

## **VISION & VALUES POLICY**

### **Who we are and what we do**

We are a not-for-profit Housing Association providing affordable homes for islanders in housing need and overseen by a Board of voluntary Directors who are experienced professionals drawn from the community. The Association was registered in 2010 for this purpose, and enabled the States of Alderney (SoA) to discharge its landlord obligations by transferring the majority of its homes to the Association, alongside a commitment to fund the Association to develop affordable homes. The States retained the responsibility for the island's strategic housing functions. The relationship and expectations around this are governed by our Articles of Association (Company Limited by Guarantee without a Share Capital) and a Framework Agreement with the SoA, which is a separate document to our business plan. We meet quarterly with the States Liaison member to discuss matters of interest.

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 rent paid by our tenants has to pay for everything we do, including covering repayments on borrowing, spend on repairs and maintenance, and covering the cost of any refurbishment over a period of time. New build or capital improvements are grant funded, subsequently amortised by rental income over time. We have made tangible progress in building, modernising and repairing the island's social housing, investing more than £6.5 million over the last 13 years. It's important to note that any surplus we make is reinvested back into repairing and maintaining existing homes, some of which are older properties and need work to keep them at a decent standard.

Providing good quality homes at rents people can afford is critical to the island's sustainability. We own and manage 54 properties. Most homes are two-bedroomed flats and houses, and three-bedroomed homes. There are 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 SoA. Of those 54 homes, 15 have been built since 2011.

### **Our operating context**

Like others, we continue to operate in challenging times. Inflationary pressures and interest rates are creating difficult financial conditions. Although expected to reduce in the medium term, the cost of new borrowing remains high, and finance is difficult to obtain. Everything we do must be paid for from rents, which in turn must remain affordable (in line with our governance documents) particularly at a time when living costs are putting pressure on household incomes.

There are not many contractors on the island. They are faced with increasing uncertainty on costs as well as labour availability and are unable to commit to pricing and development deadlines, so pricing and capacity are not a given.

In 2023, we instructed Savills, a UK housing association specialist, to survey the homes we own and manage to identify the expenditure needed to maintain them in good condition over the next 30 years. As an asset base for any borrowing, homes need to be in good condition. It's likely that a combination of age and historic investment levels will mean that some homes may need more investment than can ever be paid for by rent – and so options appraisals will be needed.

Any remaining headroom could be directed towards the provision of new homes – but current financial conditions means that the cost of building new homes is potentially more than they are worth, even with grant factored in. The business case for new homes at Sables D'Or clearly demonstrates this. In addition, demand from the housing waiting list, the best available measure we have in the absence of a housing needs survey or housing market assessment, remains strong.

## Our vision, objectives, and values

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

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

1. Remain financially strong.
2. Provide high quality services that people are satisfied with.
3. Contribute to 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.
- 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.

The AHA 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.

<b>Date Approved:</b> June 2024	<b>Date for Review:</b> March 2025 (with Business Plan)
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