



Melville Housing
Sustainable Thriving Communities

2026-2031

CORPORATE PLAN SUMMARY

OVERVIEW

Welcome to Melville Housing Association and Ironmills Developments Ltd ambitious comprehensive corporate (business plan) spanning 2026 to 2031. As we celebrate our 30th Anniversary Year, we are committed to advancing our mission of

“Providing Quality Sustainable Homes and Support Thriving Communities that People are Proud to Live and Work in”.

This document serves as a roadmap, detailing our goals, strategies, and the steps we will take to contribute positively to the communities we serve.

We will be reporting our progress on the delivery of this corporate plan to our tenants and other stakeholders at regular intervals.

Melville Housing Association is a charitable housing association, regulated by the Scottish Housing Regulator.



MISSION STATEMENT

The Board of Melville Housing Association undertook a review of the Associations’ Mission Statement, Corporate Objectives and Values.

We have sought the views of our tenants and stakeholders in developing these aims and the following outlines what we aim to achieve.

Melville Housing Association will support the development of Sustainable Thriving Communities with the following Mission Statement:

PROVIDING QUALITY SUSTAINABLE HOMES
AND SUPPORT THRIVING COMMUNITIES THAT
PEOPLE ARE PROUD TO LIVE AND WORK IN

OUR VALUES

Our organisational values demonstrate what we stand for, and what defines the business. These are the actions and behaviours that will underpin how we will support and develop our mission statement of **Providing Quality Sustainable Homes and Support Thriving Communities that People are Proud to Live and Work in.**



PEOPLE FOCUSED	We passionately believe it's people that define what we do, and that ensure we can create sustainable communities. We are committed to supporting the continual growth and development of our people to deliver strong and effective governance and excellent services.	EXCELLENT CUSTOMER SERVICES	We aim to connect with our customers, understanding their needs and delivering the quality and range of services that exceed expectations.
COMMUNITY FOCUSED	We are an integral part of the communities that we serve. We aim to meet the diverse needs of local people and develop and maintain strong and vibrant neighbourhoods.	EQUALITY & FAIRNESS	We will be open and transparent in what we do, demonstrating fairness and integrity in decision-making and are committed to supporting people achieve equality of opportunity regardless of background.
INNOVATIVE	We will be innovative in providing quality homes and delivering services that our communities need to allow them to thrive.		

CORPORATE OBJECTIVES 2026 - 2031

Our key corporate objectives consist of what we want to achieve and how we will do so.

The following key Corporate Objectives have been agreed for the period of this plan.

01 OBJECTIVE 1 Enhance the Quality of our Homes and Neighbourhoods

02 OBJECTIVE 2 Strengthen Core Services

03 OBJECTIVE 3 Maintain Excellent Standards of Governance

04 OBJECTIVE 4 Support our Communities to Thrive

05 OBJECTIVE 5 Spend wisely



01

OBJECTIVE 1 Enhance the Quality of our Homes and Neighbourhoods

We will deliver high-quality homes and vibrant neighbourhoods that meet the evolving needs of our tenants.

- 🔄 We will undertake investment in our existing tenants' homes as we aim to meet net zero targets
- 🔄 We will undertake investment in our existing housing stock to deliver high quality energy efficient homes to meet the needs and aspirations of our current and future tenants
- 🔄 We will build new homes in mixed tenure developments and ensure that any new homes built are innovative and energy efficient
- 🔄 We will maximise investment and funding opportunities for our housing stock
- 🔄 We will deliver an efficient and responsive day-to-day repair service to ensure tenant satisfaction.
- 🔄 We will manage safe and welcoming neighbourhood spaces to a consistently high standard, enhancing overall tenant satisfaction.



CORPORATE OBJECTIVES 2026 - 2031

02

OBJECTIVE 2

Strengthen Core Services

We will ensure that our current and future tenants receive the best possible services.

- 🔄 We will deliver continuous improvement in arrears, estate management, voids, and anti-social behaviour.
- 🔄 We will implement a forward looking digital strategy that streamlines service delivery and improves tenant engagement
- 🔄 We will provide tailored support to tenants to minimise the impact of cost-of-living to help reduce poverty
- 🔄 We will manage our neighbourhood spaces to a high standard and improve satisfaction with the environment
- 🔄 We will maintain high levels of tenancy sustainment.
- 🔄 We will continue to understand and meet the needs of our tenants whilst continually improving customer experience.



03

OBJECTIVE 3

Maintain Excellent Standards of Governance

We will ensure that good governance underpins all that we do.

- 🔄 We will Invest in our Board and Staff to keep high standards of service and governance.
- 🔄 We will implement succession planning for Board and Staff to ensure we maintain the right skills and mix of people to provide leadership, shape strategy, manage risk and monitor performance.
- 🔄 We will develop our leaders and managers to manage change and continuous improvement in our services.
- 🔄 We will support our staff to help them do their jobs well and achieve their future career aspirations.
- 🔄 We will have well-developed equalities and human rights policies practices and procedures.



CORPORATE OBJECTIVES 2026 - 2031

04

OBJECTIVE 4

Support our Communities to Thrive

In delivering our services we will aim to understand the needs of different communities we operate in.

We also understand that the people that make up our communities will have varying interests, needs and requirements and we will therefore aim to support these so that people want to continue to live and work across our communities.

- 🔄 We will identify and measure any inequalities in our communities, and we will tailor our services accordingly
- 🔄 We will work in partnership with organisations that provide valuable community services and support or develop initiatives to meet the current and future needs of our communities.
- 🔄 We will continue to provide an efficient, responsive Welfare Benefits Advice service to aid members of our community.



05

OBJECTIVE 5

Spend Wisely

We will ensure that tenants rent contributions are allocated effectively to deliver maximum value and impact.

We will spend, invest or plan service delivery that has the best impact on our tenants.

We will invest in our tenants' homes and ensure that this investment demonstrates best value for money.

- 🔄 We will manage rent increases to ensure affordability for our tenants whilst delivering value for money.
- 🔄 We will invest in and/or dispose of stock dependent on how it performs based on sound asset management whilst achieving value for money.
- 🔄 We will maximise resources available to deliver services and use them efficiently and effectively.
- 🔄 We will ensure effective loan portfolio and treasury management practices, with particular focus on current and future covenant compliance.
- 🔄 We will review options for collaborative partnership working that supports value for money.



WHAT WE WILL DO

PURSUE AN
INTEGRATED ASSET
MANAGEMENT
APPROACH

By using asset performance
insight to influence investment
and disinvestment

Enhance business plan
fundability

By balancing the needs to
keep rent affordability but
also rent level decisions with
business costs and asset
management obligations.

BUILD
CAPACITY AND
CAPABILITY TO
DECARBONISE
HOMES

By piloting programmes,
testing technologies and
developing skills

Deliver new products
and new homes

By continuing to develop
new homes and explore the
possibilities of alternative
tenures, ensure housing
mix will meet shifts in
demography and explore
innovative design

FURTHER
DEVELOP AND
TRANSFORM
OUR OPERATING
MODEL

By embracing digitalisation
in customer and internal
processes, harnessing the
opportunities of channel
shift, improving community
and customer insight to
tailor approaches



HOW WILL WE DELIVER



HOW WILL WE DELIVER

OVERVIEW

The Corporate plan is set out to show our intent, starting with our long-term vision for the organisation against each of our stated outcomes. We then set out our continued focus on day-to-day delivery for our tenants as well as any improvements or changes.

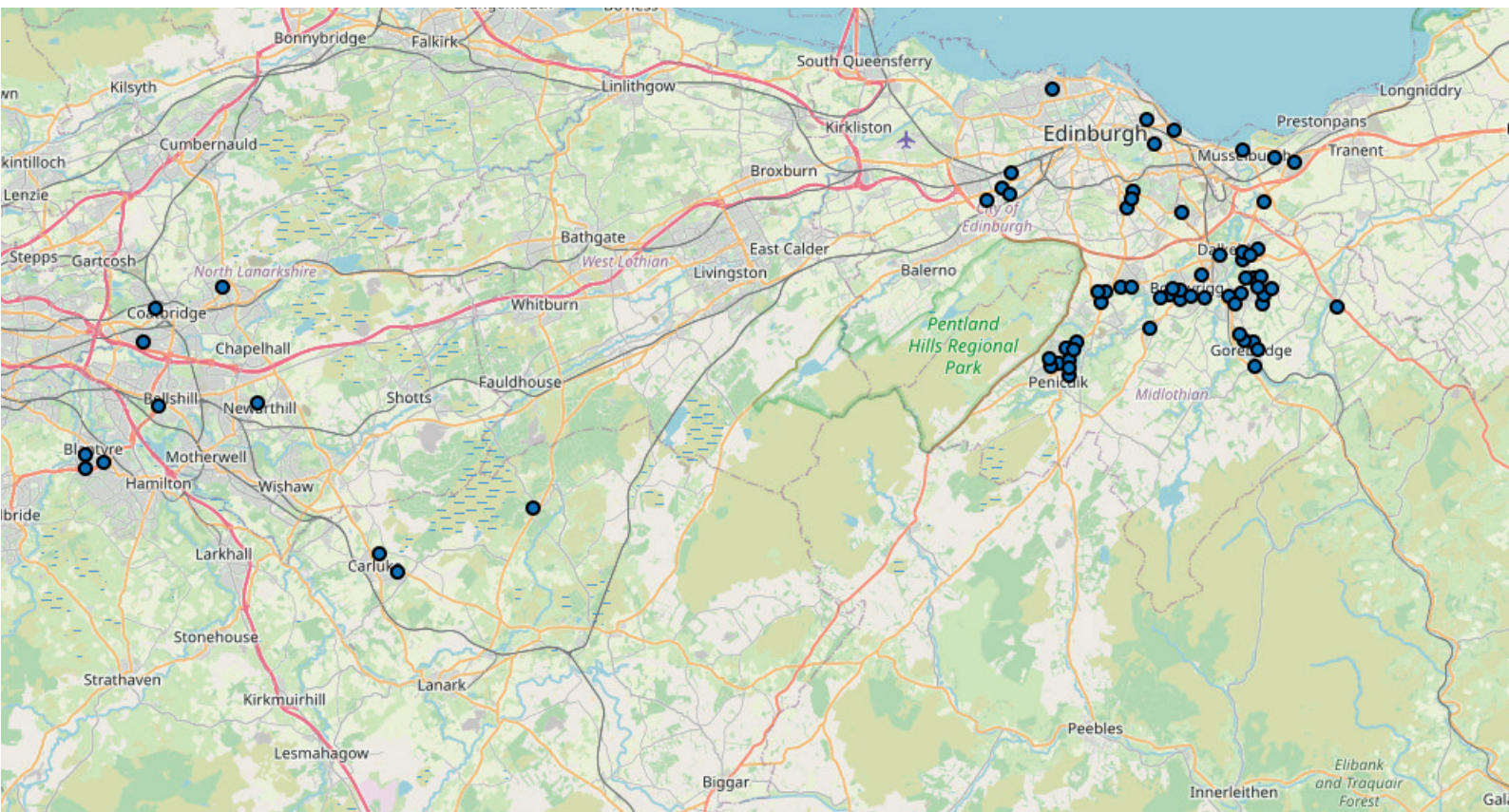
Over the last year the plan has been prepared using feedback from tenants, key stakeholders, our Board, and views from all staff. This feedback has been gathered via various surveys and work undertaken in Board strategy days.

Looking at the best way to deliver for our customers, we have agreed that Melville will remain independent and use non-constitutional partnerships as the best way to support our work. This means we will continue to collaborate with partner organisations in informal ways to achieve our goals.

WHO WE ARE

Melville Housing Association Ltd was formed in 1994 by a group of Midlothian tenants and staff from the Dalkeith office of Scottish Homes. The first homes were transferred in 1995 and since then Melville has developed a reputation as an excellent provider of high quality and adaptable housing services that constantly works to deliver high quality, excellent value, affordable homes.

We currently own and manage 2,144 properties and we are based at the Corn Exchange, 200 High Street, Dalkeith.



We rent and lease properties mainly in Midlothian (2,071) with others in Edinburgh (11), East Lothian (6), North Lanarkshire (5), South Lanarkshire (50), and the Scottish Borders (1).

A full copy of our Corporate Plan is available by contacting our office, which will provide further details of how we will deliver on our objectives.



Melville Housing
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