



Business Plan 2025-26

Improving lives and communities through our homes, care and support

Radius staff actively improving productivity and our overall customer experience.

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

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

Our 2025/2026 Business Plan charts a pathway forward where we protect, enhance and grow our offering, invest in our people and further modernise our business.

We have ambitious plans to positively impact on all the communities we serve through empowered teams, collaborating with our customers, partners and one another. At the heart of our plan is the recognition that we must do more with our existing resources and income and make every penny count.

Our business theme for 2025/26 is to **'Streamline and Optimise'** our customer offering through more automation, improved and simplified core tasks and reduced waste, all while ensuring we prioritise the needs of our customers.

We have creative and hard-working colleagues in our organisation who can inspire and lead our sector in identifying new and creative models of service delivery, technological advancements and business improvements.



Martin Pitt
Chairman



John McLean OBE
Chief Executive

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 and actions.



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.





Customer First

Deliver high quality customer services and supporting our tenants and communities through:

Objective 1

Keeping Customers Safe

- A cross-directorate working group will develop a Fire Safety Management Plan including:
 - Fire Prevention Strategy with tenant communications & awareness.
 - Overall fire evacuation strategies.
 - Review of vulnerable tenant evacuation arrangements.
- Continue to embed C365 software to provide effective monitoring and oversight of Fire, Legionella, Asbestos, Electrical and Lifts compliance and remediation of Damp, Condensation and Mould.
- Roll out our revised Anti-social Behaviour policy and Neighbourhood Management policy across all communities.

Objective 2

Improving services

- New NEC Housing Management System supporting access to customer information in Qtr 3.
- Launch our customer portal 'My Radius Housing' in Qtr 4.
- Customer Service Centre to be the first point of contact for all customer calls through improved processes and trial AI for our more digitally engaged customers.
- Launch refreshed Radius Housing website in Qtr 2 and a refreshed Connect 24 website by end of Qtr 4.

Objective 3

Delivering Services

- Review our Customer Service Commitments to ensure they are clear and understood by all and we understand and value the importance of following through on what we have agreed with customers.
- Continue to implement the Age Friendly Strategy action plan in Qtr 1.
- Review our Financial Wellbeing action plan aimed at improving our tenants' financial circumstances.
- Our Income team will support tenants moving from legacy benefits to Universal Credit.
- Continue to position Radius Connect 24 as the first-choice provider of technology enabled care and support services throughout Ireland.



Great Places

Reduce housing stress by building more new affordable and sustainable homes and communities while investing in our existing stock through:

Objective 1

Developing New Homes

- Target 330 new homes on site in 2025/2026.
- Circa 638 new homes to be under construction on 14 sites by Qtr 1 2026-27.
- Achieve handover of 294 new homes by end of Qtr 4.
- Aim for at least 80% of our new developments being developed on brownfield sites for better sustainability and the regeneration of established local communities.
- Develop an eco-friendly property guide for tenants.

Objective 2

Environmental, Social and Corporate Governance

- By focussing on 'Fabric First' we will build greener and more afford new homes.
- Aim to develop all new homes to EPC Rating-A.
- Work towards 100% of our existing properties achieving at least a Level-C rating.
- Publish our ESG Annual Report based on the UK Sustainability Reporting Standard (SRS).
- Radius House, Hollywood constructed to BREAMM 'very good' standards.
- First Radius Passive House project on site by Qtr4.

Objective 3

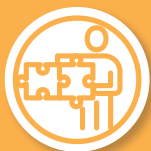
Maintaining Homes

- Refresh our Asset Management Strategy.
- Award new stock condition survey with all homes surveyed within 18 months.
- New 'Change of Tenancy' performance to drive down change of tenancy costs and bring more homes back into use.
- Improve contractor performance on first-time fixes and improve the processes for measuring data collection.
- Complete handover our ESG award winning St John's Close scheme.
- New digital case management system for Staying Put.

Objective 4

Building Communities and Engagement

- Radius Foundation key priorities:
 - Research and commence funding applications.
 - Develop an Investment Strategy and criteria and guidance for funding applications.
 - Support customer initiatives increasing education, employability, skills and training opportunities.
- Invest circa £1m of TBUC monies in our shared future communities.
- Provide a targeted evidence base for Radius Foundation funding applications and awards.



Empowered People

Our People and Culture Strategy puts the customer first, while supporting the goals of employee empowerment, wellbeing and a healthy work-life balance for all.

Objective 1

People and Culture

- Implement Phase 2 of our People and Culture Strategy.
- Focus on enhancing employee engagement while recognising the special commitment of our staff.
- Host Staff Awards Event end Qtr 1.
- Continue with our systematic review of people related policies and procedures.

Objective 2

Recruitment, Development, Wellbeing and Retention

- Ongoing development and growth of the Radius Academy through apprenticeships, internships and trainee routes and career development opportunities.
- Roll out the next phase of our Management Development Programme (MDP) in Qtr1 with a focus on the deliverables within our 2025/26 Business Plan.
- Hold our biennial Leadership Conference in Qtr 1 with a focus on strategic priorities.
- Source and create opportunities for in-person outreach to prospective applicant pools: e.g. careers conventions, local authority careers events, school and college careers events and community investment events.
- Deliver the Corporate Learning and Development Programme.
- Extend our Employee Assistance Programmes to facilitate and enhance staff personal wellbeing.

Objective 3

Leadership Briefings and Internal Communication

- Refresh staff communications, looking at how we maintain focus on business priorities.
- Enhance communication channels through Our Place and digital devices.
- All employees to have access to their own Radius email address and mobile phone.



Assured Business

Meet our regulatory, statutory and legislative responsibilities and embed compliance and assurance through sound management and good governance.

Objective 1

Regulatory and Audit Compliance

- Achieve statutory compliance, inspection and testing at 100%.
- Be re-accredited and manage all ISO audits across the business.
- All RQIA inspection exit requirements to be monitored and actioned according to priority.
- Connect 24 retention of TSA accreditation.
- External auditor recommendations to be implemented within timelines.
- Staff training on the new procurement regulations.

Objective 2

Value for Money

- Radius Leadership Conference in Qtr 1 aimed at raising awareness of our 'Streamline and Optimise' business theme based on raising income and managing costs.

Objective 3

Finance and ICT Systems and Security

- Ensure our finance systems are best in class.
- New technology storage solution for on-premise applications and infrastructure.
- Implement Data Quality and NEC Data Warehouse reporting tools.
- Internal security review with BT on ethical hacking and security.
- More focussed cyber and phishing learning across the business.

Objective 4

Project Governance

- Improve oversight of operational and digital projects through the creation of an Organisational Project Board, overseen by SMT, to improve delivery of business outcomes.

Objective 5

Brand Awareness

- Publish 'Thought Leadership' opinion pieces positioning Radius as an innovator and leader.
- Educate key stakeholders in our sector on the needs of our customers.
- Publicise our main key achievements on digital media and news platforms.

Key Performance Indicators.

Customer First	Business Goals	Target
	Routine repair times \geq (20 working days):	90%
	VFM achievements across the business:	£5.08m
	Keep HWC Arrears as % of Charge by year end to 3.5%:	2.5%
	Telecare response time <60 seconds:	97.5%
	Target new Connect24 connections:	2,520
	Direct customer lost calls (Repairs):	<5%
	Direct customer lost calls (Communities):	<5%
	Resolve Anti Social Behaviour cases reported within 42 working days:	80%
	Staying Put first visits <3 weeks:	75%
	Tenant Hardship plus Community Chest via Radius Foundation:	£60k
	Handover of completed new homes:	330
	Commence new Housing for All projects:	1

Empowered People	Business Goals	Target
	As part of the Voids300 Plan - reduce the number of LT void properties by at least:	200
	Complete resident and staffing refill of Glenalina HWC:	Qtr 2
	Present latest version of Radius Asset Management Strategy:	Qtr 2
	HWC re-let turnaround times within:	<25 Days
	Maintain a Radius Staff Turnover rate or better (exclusive of flexi/bank/in-voluntary leaver) of:	14%
	Maintain a Corporate Radius staff absence level or better than:	3.3%
	Maintain Short-Term Housing void levels below:	2.7%
	Maintain void levels below (fit for letting):	1.6%
	Completion of Radius House and move-in:	Qtr 4
	CSC SLA performance:	85%
	Complaints Completed within 20-Day Period (Association Wide):	80%
	Present Internal Communications Strategy to Board:	Qtr 2

Great Places	Business Goals	Target
	Commence new social homes on site:	330
	HWC voids to progress to under 2.5% (excl. Glenalina HWC):	2.3%
	Maintain average re-let turnaround days (exc LTVs) below 35 days:	<35 Days
	Reduce number of LT void properties, starting at 420:	200

Assured Business	Business Goals	Target
	Compliance in Gas, Legionella, Asbestos, FRA, FWT & Fire safety Systems:	100%
	Achieve Radius operational surplus by year-end:	20.4%
	Manage agency spend by year-end in Housing with Care to:	£300k
	Telecare debtors not to exceed:	<45 Days
	Reassessment of Radius by Moody's:	Qtr 3
	Radius Leadership conference - 'Optimise & Streamline':	Qtr 1
	Reaccreditations of CSE & ISO9001 / Submission of DfC's RSAR:	Qtr 3 / Sept '24
	Publication of 4th ESG Annual Report:	Qtr 4

Abbreviations Explained.

- CSC: Customer Contact Centre
- CSE: Customer Service Excellence
- DfC: Department for Communities
- ESG: Environmental, Social and Governance
- FRA: Fire Risk Assessment
- FWT: Fire and Water Technology
- HWC: Housing-with-Care
- ISO9001: Quality Management Certification
- LT: Long Term
- LTV: Long Term Voids
- RSAR: Regulatory and Statistical Return
- SLA: Service Level Agreement
- VFM: Value for Money
- ≥: Greater than or Equal to
- <: Less than

Business Quarters.

- Qtr 1: April – June
- Qtr 2: July – September
- Qtr 3: October – December
- Qtr 4: January – March



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Everyone has a place