RELIANCE SOCIAL HOUSING
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Corporate Plan 2024-2027

Delivering Performance And Transition



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



Message from the Chair and CEO

Looking Ahead

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

Over the past two years we have continued to evolve as an organisation. We have strengthened our governance and compliance arrangements, embedded greater assurance and accountability, and continued to provide homes and support to some of the most vulnerable people in our communities. We have also strengthened our approach to resident engagement, creating the foundations to ensure resident feedback plays a much greater role in shaping our services and decision-making in the years ahead.

As the organisation has grown, so too has our recognition that our people are our greatest asset. Building organisational capacity, developing leadership, investing in learning and development, and fostering a positive culture are all fundamental to our future success. We recognise that strengthening our people and organisational capability will be critical to achieving sustainable growth, maintaining regulatory compliance and delivering high-quality services to our residents. Strong governance is not only about systems and processes; it is about having capable people, clear accountability and a culture that empowers colleagues to make the right decisions and continuously improve.

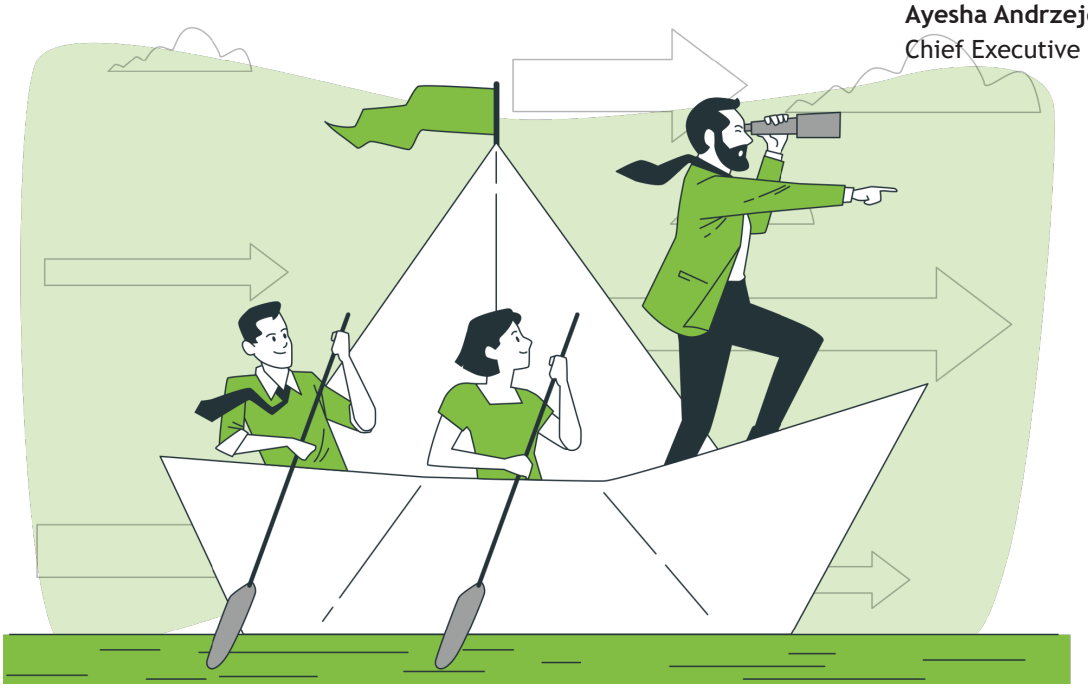
This refreshed Corporate Plan does not change our strategic direction. It reflects the progress we have made over the past two years and ensures our priorities remain relevant as we enter the final year of this strategic journey.

Our focus over the coming year is clear: to embed the improvements we have already made, continue strengthening our partnerships, deliver meaningful outcomes for residents and prepare the organisation for the next phase of our development.

We believe Reliance is entering this final year from a position of strength, and we remain committed to building an organisation that is resilient, well-governed and trusted by residents, partners and stakeholders alike.

Steven Walton
Chair of the Board of Directors

Ayesha Andrzejczak
Chief Executive

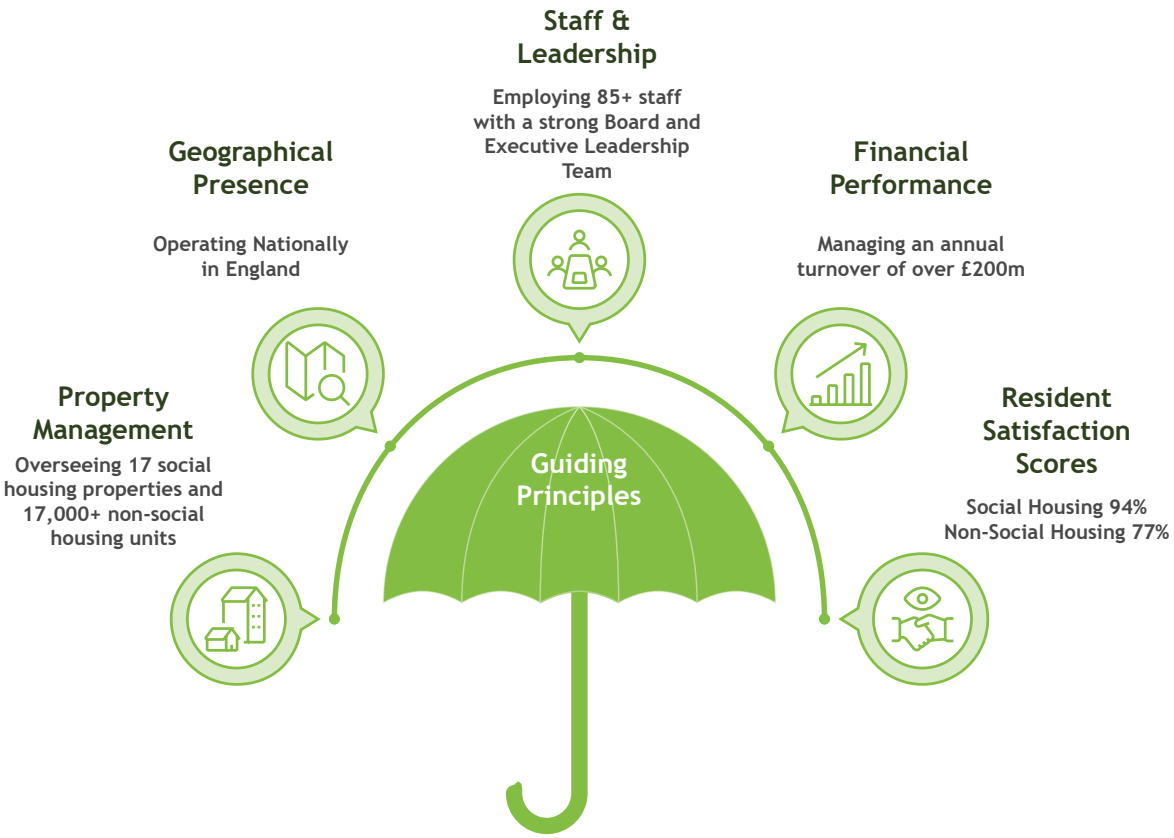




About Reliance Social Housing

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, with the ultimate aim of growing our social housing portfolio. We deliver the majority of this through a national network of Managing Agents, concentrating Supported Exempt Accommodation in Birmingham while operating Transitional Housing nationwide. This model is underpinned by our Performance Risk Framework and a 12-week inspection cycle, giving us the reach to respond to housing need across the country while retaining direct oversight of compliance, safeguarding, and service quality.



Data taken as at 30th June 2026

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.
- Workforce capacity constraints, skills shortages, and increasing regulatory expectations on competence within the supported housing sector.



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.
- Strengthening organisational capability through targeted workforce development, leadership investment, and modern HR practices.

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 £290 million by 2027.
- **Portfolio Expansion:** Growth in our social housing assets by investing a further £6.6 million by 2027.
- **Social Housing:** Ensure there is adequate surplus accumulated for investment into development of social housing projects.
- **Diversification:** Grow non social housing to generate further £10 million by 2027.
- **Financial Resilience:** Building our reserves account while maintaining adequate liquidity and positive operating margins.
- **Value for Money:** Continuation 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.	• 100% compliance with all relevant statutory requirements and regulations. • Staff satisfaction measure ≥ 85%. • Board effectiveness review completed annually. • 100% completion of mandatory training.
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.	• 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 reduce below 2%. • Growth surplus should not be less than 5% 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.	• Invest £6.6m into social housing by 2027. • 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 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.	• Tenant satisfaction score ≥ 85%. • Complaints resolved within agreed timescale. • Regular tenant focus groups established and meeting quarterly. • Compliance with Consumer Standards • Annual report to be shared with residents and stakeholders from 2025. • Implementation of “Your Voice, Your Influence” approach.

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. Achieved
- Explore diversification opportunities for non-social housing. Achieved
- Implement enhanced CRM system and digital resident communication. Achieved
- Implement the new Regulatory Consumer Standards. **Achieved**
- Conduct regular resident and stakeholder surveys. Achieved
- Produce a Marketing & Communication Strategy. Achieved

Year 3 (2026-2027)

- Progress diversification opportunities based on the pilot outcomes in year 2.
- Explore 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

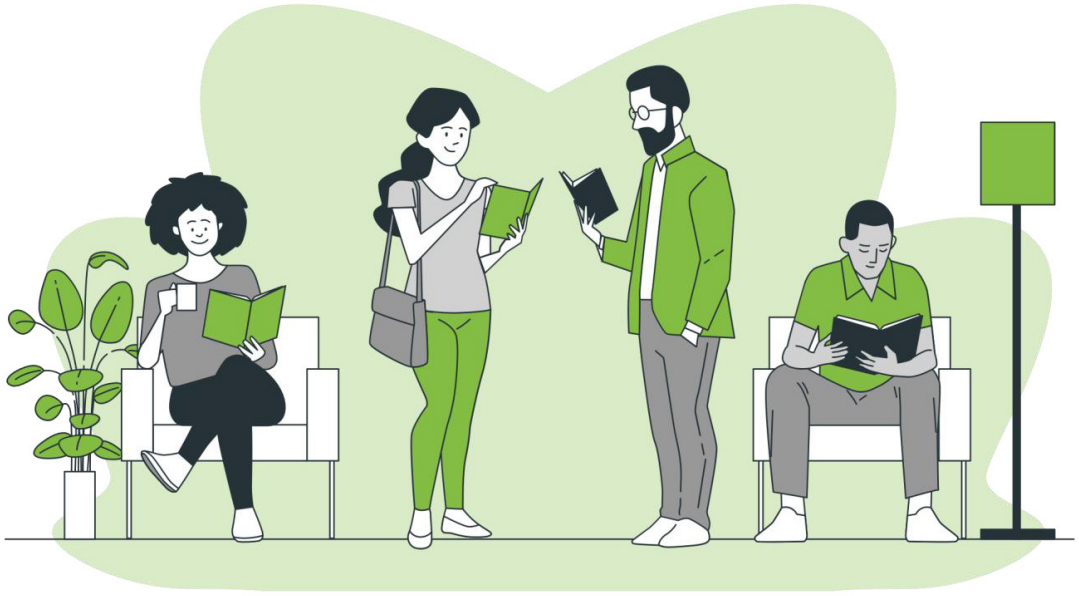
This refreshed Corporate Plan marks the final year of our 2024-2027 strategic journey.

Over the past two years, Reliance has continued to evolve as an organisation. We have strengthened our governance, enhanced our assurance arrangements, invested in our people and laid the foundations for a stronger resident voice. These achievements provide a solid platform from which to deliver our strategic ambitions.

Our priority over the coming year is to embed these improvements, continue delivering high-quality services, strengthen our partnerships and ensure we remain responsive to the changing needs of our residents, communities and the wider housing sector.

As we look ahead, we remain committed to achieving sustainable growth, maintaining regulatory compliance and delivering high quality services, while continuing to build an organisation defined by strong leadership, a positive culture and a clear focus on making a lasting difference to the lives of the people and communities we serve.

The final year of this Corporate Plan is not simply about completing a strategy; it is about building the foundations for the next chapter of Reliance's journey. We look to the future with confidence, ambition and a shared commitment to delivering safe, sustainable housing and positive outcomes for our residents.





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