



Strategic Plan
2025 – 2028

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Creating opportunities,
inspiring lives.

Foreword

I am delighted to introduce the Radius Foundation Strategy as a blueprint for how we will continue to make a positive, lasting, difference in the lives of those we serve.



At the heart of Radius Foundation’s work is a simple but powerful vision: a future where everyone has the opportunity to live fulfilling lives and achieve their potential.

Through this strategy, we set out how we will turn that vision into reality improving the economic, social, and environmental well-being of individuals, families, and communities connected to Radius Housing.

We know that a safe, secure home is only the starting point. By working in partnership with residents, stakeholders, and local organisations, we aim to create opportunities, tackle inequalities, and build thriving, sustainable communities.

This strategy reflects our determination to lead with purpose and to focus our efforts where they will make the greatest impact.

Our approach is guided by the values that define us: Making a Difference Daily, Positively Open, Driving Sustainable Progress and Together as One.

This is an ambitious strategy, but it reflects our belief in what is possible when we work together. I want to thank our colleagues, partners, and communities for their unwavering commitment and contribution.

Your passion and dedication continue to inspire everything we do.

The coming years present both opportunities and challenges, but I am confident that with our vision, values, and collective determination, Radius Foundation will deliver meaningful change where it matters most.

Together, we will continue to build brighter futures not just by providing homes, but by creating places where people and communities can truly thrive.

Lorraine Campbell
Chair



The Radius Foundation was established in 2024, supporting thriving, inclusive, and environmentally conscious communities.

We achieve this by raising and investing charitable funds in initiatives that measurably improve the economic, social, and environmental wellbeing of our residents and tenants plus the neighbourhoods they call home.

We champion grassroots action, tenant empowerment, and strategic partnerships to deliver lasting positive change.

We believe in:

- Caring for our environment through learning and leadership
- Inspiring sustainable living through education and empowerment
- Protecting our planet through community-led action
- Leading with responsibility for a greener tomorrow
- Educating today to sustain tomorrow



Purpose

The Foundation is a charitable subsidiary of Radius Housing Association, whose purpose is to improve lives and communities through our homes, care and support.

As a registered housing association, this is primarily achieved through the provision of a high standard of affordable social housing for families, single people, couples and the over 55's homes, direct care in residential homes and the provision of excellent housing management support.

For many tenants, this is all they require.

We are very conscious, however, that some of our tenants face major barriers to achieving happy and fulfilling lives, and which may even affect their ability to remain with us.

Some of the key issues which research into the experiences, needs and aspirations of our tenants have highlighted, include the following:

- Mental health challenges
- Addiction
- Neurodiversity (esp. children)
- Poverty
- Poor educational attainment
- Antisocial behaviour
- Childcare issues
- Loneliness

Radius believes that it is more than just a landlord.

By establishing a charitable foundation Radius will help address some of these social issues which negatively impact people's lives.

The work of the Foundation will build on projects and initiatives the association has already started.

Tenant Representation

As a tenant and a member of the Radius Foundation Board, I am proud to be part of an organisation that puts people and communities at the heart of everything it does.



For many of us, having a safe and secure home is the foundation on which everything else is built. But Radius Foundation goes further than providing housing it works alongside tenants and local communities to create real and lasting change.

From supporting people into employment, helping families access essential services, tackling social isolation, to investing in our environment, the Foundation is making a difference where it matters most.

This strategy has been shaped by tenants, staff, partners, and stakeholders. Our voices have been listened to, and our experiences have helped guide the priorities for the years ahead. This collaboration captures a Radius's key value: "Together as One."

I know from personal experience when people feel supported, listened to, and connected, they can achieve incredible things.

I am excited to see how, through innovation, partnership, and dedication, Radius Foundation will continue to deliver on its vision of a future where everyone has the opportunity to live fulfilling lives and achieve their potential.

I'm proud to represent tenants on this journey, and I'm confident that by working together, we can create stronger, more resilient, and more vibrant communities for generations to come.

Julia Gavin

Tenant Board Member

Our vision of the future is one where everyone has the opportunity to live fulfilling lives and achieve their potential.

Our Mission is to improve the economic, social, or environmental well-being of those occupying the houses provided or managed by Radius Housing Association, or the areas in which they are located.

Our Radius Housing values underpin how we will achieve the Foundation’s Mission and aims:

Making a Difference Daily

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

Driving Sustainable Progress

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

Positively Open

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

Together as One

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

“The Foundation will build more than homes, but futures filled with opportunity, resilience, and hope.”

Julia Gavin Tenant Board Member

Project Funding

The Foundation will fund projects that help fulfil its mission and priorities, and demonstrate:

- **Economic Empowerment:**
Job readiness, financial literacy, entrepreneurship and tackling poverty and hardship.
- **Social Inclusion:**
Tenant engagement, youth empowerment, and multi-generational support and digital inclusion.
- **Environmental Action:**
Gardening projects, energy education, and recycling initiatives.

These will be supported through:

- **Grassroots, community-led ideas**
- **Tenant welfare and hardship support**
- **Strategic partnerships** delivering services aligned with the mission of the Foundation and the needs and aspirations of tenants and residents

The Foundation has appointed a group of skilled and experienced trustees to help oversee the work of the Foundation and liaise closely with the relevant professional staff in delivering this strategic plan.

The trustees recognise that the Foundation cannot do this work on its own.

It needs to work in partnership with a range of experienced partners to deliver this work.

We must develop partnerships with companies, trusts and foundations, and lottery funds to help support this work.

We also invite individuals who share our concerns to make donations, participate in fundraising events, and/or provide other kinds of support, such as legacies.

The aims and priorities in this strategic plan will be delivered through an annual operational plan, with SMART objectives.

Progress in implementing these objectives will be regularly monitored by the board.

There is also work, however, that the Foundation will not fund:

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| • Activities outside the objects, mission or values of the Foundation. | • Projects lacking tenant involvement or local relevance. |
| • Core statutory services. | • Work that is the normal housing management or development functions of Radius Housing as a housing association, with the exception of Financial Inclusion services. |
| • Duplicated or non-impactful programmes. | |
| • Religious, partisan, or politically affiliated work. | |

The Foundation will not be open to unsolicited external applications.

The Foundation will work in partnership with a range of experienced partners to deliver this work.



Support to Individuals

Aim: Respond effectively to the needs of tenants facing financial hardship or barriers, such as digital exclusion, to maintaining their tenancy or achieving their potential

Priorities for the three years of the strategic plan:

- Regularly review the criteria for the provision of financial support to tenants in financial hardship.
- Develop and regularly review the provision of financial support to tenants to help them overcome barriers to achieving their potential in Employment and Education via a bursary fund.
- Liaise closely with relevant staff who can identify tenants who fit into the relevant criteria.



Partnership Programmes

Aim: Develop and review appropriate partnerships to help address the needs of Radius tenants

Priorities for the three years of the strategic plan:

- Liaise closely with relevant staff to identify and explore potential programmes and initiatives that will align with the Foundation's Economic, Social and Environmental key objectives.
- Identify relevant potential partners to deliver programmes agreed by the Foundation.
- Ensure effective contracting with agreed partners.
- Ensure effective evaluation of the work contracted to partners by the Foundation.



Income Generation

Aim: Generate income from a range of sources to support the work of the Foundation

Priorities for the three years of the strategic plan:

- Optimise income and other support from contractors through social value contracts.
- Optimise income from legacies.
- Optimise income from statutory sources.
- Optimise income from charitable trusts, foundations and lottery funds.
- Develop corporate partnerships.
- Develop a long-term approach to individual and major gift fundraising.
- Develop other forms of fundraising, including events.
- Ensure the Foundation has the appropriate IT hardware and software to support fundraising.



Community Development

Aim: Support the development of community activities to create vibrant, cohesive communities in areas with a Radius scheme

Priorities for the three years of the strategic plan:

- Develop and regularly update a funding database including potential funders, and past and present grant applications.
- Regularly review the criteria for determining eligibility for a community grant and the process for identifying, assessing and monitoring grants.



Research & Evaluation

Aim: Ensure effective research into the needs and aspirations of Radius tenants and the evaluation of work supported through the Foundation.

Priorities for the three years of the strategic plan:

- Regularly research the non-housing needs and aspirations of Radius tenants.
- Effectively evaluate work supported by the Foundation.
- Regularly review the experiences of other housing associations in the UK, Ireland and beyond in addressing non-housing social issues.



Communications

Aim: To ensure effective communications with the Foundation's relevant stakeholders

Priorities for the three years of the strategic plan:

- Ensure the Foundation has an appropriate brand identity, which is promoted and protected.
- Develop core messaging around tenant stories and local transformation.
- Identify the stakeholders the Foundation needs to communicate with and regularly review.
- Agree and regularly review a communication action plan for communicating.
- Capture and share appropriate case studies from individuals and organisations that benefit from Foundation support.
- Make effective use of the Foundation website.
- Make effective use of social media, including interactive social media campaigns.



Implementation and Monitoring

An Operational Plan and Scorecard will be implemented from September 2025 and will be reviewed on an ongoing basis to account for new and emerging priorities and more data driven insights as the Foundation develops.



Governance

Aim: Ensure that the board of the Foundation complies with the requirements of the law and best practice

Priorities for the three years of the strategic plan:

- Ensure the board of the Foundation has the skills and experience to govern effectively and regularly reviews its own performance.
- Ensure the board has the appropriate structure and office-bearers.
- Comply with the requirements of company and charity law.
- Ensure the effective management of risk.
- Ensure all fundraising complies with the requirements of the Fundraising Regulator.
- Ensure the Foundation has the appropriate organisational policies and procedures.
- Agree the allocation of funds to each of the programme streams and regularly review.
- Ensure effective financial planning, management, reporting and financial delegation.
- Ensure strategic and operational plans for the Foundation are in place and progress regularly reviewed.
- Ensure effective reporting to the board of Radius Housing.



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