



ESG Report 2021-22
Summary Edition
The Radius Sustainable Way

Together - we make it happen, we make it count



Together we make it happen!

At Radius we seek to improve lives and communities through the best possible homes, care and support. We want to build a better place for all in a socially responsible and more sustainable way, while lessening our impact on the environment. Tackling climate change is one of our greatest priorities, requiring true collaboration between our tenants, our staff, local government, business partners, community groups, suppliers and funders.

Martin Pitt, Chairperson

John McLean OBE, Chief Executive



Everyone has a place

ESG 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



Martin Pitt, Chairperson, Radius Housing Board



John McLean OBE, Chief Executive

Foreword by the Chairman and Chief Executive

At Radius we seek to improve lives and communities through the best possible homes, care and support. We want to build a better place for all in a socially responsible and more sustainable way while lessening our impact on the environment.

'We will contribute to a better society through the golden threads of our Corporate Strategy'



Tackling climate change is one of our greatest priorities requiring true collaboration between our tenants, our staff, local government, business partners, community groups, suppliers and funders.

In 2020 the Board, Staff and Customers engaged in a consultation around defining a sustainable pathway for Radius entitled the 'The Radius Sustainable Way' under the ethos of 'together make it happen, make it count'. There were some great ideas generated from across the organisation and we captured these in a Sustainability Action Plan. Some actions we were confident of achieving, others should well be within reach while others may be more aspirational at this time. However, we consider that in the period up to 2050 the target for zero emissions with new technologies, more creativity and wider collaboration anything and everything is possible. Our Environmental, Social and Governance (ESG) Strategy charts our pathway to contributing to a better society through the golden threads of our Corporate Strategy for 2022-2027, namely Customer First, Great Places, Empowered People and Assured Business.

ESG concerns are now embedded into our decision making at all levels and our actions are measured, benchmarked, monitored and performance reported to the management team and Board of Radius. Such is the gravity of the situation we cannot delay our plans while Northern Ireland policies and funding streams take time to evolve. Equally with short-term budget pressures there is a temptation to delay sustainability investment decisions amid the current cost of living crisis. However, to do so now is to pass on an even greater burden to future generations. We believe all organisations, communities and citizens need to take affirmative action now and we remain committed to doing our bit. Radius has adopted the Sustainability Reporting Standard, the preferred framework for UK housing providers, to report on Environmental, Social and Governance (ESG) performance in a transparent, consistent and comparable way. The standard is aligned with the United Nations' Sustainable Development Goals (SDG). As an early adopter of the Sustainability Reporting Standard for Social Housing we are delighted to be able to share our Environmental Social and Governance (ESG) activity over the last year, in this our 2021/22 Report.



ESG Report 2021-22



The Radius Way

Together - we make it happen, we make it count

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The Global Sustainable Goals

An introduction

The Global UN Sustainability Goals

Radius is committed to the aims and goals of the Global UN Sustainability Strategy as evidenced by our objects, code of governance, strategies, policies and targets.

These link across our enabling strategies covering all aspects of our operations such as Development, Procurement, Financial Inclusion, People & Culture and Older People etc.



As part of Radius's ESG Strategy, we sought to develop a holistic approach to sustainability through nine key sustainable development themes relevant to Radius, our customers and our partners.

- **Housing**
- **Workplace and Communities**
- **Exceptional Customer Care**
- **Green Spaces and Wild Places**
- **Easy and Connected Transport**
- **Protecting Water Courses and Resources**
- **Energy Efficiency and Renewables**
- **Reuse and Recovery**
- **Buy Local and Sustainable**



The Sustainability Reporting Standard.

ESG	Theme	Description
SOCIAL	T1 Affordability & Security	We seek to assess the extent to which we provide homes that are affordable to those living on low incomes. We assess tenure mix, existing properties and security of tenure.
	T2 Building Safety & Quality	We assess how effective we are at meeting our legal responsibilities to protect tenants and keep buildings safe. The theme assesses gas safety checks, fire risk assessments and performance against Decent Homes.
	T3 Resident Voice	We assess how effective we are at listening to and empowering our tenants. The theme covers board scrutiny, tenant engagement structures, complaint handling and resident satisfaction.
	T4 Resident Support	We assess the effectiveness of the initiatives Radius runs to support individual tenants and communities. The theme covers the support provided and how successful it is?
	T5 Placemaking	We seek to highlight the wider set of activities that Radius undertakes to create well-designed homes and places which meet local needs and provide great places for people to live and enjoy. We will include examples of our placemaking and place-shaping work.
ENVIRONMENTAL	T6 Climate Change	We assess how our activities are impacting on climate change. This theme considers current practice, as well as the changes being made to improve performance in the future. The criteria assessed includes the distribution of EPC ratings and heating sources, emissions data, our capacity for renewable energy production and our environmental strategy.
	T7 Ecology	We assess how Radius is protecting the local environment and ecology. The theme considers both our policies and results and covers the following criteria: sourcing materials, waste management, managing pollutants, water management and biodiversity.
	T8 Resource Management	We assess how Radius conserves and protects its resources and the environment.
	T9 Structure and Governance	We assess the quality, suitability and performance of Radius's Board of Management. The theme covers a range of criteria including demographics, ownership, experience and independence.
	T10 Board Trustees	We assess the make-up, governance and effectiveness of the Board together with how they manage risk and other internal controls.
	T11 Staff & Wellbeing	We assess the extent to which Radius as a good and inclusive employer supports its staff and manages their wellbeing.
	T12 Supply Chain Criteria	We assess the extent to which Radius uses its supply chain to achieve positive outcomes with respect to social value and the environmental impact in procurement.
GOVERNANCE		



Shaping the world we want

By placing customers at the core of what we do, we are not only a socially responsible purpose driven organisation, but one that recognises the role our natural world plays, in shaping the world we want to create where 'everyone has a place'.



Everyone has a place

We Embrace, Educate, Engage & Enrich

Sustainable Communities

The Radius Sustainable Way

Providing enhanced sustainable living for the benefit of our customers.

Create a sustainable ethos for the Association - The Radius Way.



Empower staff to deliver sustainable practices.

Encourage our staff to develop and innovate sustainable behaviours.



Social

Theme 1 – Affordability and Security

Theme 2 – Building Safety

Theme 3 – Resident Voice

Theme 4 – Resident Support

Theme 5 – Place Shaping



Radius has a vision to *provide homes that build a better place for all*

Theme 1 – Affordability and Security

C1. Housing provider specific 'Affordability Indicator'

Radius rents are significantly below market rents and within Local Housing Allowances in almost all areas. Radius's charges compare very favourably with private rents across all councils with only one area marginally above.

On average our rents are 15.9% below the market level with some areas such as Belfast at -37.6%, significantly so.

Local Council Area	Radius avg. monthly rent £	NI Private avg. Rented Sector £	Difference £	Difference %
Antrim and Newtownabbey	505.59	607.00	101.41	16.7%
Ards and North Down	517.10	743.00	225.90	30.4%
Armagh City, Banbridge and Craigavon	470.78	552.00	81.22	14.7%
Belfast	487.76	782.00	294.24	37.6%
Causeway Coast and Glens	501.72	564.00	62.28	11%
Derry City and Strabane District Council	516.49	582.00	65.51	11.3%
Fermanagh and Omagh	533.52	512.00	21.52	(4.2%)
Lisburn and Castlereagh	500.23	709.00	208.77	29.4%
Mid and East Antrim	502.25	563.00	60.75	10.8%
Mid Ulster	520.77	544.00	23.23	4.3%
Newry, Mourne and Down	525.30	603.00	77.70	12.9%
Average Difference				15.9%

C2 & C3: Number of Homes, the tenure types of these and customer tenancies.

With the exception of the 22 tenants living in private rented accommodation and those licensees living in supported housing, all other tenants have lifetime security of tenure in Radius social rented homes.

The number of homes Radius owns and manages increased by 298 in the year ending March 2021 from 13,217 to 13,470.



*We seek to give our tenants a **meaningful say in how we run our business***

C4 Actions taken to address Fuel Poverty

We seek to help the most vulnerable and to reduce the impact of fuel poverty. We are committed to a programme of lifting 2,115 of our oldest and least energy efficient properties to EPC Level C or above. For all new properties, for which we have design control, we are specifying EPC Level A.

Last year we committed £25m of extra investment towards modernising and eradicating dampness across our stock. We are trialling new heating technologies and 'fabric-first' retrofitting approaches on existing communal housing schemes in consultation with the sitting tenants.

We have PV solar panels fitted to 106 sheltered schemes and 282 general needs homes where tenants benefit from electricity savings and contributions due to Renewable Obligation Certificates. Our PV panels generated around 710,000kWh last year while we shielded tenants living in sheltered housing from the full extent of price increases in electricity, gas and oil.

We guide our tenants on energy conservation methods through our website and tenant handbook.

Meanwhile our frontline staff are trained in energy and water conservation awareness so they can identify incidents of waste while supporting and signposting our customers towards key agencies such as the NI Housing Executive's NI Energy Advice team.

C5 What % of rental homes have at least a 3yr fixed tenancy agreement:

All tenants living in social rented accommodation have security of tenure, well in excess of three years duration.



It's business as usual

*We are building safe homes **within resilient communities***

Theme 2 – Building Safety

The safety of our customers is of paramount importance, as is the high quality maintenance of our assets. We are rigorous in our pursuit of full compliance in regulation and risk management with regard to the buildings and living spaces which we own and manage. We are also a 'learning and listening organisation' which reflects on safety incidents, near misses and any concerns raised by customers, staff or partners to then take appropriate and affirmative action to eliminate risks.

C6. What % of homes with a gas appliance have an in-date, accredited gas safety check?

At 31 March 2022 we had 99.56% of gas heated homes with an in-date accredited gas safety check. The 10 outstanding checks were due to refusals and access issues. All 10 were followed up by the legal process to gain access.

C7. What % of homes have an outstanding Fire Risk Assessment?

At 31 March 2022 we had fire-risk assessed 100% of our homes and raised 544 remedial works orders across all our locations. 450 had been completed and 94 were in progress of being complete.

During the year we reflected on the recommendations of the Hackitt Review of Building Regulations and Fire Safety and ensured it was considered within our overall 2021 Review of Radius Asset Management.

C8. What percentage of homes meet the national housing quality standard?

100% of all occupied homes meet the Decent Homes Standard.

C9. What provisions are in place to hold management to account for provision of services?

In 2021 we became the first housing association in Northern Ireland to achieve the Tenant Participation Accreditation. The assessors noted the collaboration of 218 tenants, 65 members of staff and three external stakeholders.

Through a series of in-person and virtual meetings, tenants participate in focus groups and scrutiny panels, helping in the procurement of our measured term contractors and the ongoing assessment of their performance.

Five Service Improvement Groups are involved with: major planned works; the Radius website; contractor management procedures; repairs reporting and estate litter walkabouts.

It's your voice to be heard...

Customer satisfaction

is at the heart of what we do



Theme 3 – Resident Voice

This theme seeks to assess how effective Radius is at listening to and empowering our tenants and residents. How we are held to account, the levels of customer satisfaction and the steps taken to understand customer priorities.

C10. Housing Provider specific 'Resident Satisfaction' indicator.

Radius works with over 175 statutory agencies and local community groups as well as other housing associations in the support of all our residents. Our independent 2020 customer survey provided valued feedback on our homes, staff and services with:

- 85% feeling Radius treats its customers fairly.
- 90% believing Radius has friendly and approachable staff.
- 84% feeling their rent represented value for money.
- Of the 65% who received a repair, 77% were satisfied with the service.

We conduct monthly surveys of tenants following response repairs and planned works. For the year, tenants recorded satisfaction levels of 80% for response repairs and 97% for planned works. We also carry out 'mystery shopping' surveys every six months to assess the customer communication experience across a range of channels including telephone, email and our website with highlights including, for telephone, email and website users:

- 92% of calls were answered with a professional greeting.
- 96% of callers said staff listened and understood their query.
- 97% of callers said staff were polite and courteous.
- 82% of email enquiries were responded to.
- 94% of emails included a pleasant opening greeting.
- 88% of emails included a pleasant closing comment.
- 85% said their first impression of the website was extremely good.
- 78% found the area they were looking for extremely easy to find.
- 75% said the website was extremely easy to understand.

C11. Housing specific 'Complaint handling' indicator.

Radius manages 13,500 homes while supporting 20,000 households through our assistive technology offering: Connect24. Our total customer coverage extends to circa 33,000 households across the island of Ireland. In most instances we meet and even exceed expectations. However on occasions we may fall below our intended service and stated quality standards. Our staff have been trained to investigate these incidents of dissatisfaction, put matters right and ensure we learn from our shortcomings. We have a Tenant Scrutiny Panel who have helped to shape Radius's complaints process.

Our staff routinely reflect on learnings through management meetings while Board Members monitor complaints performance through Committee and Board meetings. At the end of the 2021/22 year we had received 175 complaints, up marginally by 2% on 2020/21. Looking in more detail at the main customer-interfacing areas, Assets were down 2% to 53% and Communities up 3% to 31%. Over the last 12 months we improved performance regarding the behaviour of staff and the condition of our properties. Areas for improvement centre around our quality of service.

...and we listen to our customers



Theme 4 – Resident Support

This theme seeks to assess how effective Radius is at listening to and empowering our tenants and residents. How we are held to account, the levels of customer satisfaction and the steps taken to understand customer priorities.

C12. Radius's support services for residents and communities.

Radius successfully bid for funding through the NI Government's Together Building United Communities (TBUC) fund on 'Housing for All' projects which raises awareness, understanding and mutual respect. Over the next eight years we have plans to invest £6.4m across our shared communities through Good Relations Plans. Our Community Investment Team deliver a range of activities alongside our core Housing offering, including:

- Tenant engagement.
- Facilitation of Community Building activities through TBUC and the EU Peace IV Programme.
- Community Empowerment activities.
- Training and skills development.
- Health and wellbeing development.
- Welfare advice.
- Radius Community Chest grants.
- Satisfaction surveys.
- Resident scrutiny and advisory panels.

The highlights in the last 12 months include:

- 66 community events with 45 partner organisations and over 3,400 attendees.
- An international Big Lunch in Ormeau Park, Belfast during Good Relations Week with 14 partner organisations and 200 attendees.
- A cross-community partnership in Lower Oldpark, Belfast transforming an alleyway and adjacent land, working with 20 trainees and over 50 residents.
- Radius bio-diversity projects in partnership with Keep NI Beautiful involving 16 schools and over 60 community groups.
- 17 Digital Champions were trained and went on to support 75 further residents to get online.
- 40 tablets were loaned to tenants to help them get online and stay digitally included.
- Our Benefit Officers identified over £700,000 of additional income entitlement for Radius residents.
- An Addiction and Wellbeing pilot programme was trialled at Ebrington in Derry/Londonderry.

During the Covid pandemic our staff worked with partners and community groups to support residents during the periods of 'lock-down' and restrictions with:

- Daily calls to older and vulnerable residents.
- Coordination and distribution of hundreds of food deliveries to vulnerable residents across N.Ireland.
- Socially distanced gardening sessions, outdoor coffee mornings, bingo, quizzes and events.
- Art from the Heart' competition resulting in hundreds of beautiful artworks being shared online with over 3,400 isolating residents.
- 'Adopt a Grandparent' project whereby local school children sent thoughtful letters and communications to those isolating.
- 'Sow and Grow' project whereby seeds and growing kits were distributed to thousands of participants across N.Ireland to promote gardening and respect of the environment.
- Mental health and wellbeing support via our charity partner 'AwareNI'.
- £20,000 of Radius Community Chest funding for 34 local projects.
- Over 3,000 Christmas dinners delivered across sheltered settings.

Creating homes for all



Communities Minister Deirdre Hargey & Martin Pitt, Chair Radius Housing

Theme 5 – Place Shaping

C13. Radius engaged in placemaking activities.

For us, homes and communities are more than bricks and mortar. We have a long term commitment to the communities we partner, as we seek to develop well planned homes and neighbourhoods, sympathetic and respectful of their environment and which support shared, diverse and sustainable communities.

In recent years we have been especially focussed on the regeneration of 'brownfield' sites. Place-shaping highlights over the last year include:

Black's Gate, Belfast

Our Black's Gate project progressed on site through 2021/22 despite the effects of the Covid pandemic. As part of the project Radius invested more than £2m in decontaminating the former industrial site for the benefit of bordering neighbourhoods as well as those residents moving into the new homes. The £25m scheme will encompass 244 new energy efficient homes, set around open spaces and surrounded by a linear park. The project also provides for 60,000 sq ft of employment space, bespoke homes for residents with complex needs, a playpark and a new road system. Our Black's Gate project through its master-planning and design quality has markedly transformed this gateway to West Belfast.

St Patrick's, Ballymena

We were delighted to start on site at the former St Patrick's MOD site in Ballymena. Radius will build 100 new social rented homes together with 20 affordable and 20 private-rented homes. We are leading the way for a £160m masterplan which will see the regeneration of 15 hectares at the centre of Ballymena. Our development includes the enabling road infrastructure paving the way for new council offices, a police station, a hotel and leisure centre. The redevelopment is expected to transform this part of Ballymena and will serve as a catalyst for job creation and sustained employment. Moreover the scheme has been successfully designated as a 'Housing for All' under the NI Executive's TBUC scheme with added support for a whole range of cross-community initiatives promoting greater resilience, cultural awareness and respect.

Ebrington, Derry/Londonderry

Radius has been progressing the £5m redevelopment of the former Ebrington Primary School site in Derry/Londonderry for social housing. The site has been designated as a further 'Housing for All' scheme. 49 new social rented homes will bring much need accommodation to the Waterside area of the city which is characterised by high levels of deprivation.

Radius 'Housing for All' Schemes

Radius is very committed to creating shared communities where people live together, support one another and promote awareness and respect. We have successfully bid for £6.4m of funding under the NI Executive's TBUC Scheme which will support 12 projects over eight years. The programme promotes the themes of: promotion; engagement; bonding; bridging; sustainability and learning.

Environment

Radius has been engaging with residents, staff, the Board and business partners in the development of a Sustainability Strategy and associated action plan, aimed at setting us on a pathway to zero carbon, namely the 'Radius Sustainable Way'.

The Radius Board has committed an extra £25m over the next five years to our planned investment programme towards eradicating dampness and improving the thermal efficiency of our oldest homes.

Within the same timeframe we plan to raise the EPC ratings of around 2,000 homes to EPC Level C or above. This will leave all our stock at C and above. Meanwhile all new properties for which we oversee the design, will be built to at least EPC Level A.



Environmental

Theme 6 – Climate Change

Theme 7 – Ecology

Theme 8 – Resource Management

Delivering modern homes *for a modern world*

'The Sustainable Way' will help us *reduce our carbon footprint*

Theme 6 – Climate Change

C14 EPC ratings of current homes.

Radius's housing stock consists of 13,443 houses and apartments, with an average EPC score of 75. This compares with other residential properties in Northern Ireland, where the average energy rating is D and the average energy score is 60.

EPC Band	Number of Homes	% Stock
A	22	0.2%
B	3398	25.6%
C	7747	58.3%
D	1935	14.6%
E	169	1.3%
F	17	0.13%
G	-	0%

C15 EPC ratings of new homes.

We will ensure that all new homes reach a high SAP and EPC rating, which will continually help to improve the rating across all our stock. Certain factors which are outside of our control limit some site's ability to achieve a higher EPC rating. For example, a small percentage of recently completed homes achieved an EPC rating of C due to the unavailability of a local gas network. As a result, these homes used oil fuel for heating and domestic hot water. 92% of our new homes achieved an EPC B rating, with an average SAP rating for new builds of 81.

C16 Mitigating Climate Risk

In terms of Radius's SECR obligations for the year ended 31 March 2022, the following energy usage and carbon emissions for our Group's corporate activities was:

- Underlying global energy use for the year ended 31 March 2022 of 54,217,826 kWh (2021 – 54,442,561 kWh).
- Annual GHG emissions for the year of 10,523.91 tCO₂ (vs 11,303.71 tCO₂ in 2021).
- Emissions intensity ratio of 0.112 GHG emissions per £m revenue (vs 0.126 in 2021).

The above SECR disclosure presents our carbon footprint across Scopes 1, 2 and 3, together with the appropriate intensity metric and our total energy use of electricity, gas, kerosene, LPG and diesel vans. Our Intensity Ratio for this period has been = 0.112 (vs 0.126 in 2021). Our usage was:

Energy Source	2022 kWh	2021 kWh
Electric	8,292,574	8,419,835
Kerosene	14,496,375	14,231,250
LPG	1,503,534	1,770,000
Gas	29,815,029	29,920,212
Diesel	111,314	101,264
Total	54,217,826	54,442,561
Reduction	(0.4%)224,735	-

Anita Conway, Director of Development, Radius Housing

Modernising our existing homes, *cutting heating costs* and *reducing fuel poverty*

C17. Energy efficiency actions by Radius.

Our current focus is on improving those units within the D, E & F categories, up to a C rating, with a priority being given to those in the E and F categories.

As stated earlier we will invest £25m on top of the normal planned works programme within our oldest and less thermal efficient housing stock. This to modernise the older homes and eradicate dampness over five years.

In the first phase of this investment £2.2m was committed during the 2021/22 year. In summary:

EPC A, B and C – We have 11,167 units in EPC band A to C of which a high number have no access to the gas network.

EPC D - Of the 1935, 45% use mains gas as their heating source, with 35% using Oil and 14% using a community scheme. Furthermore, 38% of the units have fabric specification classed as Average or Poor, with 62% units classified as good.

EPC E - Of the 169 units, 61% use oil as their heating fuel, with 20% using main gas. Furthermore, 75% of the units have fabric specification classed as Poor or Very Poor, with 20% units classified as good.

EPC F - Of the 17 units, 64% use oil as their heating fuel, with 29% using electric storage. In terms of fabric energy efficiency, the overall fabric efficiency is classed as Poor or Very Poor.

Case Study : St John's Close, Belfast:

A three storey, 48 unit apartment block in Belfast City Centre with an EPC rating between D and E bands.

A survey of the residents helped develop a retrofit solution encompassing: external wall and roof insulation; new windows; improved air tightness; enhanced air quality through mechanical ventilation and advanced heat recovery; more efficient lighting systems and PV panels on the South facing roof.

Taken together the upgrades will reduce CO2 emissions by 75% and regulated costs by as much as 64%. The EPC rating is expected to rise to in and around A.

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

Creating green spaces and enhancing the environment

C18. How does Radius mitigate against the risk of flooding and the risk of homes overheating?

In areas of low-flood risk we incorporate appropriate civil engineering hydrological works in order to increase flood plain capacity. Regarding existing homes, our exposure to flooding is generally limited to incidents of flash floods where public and private drains have been poorly maintained. We have included a housing scheme flooding scenario within our Corporate Business Continuity Plan. At sign-up, through our Tenant Handbook and through circulars, we encourage tenants to take out and maintain suitable home contents insurance. Our contractors have access to humidifiers which can be quickly deployed to homes in times of flooding and severe water ingress.

We manage the risk of overheating during the design stage, by introducing passive design measures such as; solar glazing, high thermal mass, shading as well as carefully designed mechanical and purge ventilation strategies. We review each new development on a case-by-case basis and carry out CIBSE TM59 calculations on typically high-risk dwellings such as those occupied by vulnerable persons or single aspect apartments. This provides a detailed understanding of internal temperatures throughout the day and night, to allow us to introduce measures to mitigate the risk.

Within existing sheltered housing stock it can be the case that temperatures become uncomfortably high for older vulnerable people. The communal boilers can be regulated by the Scheme Coordinators or visiting contractors. Apartments are fitted with windows which can be opened by residents. In extreme cases we can provide mechanical ventilation.

C19. How Radius gives residents information on correct ventilation, heating and recycling

We provide details to tenants on how to ventilate and air their homes and how to manage the build-up of condensation within their properties. Guidance is given at sign-up. This is supplemented by guidance on the Tenants section of the Radius website. In addition, housing and assets officers together with members of the Customer Service Centre have been trained in reinforcing the same guidance and advice.

Theme 7 – Ecology

C20. How Radius increases green space promoting biodiversity on or near or homes.

We work with our communities on projects which create a positive environmental impact while building good relations and promoting sustainability. People from all generations and backgrounds through initiatives like Radius's Growing Wild Diversity project have come together to grow plants and create habitats for insects and animals that co-exist alongside our communities.

They are vital elements of our local ecosystems. In addition, we are incorporating community facilities such as playparks, open green spaces, linear parks and areas of rewilding across new housing developments. Examples of projects undertaken by Radius include:

Case Study - Radius's Biodiversity Programme:

We collaborated with Keep Northern Ireland Beautiful (KNIB) to produce a unique biodiversity programme, which kept Belfast in bloom in summer 2021. The Growing Wild Diversity Project ran across 60 Radius housing schemes and communities and involved 16 schools. They worked on a cross community basis receiving biodiversity kits and raised beds. The kits included bird and bat boxes, hedgehog houses, butterfly and bee boxes and habitats to help local species thrive.

To support the educational programme, KNIB ran five bespoke workshops covering nature, native trees and rewilding. In one such event, tenants at Fruithill Fold worked with Upper Andersonstown Community Forum to develop their biodiversity garden with over 100 local people working on the project. The projects also helped promote inclusion, reduced social isolation during Covid and better physical and mental wellbeing

within the local community.

C21. How Radius manages and reduces pollutants

We ensure legal compliance by our partners with pollution legislation at all times on new builds, asset management and landscaping activities. In 2021/22 there were no reportable incidents across our development sites and housing locations. We encourage staff to commute to work via public transport and have introduced a hybrid working policy, both of which are reducing work related pollutants.

Having reviewed all our stock in 2021/22 for evidence of dampness in 2020/21, we developed a dampness remediation strategy for over 300 homes. We approved plans to invest £25m over five years in our damp and older housing stock which will improve the health and comfort of residents. Elsewhere our Assets team instruct legionella and asbestos inspections via compliance experts and these in turn protect our residents.

Radius has been targeting brownfield development sites in recent years. The regeneration of former industrial, MOD and residential sites has brought genuine community benefits. As part of our new Black's Gate development project in West Belfast, the delivery of 244 new eco-friendly homes and decontamination works valued at around £2m, paved the way for mixed-tenure and mixed-use project.

Theme 8 – Resource Management

C22. Radius's strategy for using or increasing the use of responsibly sourced materials and works

Under the 'Radius Sustainable Way' we have nine sustainability themes including Procurement – buy local and sustainable. Through this theme our procurement staff, specifiers and design teams are committed to using sustainable materials, goods and services. We seek to support local supply chains and SME's operating across Northern Ireland. We include social clauses in our key procurements of capital and framework projects and will actively seek low carbon options as a responsible housing developer. Sustainable purchasing and logistics are key components of our approach.

C23 & C24. Radius strategies for waste management including building materials and good water management

We see responsible waste management as an integral part of our business and we operate a proactive Environmental Management System which ensures compliance with statutory requirements as well as drawing in best practice across our business. Our Environmental Management System is certified to ISO 14001. As part of our systematic approach to waste and water management we are committed to:

- Complying with or exceeding regulatory and legislative requirements.
- Conserving natural resources, reducing waste and carbon emission loads to air, land and water e.g. use of PV panels on homes and offices; recycling bins etc.
- Continually improving process design and evaluating the options for eliminating, reducing, or mitigating environmental impact e.g. progress towards a paperless office; move to hybrid working with a 30% reduced office footprint.
- Encouraging suppliers, contractors and other suppliers to minimise their environmental impact of their activities.
- Ensuring our environmental policy statement reflects our ambitions and is aligned with statutory and regulatory requirements and best practice.
- Training and monitoring of our staff in waste and water management activities.



Governance

Theme 9 – Structure and Governance

Theme 10 – The Radius Board

Theme 11 – Staff Wellbeing

Theme 12 – Supply Chain



Managing good governance and enhanced assurance

Theme 9 – Structure and Governance

C25. Radius's registration with the national regulator of social housing.

Radius Housing Association is registered with the Department for Communities; the Regulatory Authority for Registered Housing Associations in Northern Ireland.

C26. Radius's most recent regulatory judgement.

It has been determined for the 2020/21 business year that Radius Housing Association has demonstrated that it meets the Regulatory Standards for Governance, Finance and Consumer.

C27. Radius's Housing Code of Governance.

In 2021/22, the Board of Radius Housing Association adopted the latest 2020 Code of Governance of the National Federation of Housing.

C28. Radius's not for profit status.

Radius is a not-for-profit voluntary housing association, registered with the Charities Commission for Northern Ireland.

C29. Radius's management of risk.

The Radius Board has ultimate responsibility for establishing, overseeing and reviewing systems of control as well as an appropriate risk management framework. Responsibility for the identification of risks at Radius is clearly defined. Key risks facing Radius are considered by the Board of Management at each board and committee meeting.

Each business unit updates its own risk register on a monthly basis with horizon scanning being undertaken for possible future risks. These in turn are elevated upwards to Radius's Corporate Risk Register. Radius's Audit and Risk Committee have delegated authority over the management of risk in Radius by way of our Risk Policy, the Corporate Risk Register and the monitoring of risk appetite and tolerance. The Committee manages the Internal and External Audit processes.

A special Covid Risk Register and a Covid Scorecard were operated during the pandemic. Board members also received reports on the effects of the pandemic on customers and the wider business. Midway through 2021/22 the budget was stress-tested and an LBE calculated against the impacts of the pandemic and a number of unfavourable financial variances and scenarios. While finances were found to be robust and the projected surplus consistent with the original forecast, it was found that some reprofiling ensured better alignment within maintenance, development and care budgets.

The Board annually revisits Radius's risk appetite and tolerance. Training and awareness sessions on Risk and Management are provided annually for Board, Senior Management and Middle Management. Staff throughout the organisation are trained in the use of risk assessment techniques.

C30. Adverse Regulatory Findings.

There were no adverse regulatory findings against Radius in 2021/22.

Leadership, accountability and transparency

Theme 10 – The Radius Board

C31. Radius Board Member and Senior Management demographics.

We have been moving since 2020 from a 15-person board to a 12-person board to achieve alignment with the 2020 NatFed Code of Practice. This will be achieved in 2022/23.

Within the Board the number of female members sits at four or 27%, with 11 male members. Of the 15 members, seven (47%) are under 61yrs and eight (53%) are above 61yrs.

Their average age in 2021/22 year was 61yrs. The Senior Management Team comprising the CEO and six directors, has five females (71%) and two males (29%).

In recent years Radius has been working with external consultants to help raise the level of diversity on our Board whilst retaining key skills and expertise that have contributed to our success.

C32. Board and management turnover.

In the 12-month period two board members reached their retirement stage and one resigned to take up a new business opportunity, i.e. 20% in total. We recruited two new members through an open competition based on the priorities identified through our succession planning process.

C33. Radius's Board Member Tenure.

In accordance with the 2020 NatFed Code of Practice, the maximum board tenure is six years. However in certain circumstances the maximum tenure can be extended to nine years with the agreement of the Board.

C34. Non-executive directors at Radius.

At Radius no staff or executives are directors or members of the Board.

C35. Audit Committee Members.

Radius has four board members on Radius's Audit and Risk Committee. All except one were employed in senior financial roles.

C36. Remuneration Committee.

There are no employees on Radius's Remuneration Committee. This is solely made up of non-executive board members.

C37. Board Succession Plan.

Our Board reviews its succession plan every year as a key component of the Radius Board Group Appraisal process. The succession plan was reviewed in November 2021 as part of the Appraisal.

C38. External Audit Partner.

Radius's internal and external auditors are appointed through procurement processes on timelines in accordance with public procurement policy.

Radius's current External Auditors Grant Thornton were appointed 12 months ago following a fresh procurement process.

Our Internal Auditors KPMG will complete their final year by June 2023. Meanwhile a new procurement process will commence presently.

C39. Board Effectiveness Review.

The Radius Chairman and several board members participated in the Board Masterclass process run by Consultants Campbell Tickell in 2021.

The Board have taken soundings from their Internal and External Auditors KPMG, the Radius senior management team and business partners. These were considered as part of a fundamental review of governance with recommendations being adopted in 2021/22, including:

- **Adoption of the NatFed 2020 Code of Governance.**
- **Consolidation of committees under the new Customer Experience Committee.**
- **Revision of Radius's scheme of delegation and financial authorisations.**
- **Increased focus on diversity in future board recruitment exercises.**
- **Adoption of new reporting guidelines to improve clarity in papers and decision making.**

C40. Chairperson and CEO Roles.

The role of Chairperson at Radius is held by a non-executive board member, currently Martin Pitt. The role of Chief Executive is held by an executive staff member, currently John McLean. Both posts are by appointment through an open recruitment process.

C41. Managing Board conflicts of interest at Radius.

As part of the board recruitment and appointment process, applicants are made aware of the importance of managing perceived and material conflicts of interest. They all receive a copy of the rules and Code of Conduct.

Each year they will demonstrate their continued adherence by re-signing an annual renewal. They will also be asked to declare their interests prior to joining the Board and thereafter on an annual basis, a register of which is kept available by the Secretary for inspection.

At the commencement of committee and board meetings the Chairperson will invite members to confirm any conflicts they may have with the agenda and these are recorded. In such instances, members will be asked to withdraw from that part of the meeting and will not engage in any discussions or decisions associated with the matter.

Radius carries out a governance training session approximately every three years at which time conflicts of interest are discussed in great detail.

Empowering and valuing our people

Theme 11 – Staff Wellbeing

C42. Living Wage at Radius

Radius is committed to being an inclusive and diverse employer where we pay all our employees the Living Wage as a minimum. Among our valued employees are care, support and domestic staff whose pay is directly linked to the Northern Ireland Regional Care Rate and Supporting People.

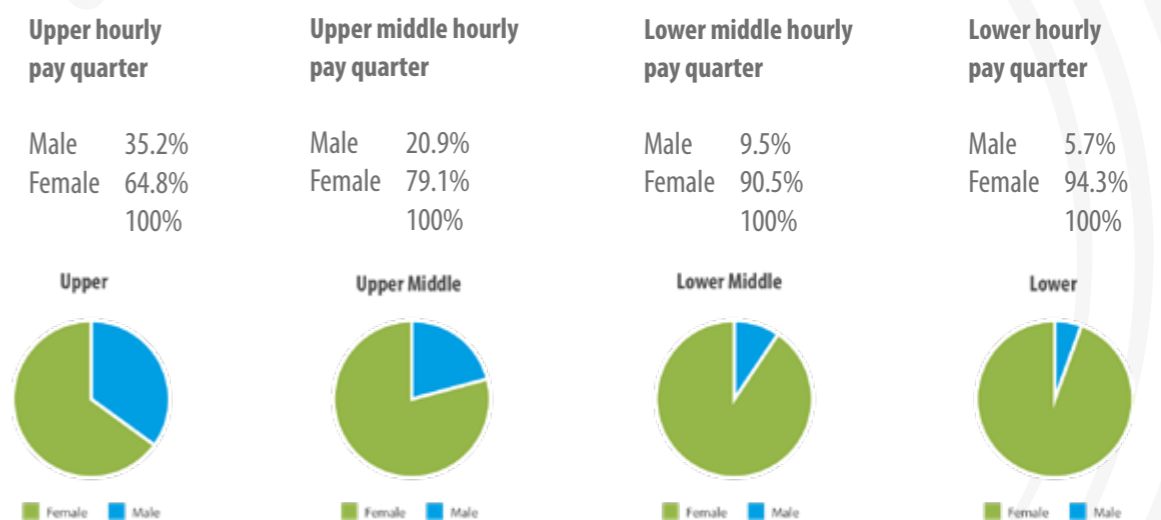
We continue to campaign and lobby for parity between these most valued members of staff and their counterparts within the Health Service so that their terms can be at least at the level of the Real NI Living Wage.

C43. & C44. Radius's Gender Pay Gap and CEO: worker pay ratios

Radius has 843 employees of which 693 (82%) are female and 150 (18%) are male. Radius has a relatively large workforce when compared to peers in the local and GB Social Housing Sectors on account of the directly managed housing-with-care schemes employing around 300 care staff.

The Health and Social Care Sector has tended to be most popular among female employees. As stated above Radius continues to lobby and campaign for a higher regional care rate and more substantive annual Supporting People funding, in keeping with the professionalism, efforts and complexity of the personal care support service being delivered by Radius care staff and their peers throughout Northern Ireland. With increased funding we would be able to close out the gender pay gap in our organisation.

Split of genders in each quartile



Mean gender pay gap

Male	150	15.16
Female	693	12.32
	843	

2.84

Mean gender pay gap 18.7%

Median gender pay gap

Male	£15.16
Female	£10.42

£4.74

Median gender pay gap 31.3%

We report that the median pay ratio between the pay of the CEO and staff is 6.8.

Achieving a healthy work-life-balance

C45. Radius support for the physical and mental health of staff.

Radius operates a programme of services, interventions and activities to support staff in their mental and physical wellbeing, including:

- 23 Mental Health First Aiders.
- A health cash back programme via Health Shield.
- 24/7 counselling via Belfast Trust.
- Weekly on-site Occupational Health Nurse which includes option of employee health checks including cholesterol, blood pressure checks etc.
- General and maternity risk assessments.
- Work life balance and family friendly policies.
- Employee Voice, Change Champions and union recognition agreement.
- Flexible variations to working hours allowing for childcare during lockdown periods.
- Hybrid working with improved work-life balance.
- Coffee pot sessions with senior management.
- Launch of Radius’s revised intranet site ‘Our Place’ as a new corporate communication tool for staff with specific areas dedicated to Employee Wellbeing.
- Our 24/7 counselling helpline offering support, guidance and counselling.
- Launch of our Mental Health Strategy in support of all our people.

1

Prioritise mental health in the workplace by delivering a systematic programme of activity

- Produce, implement and communicate a mental health at work guide, drawing on best practice.
- Demonstrate senior ownership and drive board-level accountability, underpinned by a clear governance structure for reporting.
- Routinely monitor employee health and well-being using available data.
- Seek feedback from colleagues and create clear opportunities to make improvements based on feedback.

2

Proactively ensure work design and Association culture drives mental health outcomes

- Provide employees with good physical workplace conditions.
- Create opportunities for colleagues to feedback when work design, culture and conditions may be perceived as driving changes in mental health.
- Address the impact that a range of activities have on colleagues including organisational design or redesign, job design, recruitment, working patterns, email, 'always-on' culture and work-related policies. Give permission to have a work life balance to work flexibly and agile.
- Encourage openness during recruitment and throughout employment so appropriate support can be provided.

3

Promote an open culture around mental health

- Proactively change the way colleagues think and act about mental health by raising awareness and challenging mental health stigma.
- Empower colleagues to champion mental health and positively role model in the workplace.
- Encourage open two way conversations about mental health and high light the support available at all stages of employment.

Radius

HOUSING



Stronger Together

Mental Health Strategy

The Vision

Radius Housing Association commits to the shared vision that we will create a culture that enshrines psychological health, safety and well-being in all aspects of the workplace through collaboration, inclusivity and respect. The obligation belongs to every individual in the workplace.

Goal 1 Culture

To create an organisational culture in Radius where the attainment of positive mental health of employees is openly promoted, supported and respected and where mental health illness in its various forms is de-stigmatised.

Goal 1 Capacity Building

To ensure all employees (including management) are better equipped to address mental health challenges and promote a healthy and supportive workplace.

4

Increase organisational confidence and capability

- Increase mental health literacy of all colleagues and provide opportunities for staff to learn about how to manage their own mental health.
- Ensure all colleagues are suitably prepared and educated to have effective conversations about mental health and where to signpost for support, including in inductions for all new staff.
- Support managers to think about colleagues' mental health in all aspects of their role including during staff inductions, 1:2:1s, team meetings and return to work meetings.

5

Provide mental health tools and support

- Raise awareness of the resources and tools available.
- Ensure provision of mental health support and signposting to help, including but not limited to digital support, occupational health and wider employee assistance programme.
- Provide targeted support around key contributors of poor mental health e.g. financial well-being.

6

Increase transparency and accountability through internal and external reporting

- Identify and track measure for internal and external reporting, including through annual reports and accounts.
- Measure organizational activity and impact using external frameworks e.g. through workplace well-being index.

Above: Our Mental Health Strategy Leaflet - available to all staff in printed and digital format on ‘Our Place’

Keeping staff connected.

To keep our staff connected while working from home through the Covid restrictions we created spaces on our intranet site ‘Our Place’ called ‘My Time and My New Workspace’.

We had links to the Public Health Authority updates on safety and health advice.

We also introduced ‘working from home’ guidelines including:

- Remote Working Guidance for Line Managers.
- Working from Home.
- Social distancing in the workplace.

Our annual staff pulse survey provided the following results:

Question	June '20	June '21	June '22
Satisfaction with frequency of communication with line manager in last 12 months	84%	86%	81%
At least weekly contact with line manager in past 12 months	91%	84%	85%
% of staff who felt connected to their colleagues and part of team	53%	52%	93%
% of staff who are clear about what work they are undertaking and how their performance is measured whilst working from home	94%	91%	83%
% of staff who have access to the information needed to carry out the work they have been asked to do whilst working form home	80%	92%	78%
% of staff who rated communication from radius in the past 12 months excellent or good	73%	74%	70%

C46. Average sick days taken per employee.

For the period 1 April 2021 to 31 March 2022 inclusive, Radius’s absence rate rose over the last four months of the 2021/22 Business Plan year to 6343.96 days excluding Covid related absence.

The Covid absences accounted for 2455.64 days in the same period.

We remain committed to ensuring all reasonable support methods are used to manage periods of sickness absence across each part of our business, including use of our Occupational Health Service, the Employee Assistance Programme and referrals to our mental health charity partner, AwareNI.

Strength in partnership

Theme 12 – Supply Chain

C47. Radius’s Social Value creation through procuring goods and services.

We are very proud of the work of our staff, partners and suppliers who every day support the most vulnerable and marginalised in society and enable them to play an active part building more sustainable communities. We set out to build a supply chain of responsible partners who embrace fairness and ethical practices in their activities.

Since 2008 Radius has incorporated social value commitments in its contracts, commencing with apprenticeships in the construction of new homes. Since then, we have increased commitments of partners while extending the inclusion of same clauses in all aspects of our supply chain.

As per the Northern Ireland Centre for Procurement Guidance, we score a minimum of 10% on Social Value on major capital and framework contracts. Our supply chain partners are providing opportunities for apprentices, trainees, students and unemployed through:

- **The Construction Industry Forum for Northern Ireland (CIFNI) guidance for promoting equality and sustainable development.**
- **Sustainability Action Plan as published by the Government Construction Clients Group.**
- **Achieving Excellence in Construction Procurement Guide 11: Sustainability.**
- **Guidance notes from the Sustainability Construction Group.**

C48. Environmental impact considered when procuring goods and services

We are committed to reducing our impact on the environment and through the ‘Radius Sustainable Way’ have plans to reduce emissions across our housing stock, improve our open spaces and enhance the wider environment and champion greater biodiversity.

We seek a proactive environmental management system approach where the baseline is compliance against legislation and codes of practice but also:

- **Measures which conserve natural resources, reduce waste and cut emissions.**
- **Continually improving process design to reduce our and their impact on the environment.**
- **Reductions in their own carbon footprint as they deliver services for our customers.**
- **Training, auditing and monitoring of personnel in decarbonisation activities.**

In practical ways we set standards and reward best practice, through:

- **Ask our contractors to commit to progressive practices such as:**
 - B260: Considerate Contractors Scheme, aimed at performance beyond compliance.**
 - B265: Identification of workpeople, aimed at improved safety and accountability.**
 - B270: Removal of rubbish and debris, aimed at the efficient clearance of rubbish.**
- **Request that only PH neutral and environmentally friendly cleaning chemicals are used in our schemes.**
- **Seek demonstration of good supply chain management including a fair pay charter for subcontractors.**
- **Encourage use of BREAM (Building Research Establishment Environmental Assessment Method) on new offices and homes.**
- **Purchase only EPC-A electrical white goods for installation in our new homes.**
- **Seek the Buildsafe NI standard from contractors and assurance they have an accredited Environmental Management System.**
- **Seek work-method statements on how partners dispose of cleaning chemicals and waste-water, reduce their waste to landfill and how they reduce their carbon footprint while travelling between sites.**
- **Seek commitment to continuous improvement and lifetime VFM.**
- **Perform and engage in post-project reviews.**

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, MloD (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, FCIPD, 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.



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Everyone has a place