



## **Annual Review 2021-22**

**Improving lives and communities through our homes, care and support**

Radius  
HOUSING

Celebrating our anniversary!

"This year marks a small milestone in respect of the Radius time line, but not forgetting the huge contribution made over the previous half-century by the two organisations that came together to form what is now Radius Housing - Fold and Helm.

Staff, of these three Associations, both past and present, should be immensely proud of the service we provide and continue to provide, on a daily basis, towards making a real and tangible difference to many people's lives.

Long may this dedication and passion continue and with that you have my personal admiration and thanks."



John McLean OBE, CEO

celebrating  years  
born 2017

Everyone has a place

# Highlights of the year

## Key Performance Indicators



**£89.9m**  
Turnover



**A1** Moody's  
Retained Credit Rating



**£30million+**  
Property Investment



**175**  
Complaints from  
**33,000**  
Supported Households



**2.85%** Housing  
Voids  
(Includes those for major works)



**64,395**  
Response Repairs  
Completed



**97%**  
Staff Attendance

## Operational Highlights



**33,000**  
Households  
Supported



circa  
**1,000**  
STAFF



**335** Adaptations  
**£1,008,810**

## Supporting Customers



**755** NEW Welfare  
Advice Clients  
**£723,141**  
additional income identified for tenants



**66** Community  
Events Held  
with more than 3.4k  
registered attendees



**Connect24**  
**19,905**  
households connected  
to the service



# 'A message from the Chair of the Board and Chief Executive'

Martin Pitt, Chairperson, Radius Housing Board



**At Radius we know our purpose is more than just constructing houses, it is about building a better, safer and sustainable future for our customers and employees, and never has that purpose been more needed than now.**

This year our customers and staff have not only had to contend with a second year of the pandemic but also the added challenges of rapidly rising fuel, energy and food bills. Meanwhile, our partners in housing development and maintenance have had to manage delays in materials coupled with a shortage in skilled labour. Throughout this time, we remained focussed on protecting our customers and staff, sustaining tenancies and managing our finances and risks. Radius not only rose to the challenges of completing more new homes and investing in our existing stock but also in supporting our customers and communities.

Through our corporate plan our empowered staff place our customer first, at the centre of sustainable communities, all supported by a resilient and well governed business. Over the last 12 months we adapted well to an ever-changing customer and business environment with exceptional cases of dedication by staff and business partners. While it has not been possible to achieve optimum levels of performance through staff and partners having to isolate and work within restrictions, we have seen productivity levels trend upwards from the previous

year towards pre-pandemic levels. The cost-of-living crisis which began to grow in earnest last year is set to impact on so many more families in the immediate years ahead. Our people are bracing themselves for further increases in inflation, interest rates, and the cost of living. In response, Radius has expanded its range of tenancy sustainability interventions to help our most vulnerable people. We extended our service charge convergence plans and decided not to pass on the full heating price increases to sheltered tenants. Our Benefit Officers have been helping tenants identify eligible benefits to the value of millions of pounds which they might otherwise have missed out on. Taken together these measures have significantly shielded our tenants from the full extent of the harsh economic headwind facing us all at this time.

We are committed to investing in our existing homes while providing the best possible housing, care and support to all our tenants and residents. We have plans to build more eco-friendly homes within shared and inclusive communities. However, despite us delivering a healthy programme of completions, the scarcity of developable land, rising land and construction prices and delays in statutory decision making impacted on the level of new starts we were able to progress this year.

Our Community Investment team have now successfully bid for over



£6.4m of Together Building United Communities (TBUC) monies on 12 shared future projects. This funding is helping to support communities through programmes which promote greater understanding, respect and which celebrate diversity.

During the year we approved a dampness remediation strategy which will see over £25m invested in our older properties over the next 5 years. This, together with a plan to raise all our properties to at least EPC Level C, Radius is piloting retrofitting and alternative low-carbon heating solutions on apartment blocks and single dwellings and will progress a number of Net Zero Energy Building development prospects through next year's Social Housing Development Programme.

We were proud to become the first local housing association to be assessed under the Supporting Communities' Tenant Participation Standard, receiving their Silver Award. In recent years our network of tenant forums and focus groups have been very active in helping to shape new services, core processes and investment decisions. This year for the first time, we will be reporting our Environmental Social and Governance (ESG) activities against the UK's Social Housing Reporting Standard (SRA). We had sought a reporting methodology which draws out the full extent of Radius's contributions to the planet and felt the SRA best meets that need.

We were delighted to win a number of key awards in 2021/22 showcasing the quality of our services and the dedication of our staff, the highlight of which was 'Housing Association of the Year'

at the Northern Ireland Social Enterprise Awards. Our Glenowen and Spelga Mews housing-with-care schemes topped their sections at the Health and Social Care (NI) and Staff Nursing Awards respectively with several managers winning individual achievement awards. Our Connect24 business enjoyed similar success at the 2022 Public Sector Transformational Awards in London. Together with excellent independent assessments through customer and staff surveys, Customer Service Excellence, ISO and TSA re-accreditations, they describe an organisation listening to its customers and wanting to adopt best-in-class solutions.

This year we engaged with customers, staff and business partners as we designed a new 5-year corporate strategy and revisited our priorities. We took great confidence through communications with all stakeholders that Radius's direction and the achievements of our staff and partners remains aligned with the needs of the customers and the communities we serve.

There are challenging times for us all. However, we have every confidence that the hard work and resourcefulness of our staff, together with the dedication of our customers is building resilience in our homes and neighborhoods throughout Northern Ireland.

**Martin Pitt, Chairperson**

**John McLean OBE, Chief Executive**

**John McLean OBE, Chief Executive**





# What we do and...



## Our Values define who we are.

Radius is the largest social enterprise and housing association on the island of Ireland managing over 13,500 homes and supporting close to 33,000 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 believe that everyone is entitled to a place they can call home 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.

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.



## What we represent

## Our future plans and strategic direction.

Our Corporate Plan centres 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.





## ***Customer First***

***Providing the best possible services,  
with our partners, for the benefit  
of our customers.***





# *In times of need* **we're there to support** *Many of our customers worry* **about how they will manage** **with the cost of living crisis.**

The last 12 months have been difficult for many people with rising energy and fuel prices hitting their highest levels on record. We know this puts many of our customers in a precarious position and in some cases, they are having to make a difficult decision on whether to 'eat or heat'.

Our Welfare Advice Officers provide vital support, information and advocacy on all aspects of benefit entitlement, enabling tenants to maximise their income and to improve the management of their day to day costs.

#### Our advisers:

- **Take time to explain the benefits available, tailoring advice to suit individual circumstances.**
- **Check benefit entitlement ensuring tenants receive their full entitlement.**
- **Maximise income via benefit applications, grants, and charitable assistance.**
- **Assist tenants with Universal Credit, explaining the application process and what is expected of them throughout their claim.**
- **Assist tenants to challenge benefit decisions, overpayments and represent at appeals.**
- **Assist with budgeting, offering one to one budgeting sessions.**

#### JANE'S STORY

Jane is 62, has no illness/disability, is single with no dependents and lives in a Radius apartment. Jane's household income consists of Jobseekers Allowance and Housing Benefit to cover the cost of her rent. Jane has been living on microwaved ready meals as her fridge/freezer is broken and is beyond repair. Jane needed financial support to replace the fridge/freezer and help with the cost of buying fresh food as she was concerned about not eating nutritious and quality meals and the potential adverse impact on her health.

#### SUPPORT RECEIVED

Our welfare support advisor met with Jane to carry out a benefit entitlement check and confirmed there were no additional benefits available based on Jane's personal circumstances. The adviser then applied for a grant to the Family Action Fund to help with the cost of a new fridge freezer with Family Action Fund awarding a grant of £200. Our adviser provided Jane with budgeting advice and following some changes Jane was able to cut her household expenditure by £5 each week enabling more money to be spent on fresh food. Our adviser also provided a food voucher and arranged for a regular food parcel from a local food bank to be delivered.

#### OUTCOME

Jane is now able to prepare and cook wholesome, nutritious meals and has a much healthier lifestyle and enhanced wellbeing as a result of some small but important interventions that make a real difference.



# We understand the value of **tenant engagement** Continual consultation with our **customers enables us to better understand their needs.**



We continually seek to maximise opportunities to ensure that our tenants and residents are at the heart of everything we do.

Our Tenant Engagement approach is designed to ensure that we develop our policies and services to meet the needs and expectations of our tenants and residents, creating genuine opportunities for them to influence decisions and increase levels of satisfaction.

*"It is paramount that tenants have a meaningful say in how we prioritise and deliver our services. Right from the outset at planning stage of new homes through to handover to the creation of diverse and shared neighbourhoods, we learn so much from our tenants and welcome their input."* John McLean, Chief Executive.

In Summer 2021, Radius became the first Housing Association in NI to achieve the Tenant Participation Accreditation. Radius received a higher-level Silver Award after Supporting Communities' robust assessment of how we engage and involve our tenants.

*"Radius Housing has made significant strides in engaging tenants over the last four years since the merger in 2017, their are excellent examples of good practice throughout the submission that can be described as sector leading"*. Sheenagh McNally, Supporting Communities.

In developing our new Tenant Engagement Strategy, we consulted

with 218 tenants, 65 members of staff and 3 stakeholders through consultation events and surveys. A working group of 12 Tenants and 10 Radius staff co-designed our new Strategy and Action Plan to ensure tenants remain at the heart of everything we do. Together the group:

- Took into consideration what we have achieved and learnt over the last 3 years.
- Reviewed the feedback, comments and suggestions made by tenants, staff and stakeholders during our consultation period.
- Took on board the recommendations received through Tenant Participation Accreditation.

We held our first hybrid meeting with the group, with participants joining us from the Boardroom in Holywood as well as 'virtually' via Zoom, to hear everyone's feedback on the first draft of the Strategy, as well as other complimentary ideas and suggestions.

## Tenant Panels & Groups



# 37

Meetings held with 73 participants





# It's business as usual

Emerging from the pandemic, we **are applying our learning to improve the customer experience.**



In 2021/22, we were still feeling the impact of Covid-19 with various restrictions on 'in-person' contact being put in place throughout the year, however with the ongoing creativity, innovation and support of our staff and external partners we managed to keep our services going.

Though our Smart Working business change transformation project we have started the process of formalising new and improved ways of working with the customer and their positive experience of our services placed firmly at the heart of everything we do.

We were committed to delivering a 'business as usual' approach as far as reasonably practical and continued to provide in person support to sheltered housing tenants and to more vulnerable residents in our Housing with Care schemes whilst also embedding new digital methods for engagement when getting together in person wasn't always permitted. Providing the resources for and facilitating digital engagement has enabled a wider cross section of our customers to become involved in service improvement groups and tenant engagement panels with a total of 148 tenants becoming involved.

Throughout the year, we introduced new paperless processes in some of our main housing management functions including a digital tenancy offer process and early tenancy visits for new tenants which has provided more efficiency for customers.

As we move towards more normalised ways of working, rather than return to our pre-pandemic work practices we have committed to taking the positives from the experience and will continue to review and adapt our ways of working to improve all aspects of our service delivery.







## ***Great Places***

***Build and maintain safe and sustainable homes in thriving communities.***



# Modernising Homes

**We are investing £150 million in our existing homes over the next 5 years.**

*Refurbishment - Donard Fold, Newcastle*



Located at the foot of the Mourne Mountains in the picturesque seaside town of Newcastle, Co. Down, Donard Fold offers apartment style accommodation specially designed for over 55s who want to live independently with the reassurance of 24 hour support.

To the exterior of the property, the grounds have been re-laid to lawns and generous flowerbeds, with a large patio area directly accessible from the main communal lounge area all with breath taking views of the coastline and Slieve Donard beyond.

Recognising the need for modification and refurbishment, and as part of our 5-year commitment to spend £150 million on our existing housing stock, we undertook a bold and significant refurbishment and restyling, designed with the residents in mind, to bring it up to modern 21st century living standards.

As well as an onsite scheme coordinator, the building is bristling with new technology with Radius Connect 24 touch points in all areas, contemporary fire and exit safety signage and the latest CCTV surveillance where and as required, to provide the ultimate in peace-of mind for all residents.

Its stylish new look incorporates new roofing and modern soffits and fascias painted black to off-set the new pale dove grey paintwork on the outside faces of the building complimented by all-new aluminium dark grey guttering and downpipes matching the double glazed contemporary window frames.

Donard Fold exemplifies the standards for property improvements that we intend to make to a range of older properties in the coming years to rejuvenate and create modern homes that our customers are delighted to live in.

The interior has also undergone a stylish and contemporary redecoration and rewire - featuring light wood veneered doors with modern brushed stainless door furniture and contemporary signage throughout the building. All furniture, carpets and flooring has been replaced with designs and colours that harmonise with the other interior finishes providing a bright, modern and contemporary homely feel to the entire building.



**£30million+**  
**Property Investment**



# Building HAPPI Homes

High specification building materials *have been used to achieve contemporary aesthetics.*

New Build - Moylinney Court, Newtownabbey



We were proud to conclude the development of Moylinney Court in 2022 as the first apartment building of its kind for older people built to "Housing our Ageing Population Panel for Innovation" (HAPPI) principles in Northern Ireland.

The HAPPI principles are based on 10 key design criteria that have particular relevance for older persons' housing which needs to both offer an attractive alternative to the family home and be able to adapt over time to meet changing needs.

**The principles incorporate:**

**Providing Space and flexibility:** Large hallways and open living spaces have been included in the overall layout of the building.

**Daylight in the home and in shared spaces:** The design incorporated large curtain walling panels incorporated into the façade throughout communal areas and "floor to ceiling" windows within the individual apartments with the orientation of the building strategically positioned to optimise natural sunlight.

**Balconies and outdoor space:** Tenants benefit from the private balconies to each apartment on the first floor with ground floor apartments including personal patio areas.

**Adaptability and 'care ready' design:** Hygiene finishes, and wet rooms installed to every apartment to facilitate and provide support to low mobility tenants.

**Positive use of circulation space:** The building benefits from a spacious open flow that seamlessly incorporates the outdoors with level access at all entrances and large windows.

**Shared facilities and hubs:** Tenants have use of a communal kitchen and living area with comfortable furniture as well as a spacious communal balcony.

**Plants, trees, and the natural environment:** Large communal lawns & paths surround the building with a selection of trees, plants, and shrubs.

**Energy efficiency and sustainable design:** Zoned heating systems and an emphasis on insulation ensures each apartment can be maintained at a comfortable temperature thus minimising tenant energy cost.

**Storage for belongings and bicycles:** Communal storage area has been provided with charging stations for mobility scooters.

**External shared surfaces and home zones:** The scheme gives priority to pedestrians rather than cars with the provision of private pathways and a single roadway that is used to enter and exit the development thus eliminating the possibility of a through road and reducing traffic to resident use.

Covid-19, Brexit, a shortage of labour and materials, as well as increased costs has resulted in a 'perfect storm' in respect of getting the job done on time and on budget so we are delighted to get this one over the line.



# Changing rooms



We work with our **customers to fully understand the complexity of their needs.**

*“The improvements that were undertaken to my property have already made a positive and lasting improvement to my life, and that of our family”*

Rosie Tennyson,  
Brand Ambassador, [100kin30days.ie](https://www.100kin30days.ie)

We support our customers through life's challenges, adapting homes to changing needs and circumstances.

Adapting or improving a property can make a significant difference to someone's quality of living and we see the comfort and suitability of homes as essential and not a luxury.

Our vision is to help people to live independently in safe and accessible homes, so they can continue to live with dignity in their own homes for as long as they wish.

Our **Staying Put Team** for older people living in their own homes and the **Adaptations Team** for Radius tenants, are there to support people wishing to access Northern Ireland Housing Executive Grant Assistance, for improvements to their home.

Staff take customers through the process, providing practical advice and support throughout the home adaptation.

#### CASE STUDY

Rosie is an inspirational, 40-year old woman who has faced more personal challenges than most in her life-time. The loss of her lower right leg in 2016 led to the need for bespoke

adaptations to improve mobility and access in her home.

As the main carer for her young son, we recognised that the situation was even more challenging and our aspirations were therefore to deliver adaptations to the property that would have a significantly positive impact on Rosie's day-to-day life.

The services we provided were tailored and designed to meet Rosie's requirements taking into account the recommendations of an Occupational Therapist (OT) on the scope of work required.

Our Adaptations Team engaged with the design consultant and OT and presented designs to Rosie for input and approval.

We then conducted further meetings with the contractor and design consultant to discuss, the project works, contract duration and the level of disruption to Rosie and her home.

The improvements to the property have resolved many of the previous mobility access issues and Rosie is delighted with the changes to her home.

Photo opposite courtesy of [100kin30days](https://www.100kin30days.ie).  
<https://www.100kin30days.ie>





## ***Empowered People***

***Great and agile places for our staff  
to develop, innovate and collaborate.***



# Empowering women **in construction**

*When we have access to opportunity, **there is no limit to what can be achieved.***



**Anita Conway, Director of Development, Radius Housing**

**Anita Conway, Radius' Director of Development, kickstarted her career from the ground up working as a housing officer and then moving into development and construction.**

With over 25 years' experience working in Housing Associations in England, ROI and Northern Ireland, and as a Commercial Director working in the private sector on key projects throughout Europe, she gained extensive experience in residential, hospitality and commercial property development sectors.

Anita drives our search for new land and development projects to achieve our goal of expanding our existing housing stock, providing high quality homes - focusing on design excellence, sustainability, quality construction, reduced life cycle costs and value for money.

"When I started in construction, there weren't many women working in the sector and seeing a female on a building site was a rarity and any negativity just made me more determined to succeed. Over the last 25 years, the situation has significantly improved, and it is great to see many more talented women working on construction and development projects. It was also very unusual to see women in senior positions in construction or development companies. Things have improved, but there is scope for further improvement.

From a personal point-of-view, I have had supportive employers

and worked with some excellent contractors, plus I am extremely fortunate in that every day I get to do what I love. In construction, each day is different, always challenging and never dull, no matter how difficult each situation is, you need to find a solution before moving any project forward – always learning, innovating and being creative.

Housing Associations have played their part in encouraging women to utilise their skills working in construction, and at Radius we have been fortunate to have strong, talented women within our development and asset teams.

Being visible on site, and through networking and speaking at events, we can show others that a successful career within construction is a realistic goal. Having a design team with both men and women ultimately produces the best projects, as often their skills complement each other to identify the most efficient resolutions.

I received support from many strong women, not just when I was starting out but also at key points in my career, which provided me with the opportunity and knowledge to forge a successful career within the industry.

Together, with the support of an amazing team and the support of our contactors and sub-contractors, we all continue to endeavour to pull in the same direction to achieve our goals and deliver on our promises."



**If the hat fits**

**Opportunities for the next generation are here.**



**Ursula Quinn, Student Placement Engineer,  
GEDA Construction - Radius Knock Road Project**

**Ursula Quinn, a student at Ulster University, Jordanstown is studying Construction Engineering & Management and currently undertaking a placement role working on a construction project for Radius Housing.**

*is what drives motivation and job satisfaction.*

**What would be your advice to young women wanting to start a career in construction?**

*There are now endless opportunities in the construction industry, and a great chance for career progression, personal development and learning. There is no doubt about it, being a young female in this particular line of work is challenging. When I began my placement, I questioned if I had chosen the right career path as I almost felt out of place. However, after gaining some initial experience and understanding, I then began to thoroughly enjoy my degree. My role is empowering and we simply need more women in this industry. Men and women have totally different ways of thinking, and it's exactly that diversity that drives innovation. I would strongly encourage more young women to pursue a career in construction.*

**How did you secure a placement?**

*I found a placement with GEDA Construction online, who are working in partnership with Radius Housing on a new development at Knock Road, Belfast. This is proving to be a valuable and rewarding experience for me.*

**What first drew you to a role in the construction industry?**

*I completed my work experience in the Quantity Surveying and Health & Safety departments of FP McCann. In 2016 I travelled to Romania to complete a youth build with Habitat for Humanity. This was a truly life changing experience. We participated in the construction of two projects; a children's youth hall and a home for a poverty-stricken family. I found this trip challenging, however the physical outcome was extremely rewarding. I thoroughly enjoyed my time over those two weeks, which led me to apply for a degree in construction.*

**What has been your 'stand out' highlight so far, working in the construction industry?**

*I love the idea of working on new projects, that provide new challenges. Observing a job from start to finish is extremely rewarding, and I find this*



*Paving the way*

*Innovation and new learning pathways.*



We are passionate about delivering great services and rely on the support of our talented and committed people to achieve this.

Investing in the development of colleagues so they can contribute more, are engaged, and feel valued, along with creating pathways to employment for new talent is a central focus of our new Radius Academy.

'Earn as You Learn' entry level roles through internships, apprenticeships and placements are available for people interested in kick-starting a career in housing or care and support services.

These opportunities provide a stepping-stone for people who do not yet have the qualifications and experience necessary for a permanent role; but with a limited fixed-term initial training programme, can be supported to gain the necessary skills to progress on to a fuller substantive role on a permanent basis.

This year we were delighted to welcome new recruits to our Customer Service Advisor and Care and Support internship programmes.

Our in-house learning and development programmes are tailored to enable leaders and colleagues to realise their full potential with a focus on personal development and high performance leading to career progression within Radius and the wider social housing and care sectors.



**Staff Development  
& Training  
Investment  
£142K**



**Radius  
ACADEMY**



Celebrating at the All-Ireland Housing Awards

# Our people are pivotal to delivering service excellence

We have dedicated teams of staff working tirelessly throughout the organisation, in a wide range of roles, that afford us to function at the very highest levels of support and competency.

It is through this dedication and taking personal responsibility, that all of our management team and staff deliver the extraordinary levels of service that we have been acknowledged for.

This year has seen Radius receive a number of awards in recognition of our work, of which we are extremely proud. This is even more amazing given the extreme pressures that the business encountered due to the continued pandemic.

Our awards highlights in 2021-22 include:

- All-Ireland Housing Awards Housing Organisation of the Year
- Social Enterprise Awards Housing Association of the Year
- Health & Social Care Awards Care Home of the Year Glenowen Court
- UK Public Sector Transformation Awards - Silver Award Connect 24
- The first NI Housing Association to be awarded: Tenant Participation Accreditation Higher Level Silver Award

Our Housing with Care team achieved tremendous success across the board at the Staff Nursing Awards in Titanic Belfast and the Health and Social Care Awards held at the Crowne Plaza in Belfast.

Both nights were to appreciate and most importantly, celebrate the hard work of all Care Staff across the Health & Social Care sector. We're very proud of our Housing with Care teams who got the recognition they fully deserved!

**Winners for Staff Nursing Awards:**

- Christina Drainey (Knock Eden) Care Home Manager of the Year
- Spelga Mews Care Home of the Year
- Spelga Mews Innovation in Care Delivery and Improved Quality of Life Award

**'Highly Commended':**

- Louise McConville (Spelga Mews) Care Home Manager of the Year
- Glenowen Court Dignity in Continence Care
- Manor Court Dignity in Continence Care





- Seven Oaks Innovation in Care Delivery and Improved Quality of Life Award

- Mary Rogers (Manor Court) Administrator of the Year

- Mark Roberts (Knock Eden) Ancillary staff member of the Year

- Radius Housing Care Group of the Year

**Winners for HSC Awards:**

- Glenowen Court, Care Home of the Year

- Loughview was also a finalist in the Care Home of the Year category.

This was a tremendous achievement for both Loughview and Glenowen who were recognised out of a total of 124 nominations!

***“Congratulations everyone. We’re very proud of our team and all those who worked so hard throughout the pandemic to deliver excellent care and support services. Enjoy the well-deserved celebrations!” - Hilary Irwin, Care Services Manager.***







***Assured Business***

***Being compliant, resilient, vigilant  
and innovative.***



# Value for Money



## Continual improvement is at the heart of everything we do

Achieving Value for Money (VFM) and continuous improvement remain key priorities for Radius. We aim to utilise our assets and resources as much as possible to meet the needs of existing and future tenants and residents. With the effects of the pandemic, Brexit and a hardening economic headwind, the opportunities for savings through tendering and re-procurement greatly diminished. However, despite this, sizeable VFM can still be delivered through:

- **Reduced waste and innovation**
- **High performance through empowered staff**
- **Maximising our social value**
- **Positive customer engagement and high satisfaction levels**
- **Community safety and regulatory compliance**

We will work collaboratively, harnessing the innovation and creativity of our people, our customers and our business partners to deliver improvements through efficiency, effectiveness and economy. Lock-downs and restrictions unfortunately affected the extent to which we could return productivity to pre-pandemic levels.

Progress on sites slowed, impacting on handovers and income. Day-to-day operations required more staff input under social distancing and safety constraints. Although not at pre-pandemic levels, we have seen

productivity rise marginally on housing and maintenance activities.

In terms of social value, we managed to grow our Shared Housing and Good Relations Plan funding to £6.4m which will benefit our communities. Through 2021/22, £413k of this fund was drawn down and invested in our shared communities. Radius Homes also achieved a VAT recovery of around £495k on design services in the year.

Meanwhile unintended staff vacancies returned nett salary savings of £397k after the deduction of higher than budgeted agency spend. Radius received a one-off payment of £25k from its sustainability partner Sallis following a transfer of PV panels on general needs properties to a new asset owner and income derived through ROC's and generation on sheltered PV panels reached £180k over the 12 months.

In summary the VFM highlights through 2021/22 included:

• <b>Community investment activities</b>	<b>£413k</b>
• <b>VAT recovery through Radius Homes</b>	<b>£495k</b>
• <b>PV partner one-off payment</b>	<b>£ 25k</b>
• <b>Annual PV panel and ROC contribution</b>	<b>£180k</b>
• <b>Staff salary under-spend</b>	<b>£397k</b>
• <b>Improved procurement in telecoms etc .</b>	<b>£ 40k</b>
• <b>Radius 'Community Chest' contributions</b>	<b>£ 20k</b>

**Radius VFM Contributions** £1,570k

## Making a REAL difference

  
**Identifying  
£700K**  
of eligible benefits for  
**TENANTS**

*With the Board approving an additional investment of £25m over five years to eradicate dampness in older stock, the first phase of investment in 2021/22 equated to £2.3m.*

*This is on top of planned investment as dictated by the stock condition survey, fire risk assessments and other normal asset assessments. By adding value for the benefit of tenants, we will help them to reduce their energy bills and improve their living experience within Radius properties.*


*During the year the Board approved a service charge convergence plan and reduced heating tariffs after which shielded tenants from the full cost of services and heating costs. The cumulative value of reduced charges was close to £2m for the year, positively impacting on almost all Radius households and helping to sustain tenancies.*

### Positive social impact

*In addition to the VFM efficiencies and the added value through the Dampness Strategy, we delivered the following social value benefits to tenants through our Community Investment team:*

- **Over £700,000 of additional benefits income entitlement for tenants.**
- **Creation of tenant-led service improvement groups with a focus on: estate walkabouts, our website,**

  
**286**  
Tenants and Stakeholders  
consulted on our  
**Tenant Engagement  
STRATEGY**

  
**£20,000**  
of Radius 'Community Chest' funding on  
**34 tenant projects**

reporting of repairs, planned works consultations and our tenant engagement strategy.

- **286 tenants and stakeholders were consulted on our Tenant Engagement Strategy.**
- **17 'Digital Champions' supported 75 tenants to get online.**
- **40 tablets were issued to tenants to help them stay digitally included.**
- **£20,000 of Radius 'Community Chest' funding for 34 tenant projects.**
- **66 community events were held with 45 partner organisations with more than 3,400 attendees.**

  
**66**  
Community events were held  
with 45 partner organisations  
with more than  
**3,400  
ATTENDEES**



**Radius VFM Contributions**  
**£1,570k**



# Summary statements

## Consolidated Statement of Comprehensive Income for the year ended 31 March 2022

	2022	2021
	£	£
Turnover	94,162,736	89,754,268
Operating costs	(78,882,355)	(71,385,584)
Operating surplus	15,280,381	18,368,684
Transfer from disposal proceeds fund	(330,592)	(95,557)
Transfer from tenant services fund	41,590	231,495
Interest receivable and similar income	8,062	15,827
Interest payable and similar charges	(8,542,691)	(8,158,637)
Net pension income	(511)	828,100
Exceptional costs	(25,000)	(5,638,344)
Surplus on ordinary activities before tax	6,348,059	5,551,568
Taxation		
Surplus for the financial year	6,348,059	5,551,568
Other comprehensive income/(expense):		
Fair value gain on financial instruments	177,273	114,581
Pension scheme deficit reduction payments	(1,639,000)	(1,603,000)
Actual loss/(loss) in terms of pension schemes	(10,754,000)	(1,044,000)
Total other comprehensive expense	9,292,273	(2,532,419)
Total comprehensive income for the year	15,640,332	3,019,149

## Consolidated Statement of Financial Position at 31 March 2022

	2022	2021
	£	£
<b>Fixed assets</b>		
Housing properties - depreciated cost	890,630,839	868,642,833
Other tangible fixed assets	8,892,587	9,137,126
Investments	3,024,195	3,205,078
	902,547,621	880,989,037
<b>Current assets</b>		
Stock	9,291,861	6,500,940
Debtors	12,487,652	21,667,690
Investments	267,338	267,028
Cash at bank and in hand	26,981,779	42,710,186
	49,028,630	71,145,844
Creditors: amounts falling due within one year	(38,497,341)	(37,491,862)
Net current assets	9,531,289	33,653,982
Total assets less current liabilities	912,078,910	914,639,019
Creditors: amounts falling due after more than one year	(752,563,017)	(770,763,460)
Net assets	159,515,893	143,875,559
<b>Capital and reserves</b>		
Called up share capital	26	25
Capital reserve	273	272
Revenue reserve	159,515,594	143,875,262
Total capital and reserves	159,515,893	143,875,559

# Governance

## Chair:

Martin Pitt BSc (Hons), FCA, MAcc

## Vice-Chair:

Melanie English LLB, CPLS

## Members:

Lorraine Campbell BA (Hons), DIPL, PGID

Connor Diamond BSc (Hons)

Ciaran Doherty BSc (Hons), MSc, MRICS

Robert Dunne BA (Hons), MA, MSSc, MBA

Dr Sloan Harper MB, BCh, BAO, DRCOG, DCH,

MRCG, MPA

Iain Lees FCA (Independent Member of Tealstone Developments)

Peter McGuinness FCCA, CTA

Des Neill (Independent Board Member of Tealstone and Radius Homes)

Mary Smith (Tenant Board Member)

John Taggart MRICS, RICS

Helen Walker BSc, MSc, DIPL, PGDIP

## New Members Appointed:

Stephen Dolan BSc (Hons), PhD, IPFA (July 2021)

David Quinn MEng, MIOd (July 2021)

## Retired/ stepped down during the year:

Peter Gibson (July 2021)

Kieran Gilmurray (July 2021)

## Committee Structures:

Radius operates the following standing sub-committees:

- Audit & Risk
- Care & Support
- Communities & Assets
- Development
- Finance, HR, ICT and Corporate Services

In 2021/22 as part of a review of governance, the Board decided to merge the Care & Support and Communities & Assets Committees into a new single Customer Experience Committee. Effective date April 2022.

## Senior Management Team:

Chief Executive John McLean OBE BEng, MSc, MBA, DipM, CEng, MIEI

Director of Assets Aisling McStravick MSc, MRICS

Director of Care and Support Fiona McAnespie RSCN, RGN

Director of Communities Loma Wilson MSc, PG Dip Housing

Director of Corporate Services Gillian Somerville BSc (Hons), MSc, MBA, FCIPI, CM

Director of Development Anita Conway BA(Hons), MSc, CIH

Director of Finance and ICT Alan Thomson MA (Hons), CA

## Group Structure:

Radius Housing Association Limited provides housing, care and support to communities in Northern Ireland and is the controlling member of the Group. Radius Homes Limited provides property development services to assist the Association in delivering its social housing development programme. Tealstone Developments Limited provides for non-charitable investment opportunities. Both subsidiaries have independent board members. The profits emerging through activities of both subsidiaries are gifted back to the parent organisation.





**Registrations, Affiliations and Memberships:**

Registered under the Industrail 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

A member of the Northern Ireland Federation of Housing Associations

A member of Advice NI Independent Advice Network

A member of the NI Council for Voluntary Action (NICVA)

A member of the European Federation for Living (EFL)

An associate member of the Irish Council for Social Housing

**Solicitor:** Wilson Nesbitt, 33 Hamilton Road, Bangor, Co. Down, BT20 4LF

**Internal Auditor:** KPMG, The Soloist Building, 1 Lanyon Place, Belfast, BT1 3LP

**External Auditor:** Grant Thornton (NI) LLP, 12-15 Donegall Square, Belfast, BT1 6JH



**Head Office:** 38-52 Lisburn Road, Belfast BT9 6AA

**t:** 0330 123 0888

**e:** [info@radiushousing.org](mailto:info@radiushousing.org)

**w:** [radiushousing.org](http://radiushousing.org)

**Everyone has a place**