

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.

As Reliance Social Housing enters the second year of the Corporate Plan period, we do so with confidence built on experience, strong governance, financial resilience, and an unwavering commitment to our residents.

Over the past year, we have continued to provide homes and support to some of the most vulnerable people in our communities, while also strengthening leadership, governance arrangements, and compliance. Resident satisfaction initiatives have directly informed service improvements,

and enhanced governance arrangements have strengthened both Board oversight and operational accountability.

This refreshed Corporate Plan reflects the learning from our first year of implementation. It does not represent a change in our mission or values, but a sharpening of focus. The Board has reviewed progress, tested assumptions, and updated priorities to ensure the Plan remains deliverable, aligned with regulatory expectations, and focused on improving outcomes for residents.

Our focus now is on embedding the compliance and governance improvements already made, turning resident feedback into clear and measurable service

enhancements, and maintaining the financial discipline that underpins our mission. Through this approach, we are confident that this Plan provides a robust and responsible roadmap for the remainder of the 2024-2027 period.

Steven Walton
Chair of the Board of Directors

Ayesha Andrzejczak
Chief Executive

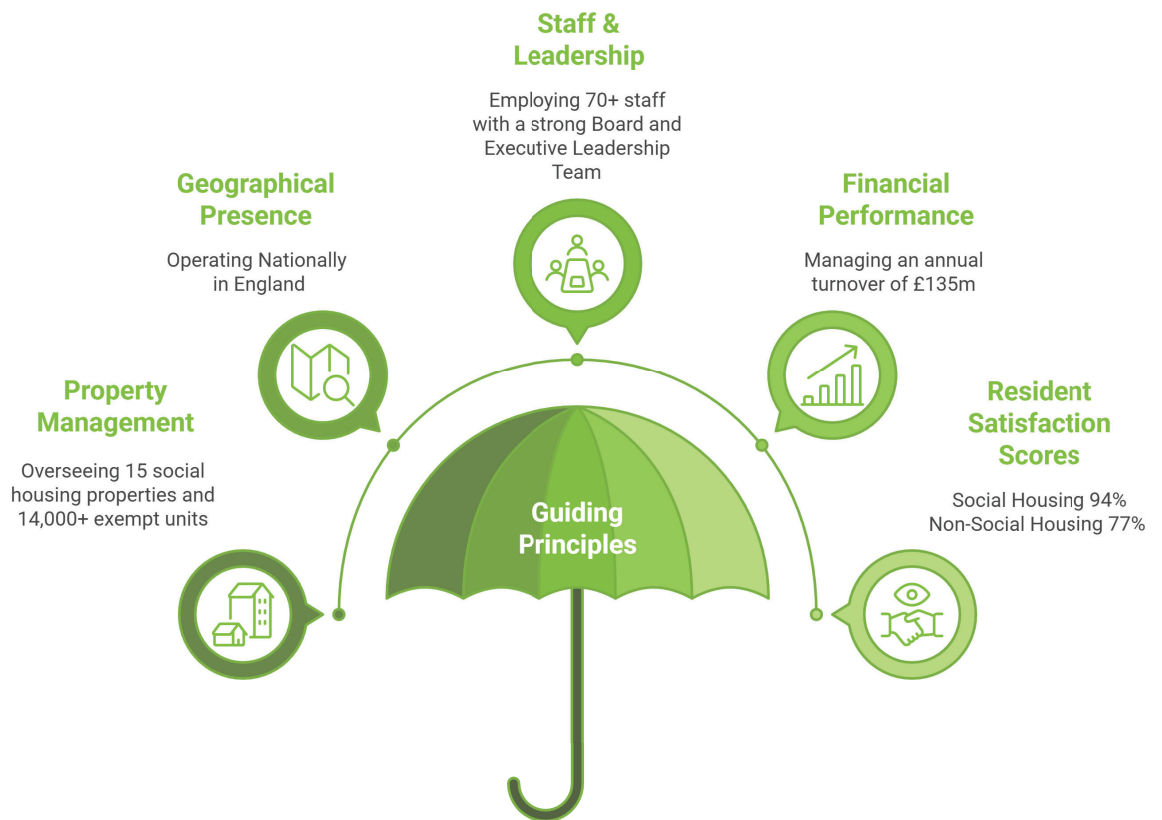




About Reliance Social Housing

Reliance Social Housing CIC is a Community Interest Company and Regulated Provider of social housing founded in 2018. Our primary purpose is to provide social housing and we pride ourselves on providing exempt accommodation to the vulnerable in our society.

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.

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.
- To make a difference to people's lives.



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 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 create an organisation that treats staff, stakeholders and members of our communities with respect and kindness.

People

We 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.



Challenges and Opportunities in the Housing Sector

Market Challenges

- National shortage of affordable housing.
- Significant legislative scrutiny and structural reform in social housing.
- Rising rates of homelessness.
- Continued pressure on local authority budgets and constraints in public sector funding.
- Supported Housing Regulatory Oversight Act.
- Risk of operational disruption due to cyber incidents.

Opportunities

- Prioritising resident engagement and putting their voice at the forefront of service delivery.
- Growth of social housing development.
- Growing demand for exempt residents to move to transitional housing.
- Enhanced partnership models with local authorities and DWP encouraging better working relationships.
- Digital transformation possibilities to improve service delivery.



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 £135 million to a projected £176 million by 2027.
- **Portfolio Expansion:** Growth in our social housing assets by investing a further £2 million by 2027.
- **Social Housing:** Ensure there is adequate surplus accumulated for investment into development of social housing projects.
- **Diversification:** Grow transitional housing to generate £30 million by 2027.
- **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
1. Leadership and Governance	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"> • 100% compliance with all relevant statutory requirements and regulations. • Staff satisfaction measure \geq 85%. • Board effectiveness review completed annually.
2. Compliance and Financial Resilience	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"> • 100% properties fully compliant with statutory health and safety requirements. (Fire, Legionella, Asbestos, Gas, Electricity). • 100% properties to meet Decent Homes Standards. • 100% properties to undergo a minimum of 2 inspections per annum. • Operating margin should not exceed 2% • Growth surplus should not be less than 4% to invest in social housing. • Rent arrears for social housing to be maintained below 5% of total annual rental income.
3. Growth and Partnerships	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"> • Invest £5m into social housing by 2027. • Exempt accommodation portfolio growth to circa 14,000 units. • Maintain significant operational presence across our existing local authority areas, with a focus on deepening engagement and service quality. • 100% occupancy rate in social housing. • 80% occupancy rate across exempt portfolio • Maintain a loan-free social housing stock with zero financial gearing.
4. Resident Focus	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"> • Tenant satisfaction score \geq 85%. • Complaints resolved within agreed timescale. • Regular tenant focus groups established and meeting quarterly. • Compliance with Consumer Standards

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. **Achieved**
- Fully implement Governance Improvement Plan. **Achieved**
- Establish 12-week property inspection cycle. **Achieved**
- Finalise and implement Resident Engagement Strategy. **Achieved**
- Commence stakeholder mapping and engagement exercise. **Moved to year 2**
- Implement a Value for Money Strategy. **Achieved**

Year 2 (2025-2026)

- Revisit social housing growth strategy and explore potential for development projects.
- Explore diversification opportunities for non-social housing.
- Implement enhanced CRM system and digital resident communication.
- Implement the new Regulatory Consumer Standards. **Achieved**
- Conduct regular resident and stakeholder surveys.
- Produce a Marketing & 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 and resident feedback, 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.





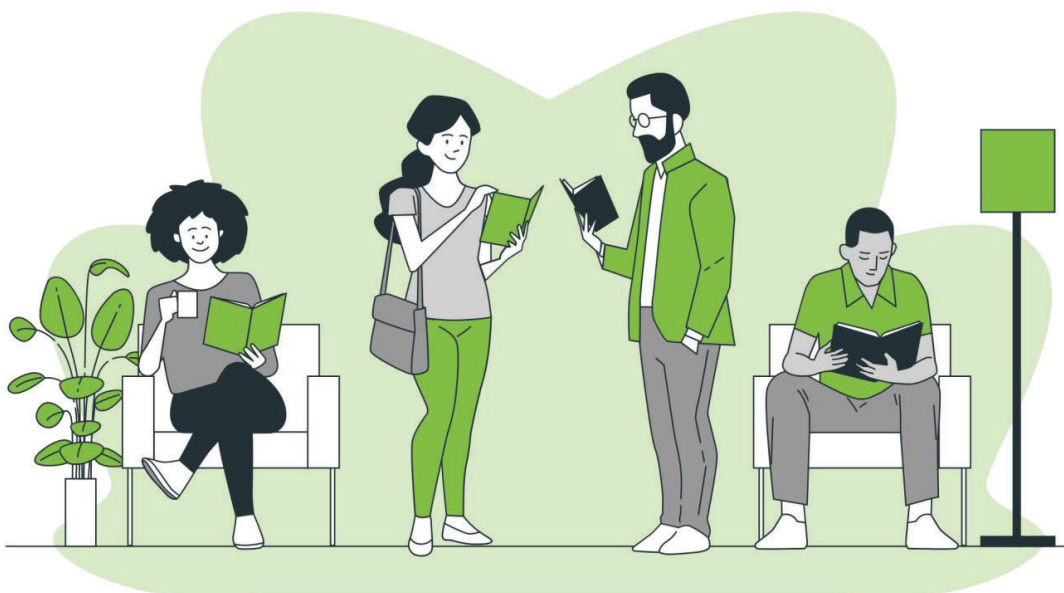
Concluding Remarks

This revised Corporate Plan reaffirms Reliance Social Housing's commitment to delivering safe, high-quality homes and services that enable residents to live with dignity, security, and opportunity.

It reflects a year of progress and learning and demonstrates our determination to strengthen the foundations that support positive resident outcomes. By embedding strong governance, maintaining financial resilience, and ensuring resident voices inform decision-making, Reliance continues to build trust and accountability.

As we move through the remainder of the 2024-2027 period, our focus will be on delivering against our strategic objectives, embedding the improvements already made, and preparing carefully for the next phase of our development.

Reliance looks to the future with confidence grounded in experience, strong governance, financial resilience, and an unwavering commitment to our residents and the communities we serve. Throughout this period, our values and our commitment to residents will remain at the heart of every decision we make.





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