

Cheryl Welbourn Consultancy Ltd

Case Study: Supporting Radius with their Housing Management System Implementation.

February 2026

My Background

Cheryl Welbourn Consultancy (CWC) specialises in software implementation, business process improvement, and strategic communication. With over 30 years of experience, I partner with housing associations, local authorities, and software suppliers to deliver complex projects with clarity, confidence, and minimal disruption. I help organisations navigate transformation by embedding within teams, building trust, and ensuring projects achieve their intended outcomes.

The Client

Radius provides housing, care and support to over 33,000 households. They are a social enterprise employing over 1,000 people and managing 12,500 properties in 80 towns across Northern Ireland.

Radius Project Background

Radius embarked on the implementation of a new Housing Management System.

The project involved multiple parties and users, requiring seamless integration and strong supplier collaboration.

CWC's relationship with Radius was built on prior engagements, providing a foundation of trust and understanding of the organisation's needs.

The Challenge

Radius faced several critical challenges:

- **Additional support required:** The project demanded more capacity than the internal team could provide.
- **Integration risk:** This key integration had to work flawlessly from go-live.
- **Past Impact:** Previous implementations had suffered delays and setbacks, creating understandable caution.



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- **Supplier risk:** New developments from the supplier carried potential delays, though the benefits outweighed the risks.

Goal: Ensure a seamless go-live of the integration between the Housing Management System and five external repair contractors, responsible for undertaking over 60,000 repair jobs annually for Radius, while minimising disruption for staff, contractors, and customers.

Why Me?

Radius chose me because of my:

- 30 years of experience in housing and software delivery
- Ability to hit the ground running
- Prior background and recent engagement with Radius
- Professional, flexible, and immediately available approach
- Proven effectiveness in engaging teams and boosting confidence

"Cheryl empowered the team with knowledge and understanding"

Approach

My method was pragmatic and collaborative:

- Met with module leads to clarify responsibilities
- Opened communication routes and shared documentation
- Scheduled regular calls to maintain alignment
- Used Teams, face-to-face visits, contractor and supplier discussions to build trust
- Purposefully stayed out of routine team meetings to free time for delivery work
- Embedded within the team, becoming a trusted partner rather than an external consultant

Key Actions

- Facilitated meetings with contractors and suppliers
- Maintained and updated action logs
- Escalated risk items to the board with mitigation strategies
- Produced process maps



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- Configuration
- Developed test scripts and conducted functional testing
- Authored user guides and delivered training
- Provided go-live and post-go-live support
- Produced a comprehensive handover document

"Cheryl delivers results,
builds confidence in
teams, and left us
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arrived"

Benefits for Radius

- Immediate value without onboarding delays and costs
- Confidence that critical integrations would work from day one
- Ability to hand over project elements (planning, documentation, supplier relationships, testing, training) and trust they would be delivered
- Freed internal team capacity to focus on core responsibilities and project delivery
- Strengthened supplier and contractor relationships ensuring ongoing collaboration

Obstacles and Solutions

- **Software not as expected:** Requirements were clarified with the supplier and team to ensure the change request met the requirements.
- **Development delays:** Documentation and test scripts were prepared while waiting for delivery.
- **Team member departure:** I collaborated with their replacement to ensure a smooth transition and instil confidence.

Outcome

Radius successfully went live on time with minimal disruption and are now processing repairs orders end to end with full automation, freeing up staff and improving the customer experience.

Strong foundations and relationships with contractors and suppliers meant issues were quickly resolved. My "can-do" attitude and ability to get stuck in ensured the project delivered value from the start.

What the client said

Martina Rooney – Senior Head of Business Change – Radius Housing:

What impact did Cheryl deliver?

Short term, she brought clarity, structure, and momentum. She quickly understood our environment, stabilised the implementation, and ensured the system was configured in a way that genuinely supported our operational needs. Long term, she left us with stronger processes, good documentation, and a team that is more confident, capable, and self-sufficient in managing the system.

We can understand how to manage configuration changes, analyse processes, and make informed improvements without external dependency.

She empowered the team with knowledge and understanding, not just a working system.

Cheryl uniquely combines technical expertise with strong business analysis skills. She understood both the system and the operational reality, translating requirements into practical solutions that work on the ground. Her ability to simplify complexity and build team capability was exceptional.

Would you recommend Cheryl and why?

Without hesitation. She delivers results, builds confidence in teams, and left us stronger than when she arrived. She is professional, reliable, and consistently added value. She is one of the most effective consultants we have worked with.

Is there anything you would change?

Yes. We would have engaged her earlier. Having Cheryl involved from the outset would have avoided delays, rework, and uncertainty, and would have accelerated the overall timescales for the repairs workstream.

"Cheryl cared about getting things right, not just completing tasks"

What would have happened without Cheryl's involvement?

The project would have taken longer, cost more, and delivered a weaker outcome. The team would be less confident, and we would still be dependent on external support for everyday changes and improvements.

What did you appreciate about the experience?

Her professionalism, commitment, honesty, and genuine investment in our success. She cared about getting things right, not just completing tasks.

What was your experience of collaborating with Cheryl?



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A highly positive experience. She is approachable, knowledgeable, proactive, and collaborative. She brings calm to complexity and inspires confidence in both the system and the people using it.

My Reflections

- Some hard conversations were necessary, particularly around the risk of missing go-live due to outstanding development and testing.
- The team's resilience, "can-do" attitude and the way they embraced the collaboration were key to success.
- Regular site visits built trust, strengthened relationships, and reinforced presence.
- The team welcomed my support with relief. My confidence and expertise reassured them I could guide delivery effectively



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