

# Choice Group Business Plan 2026-27



Together  
we enrich  
lives

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

choice 

choice   
services

+Maple  
May

## 1

GROUP  
SUMMARY**A summary of Group 'Headlines' for the 2026/27 business planning period, encompasses:**

- Redevelopment of Leslie Morrell House;
- Launch of Intermediate Rent;
- Focus on Value for Money (VFM); and
- Development of Strategy to 2030.



## 2

CHOICE  
HOUSING  
PRIORITIES**Providing great homes:***Change projects:*

- Launch Intermediate Rent pilot programme;
- Review impact of SHDP funding changes to new build pipeline & plan forward;
- Introduce development Project Management service in-house;
- Set-up a new Facilities Management Department to deliver improved VFM;
- Ensure compliance with new Building Safety & Standards protocols;
- Progress asset disposal strategy with focus on VFM and optimisation;
- Produce a decarbonisation pathway, climate adaptation plan & 'scope 3' emissions footprint;

*Business as usual:*

- Maintain 'zero tolerance' on tenant health & safety;
- Complete legacy projects at Bishop Street, Park Avenue and Corrib Avenue;
- Successfully deliver PMP programme as planned;
- Increase % of homes with an EPC rating of Band A-C;
- Report on lessons learned from our 'deep retrofit' pilot projects;

**Supporting communities to thrive:***Change projects:*

- Implement the sector-wide changes to Housing Selection Scheme;
- Work with NIFHA consortium to deliver the PEACE+ Common Ground Programme;
- Improve Omni-channel offering including use of AI for enhanced staff & customer service;
- Prepare Choice position papers in the run up to next Assembly elections;
- Improve our communication with customers around service charges;
- Publish inaugural 'You said, we did' and 'Community Investment' reports;

*Business as usual:*

- Secure a new 'Housing For All' scheme designation;
- Enhance tenancy sustainment through in-house services and partnership working;
- Enhance our Community Development, Tenant Engagement and Good Relations work;
- Review our sheltered and supported housing priorities and partnership working;
- Update Stakeholder Engagement survey to inform corporate & comms strategies;



## 2

CHOICE  
HOUSING  
PRIORITIES**Empowering our people:***Change projects:*

- Progress redevelopment of LMH with decant to Citylink;
- Extend customer & staff digital enablement to simplify processes;
- Undertake 'Lean Reviews' to streamline processes and maximise efficiencies;
- Review impact of potential competence & conduct standards for relevant staff;
- Upgrade core housing management platform and replace Finance, HR & Payroll systems;
- Introduce an outreach programme to school/colleges to promote housing career;
- Implement Phase III of repairs excellence improvement programme;
- Complete Contract Management improvement plan;
- Development of Strategy to 2030 informed by stakeholder engagement;

*Business as usual:*

- Implement actions arising from staff survey and EFQM re-assessment;
- Fully embed the T&CS restructure and complete reorganisation post-merger; and
- Maintain sound financial management and good governance.



## 3

SUBSIDIARY  
IMPERATIVES

Detailed business plans for each subsidiary are approved by both their Board and Group Board. A summary of key imperatives for 2026/27 for each subsidiary is as follows:

**Choice Services:**

- Ensure appropriate staff resources are available;
- Enhance management systems, processes and interfaces between CHIL & CSIL;
- Work with Choice Housing to generate further VFM in service delivery;
- Support Choice Housing on sustainability, biodiversity and community investment;
- Achieve gift aid targets;

**Maple & May:**

- Recruit new staff members to underpin Intermediate Rent;
- Launch Intermediate Rent project with associated operating model, branding & comms;
- Complete portfolio realignment in line with agreed strategy;
- Achieve gift aid targets;

**Maple & May (Homes):**

- Complete Hillsborough Road, Dromara project;
- Support Choice Housing with further phase of Starter Homes at Rosses Gate; and
- Achieve gift aid targets.



**Comhar FM** is a joint venture in ROI involving Choice, Sisk and Oaklee. Its plan for next year is to continue as a self-sufficient, profitable business with a focus on 'business as usual'.

# 4

## BUDGETS & KPIs

Group Budgets for 2026/27 are approved in conjunction with these Business Plans. Key Performance Indicators and Targets align with the Group Strategy to 2027. Performance against business plan and budget will be reported and monitored closely by Group Board, Senior Management Team, Committees and relevant Subsidiary Boards through the year.



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