



Joint Boards Session : Friday 26 April 2024
At Leith Dockers Club, 17-17a Academy Street, Edinburgh EH6 7EE

Board Members Present:

Anthony Gillespie
Liz McLean
Leigh Eardley
Iain MacPhail
Caitlin McCorry
Vendula Pavlikova
Jim Sherval
David Welsh (Chair)
Campbell Whyte (Vice Chair)
Heather Kiteley (Group CEO & Subsidiaries Board Member)
Gordon Cameron (Director of Group Operations & Subsidiaries Board Member)
Ngeme Ntuli (Director of Group Finance & Business Support & Subsidiaries Board Member)

Apologies:

Kevin Anderson, Ben Jones & Brian Reilly

Staff Members Present:

Tina Bell, Martina Healey, Charlotte Gray, Lynnmarie McAllister, Angela Morgan, Mark Muirhead, John Murray, Lisa Haddow, Alison Petretti & Kevin Wilson

In Attendance

Trish Knight Data Protection Officer (DPO), RGDP

The Chair welcomed and thanked everyone for giving up their time to attend the Away Day advising the day would be focussed on our Group Strategy after what had been a very challenging year for the organisation.

After an ice breaker exercise, Trish Knight (DPO) gave an interesting presentation on GDPR highlighting areas to look out for.



The Groups top 3 priorities in 2024

Robust Group Finances

Board members split into two groups to discuss and give ideas on the priorities for Harbour using the PESTLE method. Discussion took place, with many suggestions put forward and listed in the table below.

P POLITICAL	E ECONOMICAL	S SOCIAL	T TECHNOLOGICAL	L LEGAL	E ENVIRONMENTAL
Priority Risk Factors					
Edinburgh Council & SG ➤ Reduced Grants ➤ Election year ➤ Scottish election	High Inflation ➤ Continued pressure on costs ➤ Affordability ➤ Less money ➤ More costs ➤ Grant reductions	Housing Crisis ➤ Housing Emergency ➤ Increased poverty & expectation by customers ➤ HMT – no return services	Moving to Renewable Energy ➤ No choice ➤ MRI Rollout & Transformation ➤ Cyber security	Housing Bill ➤ Changes in FOI ➤ DP more costs /admin ➤ Damp & Mould ➤ No win no fee claims ➤ H&S compliant/Regulatory compliance	Fabric First ➤ Connected to everyone ➤ Climate change ➤ Net zero
Most Important Actions					
Lobby SG & EC ➤ Continuing relationship ➤ Lobbying/ influencing	Prioritise & Restrict corp? ➤ Maximise/Optimise Assets ➤ Generate other income streams	Lobbying ➤ Understanding market ➤ Collaborate working ➤ Sign post partnerships	Leadership ➤ No choice so how to manage ➤ Strategy for existing (retrofit) ➤ Fabric First Strategy ➤ Reducing demand ➤ MRI – realising benefits/risks ➤ Testing Portal before tenant usage	Keep up to date with changing landscape. ➤ Lobbying ➤ Working in partnerships ➤ Board involvement in lobbying ➤ Robust processes/ documentation	Strategy required – all linked ➤ Work with other organisations ➤ Archie ➤ Leith comm (sharing & learning) ➤ Know our stock ➤ Keep doing small things and move forward ➤ Suggested phrase “from our home in Leith”



Deliver Digital Transformation

Board members were updated on the progress of our new MRI digital system which will go-live in the summer. Some of these benefits are listed below:

- Higher Productivity
- Quality Improvements
- Reduction in Costs
- Improves Management
- Profit Growth
- Better Customer Experience

Develop Harbour's Culture

Board members split into two groups to discuss and give ideas on how to change some of the undesirable words mentioned to describe the current culture. Discussion took place, with many suggestions put forward and listed in the table below.

(Negative) Words	Opposite (Preferred) Word	Actions
SILOED	Collaborative	Lead by example is crucial. Agreed on all stated actions noted. Staff briefings. Staff photo/profile available. One person from each team presenting what job they do.
DISJOINTED	Collaborative (Together)	Formalise feedback (performance, project, individually) to bridge some of the perceived divides. Social gatherings required to encourage mix. Employee engagement surveys. Away days – can we create capacity in rates for HMT staff in order to attend

HARBOUR

BLAME	Accountability/Problem Solving	Ownership & Accountability has to be understood and agreed. When you understand what is expected and defined it will be easier to manage. There has been changes that has affected the company, temperature has to be taken into consideration. Lack of trust. Are responsibilities clear – individual KPIs for Job descriptions. Lessons learnt (non personal)
UNCERTAINTY	Reassured/Valued	External uncertainty is a factor. Internal uncertainty – Need to be completely transparent even if we don't know the answer. Acknowledge change also bring opportunities. HMT – Now we have brought everyone under the one infrastructure – Communications have to be involved and encourage (formalised). Re-visit values. Prepare for uncertainty. Build on resilience. Entitlement – Parent/child.

Caitlin McCorry advised she would be interested in joining the Harbour Culture Group.



Group Strategic Plan 2025-2028

Board members split into two groups to progress the discussions started at the previous joint boards away day. Discussion took place, with many suggestions and agreements put forward and listed below.

Mission

- Drop the mention of Leith and North Edinburgh, leaves things open for growth
- Remove geography altogether
- Need to be inclusive in and around Leith. Leith and surrounding communities
- Creating resilient communities

Vision

To make a positive impact on people's lives in Leith and surrounding places by providing affordable homes, services and helping to support resilient communities.

Brilliant Homes

- Provide safe and affordable homes
- Expanding our homes where opportunity arise
- To continue to explore more opportunities to provide new homes
- To meet current home standards
- Keep goal to reduced pre 1919 properties as part of the asset management

Brilliant Communities

- Keep caring for environment goals as are along with strengthening our community voice (remove mention of Leith and say our Community)
- There will be three new services in local communities created or facilitated by Harbour
- Remove £50k min investment collaboratively with partners in adaptations
- Remove 10% HACT methodology for social impact
- To work in partnership to maintain and grow services for and in local communities to support healthy living and address social deprivation, isolation and exclusion

Brilliant Company

- Keep goal and dedicated staff, track via culture projects rather than external accreditations
- Developing and maintaining brilliant systems and processes.
- Increase 50% to 90% for customers using digital services
- Increase transactions online available to 100%
- Keep Customer Service Excellent accreditation through Customer Excellence project
- Remaining financially sustainable
- Integrated and strong culture
- Digital transformation benefits realisation

Campbell Whyte closed the meeting at 3.30pm, thanking staff for all the work/preparation to make this an informative day and thanked the Board members for their attendance.