



# Our Strategy to 2024

[choice-housing.org](https://choice-housing.org)



The Group employs over 400 people and maintains over 13,000 high quality homes to meet the diverse needs of c30,000 tenants and residents

## CHOICE GROUP

Choice Group currently comprises the parent company, Choice Housing Ireland Limited and 4 subsidiaries:

- Choice Housing Ireland Limited is a Northern Ireland Registered Housing Association and Charity, with a history stretching back over 40 years;
  - Oaklee Housing Limited is an Approved Housing Body and Charity in the Republic of Ireland, first established in 1999;
  - Choice Services Ireland Limited was created in 2017 and provides repairs and maintenance services, primarily to Group tenants; and
  - Maple & May Limited and Maple & May (Homes) Limited were launched in 2017 and provide private rented accommodation and affordable housing for sale respectively, across Northern Ireland.
- The Group employs over 400 people and maintains over 13,000 high quality homes to meet the diverse needs of c30,000 tenants and residents. We provide:
- General needs housing for families and single people;
  - Sheltered housing for older people;
  - Purpose-built homes for families with complex needs;
  - Housing to meet the needs of vulnerable groups, with support provided by like-minded partners; and
  - Support services for tenants and the wider community.



## OUR HISTORY

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Choice Housing Ireland Limited is an Industrial and Provident Society registered as a Housing Association and Charity by our regulators, Department for Communities and the Charity Commission for Northern Ireland.

The Association is a social enterprise, has voluntary Board and Committee membership and all surpluses are reinvested to fulfil our charitable purpose.

Our charitable purpose for over 40 years is 'to benefit the community'.

Our social objects are clear that we achieve this purpose through:

- The provision of social and affordable housing;
- Assistance to help house people; and
- The prevention or relief of poverty.

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# 40

Our charitable purpose for over 40 years is 'to benefit the community'

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## OUR WORLD

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We believe that having a great home can make a positive difference to the health and well-being of everyone in our society.

Unfortunately, the need for decent, affordable housing and support services continues to grow.

Consequently, the provision of great social, affordable homes and services for those in need remains a priority for Choice and our partners.

Choice should continue to leverage our skills and resources, working closely with other like-minded partners to deliver benefits for all communities.

We will also play our part in addressing the strategic challenges that face society, including recovering from the impact of the global pandemic, climate change and promoting well-being.



The provision of great social, affordable homes and services for those in need remains a priority

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Our Mission is 'to enrich lives through great homes, services and communities'



## OUR AMBITION

**Our Mission** is 'to enrich lives through great homes, services and communities'.

**Our Vision** to 2024 is 'to be recognised as the leading housing association group in Northern Ireland'.

**Our Ambition** is 'to make a positive and sustainable difference by increasing the supply of decent and affordable homes, by ensuring access to excellent support services, by promoting inclusive and thriving communities, and by making best use of our resources'.



Ciaran McAreavey  
Group Chair



Michael McDonnell  
Group Chief Executive



Our Vision to 2024 is 'to be recognised as the leading housing association group in Northern Ireland'



## OUR VALUES

What we do and say should be underpinned by three core values, namely:

**We will be Caring -**

through listening, being helpful and always acting professionally;

**We will be Committed -**

through determination, being reliable and always acting with integrity; and

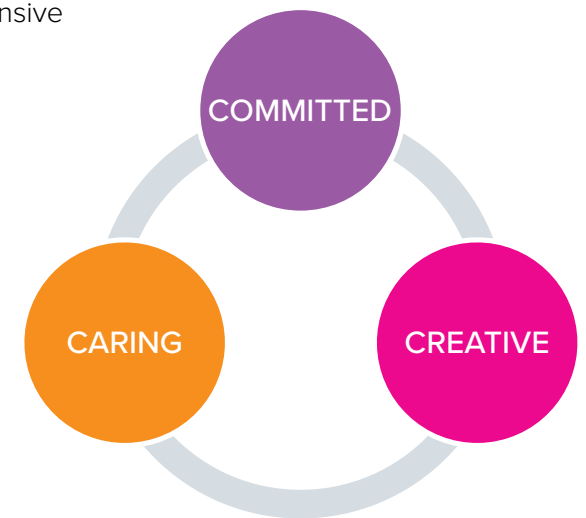
**We will be Creative -**

through innovating, being responsive and always seeking to improve.

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We will strive to be a 'force for good' for our tenants, our colleagues, our partners and for society as a whole

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## STRATEGIC PRIORITIES TO 2024

We have 4 strategic priorities to 2024, as follows:



Strategic Priority #1  
**'Great Homes'**



Strategic Priority #2  
**'Great Services'**



Strategic Priority #3  
**'Great Communities'**



Strategic Priority #4  
**'Great Delivery'**

For each priority we have identified a number of strategic goals which will shape our business plan objectives over the 3 years of the corporate plan.

# #1



14

## STRATEGIC PRIORITY #1 GREAT HOMES

Strategic goals to 2024 under this priority area, encompass:

- To expand our social homes provision, focusing on general needs housing in areas of greatest need;
- To provide and maintain high quality, sustainable and affordable homes;
- To invest in technologies that will contribute to a reduction in Greenhouse gases through 'pilot projects with a purpose'
- To promote inclusive, integrated communities through shared housing and mixed tenure developments;
- To maintain a strategic relationship with Oaklee Housing through the Comhar partnership; and
- To meet broader housing need, with excellent wrap-around services and generate a return on investment through Maple & May.

**+Maple  
May™**

**oaklee**  
housing





## STRATEGIC PRIORITY #2 GREAT SERVICES

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Strategic goals to 2024 under this priority area, encompass:

- To demonstrate best practice in our health and safety management;
- To ensure that our homes are allocated and re-let in a fair, transparent and timely manner;
- To proactively manage anti-social behaviour and increase tenancy sustainability;
- To provide high quality, value for money response and planned repair services, through Choice Services and external partners;
- To refurbish our existing stock to increase the average EPC rating, thereby improving both affordability and environmental impact;
- To develop an integrated sustainability strategy that targets a net zero carbon 'footprint';
- To foster service partnerships that meet diverse customer needs and deliver better outcomes; and
- To promote effective tenant participation so that the tenant voice informs service improvement.

# #3



18

## STRATEGIC PRIORITY #3 GREAT COMMUNITIES

Strategic goals to 2024 under this priority area, encompass:

- To be more explicit in our community investment to create and sustain thriving neighbourhoods;
- To expand our community development activities, working with and through others to foster good relations and well-being;
- To support the digital inclusion of tenants, their communities and our partners;
- To raise awareness of the key challenges and opportunities that affect the lives of tenants; and
- To inform and influence public policy and debate around housing supply, housing standards, tenancy management and related services.



To be more explicit in our community investment to create and sustain thriving neighbourhoods





## STRATEGIC PRIORITY #4 GREAT DELIVERY

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Strategic goals to 2024 under this priority area, encompass:

- To be recognised as a high performing, consistently excellent organisation by our staff, tenants and partners;
- To demonstrate value for money and good stewardship of our assets and resources;
- To simplify the 'customer journey' (both internal and external) through the smart use of technology and continuous improvement;
- To innovate across service areas in an integrated way to improve outcomes for users;
- To make better use of our data to improve decision-making and to demonstrate the benefits that we deliver across society;
- To promote diversity, inclusion and equality of opportunity for all;
- To continue to invest in our people, their skills and talent development; and
- To represent best practice in governance and risk management.



To continue to invest in our people, their skills and talent development



## STRATEGY INTO ACTION

In order to ensure that we deliver against these strategic goals, we will:

- Commit to key targets for achievement by 2024;
- Bring forward annual business plans and budgets with detailed objectives and KPIs;
- Formally monitor strategic progress every 6 months with Board & Committee members; and
- Report regularly to our stakeholders on achievements and intentions.

There is little doubt that recent months have highlighted the importance of being agile and that our aspirations and plans will need to evolve.



Formally monitor strategic progress every 6 months with Board & Committee members



GET  
IN  
TOUCH

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