

Choice Group Business Plan **2025-26**



1 | GROUP SUMMARY

A summary of Group 'Headlines' for the 2025/26 business planning period, encompasses:

- Successful integration of Connswater Homes staff, tenants and partners;
- Launch of Intermediate rent development programme; and
- Redevelopment of May Street as our shared Head Quarters.

2 | CHOICE HOUSING PRIORITIES

Key objectives for Choice Housing Ireland Limited in 2025/26 are presented below by strategic priority:



Providing great homes:

- Continue to lead the sector in the delivery of new homes;
- Complete delayed on-site projects and agree direction for strategic SHDP projects;
- Maintain 'zero tolerance' on matters relating to staff and tenant health & safety;
- Continue to increase the average EPC rating across our homes;
- Progress a 'landmark' new build scheme with sector-leading sustainability credentials;
- Establish a programme of remodelling, disposal or reinstatement of long term voids;
- Champion 'Housing For All' through new and existing projects;
- Pilot remote monitoring devices for property management;
- Explore alternative funding for decarbonisation;
- Complete a 'scope 3' lifecycle emissions footprint.



Supporting communities to thrive:

- Integrate Connswater staff, tenants, systems and contracts;
- Ensure tenants receive a more flexible and accessible response repairs service;
- Enable Choice Services to generate efficiencies and innovation in our Planned Maintenance Programme;
- Develop and commence implementation of a Biodiversity Action Plan;
- Incorporate more tenant engagement and social value into planned maintenance activities;
- Target 'gold' level tenant participation accreditation from Supporting Communities;
- Deliver thematic initiatives of the Peace Plus Programme through a NIFHA consortium;
- Promote benefits to society of our work through implementation of our Communications Strategy;
- Use customer complaints feedback to drive continuous improvement in services;
- Target specific services for value for money improvements.



Empowering our people:

- Progress service centre changes for omni-channel tenant support;
- Implement recommendations from Reward Model review;
- Progress the redevelopment of May Street and disposal of Beechill & Carolan buildings;
- Introduce a new integrated HR/Payroll and Time/Attendance system;
- Enhance employer brand to aid recruitment and retention;
- Launch new development initiatives for managers and graduates;
- Deployment of Procurement Act with improved contract and social value management;
- Enhance readiness for potential Private Placement in 2026/27.

3 | SUBSIDIARY IMPERATIVES

Detailed business plans for each subsidiary are approved by their Board and Group Board. A summary of key imperatives for 2025/26 for each subsidiary is as follows:



Choice Services:

- Fill vacancies to ensure competent trade staff resources are available;
- Recruit a Planned Manager to further develop Planned Maintenance capacity for Choice;
- Enhance management systems, processes and interface between Connect and ActiveH;
- Work with Choice Housing to improve reporting and financial management;
- Focus on value for money in response repairs service delivery to Choice Housing;
- Support Choice Housing on sustainability, technology and community investment;
- Achieve gift aid target;



Maple & May:

- Negotiate Intermediate Rent Funding with DfC;
- Strategic review of M&M financing;
- Review corporate structure and management to underpin growth;
- Implement new disposals strategy;
- Achieve gift aid target;

Maple & May (Homes):

- Strategic review of M&M financing;
- Review corporate structure and management to underpin growth;
- Complete phase 2 and commence phase 3 at Dromara;
- Support Choice on mixed tenure schemes in Lisburn and Craigavon;
- Achieve gift aid target.

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 2025/26 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.

Together we enrich lives



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