



**Environmental, Social
& Governance Report 2022-23**
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 2022-23

13,597

homes under management



Radius rents are
18% lower
than market



£8m
Housing for All funding
for twelve communities



100%
decent homes



£50-60m
Annual investment in new
and existing homes

20,000

households supported by
Radius Connect 24



86%
of Radius homes are
EPC-C or above



84%
'Traditional New Build'
Designed to EPC-A



23
Mental Health First Aiders



Radius facilitated
260
community events

10,000
attendees
at Radius community events

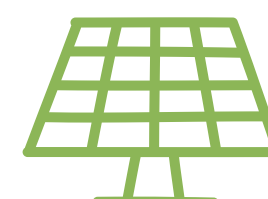


100%
Fire Risk Assessments
completed on time

Radius Benefit
Officers identified

£3.7m

of unclaimed benefits over 3-years



400 PV Panels creating
710,000 kWh

2.7%

Reduction in energy usage



£3.5m



Value for money
for customers



2020 NatFed
Code of Practice
adopted by
Radius Board



NI Social
Enterprise
of the Year
2023



Belfast Telegraph
Sustainability
Initiative Award
2023



ISO 14001
Accredited
Organisation



Silver Tenant
Participation
Accreditation



ESG Report 2022-23

The Radius Sustainable Way

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Together - we make it happen, we make it count.

Introduction

Foreword by the Chairman and Chief Executive



Martin Pitt
Chairperson,
Radius Housing Board



John McLean OBE
Chief Executive

The Northern Ireland Social Housing Sector is playing a pivotal role in promoting and transitioning the wider residential market towards a more sustainable future.

Radius is seeking to play its part by co-ordinating the views and actions of customers, staff, business partners, funders and whole communities towards the protection of our environment and the provision of a fairer society for all.

We are delighted to present our second ESG Annual Report for the period April 2022 to March 2023 which sets out our progress over the last 12 months.

Our customers and communities are seeking to take more ownership of matters which will have a lasting impact on generations to come. We were pleased to facilitate the formation of a tenant-led Sustainability Forum this year and to see our 'Housing for All' communities expand to 13.

The Radius Board remains committed to bringing forward more shared communities within new developments. We commenced the process of establishing a Radius Foundation which will facilitate the rollout of more ESG community support across all our communities and look forward to its launch in 2024.

Through 2022/23 Radius, our tenants and business partners have faced unprecedented economic and social challenges highlighting the need and value of a balanced ESG Strategy. With many households in severe fuel poverty it is imperative that existing and new homes are made as fuel efficient as possible.

As energy and fuel prices continued to rise through 2022/23, Radius responded by shielding tenants from almost £2m of heating and service charges. Furthermore we reached out to our most vulnerable tenants through our Hardship and Community Chest Funds.

Radius' value-for-money offerings which totalled £3.46m of added income and savings were more critical than ever. Meanwhile the gap between our social rents and private market rents widened to 18% from 15.9% in 2021/22, demonstrating further value for our customers.

85.6% of our homes now sit at EPC Level C or above. This compares with the NI average of 64% while 84% of our 'traditional new build' units this year will have been designed to EPC A.

At the same time our energy usage and carbon emissions reduced by 2.7% over the 12 months.

Condensation and dampness are now presenting more than ever as the cost of heating has become unaffordable for many. We have stepped up our awareness and support programmes for tenants affected along with remediation programmes for our older and thermally under-performing properties.

In 2023 Radius won the Belfast Telegraph's Sustainability and Developer of the Year Awards.

Our older people's scheme in Moylinney built to HAPPI principles scooped the CEF's Residential Social Development of the Year Award. And our 'Knock-Knock' intergenerational school's project bringing together sheltered tenants and 12 primary schools won the CIH's 'Promoting Shared Community Award'.

We were particularly pleased to round off the year with the NI Social Enterprise of the Year Award, our second such success in the last three years. These awards highlight the value of partnership and the strength of resilience, innovation, co-operation and respect within our community and business relations.

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.

We were the first local housing provider to follow the UK's Sustainability Reporting Standard (SRS) in 2021/22 and to secure a Green Term Loan with Barclay's Plc.

ESG considerations are at the heart of decision-making across Radius and we are a better organisation for it.



'Radius, our tenants, stakeholders and business partners continue to face unprecedented economic and social challenges highlighting the need and value of a balanced ESG Strategy.'

The Sustainability Reporting Standard

1 SOCIAL

Theme	Description
1 Affordability and 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.
2 Building Safety and 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.
3 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.
4 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.
5 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.



2 ENVIRONMENTAL

Theme	Description
6 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.
7 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.

3 GOVERNANCE

Theme	Description
8 Resource Management	We assess how Radius conserves and protects its resources and the environment.
9 Structure and Governance	We assess the quality, suitability and performance of the Radius Board of Management. The theme covers a range of criteria including demographics, ownership, experience and independence.
10 Board Trustees	We assess the make-up, governance and effectiveness of the Board together with how they manage risk and other internal controls.
11 Staff and Wellbeing	We assess the extent to which Radius as a good & inclusive employer supports its staff and manages their wellbeing.
12 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.

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 the Radius 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 Radius Sustainable Way

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'.

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.

Shaping the world you deserve.



SOCIAL

- Theme 1 Affordability and Security
- Theme 2 Building Safety
- Theme 3 Resident Voice
- Theme 4 Resident Support
- Theme 5 Place Shaping







THEME 1

Affordability and Security



Radius has a vision and duty to provide affordable and secure homes for all

C1. Housing provider specific 'Affordability Indicator':

Radius rents are significantly below market rents and within Local Housing Allowances in almost all areas. The gap between Radius and market rents increased in the last 12 months from on average 15.9% to 18% as we decided not to pass on the full increases in inflation, materials and bought-in services.

The one council area where our rents are marginally above the local PRS prices saw this gap close from 4.2% to 2% over the 12 months. On average our rents are 18% below the PRS with some higher density areas such as Belfast and Derry/Londonderry at -23% and -11% respectively.

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 new homes completed and taken into management over the 12 months was 189. At the same time we commenced 430 new low-carbon homes giving us a new-build programme of over 700 homes under construction on sites across N.Ireland.

After a record last year of house sales applications under the 'House Sales Scheme' this left our total number of homes at 13,597 at the end of March 2023.

Local Council Area	Radius avg. monthly rent £	NI Private avg. Rented Sector £	Difference £	Difference %
Antrim and Newtownabbey	£540.43	£755.00	£214.57	28%
Ards and North Down	£551.81	£791.00	£239.19	30%
Armagh City, Banbridge and Craigavon	£485.26	£605.00	£119.74	20%
Belfast	£523.02	£682.00	£158.98	23%
Causeway Coast and Glens	£539.72	£618.00	£78.28	13%
Derry City and Strabane District Council	£553.83	£625.00	£71.17	11%
Fermanagh and Omagh	£572.55	£561.00	-£11.55	-2%
Lisburn and Castlereagh	£532.76	£768.00	£235.24	31%
Mid and East Antrim	£540.57	£609.00	£68.43	11%
Mid Ulster	£559.80	£577.00	£17.20	3%
Newry, Mourne and Down	£559.72	£654.00	£94.28	14%
Average Difference				18%





Listening to tenant feedback helps us determine how we shape 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.

In 2021 we committed £25m of extra monies 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.

Although oil and gas prices rose rapidly during 2022/23, we supported our older tenants living in sheltered accommodation through shielding them from almost £600,000 of costs. We believe this action greatly reduced the number of our older tenants from slipping into fuel poverty.

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

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





THEME 2

Building Safety



Radius staff and their partners take appropriate action to eliminate risks

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 31st March 2023 we had 99.12% of gas heated homes with an in-date accredited gas safety check. The seven outstanding checks were due to refusals and access issues, of which five were following a legal process towards gaining access.

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

At 31st March 2023 we had fire-risk assessed 100% of our homes and raised 670 remedial works orders across all our locations. 557 had been completed and 113 were in progress of being completed.

During the year we ran a number of fire safety campaigns for the benefit of tenants aimed at raising awareness of the most common causes of fire in the home. We are grateful for the assistance of the Northern Ireland Fire Service on such campaigns.

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?

Radius was the first housing association in Northern Ireland to achieve the Tenant Participation Accreditation. The assessors noted the collaboration of tenants, staff and community groups in the enhancement of services.

Radius has a Tenant Representative on its Board of Management and within the Customer Experience Committee. There is an active Tenant Executive overseeing the work of six Service Improvement Groups which monitor and assess:

- Major planned works
- Sustainability
- The Radius website
- Contractor management procedures
- Repairs reporting and estate litter walkabouts.

New measured term contracts were awarded this year for repairs and heating with special provisions identified by our customers. We were delighted to hold our first Tenant Conference in October 2022 with 180 delegates in-person being joined by many more attendees on-line.





THEME 3 Resident Voice



It's your voice to be heard...and we provide opportunities for all

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 2023 Customer Survey provided valued feedback on our homes, staff and services with:

- 80% feeling Radius treats its customers fairly.
- 86% believing Radius has friendly and approachable staff.
- 81% feeling their rent represented value for money.
- Of the 62% who received a repair, 73% were satisfied with the service.

We conduct monthly surveys of tenants following response repairs and planned works. At year-end, tenants recorded satisfaction levels of 87% for response repairs and 96% 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 actual visits to sheltered and supported housing schemes with highlights for 2023 including:

- 93% of calls were answered with a professional greeting
- 98% of callers said staff listened and understood their query
- 98% of callers said staff were polite and courteous
- 94% of callers said staff were quick and efficient
- 86% of emails were personally addressed

- 86% of emails included a pleasant opening comment
- 86% of emails were extremely easy to understand
- 67% of visitors were made to feel extremely welcome on arrival
- 92% of visitors to schemes were fully advised of the application process
- 93% of visitors to schemes were told about activities and facilities for tenants
- 93% of visitors said staff were extremely polite.

C11. Housing specific 'Complaint handling' indicator:

We manage 13,500 homes and support 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 dis-satisfaction, put matters right and ensure we learn from our shortcomings.

We have a Tenant Scrutiny Panel who have helped to shape the Radius 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 2022/23 year we had received 152 complaints, down by 28 or 16% on 2021/22. Over the last 12 months we improved performance regarding the repairs aspect of our business.

Areas for improvement centre around improved appointment keeping and first-time fixes which we have addressed within our latest framework contracts.



THEME 4

Customer Satisfaction



Customer satisfaction is integral to everything we do

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 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 £8m 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 'Housing for All' funding
- 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:

- 260 community events were staged with 110 partner organisations and 10,000 attendees
- Our three service improvement groups reviewed: complaints; ASB procedures and a toolkit; MTC arrangements for heating and 'all trades' services, giving rise to 14 strategic outcomes and benefits
- Radius Digital Inclusion Strategy and Guidebook were launched
- Partnering Ability Net so tenants could receive 1:1 digital training
- 180 delegates attended Radius's first Tenant Conference after two years of lock-downs
- Radius bio-diversity projects in partnership with Keep NI Beautiful brought together 23 schools with 607 students
- 16 Radius tenants and staff took part in digital champion training within the Barclay's Digital Eagles Programme
- 40 tablets were loaned to tenants for digital awareness sessions
- Radius £20,000 Community Chest Fund enabled 30 groups to deliver projects
- Radius Benefit Officers identified over £1,000,000 of additional income entitlement for tenants in the 12 months, making a total of £1.7m over two years
- An additional Sustainability Group was established comprising customers, staff and joint management partners
- Radius North West Community Hub was re-opened after Covid in August 2022 by way of a community information and fun day with over 100 attendees
- 50 estate walkabouts involving tenants, staff and community representatives.



Our Schools Biodiversity Project in partnership with 'Keep Northern Ireland beautiful'



Providing support to our communities

C12. Radius support services for residents and communities:

Within the Radius 13 'Housing for All' schemes, a diverse range of activities included in the following highlights:

BEAUTY IN OUR BUSINESS

32 participants achieved 70 professional beauty accreditations with 20 receiving OCN Level 3's. A further 12 completed Driving Theory courses. Radius tenants were supported by GEMS NI, the East Belfast Mission, Utopia Learning and Capital Hair and Beauty.

DO SOMETHING HEALTHLY (DSH)

72 participants achieved 120 OCN accreditations. They were aided through partnership with Boys and Girls NI, which supported tenants in five 'Housing for All' areas across N. Ireland.

SOCCER ACADEMY – STREET SOCCER

Of the 134 participants from the Homeless and BME communities, 43 participants achieved IFA Level 1 Coaching Awards. A further 46 applicants achieved OCN's in Disability Awareness in Youth Work and 30 completed 'Introduction to Refereeing' certificates.

SCHOOLS BIODIVERSITY PROJECT

23 schools brought together 607 pupils from across N.Ireland who worked in partnership with 'Keep Northern Ireland Beautiful'. Through the universal language of biodiversity we promoted good relations and inclusivity in and between the schools.

RESPECT PROGRAMME

We worked with 16 schools including 480 pupils on the 'Children's Safety Education Foundation', teaching young people about the consequences of crime and anti-social behaviour on health, safety, well-being and on good relations within communities.

KNOCK KNOCK – BALLYMENA SCHOOLS PROJECT

We brought together 12 primary schools with three Radius Independent Living Schemes to create a book about 'home', celebrating diversity and culture. The project won the CIH Promoting Shared Communities Award in 2022.

MESSINES PROJECT

17 participants from within Radius communities worked towards 14 OCN level II Conflict Resolution qualifications. Through our conflict resolution programme we focused on addressing differences in the context of WWII.

COMMUNITY DEVELOPMENT

18 participants achieved OCN Level 1 qualifications in Community Development.





THEME 5 Place Shaping

Radwells HOUSING

The Mayor of Derry City and Strabane District Council with The First Minister supported by members of the Sean Dolans GAC Club and the GAA



Building sustainable homes and communities for all

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:

CREEVAGH HEIGHTS, DERRY / LONDONDERRY

The development will have delivered 119 new energy efficient homes, a children's playpark and landscaped open space. It will also have delivered a multi-purpose sports hall arena with synthetic surface on behalf of the local Sean Dolan's GAC sports club.

The project is due to complete in March 2024 and represents an investment of £24.2M in the local community.

Within the partnership the Sean Dolan GAC sports club have contributed £1.85M towards the extension and refurbishment of the club facilities with additional grant being provided by Derry City and Strabane District Council.

Other key delivery partners included the Department for Communities and the Northern Ireland Housing Executive with a wide range of economic and social benefits being made available for the local community and wider area, including:

- Provision of 119 new energy efficient homes to EPC Level A
- Radius sponsored the girls football team and the club's 'half-zip' programme
- The club facilities are available for consultations and introductory tenancy meetings
- Radius contributed to local community events organised through the sports club
- Radius will commit £10k per year for three years to give tenants access to the sports facilities at zero cost and to join support groups including: Surestart; Suicide Awareness; and other vital outreach groups
- Engaging with local schools in selecting an overall name for the housing project
- Provision of employment including apprenticeships and placements via the contract
- Radius contributed towards a Summer Camp for the local children
- Radius sponsored the official Opening Event of the Sporting facility
- Provision of Project Management for the design, planning and construction of the sporting facility.





Creating new homes to the highest EPC standards

ST PATRICK'S, BALLYMENA

We were delighted to start on site at the former St Patrick's Ministry of Defence 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.

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 £8m of funding under the NI Executive's TBUC Scheme which will support 14 projects over eight years. The programme promotes the themes of: promotion; engagement; bonding; bridging; sustainability and learning.

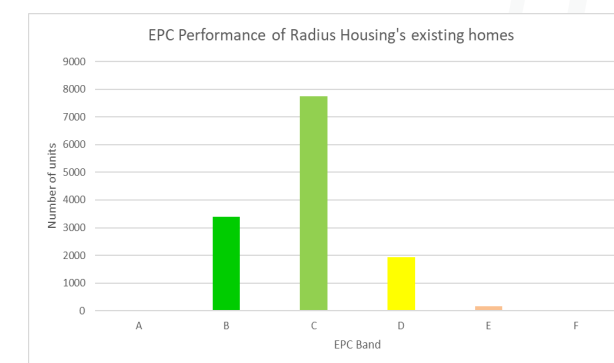


ENVIRONMENT

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

In 2023 we committed an extra £25m over five years on top of our planned investment programme towards eradicating dampness and improving the thermal efficiency of our oldest homes.

While 85.6% of Radius's housing stock is at EPC Level C and above, compared to the Northern Ireland residential stock average level of 64%, we have plans to improve our remaining properties currently below EPC C over the next eight years. Meanwhile all new properties for which we have control of design, will be built to at least EPC Level A.



In 2023 Radius introduced a Dampness and Condensation Strategy to support tenants living in homes where cases of dampness, condensation and mould presented. Homes are urgently visited with the cause and nature of dampness and/or condensation being diagnosed along with an appropriate remedial plan.

Staff have been trained in supporting tenants with advice on lifestyle and how to curtail the growth and return of mould in their homes. This against a backdrop of unprecedented oil, gas and electricity price increases.



ENVIRONMENTAL

- Theme 6 Climate Change
- Theme 7 Ecology
- Theme 8 Resource Management





THEME 6
Climate Change

Under construction - Oaks Road Project, Dungannon



Delivering modern homes for a modern world

C14 EPC ratings of current homes:

Radius housing stock consists of 13,597 houses and apartments, with an average EPC score of 76. This compares with other residential properties in Northern Ireland, where the average energy rating is D and the average energy score is 60.

As stated above 85.6% of our housing stock is rated at EPC Level C and above.

EPC Band	% Stock
A	0.2%
B	25.6%
C	58.3%
D	14.6%
E	1.3%
F	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 sites ability to achieve a higher EPC rating. For example, a small percentage of homes completed in 2022/23 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. All homes completed this year have achieved a minimum EPC Level-B rating. None have been oil fuelled.

84% of our 'traditional new build' units were designed to EPC Level-A rating and of the schemes currently on site, 28% and 19% met EPC A and FEE (Foundation for Environment Education) Standard, respectively.

C16 Mitigating Climate Risk:

In terms of Radius's SECR obligations for the year ended 31st March 2023, the following energy usage and carbon emissions for our Group's corporate activities were reduced by 2.7% from 2021:

- **Underlying global energy use for the year ended 31st March 2023 of 52,790,784 kWh down from 54,217,826 kWh from 2022**
- **Annual GHG emissions for the year of 9,584tCO2 (vs 10,523 tCO2 in 2022)**
- **Emissions intensity ratio of 0.099 GHG emissions per £m revenue (vs 0.112 in 2022).**

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	2023 kWh	2022 kWh
Electric	7,769,047	8,292,574
Kerosene	16,243,405	14,496,375
LPG	1,698,381	1,503,534
Gas	26,933,547	29,815,029
Diesel	146,405	111,314
Total	52,790,785	54,217,826
Reduction	(2.7%)1,427,041	-

Our latest 2023 Social Index Survey sought views from tenants on increased sustainability and how retro-fit works might be funded.

- 83% of tenants want to see more sustainable homes on offer
- 82% believe Radius should invest in decarbonisation while 6% thought it was unimportant
- 45% would be willing to pay additional monies for greater thermal efficiency



- When asked how much would they pay extra per week for improved heating costs?
 - 20% - up to £2pw for a 20% improvement,
 - 13% - £2-£5pw for a 35% improvement.
 - 10% - £5-£10pw for a 45% improvement.

In the current economic climate with many tenants facing financial hardship and rapidly rising cost-of-living, energy and heating prices, immediate priorities and decisions around 'Eat versus Heat' are unfortunately pushing Climate Risk further back for many. From the same survey, we found:

- 40% of tenants did not see Climate Change and protecting the environment as key issues for Radius and only
- 23% placed it within their top 3 issues and only
- 33% placed it in their top 10 issues.

This should be viewed in the context of 42% of tenants stating they had only enough money to afford the essentials last year, 18% had gone without food and 23% without heat and power. As we help to protect tenancy sustainability with a range of support options so also we see the need to demonstrate the value and health benefits of retro-fitting and affordable solutions.

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 eight years. To date we have invested over £5.5m in this manner.

Radius have been replacing new energy efficient stock within communities where older properties have proved hard-to-let and financially unviable to modernise.

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:

Through our stock condition survey, properties presenting with dampness and / or high levels of condensation have been identified and the cause of the issue diagnosed.

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 also provided at sign-up. This is supplemented by guidance on the Tenants section of the Radius website and Tenants Handbook.

In addition, housing and assets officers together with members of the Customer Service Centre have been trained in reinforcing the same guidance and advice.



Modernising our existing homes to help reduce fuel poverty





THEME 7

Ecology

C20. How Radius increases green space promoting biodiversity on or near our 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 our 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 2022/23 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, 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. We revisited this plan in 2023. Our Assets team continue to perform legionella and asbestos inspections via compliance experts and these in turn protect our residents.

Radius has favoured the development of brownfield sites in recent years. The regeneration of former industrial, MOD and residential sites has brought genuine community benefits. Regeneration projects have included the former St Patricks Barracks MOD site in Ballymena, the Gas Works site in the Markets Area of Belfast and Tates Avenue, Belfast.



THEME 8

Resource Management

C22. Radius 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.

We have staff and contracting partners engaged day-to-day in the cleaning of housing and care schemes. Only neutral cleaning chemicals are used in such cases and these have no detrimental impact on the environment.

COSHH assessments and data sheets are completed in line with chemical usage in all settings and we do not retain chemicals of a hazardous nature.

In line with the Sewer's Adoption Code of 2020 we specify and install more water attenuation systems on projects to regulate surface water runoff and to prevent flooding. Through our design partners we seek design solutions with minimal carbon footprint.

We introduced Grey Water Recycling on a number of new build projects to cut down on the use of potable water by tenants. We are reviewing their effectiveness within a broad range of sustainability assets and features, as we seek to identify the best net zero return on sustainability investments.



Creating green initiatives to enhance the environment



GOVERNANCE

- Theme 9 Structure and Governance
- Theme 10 The Radius Board
- Theme 11 Staff Wellbeing
- Theme 12 Supply Chain



A hand holding a globe with various ESG icons (factory, people, leaf, wind turbine, globe, recycling, coins, people) around it. The background is green with bokeh light effects.

THEME 9

Structure and Governance



A well-balanced organisation managing risk factors

C25. Radius 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 most recent regulatory judgement:

It has been determined for the 2022/23 business year that Radius Housing Association has demonstrated that it meets the Regulatory Standards for Governance, Finance and Consumer.

C27. Radius Housing Code of Governance:

Radius Housing Association has adopted the latest 2020 Code of Governance of the National Federation of Housing.

C28. Radius not for profit status:

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

C29. Radius 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 the Radius Corporate Risk Register. Our 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.

We annually stress-test our business plan against a number of unfavourable financial variances and scenarios. In such cases our finances have been found to be robust with sizeable 'head-room' on all lending covenants.

The Board annually revisits our Radius 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.

Radius continues to receive one of the most positive credit opinions by Moodys for a UK housing association. In their November 2022 Credit Opinion Moodys stated:

'The credit profile of Radius Housing Association (Radius, A1 negative) reflects its strong balance sheet with very low debt, its strategic focus on low-risk social housing, and the supportive operating environment in Northern Ireland'

C30. Adverse Regulatory Findings:

There were no adverse regulatory findings against Radius in 2022/23.





THEME 10

The Radius Board

C31. Radius Board Member and Senior Management demographics:

We evolved through 2022/23 to a 12-person board in line with the 2020 NatFed Code of Practice. The number of female board members was three or 25%, with nine male members. Of the 12 members, four (33%) were under 61yrs and eight (66%) were above 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 three board members reached their retirement stage. We recruited two new members through an open competition based on the priorities identified through our Succession Planning process.

C33. Radius 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 the Radius Audit and Risk Committee. All except one were employed in senior financial roles.

C36. Remuneration Committee:

There are no employees on the 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 October 2023 as part of the Board Group Appraisal.

C38. External Audit Partner:

Our Radius internal and external auditors are appointed through procurement processes on timelines in accordance with public procurement policy. Our latest external auditors Grant Thornton were appointed in 2021 and our internal auditors, ASM Accountants, were appointed in 2023.



Leadership, accountability and transparency

C39. Board Effectiveness Review:

Radius board members participated in the Campbell Tickell Board Masterclass programme in 2021/22.

Since then the Board has taken soundings from Radius's internal and external auditors; the Department for Communities through its Annual Governance Inspection process; Moody's by way of their Annual Credit Rating Process; the Customer Service Excellence (CSE), ISO, Supporting People and TSA annual reviews; tenant and staff surveys and the Creative Bridge Stakeholder Review.

Under the Northern Ireland regulatory process Departmental Officials will observe board meetings at least once a year. We received the following feedback from the Regulator after the most recent visit:

'My findings from my attendance at the Radius Board observation were all very positive. There was excellent control of the meeting by the chair, an appropriate level of discussion and scrutiny of information provided and I found the input from external experts very informative. The presentation from staff on condensation and mould was also useful.'

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.





THEME 11
Staff
Wellbeing



Empowering and valuing our people

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.

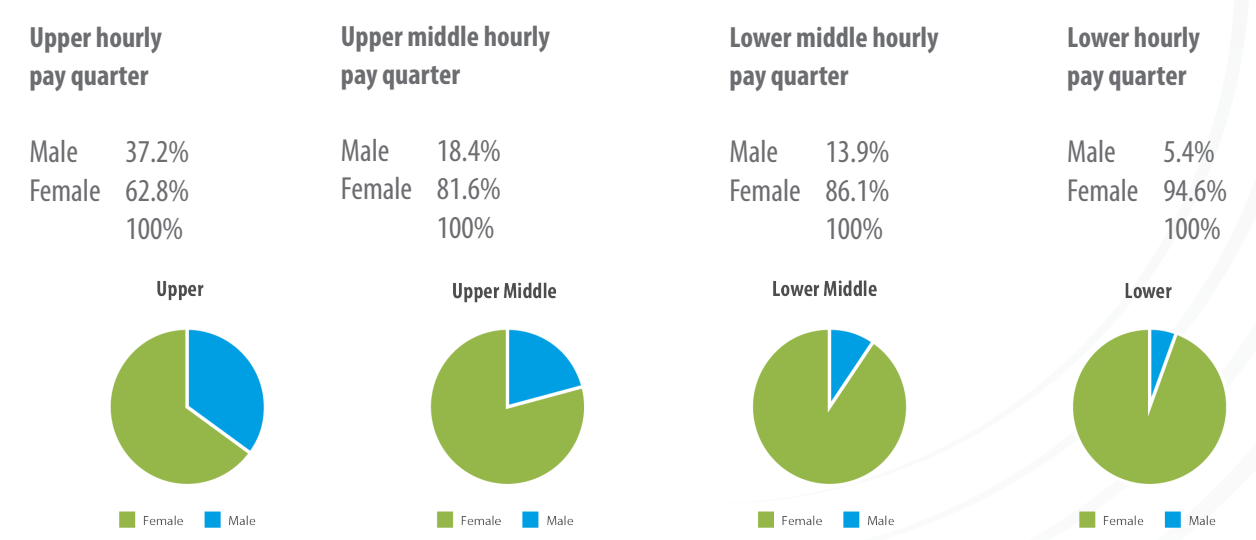
C43. & C44. Radius's Gender Pay Gap and CEO - worker pay ratios:

Radius has 895 employees of which 728 (81.3%) are female and 167 (18.7%) are male. Radius has a relatively large workforce as it directly manages residential care schemes. 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	15.92
Female	693	12.95
	843	
		2.97
Mean gender pay gap 18.7%		

Median gender pay gap

Male	£ 6.70
Female	£12.50
	£3.17
Median gender pay gap 20.2%	

We report that the median pay ratio between the pay of the CEO and staff reduced from 6.80 to 6.34 over the last 12 months .



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.
- Our Radius Mental Health Strategy in support of all our people.

KEEPING STAFF CONNECTED:

In 2022/23 we firmed up systems and processes to support staff working in our new Hybrid format with many of them splitting their time between the office, the community and home. Our intranet site ‘Our Place’ is being constantly added to, as new resources are suggested by staff and then developed by our HR and Corporate Services teams.

We perform a staff pulse survey every year and a more comprehensive staff satisfaction survey every two years.



Achieving a supportive and healthy work-life balance

Highlights of our latest staff satisfaction survey from 2023 include:

Question	2023
I enjoy my job	78%
What I do contributes to the success of Radius	89%
I feel connected to my colleagues and part of the team	73%
My manager provides regular and actionable feedback to help improve my performance	81%
I am satisfied with the level of commitment and support from my line manager	83%
My manager encourages me to take initiative and find better ways of doing things	79%
I know how to access support regarding health, safety and wellbeing at work	83%

The results were mainly very positive with some scores being marginally down on previous years. This is consistent with the findings of many employers in and outside the Social Housing Sector. Radius’s Change Champion Network with representation from across the organisation was invited to interpret the survey and make suggestions on how best we respond to the views expressed. The suggestions were added to by the Operational Management Group and will be presented to the wider organisation in late 2023. Within the Radius People Strategy we are committed to providing efficient and consistent communication, equal opportunity and full access to support for all our staff regardless of where they live and work. Radius has plans to expand its salary sacrifice scheme in the field of leisure and health benefits for staff and their families and around sustainable travel.

C46. Average sick days taken per employee:

For the period 1 April 2022 to 31 March 2023 inclusive, our absence equated to 7,020 days, up from 6,344 days in 2021/22. This for absences which were non-Covid related. Covid related illnesses equated to 1,100 days, compared to 2,456 days in the previous 12 months. Radius’s days lost per employee equated to 7.9 days, excluding Covid and 9.1 days overall. 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 support provider.

Radius commenced an independent review of its sickness and absence processes in 2023 to identify scope for new interventions and support mechanisms alongside process improvements.

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

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.

Stronger Together

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, 1:1s, 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’



THEME 12

Supply Chain



Strength in partnership

C47. Radius 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:

Asking 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.

Requesting that only PH neutral and environmentally friendly cleaning chemicals are used in our schemes.

Seeking demonstration of good supply chain management including a fair pay charter for subcontractors.

Encouraging use of BREEAM (Building Research Establishment Environmental Assessment Method) on new offices and homes.

Purchasing only EPC-A electrical white goods for installation in our new homes.

Seeking the Buildsafe NI standard from contractors and assurance they have an accredited Environmental Management System.

Seeking 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.

Seeking commitment to continuous improvement and lifetime VFM.

Performing and engaging in post-project reviews.



The Radius Sustainable Way



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Everyone has a place