

**Harbour Homes Scotland Limited
Minutes of Harbour Homes Board Meeting held on
Thursday 7 March 2024 at 5.30 pm via MS Teams**

Present:

David Welsh (Chair)	Leigh Eardley
Iain MacPhail	Brian Reilly
Liz McLean	Anthony Gillespie
Kevin Anderson	Jim Sherval
Caitlin McCorry	

In attendance:

Heather Kiteley, Group Chief Executive
Gordon Cameron, Group Director of Operations
Ngeme Ntuli, Group Business Support Manager
Tina Bell, Group Business Support Manager
Alison Petretti, Business Support Officer (note taker)

Action**1. Apologies and Welcome**

1.1 Apologies received from Campbell Whyte.

2. Declarations of Interest

2.1 None.

3. Approval of Minutes Thursday 23 November 2023 and interim Customer Satisfaction Board Meeting Wednesday 23 January 2024.

3.1 Proposed by Leigh Eardley and seconded by Kevin Anderson.

3.2 Approval of minutes Special Board Meeting Wednesday 20 September 2023

3.2.1 Proposed by Leigh Eardley and seconded by Campbell Whyte.

3.3 Matters Arising and Outstanding Actions

3.3.1 None

4. Matters Approved or Papers Issues Between Meetings (February 2024) - CEO

4.1 The Board **approved** the three policies issued on 9 February 2024.

4.2 Discussion took place around the Equality, Diversity & Inclusion Policy with a query on Equality being amended to Equity. It was agreed to keep as Equality with a further review in October 2024.

4.3 The Board **noted** the Board bulletin issued 5 February 2024.

[Caitlin McCorry joined the meeting at 5.50pm]

For Approval and Review

Action

5. Approve – Appointment of Ben Jones to the Harbour Multi-Trades Board (verbal) CEO

5.1 The Board **approved** the appointment.

6. Approve - Amendment to the Group Five Year Strategic Plan (including appendices update annually) - Group Business Support Manager

6.1 The Board were advised there were no additions to the plan.

6.2 The Board discussed the strategic risks and the below amendments were requested.

6.3 Development plan wording to be changed from ceased to paused for consistency. **NN**

6.4 S7 – Cyber attacks wording to be amended. It was agreed to discuss the revised wording at the Finance & Risk Committee meeting on Thursday 14 March.

6.5 The Board **approved** the Strategic Plan with the amendments above.

7. Review – Group Five Year Strategic Plan Progress Report - CEO

7.1 The Group CEO gave an overview of the paper detailing any strategic goals that will or may not be met.

7.2 Due to increased costs and covid slippage, our target of 608 homes will not be met. A total of 502 homes were built during the five-year strategic plan.

7.3 The Board **discussed and reviewed** the report

8. Review – Reports from Finance & Risk Committee and Subsidiary Boards – Appropriate Chair

8.1 Finance & Risk Committee (FRC)

The Chair advised the below:

- CEO and Group Directors award from 1 April 2024 will be 1% increase.
- Managers will be moved to spot salaries from 1 April 2024 with a 1% increase.
- Overall increase to the group is 5%.
- Harbour Multi-Trades Recovery Plan – This was brought to the attention of the Finance & Risk Board as there was a projected loss. Discussions are taking place to move the business forward.

8.2 Harbour Multi-Trades (HMT)

In the Chairs absence the CEO gave an update on the HMT situation.

Action

- HMT is projecting a loss with concerns for the company and an impairment for Harbour Homes. The results and projections have continued to worsen with the latest accounts showing a loss of £262k by 31 March 2024.
- The HMT Board has met regularly with management since the loss was reported to ascertain why and how it could be rectified.
- A business recovery plan has since been put in place to turn around the financial position.
- Unfortunately, after various discussions the management team have no clarity on why the business is experiencing a loss as each contract is analysed to ensure it is profitable.
- The Board is considering options and the future structure and management of the business.

The Harbour Homes Chair thanked everyone involved with the extensive work spent on this issue.

8.3 **Harbour Connections (HC)**

The Chair reported:

- Good progress is being made to pay off the loan.
- A new trainer is in post and look forward to this generating business/income.

A lot of hard work has gone into turning the cleaning team around and the retention of staff. The Board look forward to having lunch with the team soon.

8.4 **Harbour Lettings (HL)**

The Chair reported Harbour Lettings was in an exceptional place and this was due to the hard work of the staff.

- Keeping rents affordable
- Offering management services to other RSLs
- Fixed term staff member made permanent

9. **Review – Q3 Progress Report on Performance against Harbour Homes Business Plan 2023-2024 – CEO**

- 9.1 The report was presented with similar comments as the strategic plan.
- 9.2 Board members commented on remarkable achievements during a very challenging period.
- 9.3 Disposal of Properties has slipped but was set at a very high target at 35 and more likely to be in the mid 20's sold.
- 9.4 Purchasing additional properties is not currently an option time due to funding.
- 9.5 The Board **reviewed** the report.

Action

10. Approve – Harbour Homes Business Plan 2024-25 - CEO

- 10.1 The final year plan for Harbour Homes does not have a lot of change and the risks as per the strategic risks report and the finances are per the budget which Finance & Risk Committee have approved.
- 10.2 Point 11.4 was brought the Boards attention where have been taken to balance the budget.
- 10.3 The Board **approved** the plan

11. Review – Assurance Report on Compliance and Matters Delegated to Management - CEO

- 11.1 The report was discussed and advised any non-compliance-based risks are being paused while we import the new digital system (MRI).
- 11.2 The Board **reviewed** the report.

12. Review – Scottish Housing Regulator (SHR) Improvement Plan – Group Business Support Manager

- 12.1 A lot of progress has been made with the improvement plan and sent to the regulator. The regulator is pleased we are heading in the right direction with the plan.
- 12.2 We will be providing an action plan from the tenant survey and census. The Customer Satisfaction findings will be shown to staff at an Anchor Day on Thursday 14 March where we will be encouraging staff to be involved in developing the action plan.
- 12.3 Customer Experience project has been delayed due to MRI implementation and is a priority moving forward.
- 12.4 Our Tenant Portal will be available later in 2024 and work will be progressing soon.
- 12.5 Consultation will take place with Tenant Focus Groups in Autumn
- 12.6 Factoring figures have increase and more robust.
- 12.7 A lot of reference has been made to MRI. This is a digital transformation for the organisation and will be discussed in more detail at the Joint Board Away Day.
- 12.8 The Chair passed on the Board's thanks to the Group Business Support Manager for the report.
- 12.9 The Board **reviewed** the plan.

13. Date of Next Meetings

Action

- 13.1
- Joint Board Away Day – Friday 26 April 2024
 - Board Meeting - Thursday 23 May 2024

The meeting closed at 7.30pm.