

VISION & MISSION POLICY

Who we are and what we do

We are a not-for-profit housing association providing affordable homes for islanders in housing need. The association was registered in 2010 for this purpose, and enabled the States of Alderney to discharge its housing obligations by transferring its homes to the association, alongside a commitment to fund the association to develop new affordable homes. The relationship and expectations around this are governed by a Framework Agreement, which is a separate document to our business plan.

Providing good quality homes at prices people can afford is critical to the island's sustainability. We own and manage 54 properties. 53 are for rent, and 1 has been sold as a partial ownership property on a long lease. Most homes are two-bedroomed flats and houses, followed by three-bedroomed homes. There is a small number of homes at either end of the spectrum too – one-bedroomed flats through to four-and five- bedroomed houses. We also manage Whitegates Cottage on behalf of the States of Alderney. Of those 54 homes, 15 have been built between 2011 and 2023.

As a housing association we serve two main functions: helping to provide new homes for people in housing need; whilst managing and maintaining existing homes well. The latter is particularly important in the post-Grenfell and post-Rochdale world. We have made tangible progress in modernising and repairing the island's social housing, investing more than £5 million over the last 12 years.

Our operating context

There is recognition that housing underpins all other facets of a healthy and sustainable society – good outcomes for economic development, health, and education all depend on it – but it is competing against other public goods for limited funding - and capital grant funding is just not going as far as it did before the current inflationary pressures we are seeing.

Our business model as a housing association is simple. Rents, which must remain affordable, provide our income stream. That income stream is used to pay for day-to-day operations, which includes repairs and maintenance, as well as loan repayments. Loans are used to make capital investment in homes or develop new ones. Affordability of rents acts as a natural constraint on income and what can be realistically delivered, and highlights what additional support, such as capital grant, is needed, for new build – whilst keeping existing homes in good condition. The drivers for investment in existing homes are twofold – ensure that our homes are places that people want to live and can live well; and provide a strong asset base for funding. We have to balance this against increasing demand for more affordable homes.

Our vision, objectives and values

Our **vision** is for Alderney Housing Association (AHA) to provide affordable and socially responsible housing to a written standard for local households in housing need.

In order to do this, we have set three main **objectives**. They are to:

- remain financially strong;
- provide high quality services that people are satisfied with; and
- increase the supply and quality of affordable homes in Alderney.

We will **achieve** our objectives by:

- making best use of our resources and mitigating financial risk;
- performing well against targets for service delivery, timeliness and quality;
- investing in existing homes in a timely way;
- assessing opportunities to adjust housing stock to meet need; and
- working in partnership with others to deliver shared aims.

Our **values** describe the way we work and behave, and underpin our discussions and decision-making. It's important to us that we act with:

- Fairness and honesty;
- Solutions focus;
- Inclusivity; and
- Integrity.

We are here for the long-term benefit of the island, and so cutting across everything that we do is a focus on value for money and making best use of resources; and working in partnership to achieve shared goals.

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