

SECTION 8.

**STRATEGIC OBJECTIVES**

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A statement of the Association's overall objectives is attached.

## 1. Introduction

Williamsburgh Housing Association is a non-profit making locally-based Housing Association with the role of provider of high quality homes which can be afforded by people with limited income. These homes will mainly be for rent and will be managed and maintained to a high standard. The Association is managed by local people and those committed to our work. We seek to involve individual tenants and owners wherever possible.

The Association's objectives are set out as follows:

## 2. Statement of Williamsburgh Housing Association's Objectives

### 2.1 The overall objectives of Williamsburgh Housing Association are:

- to assist with the regeneration of the physical and social structure of those areas in which we operate,
- to ensure that local people are fully involved in the improvement and management of their homes.

### 2.2 Our specific aim (a) in terms of client group is:

- to provide good quality housing at affordable rents for people in housing need as defined and assessed by the Association, including those with 'special needs' such as the elderly, disabled, families, single people, those with learning difficulties, and referrals received from various agencies.

Our aim in terms of housing mix is to relate the size and type of provision to the demands/needs of those client groups we seek to serve. As such:

- a high priority in new provision and rehabilitated properties is given to amenity housing adapted for elderly residents on ground floors,
- high priority is also given to providing accommodation adapted to the needs of the disabled,
- through new build schemes and amalgamations in our C.T.I. work, we have responded to the need for larger family units,
- a valuable supply of 2 person accommodation has been provided through our rehabilitation work,
- by working to a barrier-free specification, incorporating 'housing for varying needs' and undertaking individual medical adaptations, we are able to respond to the changing needs of tenants, who may wish to remain in their own home, with the support of family and friends, within the local community,
- we seek to respond to identified shortfalls in special needs provision through participation in strategies, liaising directly with special needs groups and referral agencies such as Renfrewshire Council's Joint Commissioning Team.

(b) in terms of our geographical area of operation, the Housing Association has identified, in conjunction with Renfrewshire Council and the Scottish Government, the remaining B.T.S. stock within Renfrewshire. Believing it incumbent on the Association to assist Renfrewshire Council tackle housing need, wherever Williamsburgh Housing Association has a role to play, the decision was taken in February 1998 to change our rules, in order to operate without any geographical restriction. This facilitated the Association to undertake both rehabilitation and new build development activity throughout Paisley and in the surrounding towns of Johnstone and Renfrew.

The Association's expansion reflected the Scottish Government's strategy in Renfrewshire which was to encourage existing Associations to extend their area or span of activity, rather than promote new organisations. While helping to consolidate and extend Associations' asset bases and so enhance their long-term viability, this also exported existing expertise to new programme areas.

(c) in terms of our development role, we started life as a housing association with the objective of addressing the highest concentration of B.T.S. housing in Renfrewshire i.e. Paisley's east end. Our remit expanded to tackle disrepair in Paisley, Renfrew and Johnstone. While enjoying significant success, B.T.S. housing remains in Renfrewshire. While we would like to give some prominence towards rehabilitation, the funding constraints under which we currently operate are unlikely to support this type of activity, which has been so successful in the past, not just in addressing serious disrepair but also in providing quality homes.

We would like to continue to address housing need and provide for those not catered for within schemes of improvement, by building new homes. While the current arrangements, both in terms of funding and grant levels, are challenging, the prevailing arrangements are more attractive and offer the Association the opportunity to resurrect our development programme. The Scottish Government's target to support the provision of 50,000 homes, during the current Parliamentary term, offers us greater encouragement to commit our efforts to develop the sites earmarked for W.H.A. in Renfrewshire's SHIP and to address identified housing need, through the construction of new build housing, to be provided at affordable rent levels.

Likewise, opportunities to contribute towards area regeneration initiatives and environmental improvements, to complement our housing provision, are, once again, on our agenda, as we explore a variety of funding sources.

(d) in terms of service provision to tenants and other customers (private owners) we will seek:

- to be a caring, responsive and sensitive landlord, providing a quality service to our customers and tailoring our service to their needs,
- to manage, repair and maintain the Association's housing stock to the highest possible standards,
- to seek to improve our earlier properties to the standards achieved in our most recent developments,
- to implement effective cyclical maintenance and planned maintenance/major repair schemes,
- to provide a quality service to private owners within multi-ownership properties, thus ensuring their upkeep, in order to protect the public investment,
- to be a provider of housing advice to local residents,
- to encourage local participation and fully involve residents in planning investment, regeneration work and the management of the Association.

(e) in terms of local economic regeneration the Association will seek:

- to contribute towards the economic and social revival of the communities we serve. To this end, the Association will try to maximise the local benefit of the investment generated through our activities. Where possible, the use of local suppliers, contractors, consultants and the employment and training of local labour will be encouraged. We will seek to tackle social exclusion through implementing the objectives, as identified, within our Community Regeneration Strategy.

(f) in terms of managerial goals: the Association will seek:

- to promote good governance and ensure that the Association is well managed,
- to ensure the organisation is run as an efficient, cost effective and financially astute business,
- to ensure the Association is open and transparent in our dealings and accountable in our actions,
- to maintain a strong Committee of Management, through a programme of recruitment, training and succession planning,
- to maintain an expert staff team, through induction, effective training and development, appraisal and a programme of succession planning.