

Leading Change and doing things differently

The Choice Group corporate plan to 2020, entitled 'Leading Change and doing things differently' was launched in 2015. It sets a clear vision for the organisation to make a real and lasting difference to the lives of our tenants and their communities across the island of Ireland.

The Group Board, Committee and Senior Management team members met for their Annual Strategy Workshop in April 2017. Two years into the 5 year planning horizon, we are pleased to present this 'one page' version of our strategic imperatives through to 2020, 'refreshed' to reflect the current and anticipated operating environment.

We are in the midst of a period of significant change – both signaled and anticipated – for housing across Ireland. Our corporate ambition is predicated on our ability to use our enhanced scale and scope to both address the challenges that lie ahead, and fully exploit the opportunities to transform neighborhoods.

Partnerships grounded in our corporate values (below) will be fundamental to the successful delivery of our strategic objectives. More specifically, Choice should be viewed as trustworthy, customer-centred and dynamic in everything that we do and say.

Leadership from Housing Associations (NI) and Registered Bodies (ROI) has never been more important. As one of the largest social enterprises on the island, Choice will draw upon the skills, experience and commitment of our people to generate sustainable profits for our social purpose. We must be prepared and able to take risks on behalf of those in housing need.

Ultimately, we will be judged by the benefits that we deliver.



Our plan to 2020 can be summarised around 4 key strategic goals which reflect our bold vision for better and more affordable housing, safer neighbourhoods and stronger communities:-



'Headlines' from 2017 Strategy Workshop

Broad-based growth – Striving for 'top quartile' performance - Excellence in service delivery - Demonstrable Value for Money - Robust governance - Wider societal benefits

1 Strategic Goal: Financial & Business Growth

- SHDP – we will maintain strong delivery in meeting social housing need through new build and remodelling;
- Growth – we will meet broader housing needs through mixed tenure and generate surpluses to support the 'core' business; we will progress affordable & private rented housing through mutually beneficial collaboration; we will undertake research to inform these and other longer-term opportunities;
- Oaklee Housing (ROI) – we will support the growth of OH;
- NIHE – we will progress the strategically significant Grange stock transfer programme;
- Financial management – we will prioritise EIB draw-down to reduce our cost of capital; we will realign resources into contract management & procurement; we will review our rent policy; we will provide support to Group companies; and
- Governance, regulatory compliance and risk management – we will ensure best practice in corporate governance to exceed stakeholder expectations; we will fulfil all group company secretarial responsibilities.

2 Strategic Goal: Internal Business Processes

- Tenant & Client Services – we will finalise and implement a revised customer service delivery model;
- Information & Communication Technology – we will implement priority IT projects through a '100 day plan' to enable business imperatives;
- Stakeholder engagement – we will lead a targeted and structured external communications programme;
- Allocations and voids – we will continue to improve key operating performance and compliance metrics;
- Office accommodation – we will seek to bring our office staff into one building;
- Asset Management – we will deliver an ambitious planned maintenance investment programme on time and within budget; and
- Energy – we will meet sector leading energy management targets.

3 Strategic Goal: Learning & Innovation

- L&D – we will launch the 'Choice Academy' and further roll-out integrated L&D initiatives for Board & Committee members and staff;
- Business improvement – we will introduce in-house business improvement capabilities and programme office; and
- Staff – we will implement a structured Choice 'well-being' programme; we will introduce an integrated and coherent approach to staff engagement.

4 Strategic Goal: Customer Excellence

- Customer Involvement – we will continue to evolve our tenant engagement and incentivisation frameworks;
- Welfare reform – we will seek to mitigate the impact of welfare reform for our tenants and their communities;
- Regeneration – we will promote community development and cohesion; we will work with NIFHA to improve access to public land and promote shorter planning horizons;
- Response maintenance – we will successfully migrate 2 x MTC repairs contracts; we will build effective and efficient contract relationships with Choice Services; and
- Value for money – we will undertake a review of VFM in our development activities; we will pilot modular housing systems; we will deliver enhanced customer service with better value for money through Choice Services; we will seek to do 'more with less' in an era of increasing austerity.

Resourcing the Plan

We will resource our plans through:

- Strong retained surpluses;
- Growth activities across the Group;
- Support from Department for Communities/NIHE;
- Traditional Bank Loan Finance;
- European Investment Bank monies;
- Housing Finance Agency & new private lending (ROI);
- Exploration of new, additional longer-term funding.

May 2017

