



## Business Plan 2022-23

Improving lives and communities through our homes, care and support

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

In the past two years we have been challenged by COVID-19 with our customers bravely navigating the pandemic, supported by the exceptional efforts of our staff and partners.

As we look ahead there are many future challenges in the form of unprecedented increases in energy, fuel and food prices, along with inflation and interest rates on the rise for the first time in many years. Our focus and energies will therefore be on supporting our customers with the best possible services and ensuring we provide and maintain great places for them to live, in a sustainable, safe and secure way.

Our financial projections on turnover and operating surplus indicate that we remain in a state of positive financial health and we expect to remain as one of Moody's topmost rated UK housing associations.

We enter 2022/23 as a financially sound social enterprise, anticipating and managing uncertainty and risk through challenging times and will not be deflected from our core purpose of providing the best possible housing, care and support for the people and communities in need of our services.

We have every confidence that we can build more thriving and inclusive communities for all together with our customers and business partners.



A handwritten signature in white ink that reads "Martin Pitt".

**Martin Pitt**  
Chairman

A handwritten signature in white ink that reads "John McLean".

**John McLean OBE**  
Chief Executive



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

## ***We are Radius... our Vision, Purpose and Values.***

*Our Values are the principles and beliefs that guide  
our purpose and direction.*

**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.**

Our values place our customers at the centre of our organisation. We are committed above all things to ensuring their safety and security and we value their contributions in shaping and enhancing our services.

Together with our business partners we will work seamlessly as a team **'sharing responsibility and sharing in success'.**

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

**Managing over  
13,500  
Homes**

### **Making a Difference Daily**

Every day our people aim to improve people's lives through hard work, creativity, and collaboration.

### **Positively Open**

We are solution focussed, open and transparent, acting ethically and with integrity.

### **Together as One**

In partnership we are stronger together, taking joint ownership and sharing in success.

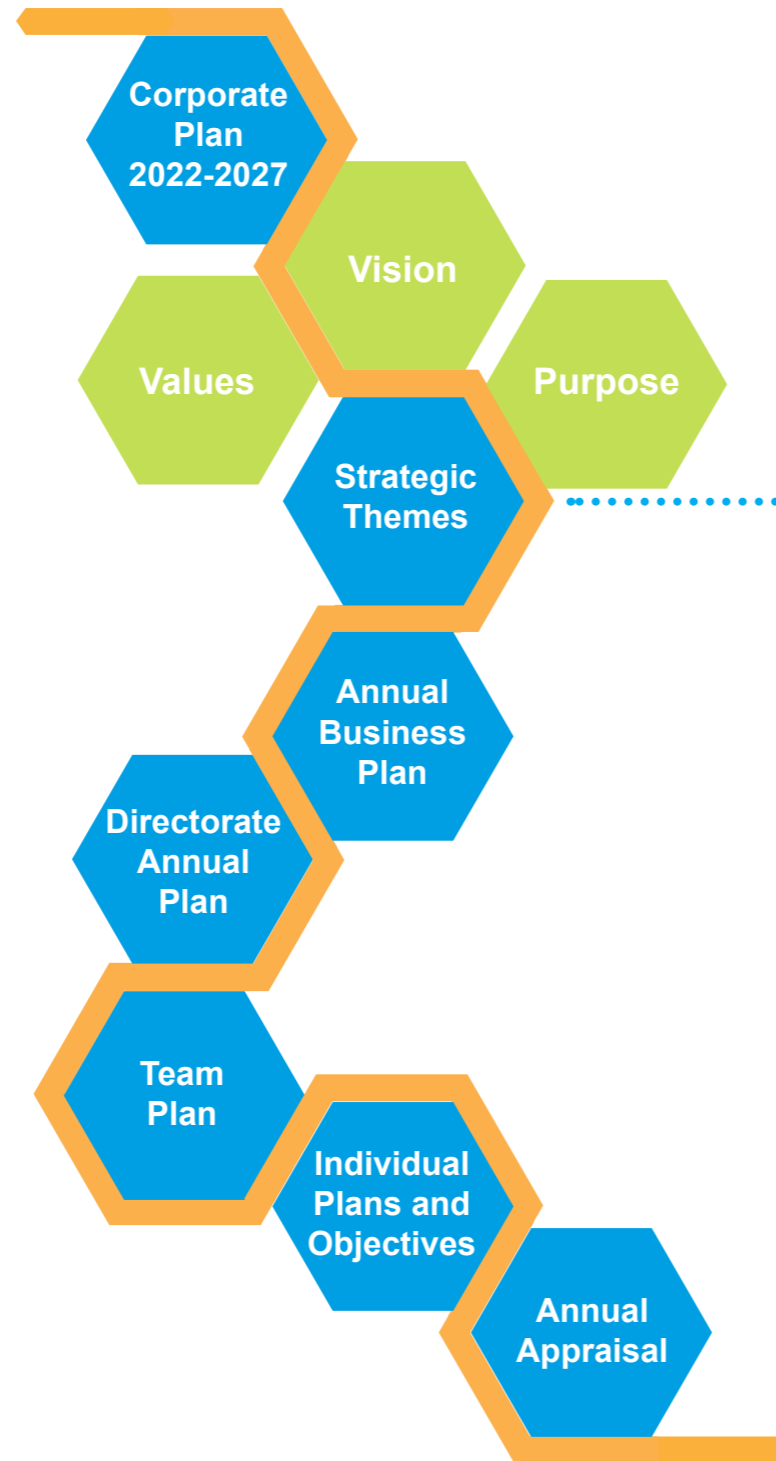
### **Driving Sustainable Progress**

We lead in the creation of considered and robust solutions to protect the environment and stand the test of time.

# Everything we do has a plan and purpose and is linked by **FOUR Strategic Themes**.

The **'Golden Thread'** ensures that our Vision, Purpose, Values and Strategic Themes are aligned and link together, from our five-year Corporate Plan to the Annual Business Plan and down to individual team and staff objectives.

It connects what we do every day back to our core purpose of 'Improving lives and communities through our homes, care and support' with strategic themes guiding our objectives and actions.



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

Build and maintain safe and sustainable homes within thriving communities.



Being compliant, resilient, vigilant and innovative.

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

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01

# 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. Our key business objectives are:

## Objective 1

### Communication on Corporate Plan and Service Standards

- Launch our new Corporate Plan with refreshed purpose, vision and values.
- Refresh our Customer Charter and goals in line with the new Corporate Plan.
- Seek re-accreditation of Customer Service Excellence (CSE).

## Objective 2

### Managing Beyond the Pandemic

- Follow Public Health Agency guidance on visiting and testing in HWC schemes.
- Support sheltered tenants to gain confidence to re-engage and interact at social gatherings within safe guidelines, with events over the summer.
- Evolve our working model via Smart Working ensuring that customer needs come first.

**23** Compliance PLUS Ratings  
Customer Service Excellence Audit

## Objective 3

### Services

- Continue to grow and develop the Customer Service Centre.
- Implement a new Complaints system with integrated customer self-service functionality.
- Co-design the tenant Self-Service Portal with residents to testing stage.
- Identify process improvements for response repairs and put actions in place to deliver an improved customer experience.
- Continue reviewing core processes with the NIHE to ensure all Staying Put customer targets are being achieved.
- Continue to prepare Connect 24 customers for the shift from analogue to digital services.
- Review the current service model for Communities with the aim of delivering further benefits for tenants and the wider business.
- Help more tenants via the Welfare Advice Service.
- Engage external expertise to provide tenant guidance on efficient and cost-effective energy use.
- Develop an Antisocial Behaviour (ASB) Toolkit for the website to provide information and advice for tenants.

## Objective 4

### Engagement and Scrutiny

- Involve local communities and their public representatives from the design phase of new signature development projects.
- Increase tenant involvement in reviews of Assets services and participation in contract awarding evaluation panels, where appropriate.
- Use Service Standard Scrutiny to manage the performance of grounds maintenance, cleaning contractors and MTC partners to deliver a high level of customer service.



*Great  
Places*

02







# 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. Our key business objectives are:

## Objective 1

### Environmental, Social and Corporate Governance

- Adopt the Environmental, Social and Corporate Governance (ESG) standard when we release our first ESG report in Jun'22.
- Produce our social impact report and publish the data within the new ESG standard.
- Finalise our five-year ESG Strategy with the guidance of the Board.

## Objective 2

### Office 2023

- Consult and engage with staff on the new office interior design and commence the construction element by the end of the business year.

## Objective 3

### Sustainable Homes

- Complete circa 268 new social homes including 10 affordable units.
- New homes to be designed and built to Energy Performance Certificate (EPC) Rating-A from 2022/23.
- Start the design of at least one of our new projects to Net Zero standards.

## Objective 4

(continued)

- Design and develop Radius' first Nearly Zero Energy Building (NZEB) project.
- Aim to ensure all large new building projects have at least 10% open space. In these areas we will commit to planting three trees for every new home.

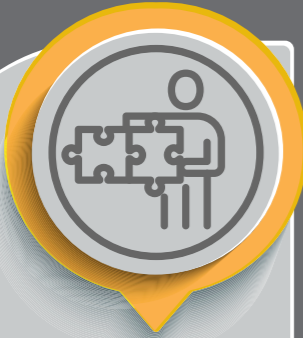
### Improving Existing Homes

- Award new MTC contracts for response repairs.
- Invest £12m in the Planned Programme leading to improvements in 2,683 properties.
- Invest £4m in damp remediation and Health and Safety works across 24 schemes.
- Continue with investment plans to upgrade properties with an EPC rating lower than C.
- Develop and adopt a planned five-year Programme for Care and Support schemes and a new protocol for leasehold stock.

## Objective 5

### Building Communities and Engagement

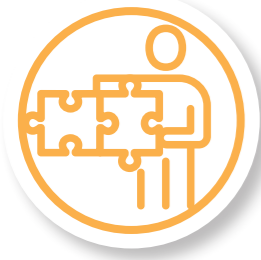
- Connect and build communities around our schemes, with dementia friendly initiatives, investment in technology and development of our Connect 24 services.
- Continue to deliver the Housing for All programmes developed through the Good Relations Plans in line with DFC guidance and to administer the multi-association Operational Group.
- Continue to identify suitable new developments for submission to the Housing for All programme and to develop new and innovative practice in the delivery of the programme outcomes.
- Publish the new Tenant Engagement Strategy along with an action plan to deliver on the recommendations over the next three years.



03

# Empowered People





# 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. Our key business objectives are:

## Objective 1

### Staff Engagement and Development

- Develop a new People and Culture Strategy which sets a pathway for aligning the goals of our organisation and staff and to foster a culture and working environment where all our people feel included, valued and listened to.
- Continue to develop the Radius Academy to attract and retain top talent.
- Host an in-person Staff Awards and Staff Conference with the core theme of 'Shared Responsibility ... Shared Success'.
- Conduct pulse surveys to gain insight and feedback from staff.
- Enhance the functionality and content of Our Place to support and boost staff engagement and interaction.

## Objective 2

### Employee Well Being and Retention

- Promotion of the Employee Assistance Programme and health and wellbeing advice on a new Wellbeing Hub hosted on Our Place.
- Utilise data to identify trends that may impact upon our employee staff retention and exit rates and contribute to ongoing employee engagement.

## Objective 3

### Training and Development

- Deliver the Corporate Learning and Development Programme and offer bespoke development programmes focussing on personal effectiveness, our competency framework and values proposition and leadership.
- Carry out a review of the e-learning platform with a view to enhancing and extending our e-learning provision.

## Objective 4

### HR System

- Maximise our software systems to ensure we have a fully integrated future proof HR system capable of supporting digital ways of working.

## Objective 5

### Smart Working

- Deliver project activities associated with the Smart Working project workstreams of People, Place, Technology and Planet using a Future Fit Framework.
- Develop and deliver a management development and enablement programme that will support good practice and habits in relation to managing more agile teams.

**1,000** Staff working across  
**60 Towns**  
In Northern Ireland



# Assured Business





# Assured Business

We have a track record in helping make the sector stronger, innovating on behalf of our customers and 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. Our key business objectives are:

## Objective 1

### Regulatory and Audit Compliance

- Continue to target statutory compliance testing at 100%.
- Prepare for and manage all ISO audits across the business with a view to retaining accreditation.
- RQIA inspection report corrective actions (where applicable) monitored and implemented.
- Connect 24 retention of TSA accreditation.
- Internal and external audits carried out with findings reported to the Audit and Finance Committee.

## Objective 2

### Risk and Assurance

- Review, manage and monitor risks and horizon scan through 2022/23 to update the Corporate and Directorate risk registers.
- Audit and Risk Committee will monitor key controls including risk management, fraud, bribery and cyber security measures together with internal and external audits.
- Carry out actions that protect our Moody's credit rating to ensure future lending rates remain as competitive as possible.

## Objective 3

### Income Protection

- Prepare for phasing out of SNMA by stress testing different funding models, research new models of dementia support and learn from other Housing Associations' remodelling of services.
- Position Radius Connect 24 as the preferred provider of technology enabled care and support services.
- Move towards a dedicated rental income team in the Communities Directorate and determine a team structure that best fits our business.
- Develop an income maximisation strategy to include a debt collection process, debt prevention, budget management and tenant support.

## Objective 4

### ICT Systems and Security

- Refresh the rolling three-year ICT Strategy to ensure alignment with business priorities and the operating environment.
- Introduce new ICT systems whilst also enhancing and upgrading existing systems throughout 2022/23.
- Carry out a Cyber Maturity Assessment with the findings informing our security systems.

## Objective 5

### Governance

- Deliver Board Training Programme and Self/Group Appraisal.
- Facilitate Department of Communities observance of a Radius Board Meeting.

Supporting close to households  
**30,000**

Radius  
HOUSING

celebrating  years  
born 2017



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**Everyone has a place**