

Choice  
Group

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Strategy  
to 2027

## CHOICE GROUP

Choice Group currently comprises the parent company, Choice Housing Ireland Limited and 3 subsidiaries:

- Choice Housing Ireland Limited is a Northern Ireland Registered Housing Association and Charity, with a history stretching back for almost 50 years;
- Choice Services Ireland Limited was created in 2017 and provides repairs and maintenance services, primarily to Group tenants. It also delivers response repairs to c500 tenants in Greater Dublin as part of a joint venture (Comhar FM); and
- Maple & May Limited and Maple & May (Homes) Limited were established in 2017 and provide private rented accommodation and affordable housing for sale respectively, across Northern Ireland.

The Group employs over 400 people and maintains 12,000 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

Choice Housing Ireland Limited is an Industrial and Provident Society registered as a Housing Association and Charity by our regulators, the 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 almost 50 years is 'to benefit the community'.

Our social objects are clear that we will achieve this purpose through: the provision of social and affordable housing; assistance to help house people; and the prevention or relief of poverty.

# 50

Our charitable purpose for over 50 years is 'to benefit the community'



Choice partnership with the Rio Ferdinand Foundation

## OUR WORLD

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

The need for decent, affordable, 'fit for purpose' housing and support services continues to grow.

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

Choice will 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: the scourge of homelessness; high cost of living; need to decarbonize; and promotion of social inclusion and well-being.



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



Art Exhibition, Ballymena

## OUR AMBITION

**Our Mission is** 'to enrich the lives of our tenants and communities through the provision of great homes and services.'

**Our Vision to 2027 is** 'to excel in everything that we do in the eyes of our customers, partners and staff.'

**Our Ambition is** 'to empower our staff and partners to make a positive and sustainable difference by: increasing the supply of high quality and affordable homes; ensuring access to excellent support services; enabling our communities to flourish; and making best use of our collective talent and resources.'



**Our Vision to 2027 is 'to excel in everything that we do in the eyes of our customers, partners and staff.'**



Graffiti art project

## 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.

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





Mini Mela, Ballynahinch

## STRATEGIC PRIORITIES TO 2027

We have 3 strategic priorities to 2027, as follows:



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

encompassing both new build and high quality existing homes, with proactive support for mixed tenure and shared housing;



### Strategic Priority #2 **'Supporting Communities to Thrive'**

through 'hearing the tenant voice', investing in our communities and leading in shared housing;



### Strategic Priority #3 **'Empowering our People'**

by investing in skills, enabling technology to simplify the customer (and staff) 'journey', and ensuring access to development funding.

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.



Woodstock Road, Belfast

## STRATEGIC PRIORITY #1

# PROVIDING GREAT HOMES

### Strategic goals to 2027 by priority are as follows:

- To contribute significantly to the Social Housing Development Programme with a focus on high demand general needs housing;
- To continue our mixed-tenure strategy, working with our Maple and May subsidiaries and partners to deliver new homes free from stigma and segregation;
- To deliver shared housing schemes that promote diverse and integrated neighbourhoods, where possible obtaining 'Housing for All' status;
- To ensure that our homes are safe, high quality, sustainable and affordable;
- To continue to invest in projects that test potential solutions for the decarbonization of our homes.



Ballynafest event

## STRATEGIC PRIORITY #2

# SUPPORTING COMMUNITIES TO THRIVE

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- To ensure that we consistently, effectively listen to and reflect tenant views;
- To increase tenancy sustainment through the provision of excellent housing and property management services;
- To work through mutually beneficial partnerships to deliver our sheltered and supported housing priorities;
- To support successful communities by enhancing the economic resilience and well-being of residents;
- To provide 'best in class' repair and maintenance services through Choice Services and external partners;
- To inform and influence public policy and debate around issues which affect our tenants and their communities.





Choice Senior Development Officer

### STRATEGIC PRIORITY #3

## EMPOWERING OUR PEOPLE

- To enable customers and other stakeholders to engage broadly and effectively with us;
- To make better use of our systems, data and reporting to improve decision-making;
- To simplify and enhance processes to improve customer, partner and staff satisfaction;
- To enhance staff engagement, well-being and the development of talent;
- To focus on effective, efficient use of resources and the social impact of our work;
- To obtain long term development funding at competitive rates; and
- To enhance enterprise risk management and good governance.

## STRATEGY INTO ACTION

- Commit to key targets for achievement by 2027;
- Bring forward annual business plans and budgets with detailed objectives and KPIs;
- Monitor progress with Group Board, Subsidiary Board and Committee members; and
- Report regularly to our stakeholders on achievements and intentions.

# SUBSIDIARY PRIORITIES

## Choice Services Ireland Limited:

- To deliver an enhanced value for money, 'best in class' response repairs service;
- To grow our planned maintenance capacity and capabilities to support the wider Group asset management strategy;
- To expand our analytical reporting to create commercial insight and deliver operational efficiencies;
- To invest in and develop our staff so that Choice Services attracts and retains talent to grow;
- To create positive experiences for Choice tenants, partners, colleagues and suppliers; and
- To generate a surplus to enhance Group resources.

## Maple & May Limited:

- To continue to drive high standards in the local private rented sector;
- To successfully deliver a series of pilot schemes to 'mainstream' mixed tenure;
- To promote and support the emergence of new affordable housing products;
- To effectively and efficiently manage our homes with excellent services to our tenants;
- To transition the profile of our portfolio to reflect strategic ambitions;
- To develop sustainable funding to support our future plans; and
- To generate a surplus to enhance Group resources.

## Maple & May (Homes) Limited:

- To facilitate the delivery of mixed tenure schemes, where appropriate;
- To enhance the supply of affordable housing for sale in areas of high demand; and
- To generate a surplus to enhance Group resources.





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