

# Corporate Plan 2024-2027

## Delivering Performance And Transition



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**Reliance Social Housing C.I.C**  
Company number 08308710



# Joint Message from the Chair and CEO

## Looking Ahead

**As Reliance Social Housing continues its journey of transformation, we look ahead to the future with both confidence and determination.**

Our organisation has undertaken significant work in recent years, and much has been achieved. However, we recognise that our path forward requires continued evolution rather than revolution.

We believe the future of Reliance is about building on the solid foundation we have established, maintaining our strategic focus on delivering quality housing for vulnerable people, while strengthening our governance, financial resilience, and service delivery. We are committed to working collaboratively with the Social Housing Regulator, our

agents, landlords, residents, and all stakeholders to ensure we continue making a significant impact on people's lives.

The operating environment for exempt and supported housing remains both challenging and ever-changing. This Corporate Plan outlines our roadmap for navigating these challenges while capitalising on opportunities for growth and improvement. We will prioritise regulatory compliance, implement our Governance Improvement Plan, and maintain the momentum of transition while supporting and engaging with our residents.

Every day we strive to do the right thing, find a better way, and make it happen. This principle has stood Reliance in good stead and

will continue to guide us as we move forward. With our skilled Board, dedicated staff, and strong partnerships, we are confident in our ability to deliver on our mission to provide high-quality, affordable homes for those most in need.

We look ahead to Reliance's future with both positivity and enthusiasm, ready to continue making a significant impact on people's lives through the delivery of this Corporate Plan.

**Steven Walton**  
Chair of the Board of Directors

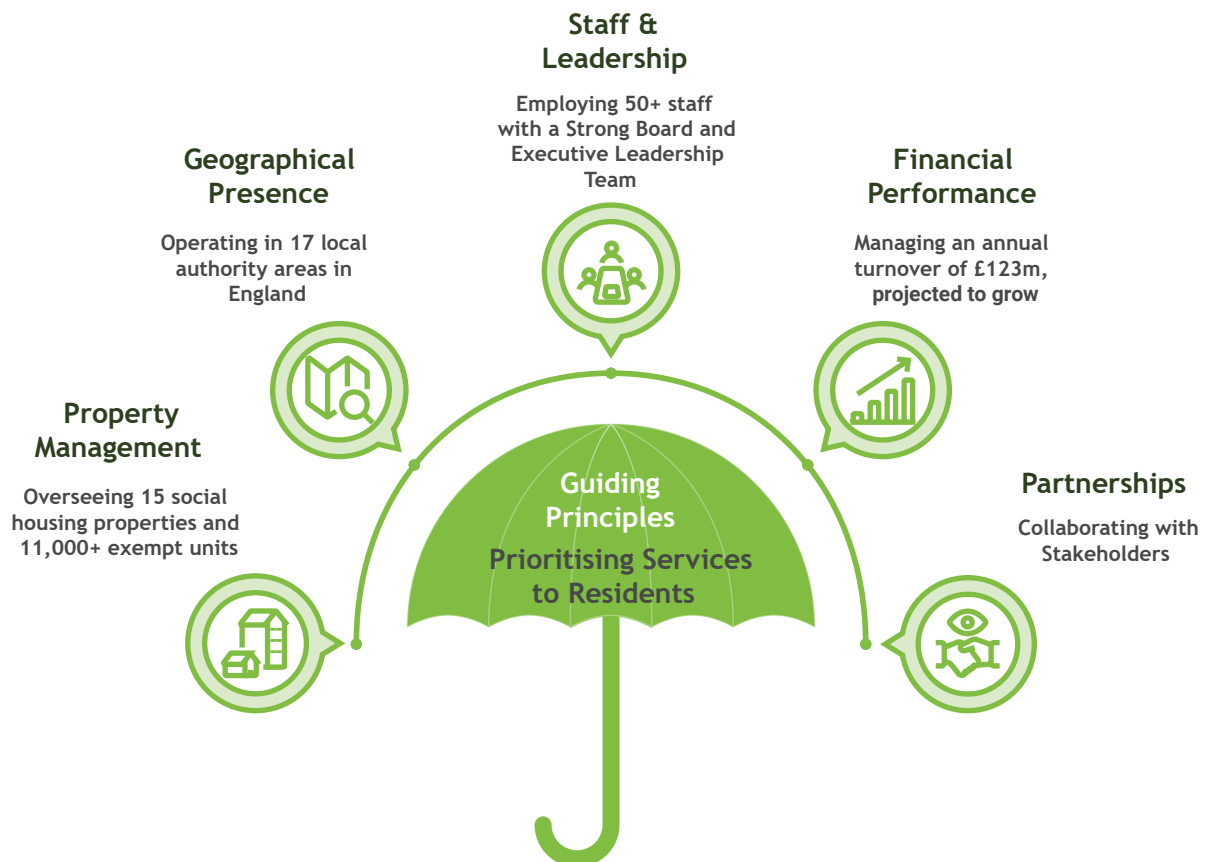
**Ayesha Andrzejczak**  
Chief Executive



# About Reliance Social Housing

Reliance Social Housing CIC is a Community Interest Company and Regulated Provider of social housing founded in 2018. We operate primarily as an exempt accommodation specialist, giving people access to privately rented homes.

As a partnership-focused Organisation, we take a collaborative approach to providing housing and support services to some of the most vulnerable individuals in society, requiring exempt supported accommodation with the ultimate aim to grow our social housing portfolio.



# Our Vision & Mission

## Vision - 10 years

To be a national provider of quality, affordable homes, treating residents with compassion, and thereby contributing to society at large. We aim to provide access to private rented accommodation that would not normally become available to the social housing market.

## Mission - 3 years

- To provide quality, affordable homes, with appropriate support for residents, through a sustainable partnership model, which meets the broad range of housing needs for the most vulnerable in society, including those requiring exempt supported accommodation.
- To make a real difference to peoples' lives.
- To work with local authority partners, and those working in local communities, to provide a referral pathway, and support arrangements, for matching those in housing need with an appropriate home and support when required.
- To be recognised as an effective and respected provider of housing and services. A provider that makes a genuine contribution to the housing sector.
- To be acknowledged as a unique organisation that specialises in partnership and collaborative working.



# Our Values

To turn our Vision and Mission from aspirations into reality, we are guided by core Values that define how we work, make decisions, and treat each other every day.

## Integrity

We will - uncompromisingly - demonstrate the highest level of moral and ethical behaviour in all our dealings with all stakeholders, making openness and transparency central to every interaction.

## Culture

We will create an organisation that treats staff, residents, members of our communities as family, taking care that in every experience of Reliance and its services they are treated with respect and kindness.

## People

We will listen to the preferences and needs of our residents and communities, ensuring they inform decision-making, resulting in service provision that is caring, respectful, and responsive to those preferences and needs.



# Challenges and Opportunities in the Housing Sector

## Market Challenges

- Rising rates of homelessness.
- National shortage of affordable housing.
- Significant legislative scrutiny and structural reform in the social housing sector.
- Ongoing pressure on local authority budgets and reduction in public sector funding.
- Supported Housing Regulatory Oversight Act.

## Opportunities

- Increasing recognition of the critical role exempt and supported housing plays in addressing homelessness.
- Growing demand for transitional housing that bridges Supported Exempt Accommodation and long-term stable tenancies.
- Enhanced partnership models with local authorities and stakeholders.
- Digital transformation possibilities to improve service delivery.
- Prioritising resident engagement and putting their voice at the forefront of service delivery.

As an exempt accommodation specialist, Reliance is uniquely positioned to respond to these challenges and opportunities through our partnership approach and commitment to quality service provision. Our strategic objectives are designed to strengthen our resilience while maximizing our social impact during what is a pivotal period in the housing sector.



# Financial Outlook

Reliance Social Housing has experienced significant growth since its founding in 2018. Over the period of this Corporate Plan, we project continued sustainable financial development:

- **Turnover Growth:** From £123 million currently to approximately £167 million by 2027.
- **Portfolio Expansion:** Growth in our regulated social housing stock by 4 additional properties and approximately 3,000 additional non-social units by 2027.
- **Diversification:** Launch of transitional housing schemes to create more stable returns and balanced portfolio.
- **Financial Resilience:** Building our reserves account while maintaining adequate liquidity and positive operating margins.
- **Value for Money:** Implementation of robust procurement processes and proactive contract management to ensure cost-effectiveness and quality service delivery.

Our financial strategy is built on principles of sustainability, resilience, and responsible growth, enabling us to reinvest in our social housing portfolio while maintaining long-term viability.



# Key Strategic Objectives and KPIs

Objectives	Detail	KPIs
<b>1. Leading through transition</b>	To establish exemplary governance and leadership that drives Organisational effectiveness through this period of transformation, implementing robust structures and controls while developing a skilled workforce aligned with our mission, ensuring we remain agile and responsive to evolving regulatory requirements and stakeholder needs.	<ul style="list-style-type: none"> <li>• 100% compliance with all relevant statutory requirements and regulations.</li> <li>• Implementation of the Governance Action Plan through the Portfolio Management Office (PMO) for enhanced oversight.</li> <li>• Staff satisfaction and engagement measure <math>\geq</math> 85%.</li> <li>• Board effectiveness review completed annually.</li> </ul>
<b>2. Compliance and Financial Resilience</b>	Ensure our property portfolio is high quality, safe and habitable, while maintaining financial viability through effective risk management and diversification.	<ul style="list-style-type: none"> <li>• 100% properties fully compliant with statutory health and safety requirements. (Fire, Legionella, Asbestos, Gas, Electricity).</li> <li>• Percentage of accommodations meeting the Decent Homes Standard <math>\geq</math> 90%.</li> <li>• Operating margin <math>\geq</math> 2%: generate sustainable surplus to reinvest back into services to residents.</li> <li>• Reserves growth year-on-year: building financial strength, setting aside money each year for future needs and opportunities.</li> </ul>
<b>3. Growth and Partnerships</b>	Pursue responsible growth through diversification and building our social housing portfolio while developing strong partnerships with stakeholders including housing providers and local authorities.	<ul style="list-style-type: none"> <li>• Social housing properties increased to 21 by 2027.</li> <li>• Exempt accommodation portfolio growth to circa 14,000 units.</li> <li>• Maintain significant operational presence across our existing 17 local authority areas, with a focus on deepening engagement and service quality.</li> <li>• Stakeholder satisfaction rate <math>\geq</math> 80%.</li> <li>• Successfully launch transitional housing pilot.</li> </ul>
<b>4. Customer Focus</b>	Ensure our residents can thrive in our housing provision through empowerment, listening, and resident-led developments - with their needs at the centre of decision-making.	<ul style="list-style-type: none"> <li>• Tenant satisfaction score <math>\geq</math> 85%.</li> <li>• Complaints resolved within agreed timescale.</li> <li>• Regular tenant focus groups established and meeting quarterly.</li> <li>• Annual report to be shared with residents and stakeholders from 2025.</li> <li>• Implementation of “Your Voice, Your Influence” approach.</li> </ul>

By focusing on these four strategic objectives, Reliance will continue its transition to becoming a more effective, resilient, and tenant-focused housing provider. We will regularly review and report on our progress against these objectives, making adjustments as necessary to reflect changes in our operating environment.

# Implementation Timeline

The implementation of this Corporate Plan will be phased over a three-year period:

## Year 1 (2024-2025)

- Complete Board recruitment, appoint new Chief Executive Officer and Company Secretary.
- Fully implement Governance Improvement Plan.
- Establish 12-week property inspection cycle.
- Finalise and implement Resident Engagement Strategy.
- Commence stakeholder mapping and engagement exercise.
- Implement a Value for Money Strategy.

## Year 2 (2025-2026)

- Explore diversification opportunities.
- Implement enhanced CRM system and digital resident communication.
- Develop ESG (Environmental, Social, and Governance) roadmap.
- Revisit growth strategy and potential for development programme.
- Implement the new Regulatory Consumer Standards.
- Conduct regular resident and stakeholder surveys.
- Produce a Communication Strategy.

## Year 3 (2026-2027)

- Progress diversification opportunities based on the pilot outcomes in year 2.
- Begin implementation of property development initiatives if viable.
- Complete digital transformation initiatives.
- Produce comprehensive stakeholder impact assessment.
- Begin planning for next strategic period (2027-2030).

# Monitoring & Review

This Corporate Plan will be regularly monitored to ensure we remain on track to achieve our strategic objectives:

- The Reliance Board will review progress against the Plan twice a year at designated Board meetings.
- The Finance, Audit and Risk Committee (FARC) and Resident Engagement Committee (REC) will provide oversight on their respective areas and report to the Board.
- A formal annual review of the Plan will be conducted, with updates made as necessary to reflect changing circumstances or operational requirements.
- The Executive Leadership Team will provide quarterly progress reports on KPIs to the Board.
- Stakeholder feedback, particularly from residents, will be integrated into the review process to ensure our direction remains aligned with their needs.

All monitoring and review processes will be documented, with actions tracked and accountability assigned to specific roles within the Organisation.

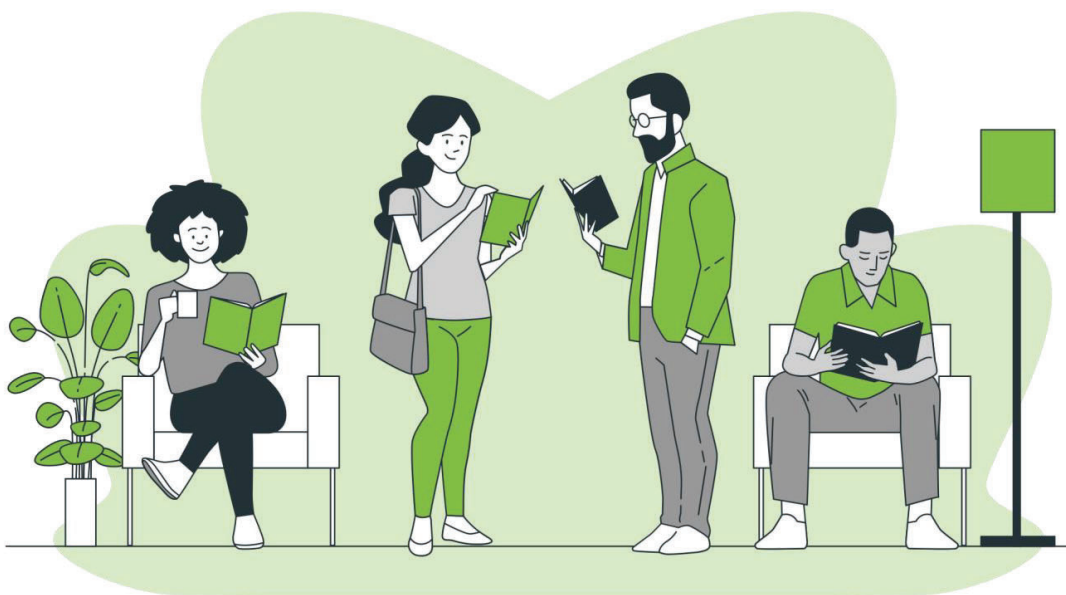


# Concluding Remarks

Reliance Social Housing is at a pivotal point in its journey. This Corporate Plan sets out our roadmap for the next three years, focusing on strengthening governance, ensuring compliance, building financial resilience, and maintaining our unwavering commitment to providing quality housing for vulnerable individuals.

The challenges we face are significant, but so too are the opportunities. By maintaining our values of integrity, culture, and people-centred service, we will continue to make a real difference to people's lives while establishing ourselves as a respected and influential provider within the social housing sector.

Through this Corporate Plan, Reliance commits to maintaining its mission to provide quality, affordable homes for vulnerable individuals while strengthening governance, partnerships, and financial sustainability to ensure long-term success.





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