

**Choice
Group
Business
Plan
2021-22**

Together
we enrich
lives

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Introduction

Choice Housing Ireland Limited (Choice) is a registered voluntary Housing Association and charity. We are a 'profit for a purpose' social enterprise established over 40 years ago to provide decent housing and tenant support services at an affordable rent.

Today, Choice maintains 12,000 homes and employs over 400 people in a Group structure that includes our own repairs and maintenance (Choice Services), private rented and affordable for sale (Maple and May) and Republic of Ireland (Oaklee Housing & Comhar FM) subsidiaries.

We work with a whole range of like-minded partners to bring about positive change for our tenants and their communities.

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Strategy to 2024

The Choice Strategy to 2024 is grounded in our **Charitable Purpose** 'to benefit the community'.

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 Ireland'.

We will be judged against our **Core Values** of being Caring, Committed and Creative.

The business plan to 2022 reflects our **4 Strategic Goals**, encompassing 'Great Homes', 'Great Services', 'Great Communities' and 'Great Delivery'.

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Headlines for 2021/22



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Choice Housing priorities

Priorities for Choice Housing Ireland Limited in 2021/22 are presented below under our 4 Strategic Goals:



Great Homes:

- Deliver ambitious new build 'starts' and 'completions';
- Build pipeline through strategic site acquisitions;
- Progress mixed tenure ambitions through pilot projects;
- Assess impact of DfC review of affordable/intermediate rental product(s);
- Contribute further to the T:BUC/'Housing for All' programme;
- Ensure alignment between development, housing management and financial imperatives;
- Review parameters for a potential 'modern methods of construction' project;



Great Services:

- Deliver annual planned maintenance programme to include all compliance works;
- Complete all in-year stock condition surveys with validation;
- Retain ISO 9001 accreditation for Assets function;
- Launch new Asset Management Strategy;
- Renew Energy & Sustainable Development Strategy;
- Maintain 'zero tolerance' on health & safety/compliance management;
- Complete roll-out of 'mobile inspector';

- Implement updated fire safety strategy;
- Progress VHE property refurbishment programme;
- Recover from Covid-19 pandemic with improvement in key operating metrics, including voids, change of tenancy, arrears;
- Improve management of ASB with implementation of city centre safety pilot;
- Disposal of College Court Central units with successful relocation of tenants;



Great Communities:

- Implement new Community Development Strategy;
- Implement third year of Financial Inclusion strategy;
- Review supported housing priorities & effectively manage key partner relationships;
- Review tenant engagement processes to address perceived gaps;
- Revisit and complete community investment strategy;
- Review social value metrics for next annual report;



Great Delivery:

- Long term financial plan review, including consideration of net zero carbon targets;
- Progress Choice sustainable transport plan;

- New risk management policy and procedures embedded across the business;
- Realise business benefits from the P2P project implementation;
- Implement actions arising from the recent rent and service charge review;
- Implement actions arising from the revised Procurement Strategy;
- Achieve further gains under the VFM strategy;
- Effectively manage anticipated increase in house sale applications;
- Ensure effective delivery of services to group companies and PPP project;
- Undertake a review of finance systems with a view to future demands;
- Ensure successful procurement of external audit service;
- Undertake next bi-annual staff satisfaction survey;
- Implement new Diversity Strategy across Group;
- Launch 'Heads of' training programme to build talent;
- Conduct 5 year Salary Benchmarking & Pay Model Review;
- Create 'Innovation Hubs' to support business improvement;
- Review of Choice brand and communications strategy;
- Develop 'Choice Position on...' statements for key sectoral issues;
- Complete Office 365 roll-out and 'agile' forms;
- Complete strategic review of IT hardware and core systems;
- Maintain group cyber security and data integrity; and
- Create a Data Strategy and pilot a business intelligence reporting tool.

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Subsidiary imperatives

A summary of key imperatives for 2021/22 for each entity within the Choice Group is as follows:



Choice Services:

- Transition to new Managing Director and strengthen senior team;
- Mobilise and deliver remainder of PPP bundle #1;
- Enhance service provision across the Group;
- Develop improved financial integration/processes;
- Grow Choice Services sustainably; and
- Build upon successful interactions with Tenants.



Maple & May/ Maple & May (Homes):

- Effectively manage the impact of Covid-19 on operating metrics;
- Extend PRS portfolio to include mixed tenure pilots;
- Contract-in property management services;
- Improve alignment between SHDP and private acquisition protocols;
- Review strategy for M&M (H) post-Covid; and
- Monitor DfC policy on affordable housing.



Oaklee Housing:

- Complete review of compliance management to sustain high levels of performance;
- Manage Covid risk to the business, tenants and staff;
- Fully tenant remaining PPP site and meet KPIs;
- Complete remediation works to James' Street;
- Improve housing management and property operational performance;
- Achieve ambitious new build completions target;
- Confirm new head office in Dublin and establish Midlands hub in Tullamore; and
- Consider group relationship with Choice & progress consolidation opportunities.

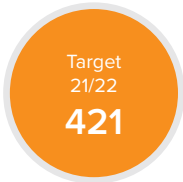
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Board/Strategic KPIs for 2021/22

The corresponding KPIs and targets for 2021/22 which Board will track are as follows:

Board KPIs:

Social Starts



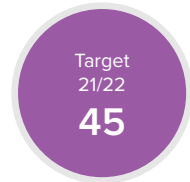
Social Completions



M&M Starts



M&M Completions



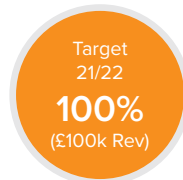
Customer Satisfaction



ICT Investment



Community Investment



H&S Compliance



Total CPP Repairs



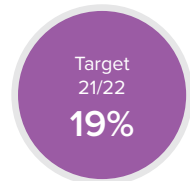
PMP Investment



Operating Margin



Net Margin



EBITDA:MRI



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SMT/Operational KPIs for 2021/22

The corresponding KPIs and targets for 2021/22 which Group SMT will track are as follows:

SMT KPIs:

Total Cost Per Sq Ft (indexed)



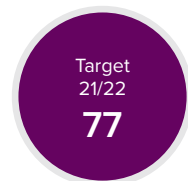
Total Scheme Slippage (Weeks)



Stock Condition Surveys



Average EPC Rating



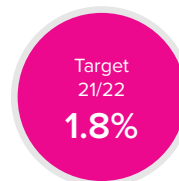
ASB Cases (Rec'd & Closed)



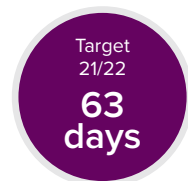
Repairs Completion



Void Loss



Re-let Days



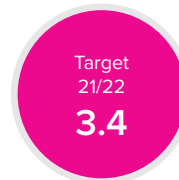
Arrears



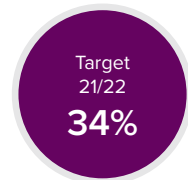
Complaints Days



Interest Cover



Gearing



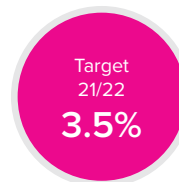
Liquidity Ratio#



Audit Actions On-time



Staff Absenteeism



Staff Turnover



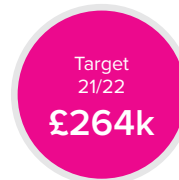
L&D Investment



Oaklee Housing Net Surplus



Choice Services Net Surplus



Maple and May Net Surplus



Maple and May (Homes) Net Surplus



Will reflect 'golden rules'

Choice

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