



# CORPORATE PLAN

OUR VISION FOR 2024-2029



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# WELCOME

## Welcome to our 2024-2029 five-year Corporate Plan setting out our strategic vision for Loreburn Housing Association.

Loreburn was formed in 1982 and is a registered social landlord (RSL) and a registered Scottish Charity. We are proud to have been providing homes for over 40 years and over those four decades we remain as committed as ever to our tenants throughout Dumfries & Galloway, where we now provide over 2,600 homes.

We remain firmly rooted in being a community anchor, creating thriving neighbourhoods and places that our tenants are proud to call home.

We also operate a subsidiary company called Dumfries & Galloway Homes which focusses on mid-market rents. Whilst they are part of the Loreburn Group, they operate under their own strategic priorities and have their own Board of Management who are ultimately accountable to Loreburn.

*We remain firmly rooted in being a community anchor, creating thriving neighbourhoods and places that our tenants are proud to call home.*

We are operating through a turbulent and challenging economic landscape with respect to global, political, and economic forces, as well as emerging from a difficult and damaging pandemic. At the same time, we are faced with what has been described by many as a climate emergency and in response we are determined to do all we can in our efforts towards a net zero carbon economy.

At Loreburn we do not shy away from challenges, instead we remain focused to do all we can to respond to these. This plan helps set out how we will play our part in supporting our tenants and strengthening our communities to ensure we are providing great places to live. Our plan will be agile and adaptive, so we are able to respond to any further external risk that may arise during the lifetime of this plan.

Our focus is our tenants, ensuring that the quality of their homes is maintained and the service they receive is tenant focused, personalised to their needs and respectful. As a 'Not for Profit' organisation, it means we reinvest into the homes we provide and help communities to prosper.

During this plan we will have a targeted investment programme to preserve the quality of our existing homes throughout the region, whilst aiming to ensure high levels of energy efficiency in our properties. We will explore retrofit and other efficient ways of achieving our commitments to reducing our carbon footprint and to improve affordability in use.



We will also have a strong commitment to continue to invest in our talented, empowered, and energised workforce who make a positive difference across local communities.

The homes we develop offer high levels of energy efficiency as we strive for affordability across a range of running costs within the home including service charges and energy costs. Our value for money approach allows us to reinvest any savings we make back into our tenant's homes and services and strive to provide affordable living for all.

Our focus is to be a landlord of choice and an employer of choice, ensuring that the people we are responsible for feel valued. Continuous improvement will always be the way we do business, learning through feedback from our tenants and staff.

Affordability is our priority, and we will look at ways where we can help to reduce running costs within our tenants' homes. We need to be financially strong especially in the challenging economic climate and to deal with unforeseen changes that impact our business, so that we can retain tight control of our principal costs (staffing, maintenance and borrowing) to deliver best value across our wide range of services.

Our vision is to create Great places to live, and our five-year plan will help us build an organisation that delivers. We are always keeping an eye on the future to find new, greener, and more cost-effective ways of working so we can achieve more for our people and their communities. We collaborate with others to make a difference; to innovate and to overcome challenges with homelessness, poverty, and inequality.

We're committed to providing high quality homes and building communities where everyone has the chance to belong, grow and live well. We will continually listen to our tenants to understand the challenges they face and the things they tell us are important. With a commitment to remain true to the communities we serve and a purpose of providing good quality, well maintained and affordable homes, the ambitions set out in this five-year corporate plan will help us demonstrate success.



**Russell Brown**  
Convener



**Kirsteen McGinn**  
Chief Executive



## OUR VALUES



### GROWTH MINDSET

We aim to be the best and continue to learn, grow and change to achieve this.



### RESPECT

We care about all that we do and how we do it.



### EXCEPTIONAL TENANT EXPERIENCE

We always put our tenants first, with a strong commitment to positive and proactive ways of working.



### ACCOUNTABLE

We are responsible for all that we do and we're happy to learn from our successes or failures.



### TOGETHER

We deliver our best results when we work as a team.

Everyone at Loreburn Housing Association lives our values, is committed to doing the right thing, and is proud to work for the people of Dumfries & Galloway.

Our Values based culture is a powerful driver in our business and will help us achieve our vision and to create great places to live. We all uphold our vision and demonstrate the energy and enthusiasm to deliver.

Providing empowerment and autonomy to our staff through our culture to take the lead, thinking creatively and to be passionate about our work enables us to truly make a difference to our tenants' lives.





## MISSION STATEMENT

We aim to be more than just a landlord, by providing services that are centred around the needs and expectations of our tenants and to ensure that we make our communities GREAT places to live.

We also aim to make a positive difference by providing warm and affordable homes and our priority will be to focus on improving our existing stock to be more energy efficient. Whilst doing so we will set out and deliver a sustainable new build plan that will meet the changing needs of our tenants and communities.

## OUR VISION

The corporate plan sets our strategic direction and will enable us to deliver our vision to create great places to live. Our vision is underpinned by our mission statement, values and strategic ambitions.

Loreburn will continue to be an excellent place to work, led by values and a positive, can-do culture. Shaped by strong governance, we will continue to hold ourselves to account, and our values will help us accomplish our goals and deliver on our commitment to our tenants.

Robust business planning and strong financial management will ensure we have the appropriate resources, skills, plans and Key Performance Indicators (KPIs) in place to demonstrate success.

## SUSTAINABILITY STATEMENT

Creating Great Places to Live now and into the future means we must act to deliver sustainable communities through consideration of social, economic and environmental goals in all that we do.

We aim to have a direct and positive impact on the communities we serve with all of our decisions embedded in reducing poverty, increasing well-being and enhancing opportunity for our tenants and their communities.

We are committed to exploring innovative solutions to maximise our impact whilst ensuring we remain true to our core purpose as a social landlord.



# STRATEGIC AMBITIONS

Our Corporate Plan is the blueprint for delivering our vision and outlines how our strategic ambition for the next five years will be delivered through our four priority areas, which will be supported by a series of operational plans, strategies and performance indicators all of which will help us to successfully deliver the homes, employment, services and opportunities that create great places to live.



Strategic Ambition 1

## Financially strong

**Being Financially strong is very important to allow us to deliver for our tenants.**

We will create financial capacity by ensuring the organisation maximises opportunities and adopts a measured risk approach.

Our plan will embrace flexibility to ensure we can adapt and respond effectively to challenges and opportunities within our changing operating environment.



We will set clear financial targets, appraisals and outcomes for all investment decisions and operate within agreed financial and risk parameters.



We will make better use of robust data and automated processes together with innovation to drive efficient and effective practice.



We will adopt a strategic approach to new development to ensure the right homes are built in the right places helping to create sustainable communities that enhance our existing offer and strengthen our economic viability for the future.



We will build strong working partnerships to maximise available resources and explore alternative funding models to deliver effectively for our customers, including making better use of grants.



Strategic Ambition 2

## Focusing on what matters most to our tenants

**At Loreburn we put tenants at the centre of all that we do, focusing on what matters most to them.**

We will undertake a housing management modernisation programme while protecting and building on our unique selling point ensuring we remain flexible in our delivery of personalised services and strengthening tenancy sustainment.



We will operate a modern housing model that embraces technology and smart ways of working so that we can provide a streamlined service to our tenants.

Our commitments to energy efficiency and affordability in use will continue and we will explore ways of achieving this through retrofit and other efficient ways of reducing our carbon footprint and contributing to net zero.

The Internet of Things (IoT) will help us explore smart technologies to create better living conditions for our tenants.

We will manage and maintain our assets to achieve the best possible outcomes with the resources we have - remembering our primary responsibility is to our tenants and ensuring what we do is done well.

- ✓ We will remain committed to maintaining and improving existing homes through an effective and efficient repairs service and cyclical maintenance programme to ensure homes are safe and as comfortable and efficient as possible.
- ✓ We will use smart technology to monitor the performance of homes and identify trends to prioritise improvements.
- ✓ We will work to create employment opportunities via apprenticeships, employability advice and support as well as through procurement wherever possible.



Strategic Ambition 3

## **Be tenant driven in all that we do**

**It is crucial that we stay focused on our tenants' needs and utilise our personalised service to gain a deeper understanding of their profiles and requirements.**

By tailoring our services accordingly, we aim to enhance value for money and ensure a satisfactory return on investment.

Through utilising improved data and performance insights, we aim to make informed decisions that benefit our tenants. As we enhance our digital-first strategy, we will gain a deeper understanding of our data and use it more efficiently.

We will support our tenants to take responsibility for their neighbourhoods, pulling together to solve problems and promoting strong community spirit.





- ✓ We will strengthen the tenant voice ensuring tenants are central to the design and delivery of our services and processes through effective and meaningful engagement.
- ✓ We will use data to target interventions in areas of our business where satisfaction is low and embrace innovative solutions to service improvements.
- ✓ We will embrace technology and our hub, home and roam working model to deliver our services efficiently and directly to our tenants within their communities.
- ✓ We will continue to build relationships with partnering agencies to ensure we can adopt early intervention and provide the right support and services to our tenants when it's needed most.



#### Strategic Ambition 4

### **An excellent employer**

**To provide the best service for our tenants, we acknowledge that our workforce is our most valuable asset.**

Throughout this Corporate Plan, we will enhance our efforts to become an excellent employer by tailoring our employment package to attract and retain team members who champion a tenant-focused, productive culture with equal opportunities for all.

Loreburn takes a Fair Work First approach by offering an effective voice, opportunity, security, and respect for employees. We demonstrate this by:

- Advocating open and regular engagement through various forums and channels of communication.
- Having regular staff meetings - both individually and with the wider team.
- Consistently promoting equality of opportunity and diversity as an employer in all areas of our business. We believe everyone is entitled to be treated fairly, with dignity and respect, and have an inclusive workplace culture.
- Offering a wide range of flexible and family-friendly policies.
- Being an accredited Real Living Wage Employer.

To attract and retain top talent, we maintain excellent terms and conditions while staying adaptable to the evolving workforce. By pushing boundaries and exploring innovative working models, we ensure our competitiveness.



Our values-driven and empowering work environment is fundamental to our business, enabling our staff to achieve their maximum potential. We prioritise flexibility in our work approach, and our Being You principles will continue to help us achieve a healthy work-life balance.

- ✓ We will embed inspirational leadership, supported by mentoring and coaching, to build a culture where staff feel confident, empowered and driven to embrace transformation.
- ✓ We will embrace a culture of collaboration, support and flexibility to ensure we always work together to provide the best outcomes for our tenants and colleagues.
- ✓ We will identify innovative ways to improve learning and development and successful succession planning.
- ✓ We will build on our unique employment offer and the social benefits of work to attract and retain high-performing colleagues.

## STRATEGY DELIVERY

Our Corporate Plan sits at the heart of our planning framework. Whilst we set out our strategy, we keep it under constant review - amending and adjusting our approach as appropriate within the strategy period to keep ourselves adaptable to external pressures.

### Monitor & Review

Our planning framework allows us to track progress at operational and strategic level. This ensures we know how we are progressing at any moment in time and can demonstrate our accountability to Regulators, funders, Management Committee, senior staff and most importantly to our tenants. We use key performance indicators to help us measure quantitative results and we also use a range of ways to capture sentiment and satisfaction levels through engagement surveys with tenants and staff. We benchmark to help measure our performance against relevant comparators and we always look for ways to strengthen our approach and to learn, develop and improve.



The strategic ambitions outlined in this plan are supported by our departmental action plans, offering detailed guidance to prioritise and direct activities within teams. These plans help bridge the gap between high-level strategic reporting and the supervisory, line management arrangements at operational level.

The departmental action plans translate into individual performance objectives, providing clear guidance to our staff on how their work aligns with the Loreburn vision.

## FINANCE, BUSINESS PLANNING AND VALUE FOR MONEY

Stress testing, scenario planning and dynamic risk management are key elements of our business planning process.

We remain committed to working in partnership, improving financial viability, and identifying and making savings where possible, all whilst we continue to improve front line service delivery.

Our aim, over time, is to ensure that our properties are affordable in use and rents and service charges will be proactively reviewed to provide value for money. We will also explore the cost of running the home (e.g. water and heating consumption) to see what we can do to make homes more efficient and affordable.

The social housing sector is constantly evolving and changing. It is crucial to maintain financial resilience to effectively address and reduce both internal and external risks.

## RISK MANAGEMENT

Many of our activities may carry some level of risk, but by recognising, assessing, minimising, and controlling these risks, we can maintain our ability to deliver.

Our ongoing planning should address known factors, which will include:



### Policy and strategy

Housing to 2040 • Heat in buildings strategy • Affordable housing investment benchmarks



### Energy/climate change

Fabric first • Net zero • Climate change adaptation



### Cost of living pressures

Rent affordability • Energy crisis • Rising household costs





### Economic and inflationary impacts from Covid-19 and Brexit

Inflation rate volatility • Interest rate uncertainty • New financial products



### Construction industry impacts from Covid-19 and Brexit

Supply chain stress • Construction inflation • Skills shortage



### Service provision

Hybrid working • Digitalisation • Process automation

We need to be prepared to swiftly address any unforeseen or unknown risk themes that may arise, including:

- Financial
- Infrastructure
- Growth
- People
- Reputation
- Governance
- Compliance

## MANAGEMENT COMMITTEE

We operate under a Management Committee that is elected annually from our members.

The main responsibility of the Management Committee is to offer the strategic guidance and leadership expertise needed for a thriving organisation. Comprised of volunteers with diverse skills and knowledge, our Management Committee plays a vital role in maintaining our ongoing achievements.

For additional details about our Management Committee members, [visit www.loreburn.org.uk/management-committee/](http://www.loreburn.org.uk/management-committee/)

Although this Corporate Plan has been carefully prepared and has been informed by an extensive engagement exercise, we remain open to ideas, suggestions, and challenges.

Please feel free to reach out to us using the provided contact details to share your feedback.



#### Live chat

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