belfast located within one of Radius's shared neighbourhoods. We wanted to start as we aimed to continue, a provider in touch with its customers. For Radius, everyone has a place. We want to become the most effective and efficient provider of housing, care and support, delivering high quality services through harmonised, engaged and empowered staff. We want to engage with and support communities and deliver positive outcomes for all our stakeholders.

We originally decided to merge the Helm and Fold businesses to achieve a stronger balance sheet for accessing new and more competitive funding sources. We wanted

to invest in mainstream support services for our tenants who are facing welfare reforms and other pressures. We could see the possibilities of adopting new technologies and process improvements for the benefit of our customers. Merger would also future-proof our business against risks in the sector and the wider economy.

At the same time we have always prided ourselves in being firmly in touch with our customer base and being able to provide a responsive and personalised service. Following merger, we took the opportunity to fundamentally review our Tenant Engagement Strategy to ensure our tenants had a genuine say in how we run our business.

Radius has a strong commitment to placemaking – developing and managing mixed-income and shared neighbourhoods, balancing the living, working and leisure needs of our tenants. Today we are delivering some of the most significant placemaking and regeneration projects in Ireland. Our Visteon project passed its last planning hurdle in 2018, enabling us to commence the intensive remediation phase of the project. Visteon will deliver 244 social, affordable and private homes together with 60,000sqft of employment space, leisure space and a playpark.

In our first year we were selected for two regeneration projects at St Patrick's Barracks, Ballymena and Hope Street, Belfast. These are expected to yield over 400 new homes. Radius had 609 homes in varying stages of construction across Northern Ireland. This included 491 new starts. On top of this we invested £18m in our existing housing stock. We are delighted to be supporting 100's of local jobs in the construction sector as well as many new apprenticeship positions.

Radius aims to positively impact on customers' lives by delivering high quality standards and supporting communities. We redesigned many of our core processes and appointed key contractor partners under new supply frameworks. All aimed at enhancing quality and value. We adopted a new communities strategy aimed at creating social value for our tenants and the communities they live within. We have plans to expand our support offering with partners to cover financial advice, education, well-being and employment services. Welfare reforms will undoubtedly lead to increased stress and financial hardship for our tenants. Our staff have been trialling a range of interventions from a Community Hub, to an incentivised saving scheme with a Credit Union to fundraising. These and other activities are enabling

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people to adjust to the reformed benefits system and to sustain their tenancies.

We are deeply committed to building shared communities where people from mixed-incomes, different religions and cultures can live together in a spirit of mutual respect. We have now developed three housing projects under the government's Together Building United Communities (TBUC) initiative. The buy-in and positivity from within these neighbourhoods has been very encouraging and we have plans for a further three projects in 2018/19. Unfortunately not all communities have been equally welcoming and we regretfully experienced incidents of intimidation in one of our Belfast developments. Not all parts of society are able to embrace inclusivity and mutual respect. This does not deter us from our path. However, it is clear that much work remains for stakeholders in educating and bridge-building throughout Northern Ireland.

This year we were faced with the tragic and untimely loss of our friend and Director of Assets, Michael Foster. Michael had played a key part in the merger process and was greatly respected throughout the social housing sector. His loss was felt deeply by Radius staff in our formative year and our thoughts are with his family.



We had a number of changes on our Board with members retiring having completed their mission and overseen the process of merger. We are very grateful to them all for their leadership, expertise and guidance during the years spent previously on the Fold and Helm Boards.

We must thank our partners, our funders and in particular our staff for the crucial role they have played in delivering such positive results amidst widespread change in Radius' first year. At the earliest stage we relocated and mixed 70 staff from our legacy associations to achieve meaningful integration. We have been very pleased

with their buy-in to the new organisation and its values. We are grateful for the support of our tenants who put their trust in us.

Looking ahead in our five year corporate planning cycle we see 2018/19 as a pivotal year for completing integration activity and embedding new systems and processes. We have plans for a revolving credit facility, a rating and the pursuit of our first private placement. We continue to expand our communities offering and to pursue new and exciting development projects where people want to live and communities can thrive.

**Diana Fitzsimons**  
Chairperson

**John McLean OBE**  
Chief Executive

# Committed to Growth

## We will grow and diversify our business through:

- Maximising development opportunities
- Accessing private finance
- Developing innovative services
- Growing TeleCare sales
- Supporting Fold Ireland

## Building more new homes

During the year we managed to achieve 432 social and 59 affordable new starts across 17 sites in Northern Ireland. At the same time we drew down over £20m of Housing Association Grant. We completed and handed over a further 296 new homes for tenants from the Selection Scheme. As we exited the year we had 609 new homes across two tenures in varying stages of construction across 13 sites. We have plans in place to commence 280 new starts during 2018/19 as Radius Housing, subject to funding from the Department and the timely receipt of planning permissions.

## Visteon

We received planning approval for the regeneration of the former Visteon site in March 2018. The £35 million development will see the construction of 244 private and social homes and access to community and workspace facilities, all set within extensive newly landscaped and open space on the former factory site. This is one of the largest

housing development projects anywhere in Northern Ireland in recent years.

The regeneration of the site will also lead directly to 300 construction jobs, including apprenticeships, and will make an overall contribution to the economy of some £86 million. We purchased the former Visteon site in June 2013, with the aim of providing social and private housing, community facilities and employment opportunities. We have undertaken considerable work to prepare the site for development, including the demolition of several derelict factory buildings and significant remediation work.



**Table 1 New properties commenced on site in 2017/18:**

| Scheme Name                    | Type             | Unit Nos   |
|--------------------------------|------------------|------------|
| Gleann Si, Rostrevor           | ESP*             | 1          |
| Manse Road, Seaforde           | New Build        | 10         |
| Warren Gardens, Lisburn        | Off the Shelf    | 12         |
| Fold Mews, Bangor              | ESP*             | 4          |
| Lagmore Rise, Belfast          | ESP*             | 1          |
| Earls Court, Dungannon         | Design and Build | 38         |
| Cloughan Court, Newry          | Off the Shelf    | 5          |
| Lagmore, Belfast               | Off the Shelf    | 14         |
| Skeoge Road, Derry/Londonderry | Off the Shelf    | 9          |
| Owenroe, Mayobridge            | Off the Shelf    | 2          |
| Lawnfield Court, Newcastle     | ESP*             | 1          |
| Visteon, Belfast               | New Build        | 196        |
| Leyland Road, Ballycastle      | New Build        | 40         |
| Castle Street, Ballymena       | New Build        | 19         |
| Barrack Street, Coalisland     | Design and Build | 28         |
| Drumalane, Newry               | New Build        | 52         |
| Drumalane, Newry               | New Build        | 52         |
| <b>Total</b>                   |                  | <b>432</b> |

\* Existing Satisfactory Purchase

## Social Investment

During our first year as Radius, we continued our partnership working and actioned a number of community initiatives. The aim of these initiatives is to improve wellbeing and sustainability in our own communities.

The highlights include:

- The sale of a number of affordable homes across two sites
- Major refurbishment works at Donaghcloney
- Sale of retail unit at Rathgill
- Approval of our Community Investment Strategy
- Completion of a further two Housing for All schemes
- Employing our first Welfare Reform Officer
- Radius Connects pilot demonstrates our proactive approach towards finding innovative ways to help with unemployment and sustainability

## Telecare & Telehealth

Our TeleCare business finished the year on 21,311 connections. This included 3,995 clients on various support packages with the Health and Social Care Trusts. Our Telehealth vital signs monitoring service has provided 1,222,387 cumulative monitored days.

Our new support office in Dublin is helping to raise the profile of the service across the country. We secured our first Telehealth pilot scheme with the HSE in Donegal and are seeking to expand coverage further into other regions.

The Telehealth service was re-accredited in 2017 with ISO20000 and ISO27001 as well as the Telecare Service-users Association (TSA) quality standard.



**21,311**  
connections



**1,222,387**  
days monitored

## Staying Put

The Staying Put service continued to perform well against targets set by the NIHE, assisting 446 families to complete much-needed adaptations during the year. At the same time, we received 509 approvals from the NIHE assisting these families to complete adaptations to their homes.

Performance continued to exceed targets in most areas, with 95% of customers expressing high levels of satisfaction.



**447**  
families assisted



**509**  
approvals  
from NIHE



**95%**  
of customers  
expressing high  
levels of satisfaction

# Megan McGlinchey - Area Housing Manager

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“Seeing the positive impact our homes and services has on the lives of our tenants and their families is extremely rewarding.”

Quote from Megan McGlinchey

My name is Megan McGlinchey; I started out in the Floating Support Team in 2013, progressing to what is now the Communities Team as a Housing Officer, then Senior Housing Officer. I currently hold the position of Area Housing Manager. Progressing through these various roles within the organisation over the last five years has allowed me to gain real experience across the range of services that Radius provides and to me that experience has been invaluable.

Over the years we have expanded our service delivery and do so much more than the standard landlord function.

During my time working at Radius I have been involved in the handover of hundreds of new build homes across the region. Seeing the positive impact our homes and services has on the lives of our tenants and their families is extremely rewarding.

In 2014 I kick started what is now our Annual Christmas Gift Appeal to assist those in need within our communities. It is heartening to see our staff and tenants give to those who may struggle during that time.



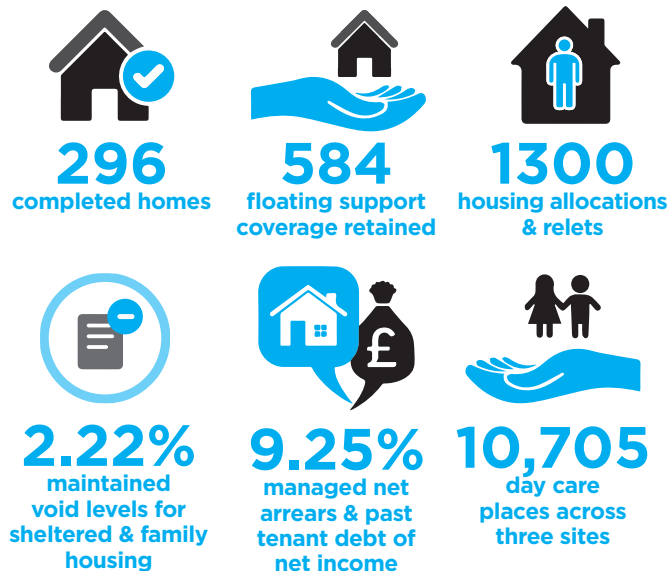


# Customer Service

We want to make a positive difference by providing homes, care and support for people while building neighbourhoods and empowering communities by:

- Consulting regularly with our customers
- Promote participation of staff and customers in the design and delivery of all our services

During 2017/18, we successfully:



## Tenant Feedback

Our latest tenant survey confirmed:

- 80% were satisfied or very satisfied with their neighbourhood as a place to live
- 82% were satisfied or very satisfied with the quality of their homes
- 77% and 67% felt their rent and service charge respectively were value for money
- 77% were satisfied that Radius kept them informed about decisions that might affect them

## Future proofing against Fuel Poverty

Radius is committed to helping its tenants overcome fuel poverty while reducing the Association's carbon footprint. We have installed PV solar panels on 85 sheltered and supported housing schemes. The savings will be pooled with tenants benefitting from Renewable Obligation Certificates (ROC) payments and reduced energy costs for years to come. Our tenants benefit from whatever solar energy they can use in real time.



Elsewhere in Radius, we will continue to develop social homes that are highly insulated. We are continuing our partnership with Fusion Heating under the Northern Ireland Sustainable Energy Programme – the Housing Association Energy Saver. Our refund in the 2017/18 year was £43,000.



## TeleCare Service Centre

TeleCare operates a 24hr call response centre taking enquiries and repair requests from our customer base. During the year, the call advisers successfully out-performed their targets in terms of response times and the low number of abandoned calls. TeleCare's centre handled over 638,000 calls last year, servicing around 21,000 customers.

## Partnership Working

We offer a diverse range of services to those in need of housing, care and support. We work with many partners to provide key support services in our jointly managed schemes.

# Customer Service

## Customer Complaints

We received 120 complaints in 2017/18, up from 83 complaints in the previous year for Radius Housing's customer base of 35,205. 87.5% of these complaints were processed within the requisite 20 working day target. The management team collectively assess complaints on a monthly basis. Where necessary, corrective action is taken including additional training, performance management and procedural review.

## Customer Complaints Summary for 17/18:

| Radius Customer Type        | No. of Complaints | No. Resolved | Percentage Resolved | No. of Customer |
|-----------------------------|-------------------|--------------|---------------------|-----------------|
| Housing tenants & residents | 99                | 99           | 100.00%             | 12,450          |
| Telecare Customers          | 0                 | 0            | N/A                 | 21,312          |
| Staying Put Customers       | 2                 | 2            | N/A                 | 700             |
| Housing with Care           | 3                 | 3            | 100%                | 245             |
| Other                       | 16                | 6            | 100.00%             | 498             |
| <b>Total</b>                | <b>120</b>        |              | <b>100.00%</b>      | <b>35,205</b>   |



# Asset Management

We are committed to continuing service levels and investing in our stock, while seeing efficiencies through:

- Robust project appraisal systems
- Providing for timely maintenance renewal and replacement services
- Ensuring value for money in all procurements
- Ensuring ICT strategy delivers a modern, efficient and robust system

## Assets Performance

Radius invested £18m in maintaining and servicing the existing housing stock throughout 2017/18. The Response Repair team processed over 70,000 orders for emergency, urgent and routine repairs. The new Radius Open House system went live in December 2017 and Radius procured a new All Trades MTC which commenced on the 1st January 2018.



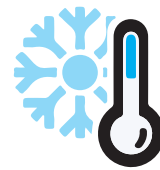
**£18m**  
investment



**70,000**  
orders for repairs



over **400**  
adaption works



**£632k**  
heating upgrades

| Response Category           | DFC result | Radius target | Radius result |
|-----------------------------|------------|---------------|---------------|
| Emergency Response (24 hrs) | 85%        | 90%           | 85.20%        |
| Urgent Response (4 days)    | 80%        | 90%           | 86.05%        |
| Routine Response (4 weeks)  | 80%        | 90%           | 91.89%        |

## Asset Management Strategy

In 17/18, Radius increased the stock condition surveys of 62.13% of properties to inform the Five Year Programme of works and delivered £11m of planned works.

Furthermore, Radius completed 22 procurements, provided **adaptation works to over 400 properties**, delivered **£632k of heating upgrades** and implemented a programme of Fire Improvement works.

## ICT Systems

Radius' ICT infrastructure and network supports over 850 users. We provide free internet access to all our sheltered tenants by means of a fully serviced PC in the Common Room. Since 2013, our partnership with Advice NI in the Supporting Active Engagement project has delivered digital training to 632 older people across 49 of our sheltered schemes.



**632**  
older people  
received digital  
training

The Radius website handled 73,328 hits in its first year and is a key channel for service users and prospective customers. Our in-house social media champions have been trained to maximise the potential of Twitter and Facebook as Radius continues to expand its profile among a range of client and stakeholder groups.

Our employees are involved in GB-wide working and user groups employing 'nudge', and other techniques, to increase the number of online self-service transactions by customers.

# Accounts 2017/18

## Consolidated statement of comprehensive income for the year ended 31 March 2018

|   | 2018<br>£           | 2017<br>£    |
|---|---------------------|--------------|
| <b>Turnover</b>                                     | <b>82,157,803</b>   | 78,116,989   |
| <b>Operating Costs</b>                              | <b>(65,770,150)</b> | (58,653,527) |
| <b>Operating Surplus</b>                            | <b>16,387,653</b>   | 19,463,462   |
| Surplus arising from disposals of housing property  | <b>(207,694)</b>    | 621,511      |
| Transfer to disposal proceeds funds                 | <b>(91,463)</b>     | (251,468)    |
| Transfer to Tenant services fund                    | <b>1,995</b>        | -            |
| Interest receivable and similar income              | <b>53,879</b>       | 62,936       |
| Interest payable and similar charges                | <b>(7,213,849)</b>  | (6,902,252)  |
| Finance expense                                     | <b>(742,270)</b>    | (376,810)    |
| Exceptional costs                                   | <b>(1,943,777)</b>  | -            |
| <b>Surplus on ordinary activities before tax</b>    | <b>6,244,474</b>    | 12,617,379   |
| Taxation  | <b>(75,532)</b>     | -            |
| <b>Surplus for the financial year</b>               | <b>6,168,942</b>    | 12,617,379   |
| <b>Other comprehensive income:</b>                  |                     |              |
| Fair value gain on financial instruments            | <b>130,129</b>      | 17,167       |
| Actuarial gain/(loss) in respect of pension schemes | <b>2,144,000</b>    | (7,730,000)  |
| <b>Total other comprehensive income</b>             | <b>2,274,129</b>    | (7,712,833)  |
| <b>Total comprehensive income for the year</b>      | <b>8,443,071</b>    | 4,904,546    |

## Consolidated statement of financial position as at 31 March 2018

|  | 2018<br>£           | 2017<br>£    |
|--|---------------------|--------------|
| <b>Fixed assets</b>  |                     |              |
| Housing properties - depreciated costs                         | <b>820,899,956</b>  | 804,374,233  |
| Other tangible fixed assets                                    | <b>9,277,593</b>    | 9,930,286    |
| Investments  | <b>3,229,271</b>    | 3,067,212    |
|  | <b>833,406,820</b>  | 817,371,731  |
| <b>Current assets</b>  |                     |              |
| Stock  | <b>1,965,113</b>    | 98,721       |
| Debtors  | <b>20,012,835</b>   | 19,999,028   |
| Investments  | <b>5,554,627</b>    | 13,927,566   |
| Cash at bank and in hand                                       | <b>5,050,250</b>    | 3,691,232    |
|  | <b>32,582,824</b>   | 37,716,547   |
| <b>Creditors: amounts falling due within one year</b>          | <b>(37,322,668)</b> | (34,414,049) |
| <b>Net current (liabilities)/assets</b>                        | <b>(4,739,844)</b>  | 3,302,498    |
| <b>Total assets less current liabilities</b>                   | <b>828,666,976</b>  | 820,674,229  |
| <b>Creditors: amounts falling due after more than one year</b> | <b>705,577,575</b>  | 706,027,899  |
| <b>Net assets</b>  | <b>123,089,401</b>  | 114,646,330  |
| <b>Capital and reserves</b>                                    |                     |              |
| Called up share capital  | <b>39</b>           | 39           |
| Capital reserve  | <b>256</b>          | 256          |
| Revenue reserve  | <b>123,089,106</b>  | 114,646,035  |
| <b>Total capital and reserves</b>                              | <b>123,089,401</b>  | 114,646,330  |

# Results

We monitor performance and seek continuous improvement through:

- Key Performance Indicators framework for regulatory and business performance
- Challenging targets for key business activities
- Ensure skills and tools are in place to deliver against targets
- Regularly review and report on performance
- Maximise staff performance

## Financial Performance

Radius' annual turnover for 2017/18 was up 5.2% by £4m to £82m, mainly due to growth in social housing rental income. Our operating surplus was in line with budget, but down £3.0m on the previous year at £16.4m due to an increase in planned maintenance activity during the period. Interest and financing costs were £8m for the year and our key banking covenant ratios remained well within agreed targets.

On the capital side, we increased our assets by £32.8m or 3% over the 12 months mainly through the development of new social homes, while £20m in Housing Association Grant was drawn down over the year.

The Income and Expenditure Account and Balance Sheet (Fig.1) extracted from the audited accounts show Radius is well placed to meet the financial challenges which lie ahead.

## Key Financial Indicators



**10%**  
Net Surplus  
Turnover



**4%**  
Rent Losses of  
Rental Income



**80%**  
Operating Costs  
of Turnover



**238%**  
Interest Cover



**22%**  
Gearing Ratio



**80%**  
Liquidity Ratio

## WEEKLY RENT:

### Apartments for Older People:

£38.35 to £99.72 (average £55.56)  
per week

### Family Housing (5 Person/3 Bedroom):

£53.70 to £99.72 (average £84.30)  
per week



# Donaghcloney Contractor

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“It is clear that Radius Housing is focused on delivering the best possible standards.”

Quote from Brendan Loughran and Sons

Brendan Loughran and Sons are committed to delivering sustainable projects for our local communities and are delighted to have worked in conjunction with Radius Housing in providing significant investment to their properties through Multi-Elemental Improvement works in Donaghcloney.

As a family firm with over 40 years' experience, we are committed to and pride ourselves on our approachability and always aim to communicate and engage with customers and stakeholders in a personal and courteous manner to deliver a high standard of service. We recognise that in works of this nature, the most important people are the residents and we strive to minimise the impact of the disruptive nature of the works for them and accommodate them to the best of our ability.

Our experience in Donaghcloney has been and continues to be pleasant from all perspectives. The kind, welcoming and accommodating nature of the residents in Donaghcloney has had a very positive impact on the works, our staff and the company as a whole. We believe that the high specification investment made by Radius Housing to provide modern, safe and secure accommodation in Donaghcloney will have a similarly positive impact on their residents.

It is clear that Radius Housing is focused on delivering the best possible standards.

# Continuous Improvement

We seek to provide the highest standard of services at the best value for all our customers through:

- Adoption of up to date policies, procedures and processes
- Mystery Shopping Exercises
- Lean Six Sigma enhancement projects
- Completing Annual DFC Annual Regulatory Return
- Maximising the potential of staff through best-practice quality systems
- Retaining TSA and ISO 9001, 2000 & 27001 re-accreditations
- Retaining Customer Service Excellence (CSE) Award

## Business Continuity

We performed our annual Business Continuity Plan (BCP) test during November and held our Winter Readiness event to ensure systems and people were prepared for adverse weather, should this arise.

## Regulatory Compliance

We continue to maintain systems, policies and records in compliance with DfC's requirements.

Regular unannounced RQIA inspections take place across our supported schemes and present Radius staff and services in a positive light. The RQIA reports are posted

on the Radius Housing and RQIA websites. Radius operates its own internal auditing programme for supported housing in line with the RQIA's thematic inspections.

## Assurance Systems

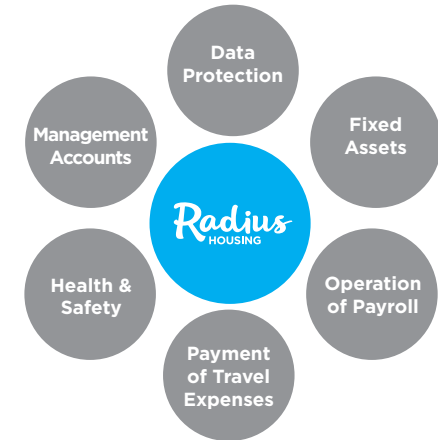
At Radius we operate a four level assurance system ensuring effective staff training and compliance with association policies and regulatory standards.

Internal and external auditors inspect processes and confirm compliance of same with Radius policies and statutory requirements. The internal audit programme is selected on the basis of business risk. The organisation employs a further layer of third party auditors who inspect against accredited frameworks such as ISO (9001; 20000 and 27001), Customer Service Excellence (CSE) and Telecare Service-users Association (TSA).

We employ specialist third party auditors to investigate specific aspects of our business, again based on risk. Finally, we have regulatory inspectors from the Department for Communities, RQIA and Supporting People.

Radius' Internal Auditors, KPMG, provided reports to the Audit Committee during the year against the 2017/18 Audit Plan. We received a satisfactory assurance rating in the areas as shown:

## Assurance Ratings



We had one Priority One finding relating to gas servicing for which the Asset Management team presented an action plan to the Audit Committee.

## Accountability and Transparency

At Radius, we communicate with our stakeholders through the publication and distribution of financial and operational performance on a regular basis. We publish an Annual Review, the Annual AGM Report and Radius News. We also complete our Annual Regulatory Return to the DFC. We post further information on our website, Facebook and Twitter pages.

We brief our tenant committees through Area Panels, Tenants Executive Committee's and Annual Housing Forums. We hold regular staff and carer forums at our supported housing schemes.

# Tenant Engagement

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## Tenant Engagement

Following a consultation project with our tenants, we have implemented a diverse structure that enables tenants to interact with Radius Housing. This includes area panels, which have nominated chairs and vice-chairs who join to form our new Tenant Executive Committee.

Our new tenant-led estate walkabouts are very successful and include other departments to maximise the benefits of tenant engagement. The innovative Community Chest programme involves linking in with community groups to enhance and improve our offering in areas where we have stock. To mark a year of Radius, we held four tenant forums to celebrate the best of our sheltered living accommodation. Following the success of these forums, we are now planning to hold a general needs conference.

Furthermore, our Scrutiny Panel is also getting off the ground with its first agenda item reviewing the grounds maintenance service. The panel will also have an input in the tender exercise to ensure tenant expectations are met in the final service delivery.

We would like to express our thanks to Kathleen Quinn for her years of commitment to the Board in her role as Tenant Representative.

We will welcome a new Tenant Representative to the Board for 2018/19.





# Dementia Friendly

## Dementia Friendly Communities

The Alzheimer's Society introduced its Dementia Friendly Communities programme to raise awareness of the daily challenges facing those with dementia. In 2016 Fold, now Radius Housing, created Dementia Friendly Hollywood. As part of this project, Deirdre Carr, Care Services Manager, completed Dementia Champion training with Alzheimer's Society. This training enabled Deirdre to provide Dementia Friends training to carers, businesses and local organisations.

Dementia Friendly Hollywood has a monthly newsletter containing useful information for people with dementia and their carers. The group hosts a twice-monthly memory café, carer support groups, training and awareness sessions, information days and fundraising events. Dementia Friendly Peninsula began in September 2017 to cater for dementia sufferers living in rural areas who have limited access to resources or availability of support.

The Dementia Friendly Peninsula group hosts weekly cafes in Kircubbin and also visits Portaferry once a month to attend the town's dementia café. The group also issues a monthly Dementia Friendly newsletter and facilitates training to local businesses.

Both Dementia Friendly Hollywood and Dementia Friendly Peninsula work in partnership with Dementia NI and the Alzheimer's Society.



# Radius Connects

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“With the impending impact of the Welfare Reform process, the “Radius Connects” pilot demonstrates Radius’ proactive approach towards finding innovative ways to help mitigate the impact of such reforms for our residents.”

Quote from Anita Conway, Director of Development

Radius has been collaborating with South West College on a pilot project named Radius Connects. This project has been designed to develop training and employability mentoring for residents of our Burnvale Crescent Housing for All Shared Neighbourhood in Cookstown.

14 residents have registered with the Radius Connects initiative and are currently undertaking a range of different courses at South West College, including barbering, joinery, health and social care and essential skills.

With the impending welfare reform, the Radius Connects project demonstrates our proactive approach to mitigating the impact of reform on our residents. It also highlights what can be achieved through working collaboratively with like-minded organisations, such as South West College.



# Community Investment

We support and contribute to the community through:

- Community Investment Strategy
- Seek environmentally friendly solutions
- Corporate Social Responsibility
- Encourage and enable shared and integrated communities
- Ensuring our communities offer security and protection
- Encouraging staff to contribute to the community

## Neighbourhood Consultation

The wider community remains at the heart of what we do. We seek to ensure all new developments involve close engagement with local representatives and their communities. This process enables us to effectively explore sustainable and integrated solutions.

We take soundings pertaining to all aspects of our services to ensure future sustainability of our new housing schemes.

When carrying out major and planned works we firstly engage with our tenants, and where applicable their family members, to ensure we meet tenant requirements and minimise disruption.

## Housing for All

We continue to work jointly with the Department for Communities and Northern Ireland Housing Executive to build and deliver more shared housing schemes.



**In 2017/18 we have taken into management two further schemes in Dungannon and Coleraine, totalling 49 and 30 properties respectively.**

This is added to the Housing For All developments in Belfast and Cookstown. We currently have two Communities Officers working with our tenants in these schemes on the promotion and development of cohesive communities. This work feeds into a five year Good Relations Plan designed to benefit tenants and the whole community.

## Welfare Reform

Our Communities team has been executing their Welfare Reform Action plan focusing on managing and mitigating the loss of income and supporting our tenants through changing times. The roll out of Universal Credit commenced in September 2017. The team continues to keep abreast of the welfare reform agenda and its implications for tenants, staff and Board. Alongside our Community Investment Strategy we have

employed a Welfare Advice Officer to assist our tenants through this process which is one of the biggest challenges facing our tenants and local housing associations.

## Floating Housing Support

Our 'Hub and Spoke' Floating Support service continues to provide a high-quality service with exceptional satisfaction levels reported among the service users. In 2017/18 we further developed this service by piloting a private-pay option, which has proven successful.



**560**  
service users

## Community Safety

The safety of our customers and the wider community remains a key priority for Radius Housing. Our sheltered schemes are enlisted under the PSNI's Neighbourhood Watch initiative. We continue to emphasise the importance of vigilance among our residents. We work in partnership with many agencies to enhance and promote community safety and effectively manage and reduce anti-social behaviour.

# Board Members & Staff

## Board of Management

### CHAIR

Diana Fitzsimons  
MA MSC FRICS FRTPI

### VICE-CHAIR

Hilary Kinney

### MEMBERS

Peter Ewing BSc (Hons) FCA  
Des Neill MRICS, Dip PM(RICS)  
Graham Long  
Jill England MBE BA  
Jonathan Hobbs  
Kathleen Quinn  
Elizabeth Cuddy OBE  
Lorraine Campbell  
Melanie English LLB  
Peter Gibson BSc (Hons) CQSW, MBA  
Stephen Torrens BA CIPD  
Trevor Conway  
Peter McGuinness (Independent Member of Radius Homes)

### Committee Structure

Radius operates the following standing subcommittees; Audit & Risk, Development, Communities, Care and Support, Finance, Corporate Services & ICT.

### Recruitment and Selection

#### Procedures for Radius Members

Radius aspires to maintain a balance of Board Members who are representative of all sections of the local community. New members are recruited through public advertisement and by direct recruitment where skills shortages cannot be met through public advertisement. One member of the Board is an elected tenant/resident representative.

## Radius Management Team

### SENIOR MANAGEMENT TEAM

#### Chief Executive

Mr John McLean OBE BEng MSc DipM MBA CEng MIEI

#### Director of Corporate Services

Mrs Gillian Somerville BSc (Hons) MSc FCIPD

#### Director of Care and Support

Mrs Fiona McAnespie RSCN RGN

#### Director of Communities

Ms Eileen Patterson MSc CIH CM

#### Director of Development

Miss Anita Conway BA (Hons) MSC

#### Director of Finance and ICT

Mr Eddie Magowan BA (Hons) MSc FCCA MCIM

#### Director of Asset

Ms Aisling McStravick

## Board and Committee Meetings

|                   | Board           | Audit & Risk | Development | Communities & Assets | Care and Support | Finance Corporate Service & ICT |
|-------------------|-----------------|--------------|-------------|----------------------|------------------|---------------------------------|
| Diana Fitzsimons  | Chair           |              | •           |                      |                  | •                               |
| Hilary Kinney     | Vice Chair      |              | •           |                      |                  |                                 |
| Peter Ewing       | Treasurer       |              |             |                      |                  | Chair                           |
| Des Neill         | •               |              | Chair       | •                    | •                |                                 |
| Graham Long       | •               |              |             | •                    | •                |                                 |
| Jill England      | •               |              |             | Chair                |                  |                                 |
| Jonathan Hobbs    | •               | Chair        |             |                      |                  |                                 |
| Kathleen Quinn    | •               |              |             | •                    |                  |                                 |
| Liz Cuddy         | •               |              |             |                      | •                |                                 |
| Lorraine Campbell | •               |              |             | •                    |                  |                                 |
| Melanie English   | •               |              | •           |                      |                  |                                 |
| Peter Gibson      | •               | •            |             |                      | Chair            | •                               |
| Stephen Torrens   | •               | •            | •           |                      |                  | •                               |
| Peter McGuinness  | Co-opted Member |              | •           |                      |                  |                                 |

# Radius' Voluntary Board

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Radius' Voluntary Board continues to provide direction and guidance to the senior management team, monitor controls and assess performance against targets. We have a highly-skilled Board who bring expertise in a number of key areas, including: including finance, estates management, housing, governance, development, health, ICT, legal matters and human resources.

In 2017/18, Radius Board members gave generously of their time in supporting the Association with attendance at:

- Board and Committee meetings
- Workshops and Special Meetings dealing with post-merger
- Meetings to open, evaluate and score tenders
- Consultation meetings with department officials and elected representatives
- Official Openings of new housing developments
- Assisting in drafting the new 2018/19 Business Plan
- Assisting in drafting responses to key consultations
- Housing conferences and training events

The Board also assisted in drafting the 2018/19 Business Plan and drafted responses to key consultations.

The total expenses claimed by our members during 2017/18 for travel and subsistence amounted to £4,646 (2016/17: £7,449).

# Staff Development & Leadership

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Staff continue to be at the core of everything we do. Our achievements are a result of the dedication, motivation and creativity of our staff. We are a people-focused organisation, seeking to continuously improve through:

- Providing values based leadership with a clear direction
- Developing, empowering and retaining our staff
- Managing staff fairly and equally
- Ensuring effective Health and Safety Management

Radius' latest staff survey confirms a positively engaged workforce:

- 85% belong to an organisation they were proud of
- 85% feel working for Radius enabled them to contribute to society
- 80% are committed to developing their ability
- 98% attending training or completed E-learning modules in the last three years

## Development and E-Learning

Radius employs over 1000 staff across Northern Ireland. Throughout 2017/18 the HR team delivered an extensive training and development programme, costing around £290,000. The programme covered Radius' mandatory training requirements as well as helping with the personal development of staff. Many of our training events are delivered through E-Learning modules. These sit alongside conventional training programmes.

## Staff Conference

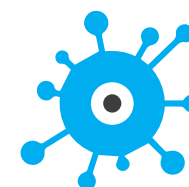
We recognise the need for our staff to be inspired leaders dedicated to delivering customer service in the face of challenges and opportunities. In December, we held our first Radius staff conference with Geoff Ramm delivering Celebrity Service sessions as the conference highlight. We enjoyed presentations and workshops on various aspects of customer excellence from leading external speakers.

## Health and Safety

Radius' Health and Safety Committee continued to meet during the year, helping to maintain a focus on potential safety hazards and the well-being of customers, staff and the general public who live, work and visit our offices and housing schemes. Risk assessments are carried out across all

offices and communal housing schemes together with annual fire safety checks. There were no **RIDDORs** recorded for the 2017/18 year. In 2016/17, we recorded 4 RIDDORs. Core Brief for staff, held every 2 months, provides an update on health and safety and staff wellbeing matters.

## Absence and Staff Turnover



**Radius' sickness and absence was 3.21% against a target of 3.5% in 2017/18.**

Elsewhere, we closed the year with our staff turnover peaking at 13.5%. While we seek to reduce this figure, it is in line with the social care sector.

## Equality Review

Radius is fully committed to ensuring our staff, customers and members of the public experience equality in all we say and do. We have developed key policies and strategies which uphold equality and diversity, ensuring Radius is compliant with legislation and best practice. Throughout 2017/18 we have developed our next five year Equality Scheme. Details on this can be downloaded from the Radius website.

# Radius... one year on





## Contact *us*

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